

STATE OF WISCONSIN
DEPARTMENT OF MILITARY AFFAIRS
Office of the Adjutant General
Post Office Box 8111
Madison, Wisconsin 53708-8111

Support Personnel
Regulation No. 713-1

1 February 1991

UPWARD MOBILITY PROGRAM

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CHAPTER 1

UPWARD MOBILITY PROGRAM

1-1. PURPOSE. This regulation provides policy and guidance for the implementation of the Upward Mobility Program (UMP) for the Wisconsin Army and Air National Guard. This regulation provides specific objectives, responsibilities, planning criteria, implementing instructions and establishes education and reporting requirements.

1-2. OBJECTIVES. The objectives of this program are:

- a. To provide selected individuals an opportunity to be reassigned to transition positions that will prepare them through on-the-job and formalized training to enter target positions.
- b. To identify career positions that support the development (Upward Mobility) of participants.
- c. To expedite placement of participants into technical, administrative, para-professional, and craft/trade careers.
- d. To motivate individuals toward high achievement and create a climate conducive to high morale.
- e. To assure a broad base of qualified individuals within the workforce to fill vacancies as they arise.
- f. To establish reporting systems, cost systems and budgeting for Upward Mobility Program training and evaluation.

1-3. DEFINITIONS. For the purpose of this regulation the following definitions apply:

a. UPWARD MOBILITY. A systematic management effort that focuses Federal and National Guard Bureau policy on development and implementation of specific career opportunities for Technicians (below GS-09 or WG equivalent) who are in positions that do not enable them to realize their full work potential. Upward Mobility efforts involve an analysis of organizational structure and an identification of specific target positions that would enable lower graded individuals to qualify for higher graded technician positions.

b. JOB RESTRUCTURING. A method or technique of developing a different pattern of positions in an organization in which essentially the same amount of work is completed. Job structuring and upward mobility are not the same. Job structuring is a means of obtaining a goal while upward mobility is a goal in itself such as, career

development and job enrichment. Job structuring may however, be a means of achieving upward mobility.

c. **TARGET POSITION.** A full performance level position specifically identified for an Upward Mobility participant to fill upon selection under the Merit Promotion System and completion of required training.

d. **TRANSITION POSITION.** An entry level or "bridge position" specifically designed and established below the grade of the target position. A transition position enables a technician who satisfactorily completes the required training to become qualified for the target position.

e. **DEAD END POSITION.** A Dead End Position is a position that lacks career development opportunities or promotion potential. Upward mobility (UM) opportunities are focused on lower level Technicians (below GS-09 or WG equivalent) in positions that do not enable them to realize their full work potential.

f. **Individual Development Plan (IDP).** A plan that sets forth the participant's training and development assignments required to qualify for specific target positions.

g. **PARTICIPANT/TRAINEE.** An on-board Technician (below-GS-09 or WG equivalent) who is competitively selected for an Upward Mobility Position.

1-4. **POLICIES.** The policy of the Wisconsin National Guard requires that all persons have the opportunity to seek and achieve their highest potential and productivity in the course of their employment with the Wisconsin Army and Air National Guard. All necessary actions will be taken to assure the best utilization of skills and potential of lower-graded Technicians. It is the intent of this plan to provide every practical opportunity for these employees to improve their personal skills and qualifications for advancement.

1-5. **ELIGIBILITY REQUIREMENTS.** To be eligible for participation in the upward mobility program, a Technician must have permanent status and be in a dead-end position below GS-09 or WG equivalent. Military grade requirements for a specific target position need not be met at the time the technician enters the target position. Regarding compatibility requirements, exceptions may be requested thru TAGO to NGB for upward mobility purposes.

1-6. **RESPONSIBILITIES.**

a. The Support Personnel Management Officer (SPMO) and Staff will:

(1) Participate in the development of the program by helping managers and supervisors identify target positions and dead end positions. SPMO will assist in the preparation of job descriptions for restructured positions.

(2) Publicize and announce Upward Mobility positions and training opportunities.

(3) Participate with managers, supervisors and trainees, as appropriate, in preparing and implementing the Individual Development Plan (IDP). Insure that:

(a) Education and training programs are designed to accomplish the projected mission and organizational requirements.

(b) Supportive financial planning and budgeting actions are completed in cycle.

(4) Provide orientation and/or training to employees, supervisors, managers and counselors with emphasis on program opportunities and responsibilities.

(5) Assist and advise the supervisor in taking appropriate action when a trainee fails to meet performance requirements of the program or wishes to withdraw from the program as follows:

(a) Reassignment to former position if the position is vacant.

