

DEPARTMENT OF THE ARMY
PORTLAND DISTRICT, CORPS OF ENGINEERS
P.O. Box 2946
Portland, Oregon 97208-2946

NPPPO
Regulation
No. 690-2-714

22 June 1977

Civilian Personnel
UPWARD MOBILITY PROGRAM

1. Purpose. The purpose of this regulation is to establish the Upward Mobility Program in the Portland District and the North Pacific Division Office, to comply with provisions of reference 3a and 3c below.

2. Applicability. This regulation is applicable to all elements of the District and North Pacific Division Office.

3. References.

- a. CPR 713.
- b. FPM Chapter 410.
- c. ER 690-1-714.

4. Definitions.

a. Upward Mobility: A systematic management effort that focuses Federal personnel policy and practice on the development and implementation of specific career opportunities for lower level employees (below GS-9 or equivalent) who are in positions or occupational series which do not enable them to realize their full work potential.

b. Component: Separate aspects of the Upward Mobility Program which gives guidance which is broadly based and sufficiently diversified to meet development needs of all lower level employees. They are designed to accommodate the needs, qualifications, desires and interests of all occupational levels and categories of non-career program employees.

c. Target position/level: The ultimate grade of the position identified as an upward mobility position or the grade level identified as an employee's goal to be attained through a pre-arranged plan.

d. Bridge Position: A position in another occupation designed to provide the needed mix of duties which would serve to develop and subsequently qualify the incumbent for moving into an occupational field they have identified as their goal. This bridge job is often a technician

New Regulation. Supersedes NPP Pamphlet 690-1-1 dated 27 May 1975.

type job to progress toward the administrative or professional positions. The bridge job is often referred to as the way out and up from a dead-end job.

e. Restructured Position: A position which has been realigned to include duties designed to develop skills or knowledges necessary to reach or progress toward the target position identified.

f. Training Plan: A detailed outline of major job responsibilities to be learned during specified time elements and will include specific on-the-job and formal training requirements.

g. Career Ladder: A schematic representation of employees' projected career progression through job position, including the means by which additional and qualifying experience and training will be gained throughout that progression.

h. Potential: The ability (including desire) to acquire and use skills and knowledges needed to successfully perform higher level work, specifically in those kinds of occupations and grade levels which could or will be reasonable targets for employees.

i. Competitive Level: A composite of positions so nearly alike in requirements that they could be performed by an interchange of incumbents without undo loss of production.

5. Policy. A formal, systematic means of training, education and on-the-job experience designed to provide a maximum opportunity within mission requirements for employees to advance so as to perform at their highest potential will be established and operated in accordance with the provisions of the Equal Employment Opportunity Act of 1972 and references above. This program will be entitled "Upward Mobility Program". The Upward Mobility Program will be available to all lower level employees. The Division/District Engineers support the principles of equal opportunity and encourage supervisors to provide opportunities for their employees to seek and achieve their potential and productivity in employment consistent with staffing requirements for mission accomplishment. The development and implementation of effective Upward Mobility is a team effort. It is made possible only through the involvement of all facets of interested management, supervision and employees alike. Management will identify positions which can be used as target positions under the Upward Mobility Program. Employees will identify career employment goals on a realistic basis utilizing self-appraisal and counseling methods available. Potential to meet the goals is a prerequisite for participation and will be determined on the basis of appraisals by employee and supervisor as developed in the Enrollee Plan of Action, Appendix A.

6. Responsibilities:

a. Division/District Engineer will:

- (1) Assure allocation of adequate resources to support the program.
- (2) Assure orientation of managers and supervisors in program concepts and obtain their support for the program.
- (3) Assure the involvement of minority and women employees in the program.

b. Supervisors and Managers will:

- (1) Identify known and required assignment opportunities to achieve full utilization of employee skills or to provide experience needed by employees to qualify for advancement.
- (2) Participate in restructuring positions to provide ladders to advance or lateral access to career ladders and systems with higher potential.
- (3) Participate in evaluating, counseling and development of employees.

c. Ms Kathy Lodahl of the Portland District Personnel Office is appointed as the Upward Mobility Program Coordinator who will assure the:

- (1) Development of procedures and publishing of local implementing instructions for execution by action personnel.
- (2) Preparation and distribution of program information to employees, supervisors and managers including training sessions deemed appropriate.
- (3) Providing of career counseling service.
- (4) Preparation of individual Upward Mobility development plans.
- (5) Providing of developmental resources needed to accomplish employee development plans.
- (6) Conduct of program reviews and analyses at least semi-annually.
- (7) Maintenance of records and submission of reports as required concerning program implementation of employee participation.
- (8) Designation of employees to serve as advisors in the various occupations covered under the Upward Mobility Program. The role of these advisors will be to furnish occupational information, including employment

opportunities, lead-in and progressive jobs, formal training, and the skills, knowledges and abilities required to assist employees in selecting and attaining career goals.

