

Policy and Management Guidelines
Division of Agriculture
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Classification, Appointment, Evaluation and Promotion Criteria

Project/Program Administrators

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Introduction

This policy describes the nature of appointments and opportunities for Project/Program Administrators within the Division of Agriculture. This policy provides guidelines and procedures for: 1) classification; 2) appointment; 3) evaluation; and 4) promotion. Program Technicians, Program Associates and Post Doctoral Associates are not included in this policy.

Classification

Categories for project/program administrators are Specialist, Manager, Director and Senior Director. The responsibilities and expectations for each track are to be viewed as distinct and separate.

Project/Program Specialist

Under direction, the Project/Program Specialist is responsible for providing operational support in a functional area by gathering, analyzing, and preparing data; creating related reports and documentation; and providing technical assistance related to the operational function to management and internal clients. May supervise a small group of employees. This position requires a Bachelor's degree in a relevant discipline. With approval of the appropriate Associate Vice President, a combination of six years of education and/or directly related experience may be substituted for the Bachelor's degree for those with job duties that include the supervision of two or more appointed, regular employees. Persons appointed to this title are eligible for promotion.¹ This is a promotion track position with levels I, II and III.

Project/Program Specialist I

Persons are generally appointed to this rank.

Project/Program Specialist II

Persons promoted (or appointed) to this rank will have established themselves in an appropriate field and have demonstrated a sustained record of professional excellence.

Project/Program Specialist III

Persons promoted (or appointed) to this rank will be mature in their profession and will have a long-term record of professional excellence, exhibiting a high level of achievement.

Project/Program Manager

The Project/Program Manager provides leadership to an assigned operational function(s) within a department, regularly makes decisions for establishing work priorities and managing activities, and coordinates workflow and interactions within the department and with other departments. The position may have budgetary responsibilities and/or supervisory responsibility for non-classified, classified and/or temporary staff. The position requires a Bachelor's degree in a relevant discipline plus three (3) years of relevant professional experience, including one (1) year

¹ Persons in a Project/Program Specialist position without a Bachelor's degree are not eligible for in-rank promotion, nor will they be eligible for the Division's Educational Differential Incentive Program upon earning a Bachelor's degree.

in a supervisory or managerial capacity. The supervisory or managerial experience is required only if supervision is a duty of the position. Persons appointed to this title are eligible for promotion. This is a promotion track position with levels I, II and III.

Project/Program Manager I

Persons are generally appointed to this rank.

Project/Program Manager II

Persons promoted (or appointed) to this rank will have established themselves in an appropriate field and have demonstrated a sustained record of professional excellence.

Project/Program Manager III

Persons promoted (or appointed) to this rank will be mature in their profession and will have a long-term record of professional excellence, exhibiting a high level of achievement.

Project/Program Director

The Project/Program Director provides functional management and administrative leadership to operations of an assigned unit or department as a director or assistant director. The position may have budgetary responsibilities and/or supervisory responsibility. The position requires a Master's degree in a relevant discipline plus four (4) years of relevant professional experience, including one (1) year in a supervisory or managerial capacity. A Bachelor's degree and pertinent professional licensure or four (4) years of directly related experience may be substituted for the Master's degree. Substitution for a Master's degree does not waive the other requirements, which are **in addition to** the substitution requirements. The supervisory or managerial experience is required only if supervision is a duty of the position. Persons appointed to this title are eligible for promotion.² This is a promotion track position with levels I, II and III.

Project/Program Director I

Persons are generally appointed to this rank.

Project/Program Director II

Persons promoted (or appointed) to this rank will have established themselves in an appropriate field and have demonstrated a sustained record of professional excellence.

Project/Program Director III

Persons promoted (or appointed) to this rank will be mature in their profession and will have a long-term record of professional excellence, exhibiting a high level of achievement.

Senior Project/Program Director

The Senior Project/Program Director provides overall leadership and guidance to a support services department and functions as overall director of that department. This position has major responsibility for decisions and final results, with direct impact to the organization. This position

² Persons in a Project/Program Director position without a Master's degree are not eligible for in-rank promotion, nor will they be eligible for the Division's Educational Differential Incentive Program upon earning a Master's degree.

requires a Master's degree in a relevant discipline plus seven (7) years of relevant professional experience, including two (2) years in a supervisory or managerial capacity. A Bachelor's degree and either a pertinent professional license or four (4) years of directly related experience may be substituted for the Master's degree.³ Substitution for a Master's degree does not waive the other requirements, which are **in addition to** the substitution requirements. Persons appointed to this title are not eligible for promotion.

