

Civilian Personnel
UPWARD MOBILITY PROGRAM

History. This is a revised publication.

Summary. Joint Readiness Training Center (JRTC) and Fort Polk (FP) Regulation 690-2 establishes guidance and regulatory procedures for planning and implementing an effective Upward Mobility Program.

Applicability. This regulation applies to all Department of Defense (DOD) employees, military or civilian, assigned or attached to the JRTC and Fort Polk including tenant Army activities receiving civilian personnel administration from the installation. The pronouns he, his, and him when used in this regulation are intended to include both the masculine and feminine genders. Any exceptions will be so noted.

Proponent and Exception Authority. The proponent agency for this regulation is the Civilian Personnel Advisory Center (CPAC), Fort Polk, Louisiana 71459-5000. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

Supplementation. Supplementation and establishment of command publications and local forms are prohibited without prior approval from the Directorate of Information Management (DOIM), Adminis-

trative Services Division, Building 330, Suite 111, 1820 Corps Road, Fort Polk, Louisiana 71459-0908.

Suggested Improvements. Users of JRTC & FP Regulation 690-1 are invited to send comments and suggested improvements on Recommended Changes to Publications and Blank Forms (Department of the Army (DA) Form 2028) directly to CPAC, AFZX-CP, Fort Polk, Louisiana 71459-5000.

FOR THE COMMANDER:

OFFICIAL: CHESTER H. DAVIS
Colonel, GS
Garrison Commander

/s/
PAUL JACKSON
Director, Information
Management

Distribution. Distribution of this publication is made in accordance with JRTC & FP Circular 25-30, Distribution Formulas, intended for command level A+; DOIM, Publications Control-4, Stockroom-150; and CPAC-25.

Contents (listed by para number)

Purpose 1
Reference 2
Explanation of Terms 3
Policy 4
Responsibilities 5
Program Administration 6
Installation and Major Activity Program
Objectives 7
Appendix A
Upward Mobility Program Objectives

1. Purpose. The purpose of this publication is to provide guidance and regulatory procedures for planning and implementing an effective Upward Mobility Program.

2. Reference. Army Regulation (AR) 690-300, Civilian Personnel Employment, Chapter 300, Subchapter 14.

3. Explanation Of Terms.

a. *Upward Mobility Program.* A systematic management effort to focus personnel policy and practice on the development and implementation of promotional opportunities.

b. *Upward Mobility Participant.* A current permanent DA employee who is grade General Schedule (GS)-08 or below, or Wage Grade (WG) equivalent, who is placed out of a position or series with no known promotion potential into a position or series which provides promotion opportunity normally beyond their current grade and who will be developed under a training plan. The employee may

*This reg supersedes JRTC & FP Reg 690-2, dated 3 Jan 78.

JRTC & FP Reg 690-2

be on either a competitive or excepted permanent appointment.

c. *Upward Mobility Position.* A trainee position may be considered an upward mobility position based on the participant only or combination of participant and position designation.

(1) *Participant.* Any trainee position which is filled by a permanent DA employee who is grade GS-08 or below, or WG equivalent and who is placed out of a position or series with no known promotion opportunity normally beyond their current grade and who will be developed under a training plan. The target grade of the position has no bearing on the position's identification as upward mobility, only the grade level of the DA current permanent employee who fills the position. Example: A GS-11 position engineered for recruitment to GS-09 trainee GS-11, can only be designated upward mobility if filled by a GS-08 or lower current DA employee (or WG equivalent).

(2) *Position Designation.* Management may designate the position in advance as "upward mobility" as a recruitment incentive. When management designates the position as "upward mobility", the position was recruited as upward mobility, and the position is filled by a permanent DA employee who is grade GS-08 or below, or WG equivalent, the upward mobility participant will be entitled to pay retention and certain reduction-in-force (RIF) protection if otherwise eligible.

d. *Major Activity.* Directorates or special staff offices of the JRTC and Fort Polk and tenant Army activities that are authorized or employ 20 or more permanent civilian employees.

e. *Restructured or Reengineered Position.* An authorized civilian position that has been changed to a lower grade level to allow competition by lower graded employees who if selected for the position would meet the definition of an upward mobility participant.

4. Policy.

a. It is the policy of the DA and Fort Polk to provide a variety of developmental and promotional opportunities for employees in support of organizational and mission requirements. Such opportunities will be made available not only through normal position management structuring and operation of an internal merit promotion program, but also through position restructuring, reengineering positions to lower grade levels, and establishment of career intern positions, etc.

b. The Upward Mobility Program will be available to all current Fort Polk employees who are permanent employees either in the "competitive" or "excepted"

civil service, who are GS-08 and below or WG equivalent. In addition, emphasis will be given to ensure that minorities and women are proportionately represented in upward mobility positions.

5. Responsibilities.

a. *Installation Commander.* The Installation Commander is responsible for ensuring that a viable and meaningful Upward Mobility Program is in place.

b. *Director of CPAC.* The CPAC is responsible for accomplishing the following actions:

(1) Developing, implementing and monitoring the overall Upward Mobility Program.

(2) Assuring that the overall program is implemented in accordance with regulatory guidelines.

(3) Coordinating program implementation with major activities and Office of Equal Opportunity Program (OEOP).

(4) Serving as the principal advisor to the Commanding General (CG), Garrison Commander (GC), and major activity chiefs on all matters pertaining to the Upward Mobility Program.

(5) Publicizing the program to the workforce.

(6) Preparing and publicizing program goals and objectives and necessary reports.

(7) Evaluating program results and providing feedback to the GC and major activity chiefs.

c. *OEOP.* The OEOP is responsible for accomplishing the following actions:

(1) Assisting the CPAC in the development, implementation, and monitoring of the program to ensure that minorities and women are represented in the Upward Mobility Program.

