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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.

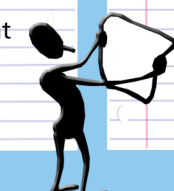
## HOW DOES IT WORK?

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	Barney's Year Two Evaluation
<input checked="" type="checkbox"/> Accomplished ILL	<input checked="" type="checkbox"/> Accomplished ILL
<b>Development Plan</b>	<b>Development Plan</b>
<ul style="list-style-type: none"> <li>• Public Desk</li> <li>• Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>• Developing Public Desk</li> <li>• Resource Management</li> <li>• Technology Initiatives</li> </ul>



## 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

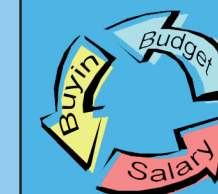
Evaluation

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 in 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
- 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