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Human Resources: Guidelines for Promotion to Senior Administrative Levels

When preparing a promotion file for an individual on the Administrative Professional Ladder, it is important to remember that there is tremendous diversity in the responsibilities and duties of AP's throughout the Institution. Because of that diversity, it is also important to remember that the individuals reading and evaluating the file (at least 9, not counting the immediate supervisor and the references) may very well not be involved in similar activities and therefore may not be aware of or familiar with the work being performed and its complexity and value to the departmental unit. As a consequence, the employee's statement of accomplishments and goals needs to be thorough, clear and understandable to a wide range of individuals. In addition, given the nature of this particular career path, accuracy in spelling, punctuation, and grammar is critical. Depending upon the type of work the individual does, documentation or objective evidence can take several forms, but should be tied to specific dimensions within the Compensable Factor Matrix.

These guidelines are provided to assist the supervisor and the candidate in preparing the file for presentation to APEC for its recommendation. Following APEC's deliberations, a recommendation is forwarded to the appropriate Vice President for action. Any questions may be directed to any member of APEC or the Human Resources Office.

1) The employee and/or supervisor initiate discussion on employee's potential for promotion.

2) If agreed to by both parties, the supervisor goes over these "Promotion Procedure Guidelines" with the employee and assigns the following to the employee:

a) The job description of the new level
b) Copies of the table of applicable compensable factors
c) Copy of CV or résumé
d) Copy of Employee Statement
e) Objective evidence samples

3) The supervisor is responsible for setting deadlines with the employee and both should decide upon the APEC date that they are targeting for the file submission. The supervisor is also responsible for assisting the employee in the preparation of this file. (The degree of the employee's independence and initiative for file preparation should be greater as the employee moves to higher levels on the ladder.)

4) The supervisor should indicate to the employee the particular weighting of the various Compensable Factors in relation to the specific job requirements and responsibilities.

5) The Employee then schedules a meeting with the supervisor to go over the Matrix check-off and reviews with the supervisor the appropriateness of the ratings. Supervisor should carefully review the matrix and counsel employee on the applicability of the various Compensable Factors and what objective and substantive evidence might be appropriate to demonstrate the level chosen. The supervisor and employee decide on the list of factors in order of priority and importance to the position. (Note: it is not necessary to comment on all the factors but at least 75% of the Matrix should be utilized.) The supervisor will also review the work completed to date and make appropriate suggestions for improvement. At this meeting they should also discuss the list of references to be contacted.

6) The supervisor then directs the employee to work on the following for the file:

a) Complete the draft of the Employee Statement
b) Create a Table of applicable Compensable Factors in order of importance (agreed upon by supervisor and employee) and substantiate each Compensable Factor listed with examples and an explanation of the substantive evidence that applies to each factor. Be as specific as possible. Evidence may be attached as an appendix.
c) Final list of referees.

7) Employee and supervisor review the final draft of the Employee Statement and the Table of Compensable Factors. The following should be complete at this time:

a) Current CV or resume
b) Employee Statement

8) The supervisor contacts each referee (3-5 should be asked in case one or more is not able to provide a reference), asks for a letter, e-mail, or a transcribed verbal statement evaluating the promotion, explains to the referees why they were chosen, and provides them with:

a) The job description of the new level
b) Copies of the table of applicable compensable factors
c) Copy of CV or résumé
d) Copy of Employee Statement

The referee should be directed to address his/her statement to the department head and to send the statement directly to the supervisor by a certain date. The supervisor will then add the reference to the file.

9) Employee and supervisor review the following and assemble the file in this order:

a) Letter from supervisor to department head recommending the promotion
b) Current CV or résumé
c) Employee Statement
d) Completed Table of Compensable Factors with substantive evidence
e) Appendix of substantive evidence (3-4 depending on level)
f) Reference statements (3) (employee does NOT see the references)

9) Supervisor gives the file to the department head for his/her letter recommending the promotion. (NOTE: if the supervisor is the department head - only one letter is required.) The department head should address this letter to APEC and the appropriate Vice President. With the addition of the letter from the department head placed in front of the file, the promotion file is complete and is sent to the APEC Facilitator (Assistant Human Resources Manager) to be distributed to APEC.

11) APEC will then notify the supervisor of the date and time to present the employee's file to APEC. The department head is encouraged to attend the APEC meeting as well as the supervisor and may speak on behalf of the candidate at their option. APEC will address any questions or issues to the supervisor after the presentation of the file. Finally, APEC will vote on the promotion decision. The discussions during the APEC meeting are considered confidential and are not to be shared with anyone.

Originally published: May 2, 2003

Last updated: December 4, 2013

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