(b) reassignment to another position of equal duties, responsibilities, and grade.

(c) Adverse action in accordance with applicable regulations published by NGB.

(d) Repromotion to former grade provided the trainee had voluntarily taken a downgrade to enter the upward mobility program. The repromotion would be subject to competitive merit placement procedures and this regulation.

(6) Announce Upward Mobility positions using the Merit Promotion System, review all applicants to the selecting official for selection in accordance with merit placement procedures and this regulation.

(7) Formulate procedures to expedite the placement of Technicians who satisfactorily complete training and meet qualification requirements for designated target positions.

(8) Provide for pay adjustments, as necessary, in accordance with the Federal Personnel Manual. If otherwise qualified, Technicians who take a downgrade in order to become upward mobility participants are entitled to salary retention.

(9) Identify the individuals in the Support Personnel Management Office who will be responsible for the UMP.

b. Supervisors and Managers will:

(1) Participate with the SPMO in identifying target positions through an analysis of staffing needs based on occupations, missions, organizational structure and workforce requirements of the functional unit.

(2) Analyze target occupations to develop task statements that represent the raw material for restructuring positions.

(3) Identify the skill, knowledge and ability requirements that must be met through formal training and on-the job experience in order for participants to qualify for specific target positions.

(4) Participate with the SPMO in identifying transition positions and restructuring existing positions, compatible with mission and organizational requirements.

(5) Counsel and encourage eligible individuals to apply for program participation.

(6) Select applicants for this program in accordance with applicable merit placement procedures and this regulation.

(7) Participate with trainees and the SPMO Staff, as appropriate, in developing and implementing Individual Development Plans (IDP).

(8) Keep participants informed of their performance and progress on a regular basis.

(9) Keep the SPMO Staff informed of any participant who is not progressing satisfactorily and request guidance on appropriate action.

c. The State Equal Employment Manager will:

(1) Monitor the implementation of the State Upward Mobility Program in relation to equal employment opportunity objectives.

(2) Incorporate this regulation in the Multi Year Affirmative Action Plan.

CHAPTER 2

IMPLEMENTING INSTRUCTIONS

2-1. PLANNING. Planning for upward mobility at the State level will be initiated by systematically determining organizational needs and defining upward mobility objectives consistent with mission accomplishment. This process will include identifying situations that will possibly inhibit upward mobility. Based on organization-wide and unit requirements, The Adjutant General will be able to establish the scope of the Upward Mobility Program.

2-2. PREPLANNING PHASE. These actions will be accomplished by the Air Commanders, Det Cmdr-128th TCS, CAO, SMO, SAO and USPFO.

a. Identify manpower needs, assess the present skills of the workforce, establish program objectives, develop plans and strategies for implementation of the UMP within specific organizations.

b. Determine the extent of upward mobility problems and establish the target population for the UMP by analyzing or identifying:

(1) Job patterns that prevent lower level Technicians from moving into positions that could more fully use their skills, training, and ability.

(2) Occupational series and grade levels where Technicians are dead ended, with limited opportunities for progression.

(3) Review military compatibility requirements for Technician positions to identify supportive resources (various military training and development programs) as well as adverse upward mobility factors. By doing this, future upward mobility efforts can be more productive.

2-3. PRIMARY DEVELOPMENT PHASE. Identify target positions by conducting organizational and job analysis. Insure that:

a. Staffing surveys include projections of needs based on attrition, changing technologies, new equipment and personnel changes that create vacancies.

b. Current positions are examined to decide if they can be used as transition positions or if the basic job requirements can be restructured.

c. Careful consideration is given to the implications of military grade requirements before identifying a position as an upward mobility target position.

d. Recommend to TAG the positions within the Technician workforce which need to be programmed as upward mobility positions.

e. The SPMO and staff in coordination with supervisors and managers, will recommend target positions to be approved by TAG. Appendix A will be prepared by the SPMO indicating the positions selected.

f. On an annual basis, as of 15 March, the SPMO will publish the list of positions which will comprise the annual Upward Mobility Program. Supervisors and Managers will be required to recommend positions within their organization, which could be used as UMP's. Recommendations will be reviewed by the SPMO to insure that they meet the criteria for inclusion in the program. Positions which become available periodically during the year, may be referred to the SPMO for consideration for immediate inclusion in the UMP.

