

Texas A&M AgriLife Extension Service DEA/RPL/CED Career Ladder

Overview

The DEA/RPL/CED career ladder contains four levels, simply titled I, II, III and Senior (Sr.), with the title identifier preceding the rank, i.e. DEA II. The promotion is awarded based on consistent outstanding performance of duties. Candidates for promotion must also meet the minimum criteria for the next level, such as the experience requirement for years in position.

Each member of the mid-management team is evaluated annually. A rating of ***Meets Expectations*** or above is required for each of the five (5) most recent evaluation periods.

In order to promote, one must have achieved at least the following tenure in your current or previous DEA, RPL or CED position:

- I to II – Minimum 5 years in position
- II to III – Minimum 10 years in position
- III to Sr. – Minimum 15 years in position

Individuals eligible for promotion based on meeting the minimum criteria for the next level may apply for promotion by submitting a promotion packet including:

1. An Executive Summary, limited to two (2) pages, outlining the highlights of the previous five years. Included should be progress toward professional goals identified during Performance Appraisal, success stories, and professional highlights.
2. A yearly Performance Appraisal Summary submitted to the immediate supervisor prior to the year-end conference. The summary should be formatted with the following headings and limited to four pages:
 - a. Teamwork/Collaboration/Leadership
 - b. Personnel Management
 - c. Programs/Outcomes
 - d. Fiscal/Physical Resource Management
 - e. Professional Competency/Professional Development
3. An updated Curriculum Vitae (abbreviated version). See outline in appendix 1.

The salary increase for promotion to the next level is 10%.

The promotion increase is calculated on the base salary of the individual, and the increase is added to base. Promotions are in addition to any other salary increase that may be awarded by the agency.

Effective September 1, 2021, an initial rank at Level I, II, or III will be applied to each DEA, RPL or CED. Initial rank will be assigned based on performance and meeting minimum criteria for the level/rank. No employee will be ranked at the Senior level in initial ranking.

Timeline

- Individuals who meet the minimum criteria for promotion to the next level/rank will submit promotion packet to their immediate supervisor by May 1.
- Promotion packets reviewed by Associate Directors.
- Decision on promotion will be shared by June 1.
- Promotion and associated salary increase effective September 1.
- Any appeal will be made in writing and submitted, along with all appropriate documentation materials, to the Executive Associate Director no later than September 1.

Minimum Criteria

Teamwork/Collaboration/Leadership

	DEA/CED	RPL
Level I	<p>Actions indicate advocacy and support for agency direction and initiatives Effectively communicates agency goals Generates enthusiasm among employees to achieve shared goals Builds and maintains positive relationships with co-workers Represents the agency with partners and collaborators positively, recognizing relationships that are beneficial and appropriate Recognizes the need for change and responds appropriately.</p>	<p>Actions indicate advocacy and support for agency direction and initiatives Effectively communicates agency goals Generates excitement toward achieving shared goals Builds and maintains positive relationships with co-workers Represents the agency with partners and collaborators positively, recognizing relationships that are beneficial and appropriate Recognizes the need for change and responds appropriately.</p>
Level II	<p>Provides direction and motivation toward agency goals and initiatives Works closely with regional team to advance regional goals Develops relationships within the region and across the agency Develops effective partnerships with key stakeholders Displays strong communication internally and with elected officials</p>	<p>Provides direction and motivation toward agency goals and initiatives Works closely with regional team to advance regional goals Develops relationships within the region and across the agency Develops effective partnerships with key leaders and organizations Displays strong communication internally and with program partners</p>
Level III	<p>Recognized as a leader among peers Leads agency initiatives and change efforts as requested Maintains positive working relationships internally and with partners</p>	<p>Recognized as a leader among peers Leads agency initiatives and change efforts as requested Maintains positive working relationships internally and with partners to support programming Demonstrates credibility with others</p>
Senior	<p>Mentors other members of CLT Communicates with partners in a way that leads to new funding opportunities Provides ideas and leadership for new initiatives Displays evidence of significant progress to impact change Established leader among agents in the county/district</p>	<p>Mentors other members of CLT Seeks new program partnerships that are mutually beneficial Provides ideas and leadership for new initiatives Displays evidence of significant progress to impact change Established leader among agents in the region</p>

Personnel Management

	DEA/CED	RPL
Level I	<p>Displays understanding of “Ideal Team Player” (Book by Patrick Lencioni) Evaluates performance of agents consistently</p> <p>Effectively communicates expectations with employees Provides effective recognition of high performers Seeks and incorporates feedback from Courts Provides adequate support for new agents Successfully onboards and mentors district office personnel and agents.</p>	<p>Participates in the hiring process for new employees Effectively communicates programmatic expectations with employees Provides effective recognition of high performers Seeks and incorporates feedback from program partners Provides adequate support for new agents Successfully onboards and mentors agents and work effectively with district-based specialists.</p>
Level II	<p>Effectively recruits and hires new employees that are “ideal team players” Facilitates support system that leads to agent success Provides professional development opportunities for agents Manages conflict/issues with minimal assistance Effectively judges performance of employees</p>	<p>Assists in recruiting new hires that are “ideal team players” Facilitates support system that leads to agent success Provides subject matter professional development opportunities for agents Effectively judges programmatic performance of agents</p>
Level III	<p>Manages conflict and personnel issues effectively Develops protocols and practices in supervision that can be replicated Innovative in recognizing employees Demonstrates effort and success in recruiting for diversity Demonstrates efforts to facilitate personal and professional development</p>	<p>Develops protocols and practices in onboarding and mentorship that can be replicated Innovative in recognizing employees Engaged in processes to recruit new and diverse employees Demonstrates efforts to facilitate personal and professional development</p>
Senior	<p>Leads agency initiatives in personnel management Established leader in recruiting and leading a diverse workforce Provides guidance to other CLT members on personnel management Champions diversity among staff Innovative in staff development topics and activities</p>	<p>Leads agency initiatives in program development, onboarding Provides guidance to other CLT members in working with agents Displays evidence in introducing innovation in Extension programming Champions diversity among staff Innovative in professional development strategies for agents</p>

Programs and Outcomes

	DEA/CED	RPL
Level I	<p>Supports and understands agency's programmatic areas of focus</p> <p>Actions indicate advocacy and support of coordinated program areas and agent engagement</p> <p>Maintains accountability of Agents to program expectations</p> <p>Maintains accountability for reporting and planning</p> <p>Works closely with regional leadership team in setting expectations</p> <p>Identifies opportunities to interpret Extension's work to key stakeholders</p>	<p>Supports and understands agency's programmatic areas of focus</p> <p>Displays positive attitude toward coordinated program areas</p> <p>Recognizes and supports innovative programs and ideas</p> <p>Identifies programmatic opportunities and barriers</p> <p>Communicates program expectations clearly</p> <p>Ensures effective program planning, implementation and evaluation</p> <p>Seeks internal/external resources to support program accomplishments</p> <p>Identifies opportunities to interpret program outcomes</p>
Level II	<p>Helps identify and develop resources for county programs</p> <p>Supports agents in working within coordinated program areas</p>	<p>Provides leadership to the facilitation of regional program efforts and impacts</p> <p>Supports agents in working within coordinated program areas</p> <p>Utilizes internal/external resources toward program accomplishments</p> <p>Identifies the need to adapt programs to a changing environment</p> <p>Identifies new audiences and develops program strategies</p> <p>Effectively interprets program outcomes</p>
Level III	<p>Provides awards and recognition for excellence and innovative programming</p> <p>Consistently communicates Extension's impact to key stakeholders</p>	<p>Established leader in facilitating impactful and high visibility programs</p> <p>Displays an ability to adapt program focus to a changing environment</p> <p>Demonstrates innovative programming ideas</p> <p>Displays strategies to expand programs and reach new audiences</p> <p>Effectively utilizes internal/external resources toward program accomplishments</p> <p>Consistently communicates program outcomes to key stakeholders</p>
Senior	<p>Consistently motivates agents to improve performance and programmatic accomplishments</p>	<p>Consistently motivates agents for program growth and accomplishments</p> <p>Evidence of significant progress to develop innovative programs with strong outcomes and effective use of internal/external resources to support program accomplishments</p>

