

Staff Promotion Guidelines

POLICY STATEMENT:

The purpose of these guidelines is to foster the career progression of current employees through internal promotional opportunities. Where a vacancy exists or becomes available in a department, supervisors will be able to identify and promote staff who have demonstrated the skills, ability, and performance level to be successful in a higher-level position.

It is the policy of the Institute to provide fair and equitable procedures in promoting a staff employee. This policy will explain the conditions, types or promotion actions, process, and salary adjustment action in the event a classified employee is considered for a promotion.

DEFINITION:

Promotion - A promotion is the appointment of a current, active regular employee to a position in a higher salary range than the one to which the employee is presently assigned. A promotion is also advancement to a position that requires performing accountabilities of significantly increased complexity or responsibility.

PROCEDURES:

PROMOTION CONSIDERATIONS:

Promotions come with greater job expectations and the addition of significant duties and/or key areas of responsibility. Generally, a change is significant when 25-40% or more of a position's duties increase in level.

Eligible reasons for promotion or reclassification are:

- Essential duties and responsibilities have grown over time to meet department needs;
- Essential duties and responsibilities have lessened over time to meet department needs (not related to a performance issue); or
- Position vacancy due to departure of another employee, department reorganization, or creation of a new position due to department needs.
- Does a need exist within the institute/business unit for a higher-level position?
- Is there money available in the budget to fund a promotional increase?

The next step is to assess a staff member's readiness for a promotion. To ensure an employee is ready to take on additional responsibility, a promotion must be supported by demonstrated successful performance, experience and/or education. When considering an employee's performance, managers should consider a mix of criteria that reflect the larger picture of an employee's work. These include:



- Skillset (ensuring their skillset matches the requirements of the position)
- Sustained Performance (high performance levels in at least the two most recent review cycles)
- Demonstrated steps taken to gain new skills and continue to grow in their career
- Personal motivation and willingness for an increase in level and responsibility

Additional consideration needs to be taken with any promotion to a management role from a non-management role. Managers play a key role in the growth and development of our staff. Individuals who take on this responsibility require a unique set of skills. Just because an employee is a high performing individual contributor does not mean they will be a successful manager. Steps must be taken to document that the candidate for promotion understands what will be expected of them as a manager and that they have the mindset and skillset required for the role.

ELIGIBLE AND QUALIFIED EMPLOYEE:

All staff employees may be eligible for promotion, if they have satisfactorily met all of the following:

- Employee meets all the minimum requirements for the promotion / reclassification.
- Employee has worked a minimum of 12 months in their current position.
- Employee received an overall rating of successful and effective or higher performance evaluation during the previous 12 months.
- Employee has not received any documented disciplinary action within the past 12-month period.

PROCESS FOR PROMOTIONS:

A request for an analysis for possible promotion or position reclassification should be submitted to the Human Resources Office in writing by the cabinet level supervisor who oversees the area in which the position exists. The position analysis may be initiated by the Human Resources Office, the cabinet level supervisor, the supervisor, or the employee, however, analysis requests not initiated by Human Resources must be forwarded to the requester's supervisor and submitted to Human Resources by the cabinet level supervisor.

Once the eligible reason is identified and confirmed by the cabinet level supervisor;

- The cabinet level supervisor should review and/or prepare the proposed Job description to determine if there are sufficient grounds for a possible promotion or reclassification including employee's qualifications and past performance for eligibility for promotion or reclassification.

If the cabinet level supervisor determines there are sufficient changes to a current position's essential responsibilities and duties and the employee is eligible;

Effective Date: June 2021

Administrator: Human Resources

Approval Authority: Cabinet



- The cabinet level supervisor would submit a request for position analysis to Human Resources. The request should include; a revised job description outlining additional responsibilities and possible title change.
- Human Resources would conduct a job analysis to determine if the position should be reclassified at a higher level and conduct a salary analysis to determine if the position should be considered for additional compensation.
- Salary increases must be approved by the President, in consultation with the Finance Department.
- Any promotional increase must be approved before being communicated to the employee.
- Once approval is granted, the Supervisor of the respective departments will determine a mutually acceptable transfer date. When assuming the new job, the start date will be a mutual agreement between the releasing supervisor and the receiving supervisor. The employee does not decide the start date.

SALARY ADJUSTMENTS FOR PROMOTIONS:

Since circumstances that determine an employee's pay are varied, it is important to be as consistent as possible when making pay decisions relating to promotions. When an employee is promoted, the employee's salary may be adjusted as follows:

1. To at least the minimum of the higher salary range for the classified staff position; or
2. To the budgeted salary amount; or
3. If already above the minimum of the new salary range, to a level within the salary range or budgeted salary amount that is equitable, based on the promoted employee's related experience, qualifications and the salaries of the other employees in the same position.
2. It is the Institute's policy to bring an employee to the minimum of the salary range into which they are promoted if the previous salary was less.
3. If a promoted employee is already within the salary range of the new position or the budgeted salary amount, **then the promotional increase will range from 5% to 10%.** *Any recommendation above 10% will require the review/approval of the President and Human Resources Office.*
4. If a promotion is being given to an employee during the annual review process, the standard merit increase is calculated first and then the promotional guidelines above would apply.
5. Any promotional salary increases not included in this procedure must be in accordance with the current approval process.