

Number: PPD - 0029
Subject: Job Family and Career Path Policy & Procedure
Responsible Office: Dean & Director's Office

Job families function to provide a structure for defining job duties and competencies in a way that aligns the nature of the work with the needs of the organizational goals. The career path provides a formal process and tools by which an employee and supervisor may plan and engage in professional growth and facilitate advancement.

Job Family Career Paths:

- Assist in aligning job duties and required competencies with organizational goals;
- Define breadth of knowledge, depth of competencies, and soft skills required to be successful;
- Improve competencies of the workforce through development, selection, and promotion;
- Increase training and development participation;
- Increase retention and engagement of employees;
- Improve individual performance and contribution; and
- Aide in workforce and succession planning.

Definition

A job family is defined as is a broad grouping of jobs that share similar vocational characteristics. Within a job family, a career path consists of a series of progressively higher, related jobs distinguished by levels of knowledge, skills, and abilities (competencies) and other factors, and providing promotional opportunities over time.

A career path is the defined roadmap for advancement within and across job families. It provides a framework for development of competencies and experience and outlines the process to facilitate movement from lower-level position to advancing levels of positions through successive roles.

Developing a Career Path and Placement in Job Family

A job family has clearly defined, standardized, job descriptions for each level of the job family. A job description for a position within a job family describes, in broad terms, the duties and responsibilities one would be expected to perform at the various levels within a job family. The levels within a job family are defined on the competencies expected of the employee and increasing complexity of tasks and responsibilities. The development or implementation of a job family and career path must be done with the assistance of a Human Resources Consultant or Classification & Compensation Manager.

When recruiting for a position within a job family, the supervisor may choose to recruit at any level of the job family, from entry-level or at a higher level of competency, depending on the need of the organization. It is recommended to recruit at the lowest, appropriate, level of the job family to allow for maximum growth and development in the role.

Each established job family is organized into a “job family matrix” that provides a standardized description of the duties, competencies, education, and basic requirements for each level of position across the job family. This job family matrix provides clarity for contributions at each

level which differentiates and defines expectations for progression and assists in decision making for recruitment, placement, and promotion to the appropriate job family level.

The initial assignment of an existing employee to the appropriate level in a new job family is based on the alignment of the employee's duties and competencies with the corresponding level defined in the job family matrix, as assessed by the supervisor with the assistance of the Human Resources Consultant.

Promotions of individuals within a job family are based on demonstrated competencies and performance, completion of individual training and/or development activities and the business needs of the department.

Key Elements of Job Family Promotions (JFP)

Development/training opportunities:

- Are identified by the supervisor as part of annual goal setting process or anytime an employee begins a career path;
- Are based on competencies established for each level;
- May include job enrichment activities, job rotation or cross-training, in-house, on-the-job, and external sources.
- Are evaluated on an on-going basis and adjusted, as needed.

Performance standards:

- Must meet or exceeded the performance standard of current position, as documented in the performance review process, to qualify for promotion to a higher level.
- Demonstrate proficiency in competencies for current position as defined in the job family matrix;
- Demonstrate emerging skills for competencies at the next level with in the job family as outlined in the job family matrix;
- Demonstrate social, interpersonal, and career attributes with a focus on contributions to team and departmental service in alignment with the institute's values;
- Employees on an active performance improvement plan may not be considered for a job family promotion.

Promotion opportunities:

- Are initiated by the supervisor;
- Are based on business needs of the department as well as employee desire to move to next job level;
- Must follow the request/approval procedures including supervisor recommendation and HR review and approval;
- Require documented proficiency in current position competencies and emerging competency with increasing job responsibilities towards the next level position;
- Are based on completion of development plans, assigned training and/or time in service;
- Follow a defined job family promotion request and review process and cycle as defined by the organization. Exceptions may be granted on a case by case basis with approval from the supervisor and cabinet leader.

Promotional opportunity process:

- Are initiated by supervisor based on organizational objectives and resources;
- Are based on documented proficiency in current position competencies and emerging competency with increasing job responsibilities towards the next level position;
- Are based on completion of development plans, assigned training and time in service;

Salary adjustments:

- Are based on the availability of department budget and finance level budget approval;
- Take internal equity into consideration;
- Use a standard university formula to determine maximum allowable salary increase;
- Are effective at the beginning of a pay period, on the specified date following the JFP request, review, and approval period.
- Could include exceptions where special competencies are identified, with approval of supervisor and HR or higher administration, as appropriate;

Career Path Training & Development

The goal of career path development programs is to define the quantity, content, and sources of accessible programs and activities which enable employees to fulfill competency expectations as defined at level of the job family, while allowing supervisors flexibility in managing staff training. Development programs should be designed to enhance employee capability toward skills which meet organizational goals, promote an employee's career objective and fulfill annual training and development activities. Additional expectations of professional and service activities, certifications, etc. may be assigned to the employee by the supervisor as the employee progresses to the upper levels of the Job Family.

