



UNITED STATES MARINE CORPS
U.S. MARINE CORPS AIR STATION
YUMA, ARIZONA 85369

IN REPLY REFER TO:
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7 Dec 1984

STATION ORDER 12410.4

From: Commanding Officer
To: Distribution List

Subj: Upward Mobility

Ref: (a) CPL 410-5 (NOTAL)
(b) MCO 12713.4 (NOTAL)
(c) OPNAVINST 12713.4 (NOTAL)
(d) StaO 12335.1

Encl: (1) Marine Corps Air Station, Yuma, Upward Mobility Plan

1. Purpose. To publish information and guidelines for carrying out the subject program under current regulatory requirements of references (a) through (c).
2. Background. The Upward Mobility Program was set up as a training and recruitment program to help in the advancement of high potential employees from dead-end positions. The program is designed to supplement the Equal Employment Opportunity Affirmative Action Program. This program is one of the tools the organization may use to achieve the goals established for targeted recruitment or underrepresented occupations identified under the Federal Equal Employment Opportunity Recruitment Program.
3. Discussion. Reference (a) is the training agreement between the Department of Navy and the Office of Personnel Management which specifies the provisions of upward mobility training. References (b) and (c) publish guidance on carrying out an effective upward mobility training program. The provisions of reference (d) are applicable in announcing competitive opportunities for entry into an upward mobility position. The enclosure is this Command's Upward Mobility Training Plan.
4. Policy. This Command encourages all levels of management to support the concept of this program. Managers and line supervisors should review vacancies and determine the practicality of filling positions at lower levels and restructuring positions within sound position management principles.
5. Action. All managers, line supervisors and employees shall support and carry out this program. Managers and line supervisors have the primary responsibility for the success of this program with the aid of the Civilian Personnel Office staff.

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6. Applicability. This Order is applicable to all appropriated civil service positions of the Marine Corps Air Station, Yuma and the West Coast Commissary Store Complex, Yuma.


R. J. STOEBER
By direction

DISTRIBUTION: C

MARINE CORPS AIR STATION, YUMA
UPWARD MOBILITY PLAN

1. Definition. Upward mobility is the systematic effort by management that focuses personnel policy and practice on the development of specific career opportunities for lower-graded employees who are in positions or occupational series which do not enable them to realize their full work potential.

2. Program Objectives

a. To provide for greater productivity and more efficient use of the current civilian work force.

b. To provide opportunities for underutilized, lower-graded employees who demonstrate potential for growth to enter a trainee position in a career field which will prepare them for a technical, administrative, professional, or craft and trade occupation through planned on-the-job work experience and selected formal and informal training assignments.

3. Program Coverage

a. Eligible Candidates. Civilian employees in grades GS-1 through GS-9 or wage grade equivalent who have competitive status under reference (d), who are presently in either "dead-end" positions or positions with limited career possibilities, and who have the skills or potential to enter another career field with growth potential, may apply under the competitive Merit Staffing procedures for upward mobility vacancies.

b. Upward Mobility Positions

(1) The target positions may be in the same or a different occupational series than the one formerly occupied. Normally, the entry level trainee position will be at the same grade level as the position formerly occupied, and will usually be one or two grades lower than the target position. On rare occasions the former position, the trainee position, and the target position may be at the same level, for example when an employee participates in the program exclusively for the purpose of changing career fields and indicates a willingness to accept such an opportunity.

(2) The first line supervisor and higher management are responsible for identifying positions at grades GS-4 through GS-11 and equivalent craft and trade positions for upward mobility. The following methods should be used:

(a) Job Redesign. List the major tasks of each position in the organization and estimate the percentage of time spent on each task. Select the lower level tasks that can readily be separated from the position's principal tasks. Decide how to combine these lower level technical and administrative tasks into a

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new, lower graded position at the GS-4 through GS-9 or equivalent craft and trade level. Even though the restructured position is no higher than a GS-4 or GS-5 or equivalent wage grade, the effort will enable an employee to move from a "dead-end" position or position with limited career possibilities to a field with future benefit for both the employee and the activity.

(b) Career Position. Study the organization to decide what duties could be performed immediately below full performance level. It may be possible to establish a trainee position under the Upward Mobility Program at this level. Recruit and train the selectee at that level under the provisions of the program or at the next lower level by the use of an intermediate position.

4. Announcement of Upward Mobility Vacancies. Each opportunity under the Upward Mobility Program will be formally announced under the Merit Staffing Program. The announcement will state that the vacancy is an upward mobility position, will include the job element criteria by which the potential of candidates will be evaluated, and will state the title, series, and grade of the target position.