d. Members of the Equal Employment Opportunity Office will participate with the Coordinator and necessary Personnel Office staff in orientations, briefing, counseling and program review and analysis.

e. Employees are responsible for enrolling in the Upward Mobility Program. This requires filling out appropriate forms and completion of the "Upward Mobility Enrollee Plan of Action" contained in Appendix A which are available in the Personnel Office. In order to enroll in the program, an employee must have been continuously employed by the Corps of Engineers for one year.

7. Components. The Upward Mobility Program will encompass the following components:

- a. Underutilized (Appendix B)
- b. Maximum Advancement (Appendix C)
- c. Limited Advancement (Appendix D)
- d. Crossover (Appendix D)

Local implementation of these components is contained in attached appendixes.

8. Administration.

a. Announcement and Selection Procedure: Each Upward Mobility opportunity providing for assignment to a target position will be announced as an "Upward Mobility Position" vacancy. Interested employees must apply as specified in the announcement. The announcements will identify the knowledges, skills, and abilities required for the entry and terminal level and will state that progression to the target job will be covered by a developmental plan. The rating of applicants for Upward Mobility positions will be accomplished by an ad hoc rating panel composed of a minimum of three raters familiar with the duties and requirements of the position. All selections on Upward Mobility vacancy announcements will be reviewed by the Equal Employment Opportunity Officer prior to processing of the actions.

b. Employees occupying trainee positions covered by a formal training agreement will be carried in separate competitive levels for the grade levels specified in the training agreement. Trainees occupying such positions will not be subject to displacement by journeyman or fully trained employees.

c. Should an employee fail to satisfy all requirements of a training agreement, they will be reassigned into a vacant position for which qualified. The assignment will be accomplished at the grade level attained under the program or the highest grade level previously held upon entering the program, whichever is higher.

d. Employees who are reduced in grade for the purpose of participating in the Upward Mobility Program covered by a training agreement will, if otherwise eligible, under CPR 713, be entitled to pay retention. To be eligible for pay retention under this policy, the employee must be serving under a career or career-conditional appointment in the competitive service or under equivalent types of employment in the excepted service at the time of demotion. They must have served the preceding two years in the same agency and in grades higher than the grade to which demoted. Their performance during the 2-year period must have been satisfactory.

9. This policy statement has been coordinated with EEO Officer, Spanish Speaking Coordinator, Federal Women's Program Coordinator and applicable labor organizations.

FOR THE DISTRICT ENGINEER:



VINCENT E. BROWNELL
Executive Assistant

FOR THE DIVISION ENGINEER:



R. C. ARNOLD
Executive Assistant

DISTRIBUTION:
NPP - A
NPD - All employees

APPENDIX A
UPWARD MOBILITY ENROLLEE PLAN OF ACTION

NAME _____

DATE

POSITION TITLE _____

SERIES/GRADE _____

ORGANIZATION _____

SECTION I - CAREER GOALS

Please indicate both your long-range goal(s) and immediate goal(s):

1. Long-range goal(s):

2. Short-range goal(s):

SECTION II - INVENTORY OF EDUCATION AND RELATED WORK EXPERIENCE

A. Formal Education:

1. Degrees, diplomas, licenses or certificates:

2. College and university courses:

3. Other schools of training (trade, vocational, business, or armed forces):

B. Related Work Experience:

SECTION III - TRAINING AND DEVELOPMENT NEEDS

Identify the basic formal training that you are lacking for your long-range goal:

1. Education (specific courses):

2. Governmental training (CSC, Army, Corps of Engineers, etc.):

3. Other:

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SUPPLEMENTAL COMMENTS (cont'd)

Comments by supervisor:

Date

Supervisor's Signature

Comments by occupational advisor:

Date

Advisor's Signature

SECTION V - PERSONNEL OFFICE ACTION

Name _____ Date _____

Position Title _____ Series/Grade _____

Organization _____

Career Goal(s) _____

Note: On completion of your Action Plan to this point, please send a copy of the plan to the Personnel Office, ATTN: Upward Mobility Coordinator.