2-4. SECONDARY DEVELOPMENT PHASE.

a. SPMO will review all applicants for program eligibility as specified in paragraph 1-5 above. Also, when assessing applicants, SPMO will carefully consider the military grade requirements of the target position. Military restrictions, including age and educational requirements, related to commissioning, should be taken into account if the target position can only be filled by an officer.

b. SPMO will refer all eligible applicants to the selecting supervisor.

2-5. TRAINING.

a. The essence of the Upward Mobility Program is to meet the current and projected staffing needs by designing and managing positions to enable high potential individuals to enter career fields that will permit them to develop commensurate with their potential. To accomplish this end, Individual Development Plans (IDP) will be developed for all technicians participating in upward mobility positions. The training plan will be designed to assure that the technician receives all the formal education and/or work experience required to fully qualify for the target position. When technicians are trained at government expense, the training must meet the National Guard's needs for trained manpower. Training, as determined by the SPMO, must be in a technician status.

b. Length of Training and Development. The length of training may range from 3 months to 2 years depending upon:

(1) The time required to provide the technician with the skills and specific knowledge necessary to fill the target position.

(2) The technician's ability to perform the duties of the position satisfactorily. Training may be of a shorter duration based on the individual's prior experience and training and the requirements of the target position.

c. To avoid frequent minor amendments to IDPs caused by variations in mission and organization, changes in concepts or methodology in subject fields, or trainee needs, it is permissible to:

(1) Adjust training time as appropriate in individual cases to cover contingencies such as sick leave, emergency annual leave, military leave, or participant's inability to grasp a portion of training.

(2) Change the sequence of training to allow learning experiences to be coordinated to actual work situations.

(3) Add or modify materials depending on technological/equipment changes, organization and participant needs and evaluation of training and development.

(4) Delete or modify materials that duplicate education/training the participant may be receiving through self-development efforts.

d. Upward Mobility Individual Development Plan will be prepared in the format outlined in Appendix B.

CHAPTER 3

EVALUATION AND COUNSELING

3-1. EVALUATION. Within 30 days after assignment to an upward mobility trainee position, an evaluation will be made to:

a. Determine training needs of the Technician based on the requirements of the target position.

b. Design an IDP to meet them. Written supervisory reports on the Technician's use of training received and overall development in the transition job will be made at regular intervals not less than 60 days and not to exceed 90 days. A sample format for a Supervisor Review of Technician Progress is shown in Appendix C. Technicians will be expected to evaluate the training program in which they are engaged, as outlined in Appendix D.

3-2. COUNSELING. Managers/supervisors and Support Personnel Management Office staff members will provide a full range of coordinated counseling and guidance services to participants. Participants will be assisted in their planning and achievement of realistic career goals. Formal counseling of participants by the supervisor will be conducted at least once each quarter. Informal counseling will be accomplished as needed. Counseling sessions will include a discussion of work performance, training progress, career opportunities, and any work-related problems. Completion of the Supervisor Review of Technician Progress and Technician Evaluation of Upward Mobility Training forms will indicate that the required counseling has been performed. The originals of the forms will be filed on the temporary side of the Technician's Official Personnel Folder (OPF). One copy of each form will be maintained by the supervisor and the Technician. The supervisor's copies will be filed in the supervisor's folder.

The proponent of this SPR is the Director, Support Personnel.
Users are invited to send comments to The Adjutant General,
DMA Wisconsin, ATTN: WING-SP, Madison, WI 53708-8111.

VINCENT J. PINTARRO
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UPWARD MOBILITY POSITIONS.

(FOR THE YEAR 15 MARCH ____ TO 14 MARCH ____

THE PRIOD _____, ____ TO 14 MARCH ____)

The following positions have been designed as Upward Mobility positions for the period indicated above. These positions will be announced using the Merit Placement System in accordance with the provisions of WING SPR 335 and this Regulation. The positions here as follows:

<u>PDCN</u>	<u>TITLE</u>	<u>GRADE LEVEL</u>	<u>LOCTION</u>	<u>REMARKS</u>
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APPENDIX B

SAMPLE

Upward Mobility Individual Development Plan

1. Name: John Smith
2. Transition Position: Computer Operator, GS-0322-07, PDCN F0102000A
3. Target Position: Computer Specialist, GS -0322-09, PDCN F0102000
4. Date Entered Upward Mobility Program: 1 October 19__
5. Duration of Training: Minimum of 12 months
- 6 Objective: To provide a systematic and planned means for the trainee to acquire the skills, knowledge, and ability required to operate the computer console, operate associated equipment in a variety of modes, prepare the computer system for complete runs, process applications, perform various administrative duties, etc.
7. Supervisor: Shirley White
8. Reports: The trainee's supervisor will submit progress reports on the following dates:

1 January 19__
1 April 19__
1 July 19__
1 October 19__

The trainee will also provide evaluation reports on the above dates. Reports will be submitted to reach the Support Personnel Management Office not later than the 10th working day following the due date with information copy to State Equal Employment Manager (SEEM).