Executive Project/Program Director

The Executive Project/Program Director provides overall leadership and guidance to a support services department and functions as overall director of that department. This position has major responsibility for decisions and final results, with direct impact to the organization. This position requires a Master's degree in a relevant discipline plus ten (10) years of relevant professional experience, including four (4) years in a supervisory or managerial capacity. A Bachelor's degree and either a pertinent professional license or four (4) years of directly related experience may be substituted for the Master's degree.⁴ Substitution for a Master's degree does not waive the other requirements, which are **in addition to** the substitution requirements. Persons appointed to this title are not eligible for promotion.

Appointment

A job description will be developed prior to advertisement of a position. Position announcements should specify that a Project/Program Specialist, Project/Program Manager, Project/Program Director, Senior Project/Program Director or Executive Project/Program Director is desired based on the anticipated job responsibilities. The selected candidate will be initially appointed at an appropriate rank. The rank along with the negotiated salary should be included in the letter of offer.

Starting salary shall be determined by the Department or Unit Head and approved by the Division Civil Rights Compliance Officer before an offer may be made. Starting salary will be based on qualifications, experience, market factors, and other recognized criteria. Starting salary cannot be based solely on amount of funding available. The Department or Unit Head is responsible for assuring compensation equity within the unit.

The following minimum salary for each position has been established:

Project/Program Specialist

Minimum starting salary: \$35,568

Line Item Title: Project/Program Specialist

Internal Title: Project/Program Specialist I, II or III

Working Title: [specialty area] Specialist (e.g. Communications Specialist)

³ Persons in a Senior Project/Program Director position without a Master's degree are not eligible for the Division's Educational Differential Incentive Program upon earning a Master's degree.

⁴ Persons in an Executive Project/Program Director position without a Master's degree are not eligible for the Division's Educational Differential Incentive Program upon earning a Master's degree.

Project/Program Manager

Minimum starting salary: \$35,568

Line Item Title: Project/Program Manager

Internal Title: Project/Program Manager I, II or III

Working Title: [specialty area] Manager (e.g. Communications Manager) or
Manager – [specialty area]

Project/Program Director

Minimum starting salary: \$45,000

Line Item Title: Project/Program Director

Internal Title: Project/Program Director I, II or III

Working Title: [specialty area] Director (e.g. Communications Director) or
Director – [specialty area]

Senior Project/Program Director

Minimum starting salary: \$65,000

Line Item Title: Senior Project/Program Director Internal Title: Senior Project/Program Director

Working Title: Director – [specialty area]

Evaluation

Annual performance evaluations are an integral component of professional development. The following evaluation procedure is intended as a tool to assess performance and is structured to ensure that the incumbent fulfills his/her potential and performs at a level commensurate with his/her rank.

At the beginning of each year, or within 30 days after initial appointment, the supervisor, in consultation with the employee, working from the job description, will develop and/or review the major responsibility areas on which the employee's performance will be evaluated. Major responsibilities should be broadly enough defined to accommodate variations and flexibility in specific schedules and activities, yet specific enough to the job assignments to allow objective review by supervisors.

Annually, the evaluation process for Project/Program Administrators will be as follows:

1. Before the performance evaluation conference, each supervisor will ask the employee to submit a document that describes the employee's goals, achievements, and challenges during the rating period;
2. The supervisor will schedule the performance evaluation conference after completing the annual performance review form and will meet with the employee to discuss the results. The supervisor will use the "[Project/Program Specialist and Project/Program Manager Annual Performance Review Form](#)" or the "[Project/Program Director and Senior Project/Program Director Annual Performance Review Form](#)," as appropriate.
3. Evaluation documents will be reviewed by the reviewing official or designee and placed in the employee's official personnel file.

4. If the employee disagrees with the overall rating on the performance evaluation, the employee may appeal in accordance with Division policy, [PMGS-08-1.6, Non-Classified Performance Evaluation Appeals Procedure](#)

Promotion

Promotion should not be granted based solely on satisfactory performance or length of service, but should reflect progressively higher competence and achievement. There is no fixed requirement for minimum years in rank before an employee can be promoted. However, it is difficult to demonstrate adequate progress in less than five complete years in rank. Applications for promotion prior to five years in rank will be regarded as early action and considered only for exceptionally strong and well-documented cases. Only full-time (100 percent-appointed) employees are eligible for promotion.

Promotion Application

The evaluation for promotion shall be within the context of the position description and the stated expectations for Project/Program Administrator position tracks. An application will consist of:

- Promotion document (see sample provided);
- Signed evaluations from all years in current rank;
- Current job description;
- Any previous job descriptions while in current rank;
- Letter from the immediate supervisor;
- No more than three (3) additional letters of recommendation;
- No more than ten (10) examples of work accomplished.

The promotion application will cover the period since the initial appointment or the last promotion. The complete promotion application must be in PDF format. Hard copies will not be considered. An applicant may withdraw the application for promotion at any step of the process.