UPWARD MOBILITY COMMITTEE ACTION

1. Position & Pay Management: _____

2. Recruitment and Placement: _____

3. Training & Development: _____

4. Upward Mobility Coordinator: _____

APPENDIX B

Underutilized Component

1. Program Objective: Identify lower level employees who possess knowledge, skills, and abilities which are qualifying for advancement in other fields of work within the District/Division Office so as to provide increased opportunities for such employees to utilize such skills
2. Eligibility. All full time permanent employees GS-8, WG-08, WB/F, WK-07, or WP-15 and below who are not in an established career field or trainee position are eligible for this component if they occupy a position in a limited growth field of work and possess underutilized skills in another field.
3. Position Coverage: All vacant positions in the District at GS-8, WG-9, TC-H, WK-08, or WP-16 and below which are not in a established career field will be potentially available for use in this component.
4. Selection Procedure: This will be accomplished in one of two ways.
 - a. When an appropriate vacancy is to be filled through our promotion and placement plan, underutilized employees who are qualified will receive automatic consideration without filing an application. Provisions of promotion and placement program in the District will apply.
 - b. Appropriate vacancies may be filled by reassignment at the same grade level of qualified underutilized employees without advertisement, providing vacancy is not one with a known promotion potential.
5. Training: Any necessary updating of skills, knowledges and abilities through training will be done after placement into new position. Formal education courses offered at local schools and colleges may be taken during or after regular work hours; as available and appropriate.
6. Skills Identification: Employees will be responsible for notifying the Personnel Office of their interest in this program and in assuring that training and increased skills development are recorded in their Official Personnel Folder. Information pertaining to interested employees will be given to appropriate supervisors.

APPENDIX C

MAXIMUM ADVANCEMENT

1. Program Objective: To provide an opportunity for employees to develop the skills and abilities necessary to advance to the full performance level in their current occupation or a similar occupation.
2. Eligibility: All full time permanent employees who have worked for the Corps at least one year and who are not in an established career field are eligible for this component.
3. Position Coverage: This component will apply to all positions, not in an established career program, requiring acquired skills and abilities above the entrance and intermediate levels.
4. Selection Procedure: Most advancements will be in a vertical line and based upon increased competence. Therefore, promotions will be competitive. In situations where full performance level positions are deliberately filled at lower levels, competitive procedures must have been used at the entry level in order to allow for non-competitive career promotions.
5. Training: Training is to increase the effectiveness and advancement potential of employees in their present or similar occupations. Increased knowledge will be gained through broader and more extensive job assignments and participation in skill development courses. Training will provide through the use of details, reassignments and more formalized training. Training needs will be determined by the supervisor and the employee during periodic discussions of the employee's performance. Supervisors and managers must make the necessary adjustments in work scheduling in order to provide identified training opportunities without affecting mission accomplishment. Formal education courses offered at local schools and college may be taken during or after regular work hours; as available and appropriate.

APPENDIX D

LIMITED ADVANCEMENT

1. Program Objective: To provide opportunity for employees in the lowest grade levels who are only interested in limited advancement (1 or 2 promotions) in their own occupation or a similar occupation.
2. Eligibility: All full time permanent employees who have worked for the Corps at least one year and GS-3 and WG-5 and below who indicate they are only interested in advancement in their present occupation or a similar occupation are eligible for this component.
3. Position Coverage: Vacant positions classified as semi-skilled or clerical graded at GS-4/5 or WG-5/7 or TC-C/D levels.
4. Selection Procedures: Appropriate vacancies will be advertised in accordance with District Placement and Promotion program except that area of consideration may be limited to the major organizational element in which vacancy exists, provided there are enough qualified applicants.
5. Training: Training should be for the purpose of familiarization after selection. Preparatory training and development procedures are outlined in paragraph 6 below. Formal education courses offered at local schools and colleges may be taken during or after regular work hours; as available and appropriated.
6. Skills Identification: A survey will be made of all employees in positions at GS-3 level and/or WG-5 and below to determine interest and availability. The chief of each major organization will be furnished a list of employees of that organization who are interested in this component. Details and special job assignments will be made on an equitable basis to such individuals in order to enhance their capabilities.

APPENDIX E
CROSSOVER COMPONENT

1. Program Objective: Provide opportunities for employees in field of work having limited advancement opportunity to cross over to another field of work having significant opportunities for advancement.
2. Eligibility: All full time permanent employees GS-8, WG-8, WP-15, TC-F, or WK-7, and below who are not in an established career field or trainee position and have worked for the Corps one year, are eligible to apply for upward mobility opportunity vacancies if they occupy a position in a limited growth field of work.
3. Position Coverage: Target positions and target grades will be identified for lower level employees. The positions may be technical, clerical, administrative or trades and crafts. Target positions will be identified only after the determination is made that requisite skills of the positions can be acquired through training (on-the-job and formal).
4. Vacancy Announcements: Each cross over opportunity will be formally advertised and clearly identified as an Upward Mobility Opportunity specifying grade level of target position. The announcement will indicate duties and responsibilities at target job as well as qualification requirements of entrance position. Applicants will use NPD FL 69 to apply for these positions.
5. Evaluation and Selection: In addition to meeting the criteria set forth in paragraph 2 above, applicants must meet the CSC qualification requirements for the entrance level position announced. Evaluation of qualified candidates will be accomplished by a panel appointed by the District Engineer consisting of the DWPC, Spanish Speaking Coordinator, Upward Mobility Coordinator, EEO, and R&P Representative. Evaluation will involve the use of an Appraisal of Performance and an Appraisal of Potential prepared by applicant's supervisor and reviewed by his superior; and a panel interview to ascertain interest in and availability for off-the-job training, applicant's assessment of ability to complete the type of training courses which are expected to be involved in the developmental plan, and applicant's understanding of the personal effort and commitment involved if selected. The names of highly qualified candidates (not to exceed five) will be placed alphabetically on a selection certificate and the selecting supervisor will select any one of these for the entrance level position within 30 days of receipt of certificate. If there are more than five Highly Qualified candidates, the five Best Qualified candidates will be determined by rating procedures.

6. Development Plan: A development plan will be completed by the Training Officer and the supervisor of each target position for all employees selected under the Upward Mobility Program. The plan will be reasonable and attainable and will assure that employees are provided with the necessary knowledges and skills to qualify them to perform the duties of target positions. Progression to the target job will be non-competitive (trainee progression). The plan may include:

a. Formal education courses offered at local schools and colleges which may be taken during or after regular work hours; as available and appropriate. Tuition may be paid by the District if the training relates to the primary function of the position.

b. Department of the Army and other Federal Government training courses which may be applicable to target job as determined by supervisor.

c. On-the-job training that will be meaningful, productive, and provide for supervised development. The length of development on the job will vary according to the entry level of the employee and the individualized program. The emphasis will not be on time, it will be on demonstrated performance of the major job elements for the target position.

d. Self-development activities, i.e., correspondence courses, participation in technical societies and attendance at local education institutions on their own.

7. Counseling: Employees selected for the Upward Mobility Program will receive counseling before they enter the development program to assure that they fully understand their commitment. This counseling will be accomplished by the training and development staff in collaboration with the EEO Officer and appropriate managers and supervisors.

APPENDIX F

SAMPLE DEVELOPMENT PLAN

1. Name: Jane Smith
2. Present Job Title, Grade and Series: Clerk-Typist, GS-0322-02
3. Entry Job Title, Grade and Series: Engineering Air, GS-0802-02
4. Target Job Title, Grade and Series: Civil Engineering Technician, GS-0802-05
5. Date Entered Development Program: 1 November 1974
6. Duration of Development: 4 years
7. Objective: To provide a systematic and planned means for Ms. Smith to acquire the skills, knowledges, and abilities required to be able to prepare unit hydrograph studies, make flow and stage frequency curves, construct mass curves of stream flows for use in storage-draft determinations, utilize appropriate engineering bulletins on rainfall and unit hydrographs to determine Standard Project Flood, make backwater computations using Manning's formula, compute tailwater rating curves and other hydrologic determinations of a similar complexity.
8. Supervisor: Mr. Frank Brown, GS-0810-12
9. Reports: Ms. Smith and Mr. Brown will complete the first Upward Mobility Evaluation 1 February 1975 and every 3 months thereafter until developmental assignment is complete. All reports will be forwarded to the Personnel Office within 10 days of due date.
10. Elements of Development Plan:
 - a. Formal Instruction: The following courses will be taken at Portland Community College. The courses will be taken, to the extent practical, in the evenings. Courses not offered in the evening will be taken during the day with the employees tour of duty changed to provide for attendance or official time may be allowed depending on circumstances. Cost of tuition will be borne by the Corps of Engineers.

Technical Math (3)
 Physics (4)
 Chemistry (5)

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CIVIL SERVICE COMMISSION TRAINING REQUIRED

CSC Writing Effective Letters
CSC Better English Workshop
CSC Report Writing
CSC Technical Writing

b. On-the-Job Development: Ms. Smith will be given on-the-job instruction commensurate with her grade level. During and upon completion of the units of instruction described in a. above, she will be given job assignments that provide the opportunity to apply the skills and knowledges learned. Upon completion of formal instruction and with increasingly more difficult on-the-job assignments, Ms. Smith should be capable of performing independently assignments comparable in nature and difficulty to those described in paragraph 7 above at the end of the four-year training period.

11. I understand that failure to satisfactorily complete the developmental assignment will result in my being reassigned or separated from the program.

JANE SMITH (Employee signature)(Date)

(Supervisor's Signature)