9. Training Design:
 - a. Formal instruction: The following courses will be taken on the dates indicated:

-Introduction to Computer Operations (OPM) November 1989 (5 days)

-Operating Computer Peripheral Equipment (OPM) January 1990 (5 days)

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- Operating Computer Systems (OPM) March 1990 (3 days)

-System Workshop for Computer Specialist (OPM) April 1990 (10 days)

b. On-the-job-training: After the trainee completes a course, he/she will be afforded opportunities to apply the skills and knowledge acquired to job situation. During the period of on-the-job training, assignments will be performed under the supervision and guidance of a higher level computer operator. Detailed guidance and instructions will normally be provided before the start of each new work assignment. Supervisory controls will be reduced as proficiency is gained in each task. Assignments will be performed in the areas of card and tape handling and defect review, card and tape check and replacement operation, input and output media loading, unloading and labeling, peripheral equipment control settings and adjustments, operation of peripheral equipment, and operation of the computer console in a limited mode of operation. (72 weeks)

Supervisor signature: _____ Date: _____

Technician signature: _____ Date: _____

SPMO Employee Dev: _____ Date: _____
Specialist signature

SAMPLE

APPENDIX C

Format for Supervisors Review of Technician Progress

TRAINEE _____ POSITION _____

SERIES AND GRADE _____ ORGANIZATION _____

REPORTING PERIOD FROM _____ TO _____

SUPERVISOR _____ PHONE _____

INSTRUCTIONS: The immediate supervisor will evaluate the technician in training comparing her/him with others undergoing the same training, with other Technicians assigned the same or similar work, or with individual standards.

QUALITY OF WORK

COMPLETELY	BARELY	
SATISFACTORY	SATISFACTORY	UNSATISFACTORY

Consider all factors affecting the Technician's quality of work including: ability to organize work, ability to make effective use of working time, and ability to meet schedules and deadlines. Write here specific facts upon which your judgement is based.

DEPENDABILITY

COMPLETELY	BARELY	
SATISFACTORY	SATISFACTORY	UNSATISFACTORY

Consider all factors effecting the Technician's dependability including: overall attendance record, punctuality, and regularity in staying at employment

INIATIVE

COMPLETELY
SATISFACTORY

BARELY
SATISFACTORY

UNSATISFACTORY

Consider all factors affecting the Technician's initiative including: interest, conscientiousness, ability to ask pertinent questions, ability to originate constructive ideas, demonstration of self-starting abilities in reference to work assignments, and resourcefulness. Write here specific facts upon which your judgement is based.

ABILITY TO GET ALONG WELL WITH OTHERS

COMPLETELY
SATISFACTORY

BARELY
SATISFACTORY

UNSATISFACTORY

Consider all factors affecting the Technician's ability to get along well with others including: willingness to cooperate with others, open-minded receptiveness to suggestions, courtesy and tact, self-control, ability to make a favorable impression, ability to inspire confidence and respect, and ability to work as a team member. Write here specific facts upon which your judgement is based.

RECOMMEND TECHNICIAN BE RETAINED IN TRAINING PROGRAM YES NO

I have read this appraisal and discussed it with my immediate supervisor.

IMMEDIATE SUPERVISOR

DATE:

TRAINEE

DATE:

2D LEVEL SUPERVISOR

DATE:

APPENDIX D

Format for Technician Evaluation of Upward Mobility Training

PARTICIPANT _____ POSITION _____

SERIES AND GRADE _____ ORGANIZATION _____

REPORTING PERIOD FROM _____ TO _____

1. List assignment(s) or project(s) given:

2. Do you feel the training program is accomplishing its objectives as they were stated to you? In what way? (If not, why not?)

3. Do you feel your assignments are increasing your technical knowledge? In what way?

4. In what areas do you feel you need further training?

Comments:

Signature _____ Date _____

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Appendix E

FEDERAL CIVIL SERVICE JOB OPPORTUNITY

WISCONSIN NATIONAL GUARD TECHNICIAN

POSITION NOTICE NO.