Project/Program Administrator Promotion Committee

The Project/Program Administrator Promotion Committee (PPAPC) will be appointed by the Vice President for Agriculture and will consist of seven (7) members and two alternates. The chair will be appointed by the Vice President for Agriculture.

The members will consist of five project/program administrators and two non-tenure faculty. In even-numbered calendar years, the committee shall consist of four (4) CES employees and three (3) AES employees. In odd-numbered calendar years, the committee shall consist of four (4) AES employees and three (3) CES employees. Alternates should be one each from AES and CES. One representative from either the Division Affirmative Action Office or the AES and CES Human Resources units will train members on proper procedures, act as an advisor and attend the meeting as a non-voting member.

The alternates will serve in the absence of regular members or in the event that a committee member is under consideration for promotion. An individual committee member will serve no longer than three (3) years. Terms of the committee membership rotation plan will be staggered to ensure continuity. By accepting the assignment to a promotion review committee, members agree to attend the meeting. All promotion committee meetings must have 100% attendance and be interactive either in person or via distance technology with video capabilities. The committee will require a simple majority of “yes” votes. An “abstain” or “present” vote counts as a “no” vote.

Promotion Procedure and Timeline

Date	Description
August 1	<ul style="list-style-type: none"> • Vice President solicits nominations for committee members from the AVPs (Research and Extension). • AVPs notify Unit Heads of the process timetable and promotion salary increase amounts. • Unit Head notifies project/program administrators in writing of the promotion review schedule, criteria, procedures and requirements.
August 25	<ul style="list-style-type: none"> • Vice President sends letters including directives to Project/Program Administrator Promotion Committee members. • Vice President notifies Unit Heads of the name of the Committee Chair only (not entire committee).
October 15	<ul style="list-style-type: none"> • The applicant submits the promotion application (submitted electronically – PDF) to the Unit Head.
November 15	<ul style="list-style-type: none"> • The Unit Head forwards the promotion applications with written recommendation to the Project/Program Administrator Promotion Committee Chair.
November 15 to January 15	<ul style="list-style-type: none"> • Division of Agriculture Project/Program Administrator Promotion Committee meets to review applications. • Committee Chair notifies the Unit Head and the appropriate AVP(s) of the committee’s recommendation and rationale for or against promotion and forwards all promotion applications. If applicants are jointly appointed, copies will be sent to both AVPs. • If the committee does not recommend promotion, the Unit Head notifies the applicant.
January 15 to February 15	<ul style="list-style-type: none"> • Respective AVP will review all promotion applications. • AVP(s) will forward all promotion applications and the AVP’s written recommendation to the Vice President.
Mid-March	<ul style="list-style-type: none"> • Vice President sends promotion approval letters to successful applicants and regret letters to unsuccessful applicants. • Vice President sends promotion approval list to AVPs (Research and Extension) and to the AES Personnel Officer and the CES Director of Human
July 1	<ul style="list-style-type: none"> • Promotions approved by the Vice President become effective.

SAMPLE

**University of Arkansas Division of Agriculture
Project/Program Administrator Promotion Document**

Name:

Work Phone: Date:

Department: Present Title and Rank:

Date Present Rank
Was Attained:

Supervisor's Name:

Supervisor's Phone:

I. Personal Information

A. Educational Record

Certification, Diploma, or Degree	Institution	Date	Specialization

B. Employment Record within UA System

Institution, Department, Location	Major Responsibility	Begin Date	End Date

II. Current Responsibilities

A. Current Position Description

B. Identify Substantial Changes in Responsibility while in present rank (if applicable)

III. Report of Accomplishments

The promotion document should only contain accomplishments since the time of the last promotion, and it must be in the format indicated in this sample. Information should not be listed under more than one category. The material supplied should highlight those areas of achievement that particularly qualify the applicant for promotion.

A. Activities (while in present rank)

1. Planning Objectives - Includes work involved in planning with others to determine content, priorities, and emphasis of activities, projects or programs. This includes planning with faculty and staff committees and with other universities, agencies, or organizations.

Examples: Planned two alumni fund-raising events in 2009. Worked with administration, I.T., and business office representatives to plan implementation of Microsoft Office Product, June 2001. Worked with statewide universities and organizations to establish a compressed interactive video (CIV) user's network of sites throughout the state, 2006.

2. Faculty and Staff Training/Assistance - Includes educational activities conducted to train or assist personnel within the Division. Supporting materials (a maximum of 10) may be included as examples of work accomplished. Examples in excess of the maximum will not be considered and could adversely impact consideration for promotion.

i. Individual or Group Training. Educational activities conducted within the Division.

