

**Implementation Status: Promotions and Career Ladders Report Recommendations from AACDC Recruitment and Retention Subcommittee** (approved for implementation November 2015 by leadership) last updated February, 2017

Recommendation	Status	Completion Date
<p>1. AABS and AACDC should monitor potential red flags that may indicate a need to dig more deeply into data related to career ladders and promotions:</p> <ul style="list-style-type: none"> <li>• The report indicates that some offices sampled have experienced no promotion during the 5 years sampled. While there may be logical reasons for no promotions to exist, these and other units who have had no promotions for five consecutive years or more should be examined annually to determine whether there is an equity issue that needs to be addressed. AABS can monitor this and report to AACDC annually.</li> <li>• Currently, Whites, females and employees over age 40 are most frequently promoted and this is strongly linked to the data showing these are the predominant populations. However, AABS should monitor these data to determine whether there is proportionality of promotions occurring within ethnicity, gender, and age groups. This information can be reported to AACDC annually.</li> <li>• Climate survey findings may suggest that perception of barriers to advancement and promotion exist even if findings for an in-depth review of advancement and promotion data do not support this perception. As already noted, the 2014 Climate Survey indicates that this red flag exists; therefore, additional recommendations to address this follow.</li> </ul>	<ul style="list-style-type: none"> <li>• AABS has determined that it can track these data on an annual basis and provide each October a report that captures the previous year’s title changes going into effect on Sept. 1.</li> <li>• The first such monitoring report was drafted in October 2016 for AACDC review. After much discussion and edits, the report was sent to the AACDC liaison to share with leadership in February 2017.</li> <li>• This will become an annual report</li> </ul>	<p><b>Completed February 2017</b></p>
<p>2. With the help of AABS, staff and supervisors should be made aware of career ladders within the division as well as the responsibilities of both employees, the supervisor, and the organization in terms of “opportunities for advancement or promotion” using these career ladders.</p>	<ul style="list-style-type: none"> <li>• This topic was discussed at the supervisor meeting in Summer 2016, but the implementation of the System pay plan has delayed what supervisors can do. This topic needs to be reassessed</li> </ul>	

	<p>after we have a better understanding of the new title and career ladder structure.</p>	
<p>3. Open positions within the Division of Academic Affairs should be communicated to all staff members within the Division of Academic Affairs.</p>	<ul style="list-style-type: none"> <li>• AACDC discussed the possibility of using an AABS listserv or an AABS website to denote open positions within the division. This was determined to be too difficult to accomplish.</li> <li>• Elizabeth Piwonka is drafting an e-mail that could be sent to division staff to explain how they can find division openings easily online if they wish to do so.</li> <li>• Annette Shenkir is checking to see if there is a way in Workday to have an automated way to get messages about new openings based on interest or division postings.</li> </ul>	
<p>4. Supervisors should conduct exit surveys of employees to track and learn the reasons for which employees may have decided to leave the unit. Data collected from these surveys should be reported to AABS to track reasons and trends within the overall Division. AABS has recommended exit survey questions for supervisor use. AABS will then be able to supply a record of departures for the unit.</p>	<ul style="list-style-type: none"> <li>• AABS and HR have looked at this issue. AABS deferred to an HR review of this.</li> <li>• Droleskey discussed with Janelle Ramirez from Human Resources whether individual unit data or overall aggregated data can be obtained from the Human Resources managed exit survey for the university. Ramirez said she would bring the issue up to the new VP for HR in December and provide feedback to AACDC.</li> </ul>	
<p>5. Supervisors should explore other avenues to provide monetary or administrative incentives to employees that cannot be promoted. One time merit increases, administrative leave with pay are two incentives that should be utilized for retention purposes of staff.</p>	<ul style="list-style-type: none"> <li>• This was discussed at the supervisor meeting in Summer 2016 because we found a need based on the supervisor survey (many supervisors did not understand the rules or believed the</li> </ul>	<p><b>Completed – November 2016</b></p>

	<p>decisions in their units were not equitable, consistent, or transparent. Human Resources provided a presentation and there were discussion tables related to this topic.</p> <ul style="list-style-type: none"> <li>• In Fall 2016, AACDC provided data to the AACDC Liaison for the Provost about the discrepancies between the climate survey findings and supervisor survey findings that suggest staff are concerned about advancement and promotion and reward structures. As a result, at least one unit, Academic Services has set a strategy to ensure that these efforts are transparent, equitable, and consistent in the future.</li> <li>• AACDC has shared the information and can monitor progress through red flag reports and future supervisor surveys.</li> </ul>	
<p>6. Career ladders should be revised and the potential of working titles should be explored. Working titles, while not official titles per se, are useful to incentivize staff members that may be taking a leader role in projects, team work, or overall working process within the unit.</p>	<ul style="list-style-type: none"> <li>• This topic was discussed at the supervisor meeting for Summer 2016, alerting supervisors to their options for developing working titles and providing time to discuss these with HR staff. Supervisors seemed to feel that such titles may be helpful given the implementation of the System pay plan. The implementation of the System pay plan has limited what supervisors may do about career ladders.</li> </ul>	<p><b>Completed: July 2016</b></p>
<p>7. Supervisors should consider the potential for equity adjustments when possible</p>	<ul style="list-style-type: none"> <li>• This was discussed at the supervisor meeting in Summer 2016.</li> </ul>	<p><b>Completed: July 2016</b></p>
<p>8. AACDC should develop a supervisor survey related to constraints they face in using existing career ladders.</p>	<ul style="list-style-type: none"> <li>• AACDC compiled questions for this survey, but it is on hold owing to the</li> </ul>	

	implementation of the new System Pay Plan in fall 2016.	
--	---------------------------------------------------------	--