

CALIFORNIA MILITARY DEPARTMENT

UPWARD MOBILITY PLAN

## INTRODUCTION

Government Code Section 19401 requires all State departments to have an upward mobility plan with goals and timetables. Counseling, training activities, and other activities intended to support upward mobility objectives are also to be established consistent with each department's program. The following components are those which shall be provided by State departments to the greatest possible extent:

1. Career counseling
2. Appropriate academic counseling
3. Training opportunities
4. Training and Development Assignments
5. On-the-job training
6. Job restructuring

## POLICY

It is the policy of the Military Department to provide upward mobility options to all of our employees desirous of advancing from clerical and sub-professional positions to entry level technical, professional and administrative positions.

## GOALS

It is the goal of the Military Department's Upward Mobility Plan to provide a means of meeting the department's overall Upward Mobility goals while providing a means for current State civil service employees to advance their personal career goals. Upward mobility goals are set annually by the Military Department.

## OBJECTIVES

The objectives of the Military Department's Upward Mobility Plan are to provide career counseling, training activities (As funds allow) and promotional opportunities to all of our employees. Primary emphasis will be on those training activities which assist the employees to attain their career goals while benefiting the department's upward mobility goals. Both the employee's and the department's needs must be considered.

## EMPLOYEE CAREER DEVELOPMENT PLANNING

Career planning involves the systematic analysis of an individual's interests, skills, knowledge's, education and experience so that future career pursuits for that individual can be planned to the greatest extent possible. Once an individual has identified his/her likes and dislikes in a job (indoors work/outside work, no travel/some travel/lots of travel, working with others/working independently, etc.), the next step is to identify skills he/she possesses and which of those skills are transferable from one occupation to another (for example, planning and implementing a complex household budget could possibly be applied to jobs requiring organizational and computational skills). After an individual has identified his/her likes and skills in a job it is necessary to identify occupational fields that contain jobs utilizing as many of his/her interests and skills as possible.

Once a person has selected an occupational field as a career goal, he/she may wish to determine which classifications in State service relate to that choice. The individual will need the correct civil service classification title to obtain additional information about each classification in which he/she is interested.

After selecting several civil service classifications which match the selected goals, individuals may want to review California Department of Human Resources (CalHR) Report No. 1015, a data processing print-out produced by CalHR approximately twice a year. This report shows, for each civil service class, the number and geographic location of filled positions in each State civil service department that uses the class.

The information in Report No. 1015 will give the employee a rough idea of the possible chances for a vacancy to occur in the classes and geographic locations of choice. The Military Department Directorate of State Personnel programs have additional information regarding the frequencies of position vacancies within the Military Department. There is more turnover and/or probability of adding new positions for some classes than for other classes.

Employees should keep their goals realistic. Once an occupation field has been selected, it is recommended that the employees set short-term objectives for achieving their goals. The setting of appropriate goals is an art because it is by definition based on events that will happen in the future. Goals that are far reaching and depend on many conditions beyond the employee's control should be set with the idea that they may need to be modified. For example, an employee may set a goal of becoming an Accounting Officer (Specialist) within two years. After competing in the examination, he or she discovers that the score received was not high enough to obtain a position within two years and the employee will have to wait until the turnover rate and/or new position rate and the eligible list's usage result in a vacancy that could be filled by him or her. It may even be necessary for the employee to participate in more than one examination for the same class. If this occurs repeatedly, the employee may wish to reconsider the career goal in light of the difficulty in reaching the goal and either reestablish the goal or modify it to something more realistic.

Emphasis on realism is important, because it is necessary to recognize conditions beyond the employee's control. Items to consider in setting a realistic goal include:

- a. Turnover rate and anticipated new budgeted positions for the occupation and entry level classification. Are sufficient vacancies anticipated to provide a reasonable chance that the upward mobility goal can be attained within the period of time hoped for?
- b. Competition for the desired career change. Are there so many competitors seeking the desired goal that only very well-qualified candidates can achieve it?

