Levels Program: A Career Ladder for Support Staff

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Levels Program: A Career Ladder for Support Staff

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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

GETTING STARTED

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

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.

HOW DOES IT WORK?

Barney is hired at Level I. His major area of responsibility is ILL.

After 6 months probation, Barney has successfully achieved the Developing Stage in ILL - he can stay.

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

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

Development Plan
- Resource Management
- Technology Initiatives

But When Does Barney Get Promoted?

Requirements for Promotion to Level II
- Accomplished in MAR
- Developing in 2 Areas
- 2 Years of Service
- Associates Degree

Requirements for Promotion to Level III
- Mastery in 1 Area
- Accomplished in 2 Areas
- Developing in 1 Area
- 5 Years of Service
- Bachelors Degree

Advancing through levels will require commitment, work, and time.

IMPLEMENTATION STEPS

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

CHALLENGES

Salary opportunity cross-training
- Flexibility balance planning
- Staff buy-in morale job titles certification
- Education requirements approval timeframe
- Perceptions status negotiation

APPROVAL PROCESS

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

PROGRAM BENEFITS

Library:
- Flexible resources
- More highly skilled staff

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

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