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CHAPTER 3: EMPLOYMENT STATUS

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3.01 LIBRARIAN/PROFESSIONAL CLASSIFICATION (Updated 08/02)

Introduction

Librarians/Professionals contribute to the academic and patient care needs of the Library's clients. Ranking rewards these contributions by providing official recognition of the knowledge and experience brought to the position by an individual, and acknowledges on-the-job progress and excellence in performance. It serves as an internal mechanism for recognizing professional development in terms of service to the Library, the Texas Medical Center and the South Central Region.

Librarians/Professionals will be hired at the advertised level for vacant positions. Previous experience and advanced training will be evaluated to determine the appropriate step within the level.

3.011 Classification Levels

Librarian/Professional I: This entry-level rank is assigned to a librarian with a master's degree in library science or a professional with a relevant master's degree and with less than two years' professional experience.

Librarian/Professional II: This second level is assigned to an individual with at least two years of professional experience. To qualify for this rank, a librarian/professional will have demonstrated effective job performance and participation in professional activities.

Librarian/Professional III: This third level is assigned to Assistant Directors. An individual qualifies for this rank after a minimum of three years as Librarian/Professional II with contributions to the profession and service to the Library, Texas Medical Center and South Central Region, or at least six years of professional experience, and demonstration of effective job performance.

Librarian/Professional IV: This fourth level is assigned to Associate Directors. An individual qualifies for this rank after at least six years as Librarian/Professional III with contributions to the profession and in service to the Library, Texas Medical Center and South Central Region, or at least eight years of professional experience, and must demonstrate consistent achievements in job performance.

Librarian/Professional V: This is the highest rank within the Library. This rank is reserved for the Library Executive Director and the qualifications, achievements, professional contributions, etc. are set by the Library Board of Directors.

For each level in the scheme, there are examples of job duties considered appropriate for that level. The section entitled "required or preferred knowledge, skills and abilities" indicates what the successful applicant will bring to the position, rather than skills learned on the job. Not every one of the duties pertains to every job. This is a sample list only.

The following pages contain tables to demonstrate competencies required for the different levels.

	Level I	**Level II**	**Level III**	**Level IV**	**Level V**
Job Complexity	Entry-level position, requires direct supervision	Able to work independently	Supervision begins at this level; management of a department	Management of multiple departments or a division; large financial responsibility	Ultimate responsibility for the administration of the Library
Minimum Qualifications	ALA-accredited master's of library science or master's degree in relevant field	ALA-accredited master's of library science or master's degree in relevant field	ALA-accredited master's of library science or master's degree in relevant field	ALA-accredited master's of library science or master's degree in relevant field	ALA-accredited master's of library science or master's degree in relevant field
					Doctorate in library science or relevant field
	Less than two years of professional experience	Three (3) or more years of professional experience	Five (5) or more years of professional experience	Eight (8) or more years of professional experience	Twelve (12) or more years of professional experience
			Demonstrated effective job performance and participation in professional activities	Demonstrated contributions to the profession	Demonstrated contributions to the profession at the national and/or international level

	Level I	Level II	Level III	Level IV	Level V
KNOWLEDGE					
Client Service		Understanding of client needs	Understanding of client needs	Understanding of client needs	Understanding of client needs
Professional Knowledge	Knowledge of library science	Knowledge of library science	Knowledge of library science	Knowledge of library science	Knowledge of library science
	Knowledge of library resources	Knowledge of library resources	Knowledge of library resources	Knowledge of library resources	Knowledge of library resources
	Knowledge of the cataloging process	Applied knowledge of the cataloging process	Applied knowledge of the cataloging process	Applied knowledge of the cataloging process	Knowledge of the cataloging process
		Knowledge of the Library's mission, goals and objectives and resources (organization policy and procedure)	Knowledge of the Library's mission, goals and objectives and resources (organization policy and procedure)	Knowledge of the Library's mission, goals and objectives and resources (organization policy and procedure)	Knowledge of the Library's mission, goals and objectives and resources (organization policy and procedure)
		Knowledge/awareness of professional standards, technology and trends	Knowledge/awareness of professional standards, technology and trends	Demonstrated knowledge/awareness of professional standards, technology and trends	Demonstrated knowledge/awareness of professional standards, technology and trends
		Basic knowledge of copyright guidelines	Knowledge of copyright guidelines	Applied knowledge of copyright guidelines	Knowledge of copyright guidelines
				Knowledge of institutional dynamics	Knowledge of institutional dynamics