The Personnel Officer, Training Officer, and Exam Unit are all good resources to assist employees assess their skills and set reachable goals within the Military Department.

### EMPLOYEE CAREER DEVELOPMENT OPTION/TECHNIQUES

The following State civil service personnel techniques have been selected for mention because they are used most frequently when transacting an upward mobility move. When utilizing any of these techniques, it is necessary to keep in mind that the hiring manager or supervisor has to approve an upward mobility move. Depending on the technique being used, it may be necessary to receive approvals from numerous control points, such as higher level supervisors and managers, the Directorate of State Personnel Programs, CalHR and the Department of Finance.

#### A. TRANSFERS TO OTHER CLASSIFICATIONS

1. The decision about whether or not employees can move from one class to another by transfer, voluntary demotion or promotion is based upon the relative salary levels and, within the same or closely related series, the relative responsibility levels of the two classes involved. The individual employee's status relative to such a transaction is determined separately.
2. For transfers, the classes must be at substantially the same salary level. Classes are at substantially the same level when the maximum salary for one class is identical to, or less than two steps higher than, or less than two steps lower than the maximum salary of the other class.
3. Within the same or a closely related series, a decision must be made as to the relative responsibility levels of the classes involved. One or more transfers must not be used to accomplish changes in responsibility level within a series or between closely related series when the changes in level represent promotions. A promotion occurs when an employee moves to a class with a higher level of responsibility in the same or a closely related series, even though the salary maximum for the new class is less than two steps higher. Changes in responsibility level occur with such moves within the same or between closely related series, (for example, from trainee to journey person to first supervisory level; movements such as these should only follow appointments from eligible lists).

4. Transfers should not be used to accomplish demotions, even when the maximum salary for one class is less than two steps lower than the maximum salary for the higher class. The same types of tests that are used in determining changes in level of responsibility for upward movements should be applied.
5. For all transfers, employees must possess any license, certificate of proficiency or credential required in the new class. Other than that, the employee does not need to meet the minimum qualifications for the classification to which the employee wants to transfer.
6. In order to transfer to a different class, an employee must have received a permanent appointment in his/her current class.

## B. EXAMINATIONS

1. Every permanent civil service position in State Government must be filled by a person who has successfully competed in an examination for an appropriate classification at some time in their career.
2. Examinations are typically held either on an open basis (anyone who meets the minimum qualifications may compete) or on a promotional basis (only current State employees with permanent appointments who meet the minimum qualifications may compete). Examinations may also be given on an open, non-promotional basis. In the latter case, permanent State employees have three career credit points added to their final score and veterans' preference points are not allowed for any competitors.
3. Examinations are administered by CalHR unless they have been decentralized or delegated by the Board to the various departments. Examinations usually include one or more of the following: a written test, an oral interview, a performance test, supervisory evaluations, education and experience ratings, and sometimes, supplemental applications.
4. Participation in an examination begins when an applicant submits a written application on STD 678, "Application for Examination", and that completed and signed form is received by the appropriate testing authority before the close of business on the final filing date. The filing period usually extends over two to four weeks. Examination bulletins may be circulated to all State departments. If additional copies are not available in the Military Department's Directorate of State Personnel Programs Office, they may be obtained from the General Files Section of CalHR in Sacramento.

5. All applications are reviewed to determine whether applicants meet the minimum qualifications for the class for which the examination is being given. Then, typically a written test is administered and/or oral interviews are scheduled. If the examination is promotional, supervisory evaluations of job performance may be required.
6. After the examination is finished, the scores of successful candidates are ranked in order with the best qualified candidates at the top of the list. Many promotional and all open lists are established with a ranking system in which more than one candidate may be in the same rank. Under this "rule of three ranks" procedure, in order to be selected for employment, a candidate must be within the top three reachable ranks on an eligible list. This means the top three ranks of those eligible's who are interested in the specific job to be filled. For some promotional examinations, hires may be made from only the top three names. There are no tied scores when the "rule of three names" is applicable. Lists are established for a minimum of 12 months. The maximum length is 48 months.
7. Each person's final score determines the rank or placement the person will obtain on the final eligible list for that examination. It is necessary to be within the top three reachable ranks or names (depending on the type of eligible list) for a specific position in order to be appointed. It is also possible to be number one the list for the entire list life and never be appointed even though others are appointed from lower ranks. There is no legal requirement that the hiring supervisor interview any or all interested eligible's who are in the top three ranks **or** the top three names.