Fiscal/Physical Resource Management

	DEA/CED	RPL
Level I	<p>Manages assigned budgets effectively</p> <p>Maintains effective working space for district/county office staff</p> <p>Supports agents in county budget development</p> <p>Practices effective budget management and fiscal procedures</p> <p>Establishes effective working relationships</p>	<p>Manages assigned fiscal and physical resources appropriately</p> <p>Practices effective budget management and fiscal procedures</p> <p>Establishes effective working relationships</p>
Level II	<p>Maintains positive working relationships with personnel at District Centers</p> <p>Establishes effective relationships with elected officials</p> <p>Supports and encourages expanded fee-based programs</p>	<p>Maintains positive working relationships with personnel at District Centers</p> <p>Establishes effective relationships with program partners and stakeholders</p> <p>Supports and encourages expanded fee-based programs</p> <p>Appropriately seeks and utilizes internal/external resources to support program accomplishments</p> <p>Directs or redirects resources to maximize results</p>
Level III	<p>Continually seeking to expand resources to support county staff</p> <p>Recognized by key stakeholders for leadership in county/district</p>	<p>Continually seeking to expand resources in support of programs</p> <p>Identifies needs and facilitates resource development in support of programs</p> <p>Demonstrates the ability to obtain fiscal/physical resources</p>
Senior	<p>Provides new and innovative strategies for budget and resource management</p> <p>Builds partnerships that effectively grow programs/staffing</p> <p>Oversees significant growth in fee-based programs within district/county</p>	<p>Fosters significant growth in fee-based programs within the region</p> <p>Viewed as leader in agency as it relates to program leadership and partnerships</p>

Professional Competency

	DEA/CED	RPL
Level I	<p>Has basic understanding of role and responsibilities</p> <p>Actions indicate advocacy and support for the agency</p> <p>Understands agency's strategic priorities</p> <p>Manages time effectively</p> <p>Dependable and follows through on commitments and assignments</p>	<p>Has basic understanding of role and responsibilities</p> <p>Displays positive attitude and energy for the agency</p> <p>Understands agency's strategic priorities</p> <p>Manages time effectively</p> <p>Dependable and follows through on commitments and assignments</p>
Level II	<p>Displays energy and enthusiasm for and effectively communicates agency/system mission/objectives and strategic goals</p> <p>Seeks and completes relevant professional development training</p> <p>Seeks opportunities to communicate organizational activity</p>	<p>Displays energy and enthusiasm for and effectively communicates agency/system mission/objectives and strategic goals</p> <p>Seeks and completes relevant professional development training</p> <p>Focuses on appropriate program priorities</p> <p>Seeks opportunities to communicate organizational activity</p>
Level III	<p>Serves as a voice/leader in communicating agency priorities</p> <p>Provides leadership to agency committees/work groups</p> <p>Assist in the development of new processes for the agency</p> <p>Achieves professional recognition</p> <p>Continues to seek professional and personal development opportunities</p>	<p>Serves as a voice/leader in communicating agency program priorities</p> <p>Provides leadership to agency committees/work groups</p> <p>Assist in the development of new processes for the agency</p> <p>Achieves professional recognition</p> <p>Continues to seek professional and personal development opportunities</p>
Senior	<p>Develops strategies and processes that are scalable to the agency</p> <p>Seen as a leader among peers and has received significant recognition for leadership</p> <p>Focused on priorities that move the agency forward</p> <p>Engages in national professional development opportunities</p>	<p>Develops strategies and processes that are scalable to the agency</p> <p>Seen as a leader among peers and has received significant recognition for leadership</p> <p>Focused on priorities that move the agency forward</p> <p>Engages in national professional development opportunities</p> <p>Displays evidence of service to state and/or national roles</p>

Appendix 1

CV Outline

- Personal Information
- Education (to include degrees and certifications)
- Professional Experience (inclusive of professional career)

The following items can be inclusive of professional career. At a minimum, please provide a summary of the last five years.

- Educational and Administrative Programs Developed and/or Delivered
 - Educational Programs Coordinated/Facilitated
 - Training Conducted
 - Presentations
 - Interpretations
- Research Activities
 - Research projects
 - Reports (Newsletters, news articles, etc.)
 - Publications (refereed journal articles, Extension publications, reports, etc.)
- Teaching Activities
- Financial Support of Extension Activities
- Professional Improvement Activities
- Honors and Awards
- Committees
- Service Activities