General Professional Development

The University Human Resources office offers training activities which stress the continuing development of social and interpersonal skills and abilities that are of major importance in job effectiveness, in categories such as: university values, communication, leadership, teamwork, and process improvement (additional job specific skills such as customer service, time management, etc. may be identified by the supervisor).

The supervisor should assess the employee's proficiency in each category to determine development priorities. The Universities online learning system offers a broad range of programs in these categories. As the employee completes all appropriate courses, the supervisor should substitute content from other sources to provide continuing development in these categories throughout the career of the employee.

Areas of focus for training and development activities may include:

- University Values
- Communication
- Leadership
- Teamwork
- Process improvement
- Problem Solving/Critical thinking

Unit, Job Specific and/or Technical Training

This training is designed to improve an employee's technical or professional knowledge for their specific

job (reference career and competency development activities identified for your specific job family).

Areas of focus could include:

- Administration courses
- IT courses
- LinkedIn Learning
- Self-directed courses
- Study of related books, manuals, policies, procedures, research, etc
- External training providers
- On-line sources
- Training certifications (as identified for advanced level positions)
- Major disciplinary certifications and/or fellowships.

Professional Development

Participation in appropriate professional activities enhances professional expertise and fosters an environment which promotes continued learning and improvement. Areas of focus could include

- Professional society membership;
- Annual regional/national/international organizational participation (conferences, committees, presentations, papers, subcommittee participation, or position held);
- Presenting a talk or training in your area of expertise;
- University service (committees, task forces, advisory teams).

Approved Credit Courses

Following University guidelines for enrollment in credit programs and as approved by one's supervisor, an employee's participation in credit courses may be considered toward job and professional development expectations on an ad hoc basis. Employees are encouraged to utilize the Universities education assistance benefit for relevant course work.

Documentation

Completion of training and assignments for the coming year should be ongoing and documented as part of the University's performance planning and review process. Included in the appendices of this document is a template for an Employee Training and Development Plan that can be used to plan and track employee training and development activities throughout the year.

Applications for the annual cycle of Job Family planned program promotions should document training accomplishments.

Job Family Promotion Procedure

Promotion within a job family (referred as "Job Family Promotion") is considered during the organizations defined cycle for planned job family promotions which usually aligns with the annual performance review timeline and will be announced by Human Resources.

Organizational Prerequisites:

- Job family promotions are not automatic or employee-driven.
- HR and budget approval are required to support higher level position and salary increase in the unit based on salary ranges as defined by HR for each job family.
- There is an organizational business need for a higher-level position in the unit.

Employee Prerequisites:

- Performing at a satisfactory level for the period of time specified in their current level,
- Has met the development and training goals as outlined in the job family matrix and established by the supervisor in the career path development plan,
- Has demonstrated emerging competency at the next level in the career path,
- Has met the minimum required qualifications for the advanced position; and
- Is willing to take on the higher level of duties and responsibilities for the promotional position as outlined in the job family matrix and position description.

Request Process:

1. Based on demonstrated performance, completion of the career path development plan, and position qualifications, the supervisor establishes that the employee meets the minimum standards and possess the capabilities to hold the position at a higher level.
2. The supervisor submits the Request for Job Family Promotion form for approval to their department head or section chair.
3. Once approved, the supervisor submits the request to the Human Resources Consultant for review and approval.
4. If approved by the HR Consultant, the Request for Job Family Promotion is attached to the action in PeopleAdmin, and the Position Description is updated with the new proposed title and responsibilities and sent forward for budget review/approval.
5. Supervisor and employee are notified by UHR of final approval and effective date.
6. If a job family promotion is denied, a request for appeal may be made by the department head or section chair to the Dean & Director. Appeal decisions will be made with feedback from the requesting department and the Human Resources Consultant; other subject matter experts may be consulted including managers of similar positions in different sections/departments or the classification and compensation manager.

How to Complete a Request for Job Family Promotion Form:

The form requires a statement justifying the promotion and addressing the following points:

- Does the employee meet or exceed the minimum qualifications for the new job?
- Does the employee have a history of documented satisfactory job performance? (To be eligible for promotion the employee must have a satisfactory rating on their most recent annual performance appraisal and may not be on a performance improvement plan or active disciplinary action).
- Has the employee completed all training and development requirements as established by the supervisor? List and explain the fulfillment of training and development activities. (Must attach the completed career path training and development plan).
- Has the employee demonstrated proficiency in the competencies of their current role?
- Has the employee demonstrated emerging competency in the ability to perform the responsibilities of the higher-level job?
- Does the department have a business need for the higher level of responsibilities?

Attach to the application form any supporting documentation, such as the completed career path training and development plan, employee's resume or CV, and other material relevant to the employee's qualifications for promotion.

APPENDICES

Example of Job Family Matrix

Employee Expectations for Job Family Career Paths

Annual Employee Training and Development Plan

Request Form for Job Family Promotion

Example of Job Family Matrix

Job Family Name:
 Applies to:

Three-level jobs. This describes the minimum qualifications and the general level and type of work performed at each level of this job family. Promotions from a lower level to a higher level may require completion of additional criteria as outlined by the supervisor, department, or job family committee.

