

Agreement between
The Regents of the University of Michigan and
The Michigan Nurses Association and
The University of Michigan Professional Nurse Council Executed October 10, 2018
Expires June 30, 2021

ADDENDUM D
PROFESSIONAL DEVELOPMENT FRAMEWORK AND ROLE
SPECIFIC ADVANCEMENT MODEL

Pages 248 - 253

The fundamental foundation of the Professional Development Framework and Role Specific Advancement Model (RSAM) is that employees in Framework classifications Levels A-F or the RSAM classifications of Competent to Mastery+, whose primary role is direct patient care, will have the opportunity to advance within an abundance model based on evidence of meeting behaviors as defined in Section G of this Addendum.

The Role Specific Advancement Model (RSAM) applies to employees in the roles of Flight Nurse Specialist, RN Case Manager, Educational Nurse Coordinator and Clinical Care Coordinator.

SECTION A. ADVANCEMENT WITHIN THE PROFESSIONAL DEVELOPMENT FRAMEWORK AND RSAM

- 1) Employees at Framework Level C and higher or RSAM-Competent and higher, with at least six months of service, will have the option to apply for advancement to a higher level. The following jointly developed principles apply:
- 2) Advancement to Framework Levels D, E, or F and RSAM levels Expert, Mastery, or Mastery+ is a Central Committee process with appeal available through the Appeals Board.
- 3) All peer evaluations must be signed and made available to the employee being evaluated.
- 4) Applications for advancement will be accepted by the Central Committee on an ongoing basis with timeframes for quarterly decisions.
- 5) Appeals will be resolved through an appeals process.
- 6) Discipline will not be an automatic bar to advancement or renewal, nor will the facts giving rise to the discipline be automatically discarded from consideration of advancement.
- 7) There will be no educational degree requirement for Framework Level A to E beyond nursing licensure.
- 8) A Master's degree is the educational requirement for Framework Level F and RSAM-Mastery+. ¹⁵⁰
- 9) Advancement will be made on meeting a preponderance of all behaviors in total. However, the employee must meet a preponderance of behaviors in the Framework Clinical Skills and Knowledge or RSAM Clinical Thinking and Judgment Domains.
- 10) In order to provide opportunities for RN's to meet contribution requirement, each unit or clinic will identify potential areas for practice improvement that may be addressed through staff RN work

¹⁵⁰ See Appendix A: Wage Schedules for Pay Grids. Pay Grids for Framework Level F will be a \$0.50 differential from Framework Level E in all Steps. Pay Grids for RSAM - Mastery+ will be a \$0.50 differential from RSAM - Mastery in all Steps.

- 11) The Manager Voice Tool for Ambulatory Care employees will be completed by the Clinical Nursing Director.

SECTION B. FRAMEWORK\RSAM ANNUAL EVALUATION AND RENEWAL PROCESS

- 1) The annual evaluation and renewal processes will occur simultaneously at the unit level between the employee and the Clinical Nursing Director on the employee's anniversary date and will be based upon manager, peer and self- evaluation.
- 2) All peer evaluations must be signed and made available to the employee who is being evaluated.
- 3) The annual performance evaluation is aligned with Framework/RSAM behaviors.
- 4) Discipline will not be an automatic bar to advancement or renewal, nor will the facts giving rise to the discipline be automatically discarded from consideration of advancement in Framework or RSAM.
- 5) If there are issues in regard to level maintenance, the manager will notify the employee as soon as possible and institute a corrective action plan. No employee will have their level changed without the opportunity for a corrective action plan to include Association representation and an appeals process.
- 6) The Appeals board procedure will apply to the renewal process.

SECTION C. TRANSFERS ACROSS UNITS OF BARGAINING UNIT MEMBERS

- 1) Framework or RSAM employees transferring to like areas of current or past practice will retain their current level within the Framework Model or Role Specific Advancement Model and will be required to demonstrate behaviors to retain the level within twelve (12) months of transfer.
- 2) Framework or RSAM employees transferring to an unlike area of current or past practice will be placed as follows:
 - a) Framework Levels C, D, E, and F to Framework Level C.
 - b) RSAM – Competent, Expert, Mastery, and Mastery+ to RSAM – Competent. Level evaluation will be completed by the employee and the Clinical Nursing Director six (6) months after successful completion of orientation.
 - c) Evaluation for a higher level will not be completed until the employee has successfully completed the orientation or internship.

- 3) Advanced Practice Registered Nurses (APRN) transferring into Framework or RSAM roles will be placed as follows:

Like area of practice will be placed as follows:

- Framework Level E
- RSAM - Expert

Unlike area of practice will be placed as follows:

- Framework Level D
- RSAM - Competent

Employees may apply for advancement to another level six (6) months following transfer.

- 4) RSAM employees transferring into the Professional Development Framework will be placed as follows:

Like area of practice will be placed as follows:

- RSAM-Competent to Framework Level D
- RSAM-Expert, Mastery, and Mastery+ to Framework Level E

Unlike area of practice will be placed as follows:

- RSAM-Expert, Mastery, and Mastery+ to Framework Level C.