(2) Assist the CPAC in providing orientations to all levels of management on the Upward Mobility Program.

(3) Assisting the CPAC in assuring that the program and participants receive publicity and recognition.

(4) Serve as key advisor to the CG, GC, Director of CPAC and Major Activity Chiefs on this program as part of the total Affirmative Action Program for the installation.

d. *Major Activity Chiefs.* Major Activity Chiefs are responsible for accomplishing the following actions:

(1) Actively supporting the program through demonstrated actions by establishing and selecting eligible participants for upward mobility positions.

(2) Achieving within their activity the approved installation goal of 2 percent (2%) of their positions (GS-08 or below and WG equivalent level) with upward mobility participants.

(3) Developing individual training programs for upward mobility participants in their activity.

(4) Ensuring that affirmative action selections are made to assure proper representation of women and minorities in the program.

(5) Assisting the CPAC in identifying under-utilized employees or employees with promotional potential and cooperating in restructuring/reengineering positions for upward mobility candidates.

(6) Encouraging lower management levels and employees to support the program.

(7) Attend meetings or other forums for the purpose of reviewing program status and to report or brief program results in their own activity.

e. *Supervisors.* Individual supervisors of civilian employees are responsible for:

(1) Supporting the program and encouraging eligible employees to apply for selection consideration for an upward mobility position.

(2) Referring potential employees to the CPAC for counseling on the program if it is outside their own authority to handle.

(3) Cooperating with Activity Chiefs, CPAC and OEOP officials in establishing upward mobility positions.

(4) Developing individual training program/plan for upward mobility participants under their supervision in coordination with Chief, Labor/Management-Employee Relations and Training, CPAC.

(5) Timely recommending individuals in upward mobility positions for promotion upon completion of training.

(6) Documenting employee performance to support recommended personnel action, i.e., promotion or reassignment out of the program.

(7) Making employee selections that reflect a commitment and support to affirmative action program goals, as applicable.

6. Program Administration.

a. Entry into the Upward Mobility Program will normally be through lateral reassignment, change to lower grade, or promotion using merit promotion procedures.

b. An employee who accepts a position designated in the placement announcement as "*upward mobility, apprenticeship, career intern (DA) or functional trainee*", will be entitled to pay retention if otherwise eligible under the pay setting guidelines published by the Office of Personnel Management (OPM) and the local Fort Polk pay setting policy.

c. Upward Mobility Training. Upward mobility participants will be required to participate in a formal

training plan/program. Each plan will be developed jointly by the employee and his supervisor with the assistance of the CPAC, Labor/Management-Employee Relations and Training Division. Since each participant's needs will vary, the training plan should be tailored to the individual's specific needs, after assessing the total skills, knowledge and abilities that person brings to the job. The objective of the training plan should be toward providing whatever additional skills, knowledge, abilities, and work experience needed for successful performance at the full performance or target grade of the position to which assigned. Individual training plans are to be developed and provided to the individual within 45 days of assignment to an upward mobility position.

d. Follow-up and Promotion.

(1) Frequent assessment of the employee's performance and feedback as to the employee's progress is an essential part of the training process. Accordingly, provisions will be made for review and counseling at regular intervals to include evaluation of employee performance, value of training received, and progress toward the identified training goals.

(2) Individual training plans, a basic tool in the evaluation process, will be periodically reviewed for relevancy and revised, if appropriate, when planned training becomes unnecessary or when new training methods or programs become available.

(3) Participants may be promoted non-competitively to the target position through any intervening grade levels when the following conditions have been met:

(a) Satisfactory completion of each phase of training.

(b) Achievement of performance standards.

(c) Meeting regulatory requirements for promotion (including time-in grade restrictions).

e. RIF and Outplacement.

(1) Upward mobility participants who occupy a position designated in the placement announcement as "*upward mobility*", who have a current satisfactory performance appraisal and who are covered by a formal written training plan will be afforded certain protection, while in training, during a RIF, from displacement by journeymen or fully trained employees in accordance with the provisions of the RIF guidelines published by the OPM.

(2) If an employee fails to complete all requirements of the individual training plan, and there is a clear indication that he will not be able to successfully perform the duties of the targeted position, action will be taken to separate the employee from the position. Every effort will be made to offer the employee a vacant position for which qualified and for which satisfactory

JRTC & FP Reg 690-2

performance is projected. If no placement possibility is located within 60 calendar days, the individual will be separated from the Federal Service.

7. Installation And Major Activity Program Objectives.

a. The installation-wide objective is to average at least 2 percent (2%) of the eligible workforce in upward mobility positions.

b. Appendix A provides program objectives for each major activity reflecting the number of Upward Mobility Participants needed to achieve the 2% goal. This will be periodically assessed and revised if need be as a change to this regulation.

**Appendix A
Upward Mobility Program Objectives**

<u>ORGANIZATION</u>	<u>PERMANENT POSITIONS*</u>	<u>GOALS</u>
DOC	17	1
G3/DPTMS	79	2
DRM	50	1
DPW	129	3
DOL	219	4
DOIM	28	1
DPCA	98	2
DPCA (MILITARY DIV)	33	1
ALL OTHER	55	1
GARRISON TOTAL	708	16
TENANT ACTIVITIES - ARMY*		
DENTAC	39	1
MEDDAC	302	6
ARMY TENANT ACTIVITIES TOTAL	341	7
INSTALLATION TOTALS (ARMY)	1,049	21

*GS-08 and lower and wage equivalents.

Table A-1, Upward Mobility Program Objectives for Garrison