	Level I	Level II	Level III	Level IV	Level V
KNOWLEDGE (continued)					
Research Skills					
	Basic knowledge of computer operation and applications; basic knowledge of database concepts and principles	Knowledge of computer databases/systems	Knowledge of computer databases/systems	Knowledge of computer databases/systems	Knowledge of computer databases/systems
Business Knowledge		Knowledge of basic marketing principles and techniques	Knowledge of marketing principles and techniques	Application of marketing principles and techniques	Demonstrated application of marketing principles and techniques
			Knowledge of financial and accounting principles	Applied knowledge of financial and accounting principles	Demonstrated knowledge of financial and accounting principles
			Knowledge of business objectives and development	Knowledge of business objectives and development	Applied knowledge of business objectives and development
			Knowledge of billing procedures	Applied knowledge of billing procedures	Knowledge of billing procedures
			Applied knowledge of bookkeeping principles and practice	Applied knowledge of bookkeeping principles and practice	Knowledge of bookkeeping principles and practice

	Level I	Level II	Level III	Level IV	Level V
KNOWLEDGE (continued)					
				Knowledge of facility layout and location	Knowledge of facility layout and location
				Knowledge of legal and/or contractual regulations and guidelines	Demonstrated knowledge of legal and/or contractual regulations and guidelines
SKILLS					
Client Service		Ability to assess client needs	Ability to assess client needs	Demonstrated ability to assess client needs	Demonstrated ability to assess client needs
Cognitive Skills	Multi-tasking	Multi-tasking	Multi-tasking	Multi-tasking	Multi-tasking
	Problem-solving	Problem-solving	Problem-solving	Problem-solving	Problem-solving
	Follow-through	Decision-making and follow-through	Decision-making and follow-through	Decision-making and follow-through	Decision-making and follow-through
		Analytical thinking	Analytical thinking	Analytical thinking	Analytical thinking
		Conceptual thinking	Conceptual thinking	Conceptual thinking	Conceptual thinking
				Strategic thinking	Strategic thinking
Work Skills		Organization, planning and prioritization	Organization, planning and prioritization	Demonstrated organization, planning and prioritization skills	Demonstrated organization, planning and prioritization skills
		Time management	Time management	Time management	Time management

	Level I	Level II	Level III	Level IV	Level V
SKILLS (continued)					
Research Skills	Research skills	Demonstrated research skills	Demonstrated research skills	Demonstrated research skills	Demonstrated research skills
	Ability to identify and use appropriate Internet resources	Demonstrated ability to identify and use appropriate Internet resources	Demonstrated ability to identify and use appropriate Internet resources	Demonstrated ability to identify and use appropriate Internet resources	Demonstrated ability to identify and use appropriate Internet resources
				Ability to evaluate computer systems/databases	Ability to evaluate computer systems/databases
Interpersonal Skills	Teamwork	Teamwork	Teamwork	Teamwork	Teamwork
	Demonstrated interpersonal skills	Demonstrated interpersonal and networking skills	Demonstrated interpersonal and networking skills	Demonstrated interpersonal and networking skills	Demonstrated interpersonal and networking skills
	Oral and written communication, including presentation skills	Demonstrated oral and written communication, including presentation skills	Demonstrated oral and written communication, including presentation skills	Demonstrated oral and written communication, including presentation skills	Demonstrated oral and written communication, including presentation skills
	Training and teaching skills	Effective training and teaching skills	Effective training and teaching skills	Effective training and teaching skills	Effective training and teaching skills