OPENING DATE:

CLOSING DATE:

APPLICATIONS ARE NOW BEING ACCEPTED FOR THE FOLLOWING PERMANENT FEDERAL CIVIL SERVICE POSITION IN THE EXCEPTED CIVIL SERVICE. APPLICATIONS MUST BE RECEIVED NOT LATER THAN 1000 HOURS ON THE NEXT WORKING DAY AFTER THE CLOSING DATE SPECIFIED ON THE VACANCY ANNOUNCEMENT.

POSITION: Wisconsin National Guard

LOCATION:

SALARY RANGE:

THIS IS AN UPWARD MOBILITY POSITION AVAILABLE TO CURRENTLY EMPLOYED PERMANENT TECHNICIANS IN THE WISCONSIN NATIONAL GUARD.

APPLICATIONS WILL ONLY BE ACCEPTED FROM CURRENTLY EMPLOYED PERMANENT TECHNICIANS WHO ARE EMPLOYED IN POSITIONS BELOW GS-9 OR WG EQUIVALENT AND IN WHICH THERE IS NO OPPORTUNITY FOR CAREER DEVELOPMENT OR PROMOTION POTENTIAL. THIS POSITION IS DESIGNED TO PROVIDE UPWARD MOBILITY FOR TECHNICIANS THAT ARE IN DEAD-ENDED POSITIONS. APPLICATIONS WILL BE SCREENED FOR POTENTIAL TO BE ABLE TO PERFORM THE JOB AFTER TRAINING AND WILL BE BASED ON A REVIEW OF WORK HISTORY. SELF-DEVELOPMENT EFFORTS TO INCLUDE EDUCATION AND TRAINING ACTIVITIES, PERFORMANCE APPRAISALS, RECORDS OF AWARDS AND HONORS, ETC. THIS POSITION IS BEING FILLED AT THE GS-5 LEVEL WHICH REQUIRES SPECIALIZED EXPERIENCE. SATISFACTORY COMPLETION OF INTENSIVE TRAINING AND EDUCATION WILL BE REQUIRED TO THE GS- AND GS- LEVEL SINCE TRAINING AND EDUCATION ARE SUBSTITUTED FOR EXPERIENCE.

IF THE SELECTEE IS CURRENTLY ABOVE THE GS-5 LEVEL, HE OR SHE WILL BE CHANGED TO GS-5 AND SALARY RETENTION WILL APPLY IF ELIGIBLE.

ALL APPLICANTS WILL RECEIVE CONSIDERATION WITHOUT DISCRIMINATION FOR ANY NON-MERIT REASON SUCH AS RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN, POLITICS, MARTIAL STATUS, AGE OR MEMBERSHIP OR NONMEMEBERSHIP IN AN EMPLOYEE ORGANIZATION.

MILITARY MEMBERSHIP REQUIREMENTS:

BRIEF DESCRIPTION OF DUTIES AND RESPONSIBILITIES:

HOW TO APPLY: Individuals will submit NGB Form 300 in duplicate, SF 171 and/or SF 172 to The Adjutant General of Wisconsin, ATTN: WING-SP, PO Box 8111, Madison, WI 53708-8111. Separate applications (SF 171) are required if applying for more than one position.

SPECIAL INSTRUCTIONS: Applicants must indicate in Item 22A or Item 32 of the SF 171 the unit in which he/she holds current active military membership, rank, branch and AOC, MOS or AFSC. In addition, applicants are requested to provide the following information in Item 23G or Item 31 relative to their military service, BOTH ACTIVE AND RESERVE: dates of service, assignments held, AOC, MOS or AFSC, schools and training to include name, location, inclusive dates, subjects studied and classroom hours per week. CAREFULLY READ AND COMPLY WITH THE INSTRUCTIONS CONTAINED ON THE SF 171 AND THIS ANNOUNCEMENT SO THAT YOU INCLUDE ALL INFORMATION REQUIRED. ONLY THE EXPERIENCE AND QUALIFICATIONS YOU SHOW ON THE SF 171 CAN BE USED TO EVALUATE YOUR QUALIFICATIONS FOR THIS POSITION. APPLICANTS SHOULD DESCRIBE IN THEIR OWN WORDS AND IN DETAIL THE DUTIES ACTUALLY PERFORMED TO INCLUDE MILITARY DUTIES AND RESPONSIBILITIES. DO NOT INCLUDE COPIES OF, OR REFERENCE TO, POSITION DESCRIPTIONS.

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Insert Appendix F:

UPWARD MOBILITY CAREER COUNSELING GUIDE FOR SUPERVISORS