5. Selection of Trainees

a. Qualifying Standards. Trainees will be selected under Merit Staffing procedures from those applicants who are currently in positions classified at grades GS-1 through GS-9 or the wage grade equivalents, who have competitive status, and who can reasonably be expected to perform the duties of the target position within the two years required by this program. Initial entry into an upward mobility trainee position will be through reassignment or change to lower grade. A change to lower grade under this program is not considered voluntary for pay retention purposes. An employee entering a trainee position in this manner will be eligible for pay retention. This program allows one promotion to the target level but, if the target position is no higher than the GS-5 or WG-5 level, two promotions are allowed. Candidates selected for development must possess an overall background of sufficient level and quality to clearly indicate that they have the potential to perform successfully in the target position, and to learn from the development experience.

b. Evaluation Method. Candidates will be evaluated against stated ranking factors which measure their potential to do the tasks or acquire the knowledge and skills of the position. Ranking will be completed by a panel composed of two or three subject matter experts, a representative appointed by the Deputy Equal Employment Opportunity Officer (DEEOO) and a union representative if required by the negotiated agreement.

c. Selection Procedure. Final selection will be made by the selecting official, normally the first level supervisor. Although not required, interviews of certified candidates are recommended. In such case, all certified candidates must be interviewed, unless unavailable. Interviews may be conducted by telephone.

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6. Training Provision

a. Training Agreement. Upon selection for upward mobility positions under this program, employees will be required to sign an Upward Mobility Training Agreement. This agreement requires successful completion of the approved training plan, which is designed to provide the trainee with the necessary knowledge and skills to satisfactorily perform the duties and responsibilities of the target position.

b. Length of Training. The length of training usually will range from a minimum of six months to a maximum of 24 months, depending upon the time required to equip the trainee with the skills and specific knowledge necessary to show competence in the target position. For General Schedule positions the minimum length of training will be based upon the difference between qualifications the selectee possesses at the time of selection and those required by the Qualification Standards (Handbook X-118). Training time to make up the difference in such qualification requirements may be credited at the rate of one month of training for two months experience. Trainees must meet the requirements of time-in-grade restrictions for promotion. For Wage Grade positions, a minimum of 12 months of training will be required for individuals selected on the basis of potential only. Where the trainee possesses some of the qualifying knowledge, skills and abilities, a minimum period of six months may be established. Upon successful completion of the training program the trainee will be considered to have met the basic qualification requirements for the target position and demonstrated the ability to perform the job criteria stated for the position.

c. Training Plan. Within 30 days after appointment to the trainee position, an individual training plan will be developed by the supervisor with the help of the Employee Development Specialist (EDS). The plan will assure that the trainee acquires the knowledge and skills for successful performance in the target position and will specify on-the-job training and developmental assignments designed to provide meaningful, productive, and supervised development toward the target position. Formal training courses required for progression to the target level will be taken at government expense. These may include courses offered at local schools and colleges, Department of Defense schools, or interagency facilities. Employee self-development, such as selected reading and participation in meetings and conferences of professional associations is encouraged. The training plan must consist of at least 50 percent of on-the-job training in the target area functions.

7. Program Evaluation

a. Supervisory Reports. Written evaluations of the trainee's progress will be made 30 days after assignment and quarterly thereafter. Specific report dates will be listed in the plan. A final summary evaluation will be prepared at the end of the training period with the supervisor's recommendation for placement in the

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target level, removal from the training program, or additional training requirements to meet the target level. The EDS will provide appropriate evaluation forms and assure timeliness of reports. Completed evaluations will be sent to the EDS for filing and any needed action.

b. Trainee Reports. The trainee will complete written evaluations of training received and a self-assessment of individual development on the same schedule as supervisory reports and as stated in the training plan. Forms will be provided by the EDS.

8. Career Counseling. The EDS will provide career counseling to the trainee upon entry into the trainee program. Further counseling will be provided upon request of the trainee or the supervisor or as a result of review of written evaluations. The supervisor will give counseling on unsatisfactory performance under current performance regulations.

9. Certification of Completion. The EDS will review all documents on the trainee's progress and certify the successful completion of the training program. Certification of completion will be documented by Standard Form 50 (SF-50), Notification of Personnel Action, and kept in the Official Personnel Folder (OPF).

10. Non-Completion of Training. Trainees who fail to meet the performance requirements for placement in the target position will be returned to their former grade level, in their same or comparable position without adverse action procedures and as an exception to Merit Staffing procedures. If such a position is not available, action to place the employee in a lower graded position or to separate will be initiated under current adverse action procedures. Supervisors, managers and civilian personnel officials will make sure that all placement possibilities have been considered before beginning a separation action.

11. Flexibility Provision. To avoid minor amendments to training plans caused by variations in assigned mission, changes in concepts or methodology in subject fields, or trainee needs, upon the written approval of the EDS it is permissible to:

a. Tailor within the total scope and overall objectives of the development program, the length and intensity of the subject matter training to meet the individual needs of the trainee.

b. Extend the training period to include needs such as sick leave, emergency annual leave, or the trainee's inability to master a portion of the developmental assignment.

c. Alter the sequence of training to allow for the learning experience to be responsive to actual work situations which may arise during the development period, when conditions or experience show the need for such changes.

d. Add or change subject matter depending upon technological changes and the needs of the activity and the trainee.

e. Extend the training program for a maximum of six months beyond the total 24 months stated by this program.

12. Administration of the Program. The Deputy Equal Employment Opportunity Officer is responsible for the administration of the Upward Mobility Program.

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