	Level I	Level II	Level III	Level IV	Level V
SKILLS (continued)					
Management Skills		Application and/ or knowledge of project management	Demonstrated project management skills	Demonstrated project management skills	Demonstrated project management skills
			Ability to delegate	Demonstrated delegation skills	Demonstrated delegation skills
			Performance management ability (people and resources)	Performance management (people and resources)	Performance management (people and resources)
			Motivational skills	Motivational skills	Motivational skills
			Staff development skills	Demonstrated performance in staff development	Demonstrated performance in staff development
				Resource management/coordination	Resource management/coordination
				Conflict resolution skills	Conflict resolution skills
					Knowledge of staff capabilities
PERSONAL CHARACTERIS-TICS					
Client Service	Client-service-orientation	Client-service orientation	Client-service orientation	Client-service orientation	Client-service orientation

3.02 STAFF CLASSIFICATION SCHEME

Introduction

This section contains a full outline of the Library's Staff Classification Scheme including examples of job competencies. In addition, there is a Job Analysis Questionnaire Form (see appendix), which is used to gather data for classification of a new position or reclassification of an existing position.

For each level in the scheme, there are examples of job duties considered appropriate for that level. The section entitled "required or preferred knowledge, skills and abilities" indicates what the successful applicant will bring to the position, rather than skills learned on the job. Not every one of the duties pertains to every job. This is a sample list only.

Examples of the jobs that fall into each level are given. Some of these jobs develop through two or three levels of the classification scheme. Classification of a particular position will depend on the level of complexity of job duties assigned to that job.

3.021 STAFF GRADE LEVELS

	Level I	**Level II**	**Level III**	**Level IV**	**Level V**
JOB COMPLEXITY	Work consists primarily of predictable routines w/minimal public contact.	Moderate versatility and judgment required in handling a variety of routines. Work is less predictable though problems encountered are usually covered by instructions or precedent.	Requires considerable judgment and versatility in following diverse routines. Problems encountered are unpredictable, requiring well-developed problem-solving skills.	Work routines can be unpredictable, complex and demanding. Requires considerable independent judgment and decision-making.	Excellent management/ personnel skills and/ or advanced technical skills. Requires flexibility, accountability, and excellent independent judgment.
MINIMUM QUALIFICATIONS	High School diploma/GED or equivalent experience	Some college or high school diploma/GED plus one year of work experience	Some college or technical school plus two years of relevant work experience	College degree or professional certification plus two years relevant work experience	Bachelor's degree or professional certification plus three years work experience or at least five years relevant work experience

	Level I	Level II	Level III	Level IV	Level V
KNOWLEDGE	Client needs; industry standards, technology, and trends; library mission; library resources	**All characteristics of previous level and the following:** building layout/location; organization policies/ procedures; computer databases/systems; vendor capabilities; acquisitions process; cataloging process; reporting techniques; copyright guidelines; institution information; billing procedures	**All characteristics of previous level and the following:** staff capabilities; internet capabilities; equipment; routine maintenance; mail processing system; vehicle operation; travel guidelines/ regulations; vendor capabilities; NN/LM mission; graphic design; legal/ contractual regulations; NN/LM guidelines/ regulations; NN/LM products/services; programming languages; Network infrastructure; Network operating system	**All characteristics of previous level and the following:** accounting principles; billing procedures; database concepts/principles; financial principles; graphic design techniques; legal and/or contractual regulations/ guidelines; library science; Network infrastructure; Network operating system; programming languages; production techniques; reporting techniques; telecommunication system/network; outreach	**All characteristics of previous level and the following:** business objectives; exhibition guidelines/ requirements; payroll system

	Level I	Level II	Level III	Level IV	Level V
SKILLS	Computer operation; follow through; interpersonal skills; oral communication; organization; teamwork; working independently	**All characteristics of previous level and the following:** coordination; time management; multitasking; problem solving; office equipment/operation; written communication; prioritization; bookkeeping; analytical thinking; decision-making; research skills; follow directions	**All characteristics of previous level and the following:** delegation; conflict resolution; managing performance; editing	**All characteristics of previous level and the following:** computer operation; interpersonal networking; planning; project management	**All characteristics of previous level and the following:** motivational skills; office equipment operation; people development

