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Levels Program: A Career Ladder for Support Staff

Jane Fama
*University of Massachusetts Medical School, jane.fama@umassmed.edu*

James F. Comes
*University of Massachusetts Medical School, James.Comes@umassmed.edu*

Vivian (Frempong) Okyere
*University of Massachusetts Medical School, vivian.okyere@umassmed.edu*

See next page for additional authors

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Levels Program: A Career Ladder for Support Staff

Authors
Jane Fama, James F. Comes, Vivian (Frempong) Okyere, Barbara Ingrassia, Kerry Mayotte, Lisa A. Palmer, and Mary E. Piorun

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Levels Program: A Career Ladder for Support Staff

**Achievement + Education + Years = Promotion**

The Lamar Soutter Library  •  University of Massachusetts Medical School

### How Does It Work?

**Barney's Year One Evaluation**
- Accomplished ILL
- Developing Public Desk

**Barney's Year Two Evaluation**
- Accomplished ILL
- Developing Public Desk

### Getting Started

**Issues**
- Inability to promote achievers
- Salary inequity for comparable skills
- Staffing shortages/uneven distribution of resources
- Tight job descriptions

### Challenges

- Salary
- Opportunity
- Cross-training
- Flexibility
- Balance
- Staff buy-in
- Education requirements
- Morale
- Job titles
- Certification
- Perceptions
- Approval
- Status
- Timeframe
- Negotiation

### Levels Program Components

**Levels**
Tiers of responsibility defined by achievement across library areas, education, and years of service. Performance requirements become more advanced at each level. Salary is tied to level.

**Areas of Responsibility (AR)**
Functional areas defined by Library needs. May change over time. Each staff member is assigned to a major area of responsibility (MAR) where their primary responsibilities lie.

**Achievement Stages**
Each AR is divided into three stages with increasing skills and knowledge necessary to advance through each stage. Developing --> Accomplished --> Mastery

**Frameworks**
Objective evaluation criteria within each AR.

### Approvals Process

Administration
Human Resources
Union

- Budget approval needed from Administration.
- Increased salaries must be justified to the Compensation Dept in HR.
- Comparison data needed for justification.
- Union must be kept in the loop to ensure its cooperation.

### Implementation Steps

Create a position: Levels Coordinator → Staff Orientations → Training → Evaluation → Development Plans

### Program Benefits

**Library:**
- Flexible resources
- More highly skilled staff
- Better positioned for the future in a changing information environment

**Staff:**
- Chance for growth and advancement “in place” within the library
- Objective evaluations
- Fair placement in the salary structure

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James F. Combs, EdD, MLS, Jane Fama, MLS, Vivian Frempong, BS, Barbara Ingrassia, MLS, AHIP, Kerry Mayotte, AS, Lisa A. Palmer, MLS, Mary E. Piorun, MLS, AHIP