Employees may apply for advancement to another level six (6) months following transfer.

- 5) Framework employees transferring into the Role Specific Advancement Model will be placed as follows:

Like area of practice:

- Framework Levels C and D to RSAM - Competent level
- Framework Level E and F to RSAM - Expert level

Unlike area of practice:

Framework Levels C, D, E, and F to RSAM - Competent level.

Employees may apply for advancement to another level six (6) months following transfer.

- 6) Areas agreed to be considered "like" units are:

- Adult acute care to Adult acute care
- Adult ICU to Adult ICU
- Specialty to Specialty

- Pediatric acute care to Pediatric acute care
- OR to OR

Additionally, units, which share at least two (2) of the three (3) following characteristics, are considered to be “like” units:

- Developmental level of patients (adult, pediatric, neonate/infant)
- Level of care (ICU, General Care, Ambulatory Care, Procedural)
- Specialty (i.e. Cardiac, Oncology)

Should disagreement exist about the determination of “like” and “unlike” areas, a meeting between the employee, manager and a UMPNC Rep will be held to resolve the matter.

- 7) Employees at Framework Level A, who transfer during the one-year period following date of hire, per Paragraph 282, will remain at Framework Level A on the new unit for an additional twelve months.
- 8) Employees transferring into an internship program will be designated as interns. In this situation, compensation will be as follows:
 - a) Employees at Framework Level A and C will have a 5% wage reduction;
 - b) Employees at Framework Level D or greater will be placed at Framework Level C with a minimum 5% pay reduction.
 - c) Following completion of the internship program, the employee will be evaluated for level placement and salary will be commensurate with that level.
 - d) Evaluation for a higher level will not be completed until the employee has successfully completed the orientation or internship.

SECTION D. NEW HIRES AND TRANSFERS TO THE BARGAINING UNIT INTO PROFESSIONAL DEVELOPMENT FRAMEWORK AND ROLE SPECIFIC ADVANCEMENT MODEL POSITIONS

- 1) New hires with 0 to 11 months RN experience will be placed at Framework Level A. Employees in Framework Level A will move to Framework Level C
–Step 1 on their one-year anniversary.
- 2) Employees with 12 months or more RN experience will be placed at Framework Level C for Framework positions and the appropriate Step based on RN experience.
- 3) Employees with 12 months or more RN experience will be placed at RSAM- Competent for RSAM positions and the appropriate Step based on RN experience.
- 4) Registered Nurses who have left the bargaining unit but who have remained in a regular University position(s) will be placed into the Framework upon their return to the bargaining unit as follows:
 - a. Like Area of Practice:
 - Level C (278040)
 - May immediately apply for advancement
 - b. Unlike Area of Practice:
 - Level C (278040)
 - May apply for advancement after six months in the new role

SECTION E. CENTRAL COMMITTEE/APPEALS BOARD

- 1) The Central Committee will be representative of all nurses, and membership will be jointly determined by the Association and the University based upon the following principles:
- 2) Central Committee work will be completed on paid release time.
- 3) Central Committee replacement process.
 - a) Continue with steering committee to JIT process. Steering committee will document principles for replacement and develop a revised process to solicit interest. Criteria for selection and evaluation of applicants in accordance with the criteria will be brought to JIT for approval. One-half of central committee members will rotate off each year.
 - b) The Central Committee members will be selected by a process that seeks volunteers. Decisions on membership will be made jointly by UMPNC/UMHS.
 - c) Central Committee members will have two-year terms. One-half of membership will turn over annually.
- 4) The Central Committee will submit a quarterly report that includes the number of applicants and the number approved and denied. The report will be sent to the Association, the Joint Implementation Team (JIT), Nursing Executive Committee (NEC) and Retention Committee.
- 5) Disagreements regarding level movement will be resolved through an appeals process.
- 6) Membership of the Appeals Board shall be composed of one-half Association appointed seats. Appeals Board members rotate two off each year – one from UMPNC and one from UMHS, resulting in three-year terms.

SECTION F. FRAMEWORK AND RSAM EDUCATION AND INFRASTRUCTURE

- 1) A list of mentors with areas of expertise will be maintained and made accessible electronically.
- 2) Education in regard to the Framework will include portfolio development, novice to expert concept and exemplar writing. The following classes will be offered:
 - Introduction to Framework/RSAM
 - Doing a self-assessment
 - Writing an exemplar
 - Providing peer feedback (See paragraph 28E)The above classes are not mandatory to apply for advancement, but are provided as a choice of the employee to utilize.
- 3) Central Committee members, coaches, managers, and Association executive leadership will all receive the same education including interest-based problem resolution.
- 4) Coach Infrastructure will be developed and refined through PDRI/CPDM/ESN, to include:
 - Designated time for coaches to coach as part of their appointment fraction. The process will be coordinated through PDRI.
 - Formal education for coaches
 - Access to a cadre of coaches that can be scheduled for blocks of time as determined by a needs assessment.
 - Applicants must declare the intent to apply and must be offered a coach as a choice of the employee.