	Level I	Level II	Level III	Level IV	Level V
PERSONAL CHARACTERISTICS	Client-service oriented; conscientious; detail-oriented; focused; professional demeanor; supportive; team-oriented	**All characteristics of previous level and the following:** proactive; flexible; cooperative; deadline-oriented	**All characteristics of previous level and the following:** patient; diplomatic; objective; creative; goal oriented	**All characteristics of previous level and the following:** data-oriented; empathetic; investigative; outgoing; persistent	**All characteristics of previous levels.**

3.022 Graduate Degree Policy (Updated 04/03)

Support staff who earn graduate degrees in library-related areas such as library or computer science, are eligible to apply for professional openings in the Library, but are not automatically promoted to Librarian/Professional rank at the completion of their degree. Their compensation will be based on job duties and not their degree.

3.03 JOB DESCRIPTION

All Library positions require a job description. The following steps are used in creating job descriptions.

1. A Job Analysis Questionnaire (see Appendix F, Form # 3.03A) is completed by the Supervisor for a new position or the incumbent for the current position.
2. A Competency Profile (see Appendix F, Form # 3.03B) is completed by the Supervisor and employee, if appropriate with assistance from Human Resources.
3. A Job Description is finalized by inserting information from the Competency Profile into the Job Description template (see Appendix F, Form # 3.03C).
4. The Competency Profile and Job Description are reviewed by the appropriate Associate Director before filing in Human Resources.

3.04 RECLASSIFICATION & PROMOTIONS (Updated 09/03)

Reclassifications

Human Resources handles requests for reclassification or review of current classifications. Either a staff member or a department head can initiate requests for reclassification review at any time. Requests for a reclassification review initiated by a staff member should go through the department head and Human Resources. If the staff member feels unable to use this channel, he or she can approach Human Resources to have such a review initiated.

In all cases, a Job Analysis Questionnaire must be completed. The Questionnaire, with an updated Competency Profile is then submitted along with a current job description to the appropriate Associate Director. The Associate Director forwards the classification recommendation to the Executive Director based on the information contained in the documents and, if necessary, interviews with the staff member and the supervisor.

Upon approval, the supervisor is notified of the decision immediately and is responsible for discussing the change in classification with the incumbent. The incumbent also receives a letter from the Executive Director. A copy of the letter along with the Competency Profile and Job Description is filed in Human Resources.

Promotions

An employee is promoted from one step to another within the position level as he or she consistently exhibits an exceptional level of job performance and demonstrate a cooperative

attitude and a genuine interest in the Library's mission.

3.05 HAM-TMC LIBRARY COMPENSATION PLAN (Updated 01/03)

The following compensation plan serves as a guide to determine salary ranges in the Library. The levels are assigned to positions and steps are assigned to position incumbents based on qualifications such as education and experience, knowledge, skills, and personal characteristics.

SALARY RANGES

Levels	Hourly Rate	Minimum		Midpoint		Maximum
SUPPORT STAFF		1	2	3	4	5
1	6.97	14,500	16,000	17,500	19,000	20,500
2	8.17	17,000	19,500	22,000	24,500	27,000
3	10.10	21,000	25,000	29,000	33,000	37,000
4	12.50	26,000	31,000	36,000	41,000	46,000
5	15.38	32,000	38,000	44,000	50,000	56,000
LIBRARIANS/PROFESSIONALS						
1	15.38	32,000	37,000	42,000	47,000	52,000
2	18.27	38,000	46,000	54,000	62,000	70,000
3	22.12	46,000	57,500	69,000	80,500	92,000
4	26.44	55,000	66,750	78,500	90,250	102,000
5	45.67	95,000	121,250	147,500	173,750	200,000