Examples: Conducted Newsletter Design presentation for County Extension Agents at District Conferences, March 2009. Created content for training materials to be provided to department, 2012. Provided training to faculty on use of new purchasing system, August 2011. Participated in development of training materials for inventory control process to be presented at annual meeting, 2010.

ii. Support Materials Developed. Materials produced, including handouts, newsletters, courses, policies, technical guides, information sheets and presentations. Indicate whether the work was original, a major or minor revision, or an adaptation of another work. Each piece of material presented should clearly demonstrate the applicant's contribution in creating the piece or should be accompanied by an explanatory statement.

Examples: Created flyer for Sustainability Management speaker for summer session, April 2012. Created and conducted a CIV presentation on Family and Medical Leave policy and procedures (original presentation using existing policy materials), June 2006. Produced "Today's Garden" TV program on poinsettia plants (an original production created in collaboration with horticulture specialist), December 2011. Designed and published departmental newsletter, July 2008.

iii. Innovations. Creative activities that improve efficiency, add value or reduce costs.

Examples: Created an In-Service Training Management System that saved hundreds of work hours per year, improved delivery of training information and created a historical tracking system for employees (entirely original), December 2001. Developed printer toner cartridge recycling program that reduced costs related to the purchase of new toner and was environmentally friendly, 1997. Developed new procedure for control of fixed assets, March 2001. Created an animated presentation to introduce the Division of Agriculture web site, May 2003.

iv. Evaluation. The efforts related to evaluation and reporting of the adoption, success and sustainability of activities (if applicable).

Examples: Analyzed needs of faculty and staff to develop a Word Level III training program that focused upon the formatting and management of large

documents, January 2003. Evaluated the process by which requests were submitted for purchase orders, implemented online requisitions and then refined the process with a simplified form, March 2008.

v. Exemplary Support. Day-to-day activities that contribute significantly to the welfare of the organization.

Examples: Protected all major file and application servers from viruses in fiscal year 2002, avoiding two major shutdowns that plagued other campuses and state agencies. Within a span of six months in 2001, assisted 53 employees by counseling and processing all paperwork related to early retirement applications. Created all the departmental web site artwork from 2001 through 2005.

3. Funding or Materials Secured in Support of Division Mission - Includes financial and/or material support secured for projects, programs or activities (e.g., funds, speakers, demonstrations, materials). Show estimated value, if appropriate.

Examples: Secured Arkansas State Senator as speaker at no charge for Classified Staff Training Conference, April 2001, for an estimated value of \$275. Secured use of a copy machine from City Business Machines during the 2010 State 4-H O- Rama for an estimated value of \$300. Developed a web-based DD50 Rice Management Program with a grant from the Rice Promotion Board for an estimated value of \$35,000, April 2002.

B. Professionalism and Service (while in present rank)

1. Committee Service for AES, CES, Division, UA, or Others & Special Assignments - Includes participation in activities that are in addition to defined job responsibilities. Indicate membership or leadership role for each entry.

Examples: University Diversity Committee, 2002-present (member) Catastrophic Leave Committee, 2010-2013 (member) University Corridor Task Force, 2006-present (CES Representative) Career Review Committee, 2000 (chair)

2. Professional Development (include coursework and attendance at workshops or conferences not listed elsewhere)

Examples: Advanced Taxation (3 credit hour course), UAF, Fall 2006. Microsoft Office Workshop, Little Rock, AR, July 2010. Public Relations Society of America Photo Workshop, Dallas, TX, March 2009. National Higher Education Technology Conference, Orlando, FL, June 2003.

3. Honors and Awards Received – Include date received and sponsoring organization.

Honor or Award	Date	Sponsoring Organization

4. Membership/Leadership in Professional Organizations and Societies – Provide contact information if organization/society is outside the University, e.g., International Association of Administrative Professionals; Vice President; 2011; National; J.G. Morgan, 304-994-6258

Organization	Leadership Role	Date	State/Region National	Contact Information

5. Papers/Oral Presentations Delivered at Professional Meetings or Associations – Indicate whether state, regional or national and type of meeting.

Examples: “Bulletproofing, Backups, and Disaster Recovery” presentation at Banner Summit Conference, Los Angeles, CA, April 2001 [national]. “Welfare to Work” presentation, Arkansas Human Resources Association, February 2007 [state].

C. Management Responsibilities [Supervisors Only]

- 1. Supervisory Responsibilities** - Briefly describe scope of supervisory assignment.
- 2. Personnel Supervised** – Number of classified, non-classified and/or temporary employees
- 3. Annual Performance Evaluations** - List the employees for whom you complete and conduct annual performance evaluations.
- 4. Non-Discrimination/Diversity Compliance** - Describe activities performed to ensure compliance with the Division’s non-discrimination policy and to support workplace diversity.

IV. Narrative Summary

In 500 words or less, summarize the accomplishments that uniquely justify your request for promotion. Report how your efforts and plans support the goals of the organization.