Sample jobs:

Job Family Levels			
Level	Responsibility	Knowledge	Education and
Experience*			
I	Under immediate supervision, performs standard tasks using established methods, principles, concepts and procedures related to a specialized field. Judgments are made on routine matters of relatively small impact.	Knows fundamental concepts, practices and procedures of particular field of specialization.	Bachelors degree in discipline appropriate to position with no experience.
II	Under close supervision, performs varied duties and assignments involving some judgment. Resolves routine questions or problems, referring only complex issues to higher level. Some evaluation, originality and ingenuity required.	Knows and applies fundamental concepts, practices, and procedures of particular field of specialization, with awareness of related fields.	Bachelors degree in discipline appropriate to position plus 2 years experience. Experience must include at least 2 years at the preceding level or equivalent.
III	Under minimal supervision, performs complex assignments and fulfills broad responsibilities where required outcomes are defined, but methods and procedures may vary based on professional judgment or precedent. Considerable latitude for unreviewed action. Confers with supervisor on unusual matters. Coordinates the work of others on projects and may assign work to and assist less experienced professionals or support staff. May act in an advisory capacity to managers or faculty.	Possesses and applies a broad knowledge of principles, practices and procedures of a particular field of specialization to the completion of difficult assignments. Also possesses knowledge of related fields and areas of operation which affect, or are affected by, own area.	Bachelors degree in discipline appropriate to position plus 4 years experience. Experience must include at least 2 years at the preceding level or equivalent

Employee Expectations for Job Family Career Paths

Employees in job family career paths are expected to participate in annual training and development in order to maintain and enhance their competencies and skills to perform their jobs at increasing levels of proficiency. This is a key element required for prospective promotion to higher levels in the job family.

Yearly expectations for training and development should be established with each employee by the supervisor as part of the university's annual performance evaluation and planning cycle. Training and development should encompass not only orientations related to university policies and procedures but also best practices and innovations in the professional field. Development activities should focus on enhancing communications, leadership, teamwork, and process improvement in one's work.

Sources of training may include but are not limited to the university's own sponsored Human Resource Development series of programs, please see the Career Path Competency & Development Activities for your specific Job Family. Programs offered by other universities, training providers, national associations, etc. are also sources of good job-related development options. OJT or on-the-job-training is also a valuable tool in employee development. Professional certifications, credit courses or courses toward advanced degrees may also count towards one's development expectations.

Level and frequency of training and development should be assigned or approved by the supervisor in consultation with the employee preferably during annual performance planning, but also may be established at other appropriate times during the year.

As employees progress in the job family, it is also advised that they become engaged in relevant development and service activities within civic, service, and professional organizations. Activities at the university level may include participation on search committees, the PPFC or Staff Assembly, and participation as a volunteer at University events. Each unit should identify specific service or professional organizations relevant to their outreach discipline in which their employees may participate.

Employee Training and Development Plan

Employee Name:

Review Year:

	W&M/VIMS Courses, Workshops, Trainings	Other Courses, Workshops, Trainings	On the Job Training Activities	Date Completed
Development of Social/Interpersonal Skills (i.e. Communication, Leadership, Teamwork, Process Improvement, etc.)				
Development of Job Specific/Technical Skills (i.e. GIS skills, certifications, proficiency with databases, etc.)				
Development of Unit competencies/capabilities (i.e. proficiency in unit-level processes, certifications/skills that will be benefit the unit as a whole)				
Professional Development Activities (i.e. participation in professional society activities, participation on VIMS/W&M committees and other organizational service roles)				

Supervisor Signature:

Date:

Employee Signature:

Date:

Request for Job Family Promotion

The request for job family promotion should be submitted by the supervisor once an employee has met the eligibility requirements as outlined in the Job Family and Career Pathway procedure. Requests are reviewed by VIMS CFO and Chief of Staff and the University HR classification/compensation team and are not considered final until notification is received from HR regarding approval.

Employee Name:	Date Entered Current Position:
Employee Banner ID #:	Current Title:
Unit/Section:	Proposed New Title:
Position Number:	Current Salary:
Date of Original Hire:	Proposed New Salary:

Justification for Promotion:

Please reference the job family matrix for the competencies, knowledge, education, and experience required for each level of the job family. Please provide at least two specific supporting examples for each question below.

1. To be promotion eligible, the employee must have received a performance rating of no less than “meets expectations” in the last 12 months. Has the employee received a performance rating of meets or exceeds expectations for their current position in the last 12 months?

Yes No

2. Does the employee meet the minimum competencies for the proposed new job level?

Yes No

If yes, provide at least two specific examples of how the employee meets or exceeds these competencies.

3. Has the employee completed all training and development requirements as established by the supervisor and outlined in the Employee Training and Development Plan?

Yes No

Please attach the completed and signed Employee Training and Development Plan and provide a brief description here about the training and development activities completed by the employee.