### C. TRAINING AND DEVELOPMENT ASSIGNMENTS

1. Training and Development (T&D) assignments are the assignment of duties on a part-time or full-time basis for the purpose of training, either to broaden an employee's skills and abilities in his/her present occupation, or to prepare an employee for a career in a different occupational field, or to improve an employee's advancement potential.
2. The T&D assignment concept allows management to examine the performance of high potential employees who lack formal training or the appropriate work experience and offers employees the opportunity to gain needed experience while demonstrating their abilities.

3. The following guidelines are to be followed in determining the appropriateness of a T&D assignment for a particular situation:
  - a. The primary consideration in making T&D assignments should be that the training assignment is consistent with the career development plans of the employee and provides for real developmental experience.
  - b. Salary relationships of the classes involved should be considered. The guideline is that the salary maximums between classes in the same occupational area be three steps or less apart. When T&D assignments are made between classes in different occupational groups, the three-step guideline may be exceeded when a comparison of positions with similar levels of duties and responsibilities demonstrates that the difference between the two occupational groups' actual salary structure exceeds three steps.
  - c. T&D assignments may not be used to circumvent a promotional eligible list. Therefore, T&D assignments cannot be made between classes in a series except in cases where, due to the small size of the available staff, no other means of filling a position is available. However, T&D's to classes that are examined for on an open basis would be appropriate.
4. A T&D Assignment plan should be prepared for each type of training assignment situation. The plan should include the name and class of the participant, the title of the training class, the start and end dates of the assignment, the training to be accomplished and, should indicate that a layoff by reason of such assignment will not become necessary in the agency giving the training.
5. The T&D assignment plan and any subsequent change or revision is to be submitted to provide information showing that the training assignment meets the required guidelines.
6. It is the responsibility of each department to make all employees aware of the T&D assignment process.
7. A T&D assignment may be terminated at any time by the department or the employee. An employee participating in such an arrangement shall be considered as an employee of the agency from which the assignment or loan is made except that his/her salary may be paid in any proper manner agreed upon by the participating parties.
8. The responsibility for justifying training assignments rests with the department.

#### D. TRANSFER OF EMPLOYMENT LIST ELIGIBILITY

Under some circumstances, it is allowable for employees to transfer their departmental promotional or service-wide promotional list eligibility to another department's promotional list. This procedure is most useful for employees considering a lateral transfer at their current level who would like to transfer

their eligibility on a promotional list to the department that would be hiring them. The California Department of Human Resources requirements are:

1. In order to transfer list eligibility, the employee must transfer without a break in service to another department and request in writing the new department's approval to transfer list eligibility. Both departments must have participated in the same examination at the same time. Eligible lists from earlier or later examination dates are not transferable.
2. The department to which list eligibility will be transferred must approve the transaction in writing.
3. The formal request must be submitted to CalHR for final approval and certification.

### CAREER LADDERS

The attached career ladders reflect some of the Military Department Professional, Technical and Administrative positions and the State classifications which provide a progression to reach them. Classifications on the same line and connected by horizontal lines are laterally related while those on a higher or lower line reflect a promotional or demotional relationship. An asterisk on a connecting line indicates that that particular move requires at least some college level course work in addition to skills and time-in-grade in the "from" class.

### DEPARTMENT'S COMMITMENT

The Military Department is committed to the full range of options available to bring out work force into alignment with the California labor force ensuring equal opportunity for all.





# Upward Mobility Program

Career Ladder indicates eligibility for the Upward Mobility Program:

