

Administrative
Services
Letter

Upward Mobility Program
13-03



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| Signed By | /s/ Lori Lopez Equal Employment Opportunity Officer | Number | 13-03 |
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This policy outlines the Air Resources Board (ARB) Upward Mobility (UM) program and establishes policies and procedures to provide the necessary information to effectively implement, administer, and maintain this program.

The UM program is consistent with the statutory requirements of [California Government Code § 19400-19406](#) and [California Code of Regulations, Title 2, Chapter 1, §547.82 - 547.87](#), which requires each department to establish an effective upward mobility program for its employees in [low-paying occupations](#). This includes developing a [career development plan](#) to assist employees develop their qualifications in order to be competitive with non-state job applicants for entry technical, professional, and administrative (TPA) state jobs, and establish annual upward mobility employment goals. Departments are also required to appoint an upward mobility coordinator to report on the department's upward mobility program efforts.

It is the policy of ARB to provide employees with the appropriate tools to facilitate upward mobility. The upward mobility program provides employees with information on how to develop their qualifications in order to be competitive in achieving their individual career goals. Career ladders identify opportunities for transfer or promotion from one job classification to another. A valuable feature of ARB [Career Ladders](#) is that they show alternative pathways for a person to enter a specific job series.

Questions regarding Upward Mobility should be directed to ARB's [Upward Mobility Coordinator](#) at (916) 322-0473.

UPWARD MOBILITY PROGRAM

July 26, 2013

AIR RESOURCES BOARD
Executive Office
Equal Employment Opportunity Office

UPWARD MOBILITY PROGRAM

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UPWARD MOBILITY PROGRAM

Policy Statement

It is the policy of the Air Resources Board (ARB) to provide equal employment opportunities and the appropriate tools to facilitate upward mobility. The upward mobility program is designed to offer general assistance to permanent employees in low-paying occupations, who have completed an initial probation with ARB, and have a demonstrated interest to advance to higher paying jobs through the accomplishment of their career development plan.

Authority

- [California Government Code, Sections 19400-19406](#)
- [California Code of Regulations, Title 2, Chapter 1, Sections 547.82-547-87](#)
- [California Code of Regulations, Title 2, Chapter 3, Section 599.817](#)

Definitions

Bridging Classifications: Bridging classifications mean job classifications established to provide experience for employees in low-paying occupations that meets the minimum qualifications for traditional entry technical, professional, and administrative classifications. Bridging classifications under ARB Upward Mobility Program include:

- Air Resources Technician II
- Management Services Technician

Career Development Plan (ASD/TRAIN 302): Career Development Plan means an employee's written plan for advancement, which identifies a career goal and the specific self-development actions, including, but not limited to, work experiences, college courses, and training classes, needed to achieve the goal.

Career Development Training: Career Development Training is designed to assist in the development of career potential and is intended to help provide an opportunity for self-development while also assisting in the achievement of a department's or the State's mission. Career development training may be unrelated to a current job assignment.

Career Ladders: Career Ladders mean the succession of job classification in which employees may normally gain experience in order to advance from positions in low-paying occupations into technical, professional, or administrative positions.

[Entry Technical, Professional, and Administrative Positions:](#)

Entry technical, professional, and administrative positions means those positions in technical, professional, and administrative classifications for which hiring is typically open to the public and into which employees in low-paying occupations may advance.

[Individual Development Plan \(Std. 637\):](#)

An individual development plan (IDP) is any written plan describing training or development programs in which the employee intends to participate and which is approved by the employee's supervisor. An IDP is a short term plan (one year) detailing actions to be taken within the next 12 months.

[Low-Paying Occupations:](#)

Low-paying occupations mean the following groups of classifications identified in the California Civil Service Pay Scales (Pay Scales), as published by the California Department of Human Resources: Horticulture; Office and Allied Services; Custodian and Domestic Services; Mechanical and Construction Trades; and bridging and career development classifications in other occupational areas.

Technical, Professional, and Administrative Classifications:

Technical, professional, and administrative classifications mean classifications in the following occupational categories identified in the Pay Scales: Agriculture and Conservation; Education and Library; Engineer and Allied Services; Fiscal, Management and Staff Services; Legal; Medicine and Allied Services; State Emergency Disaster Program; Protective Services and Public Safety; and Social Security and Rehabilitation Services.

Upward Mobility:

Upward Mobility means the development and advancement of employees from positions in low-paying occupations to entry technical, professional, and administrative positions.

Upward Mobility Coordinator:

The Upward Mobility Coordinator will coordinate, monitor, and report on the department's upward mobility program efforts.

What Is Upward Mobility?

The California Department of Human Resources defines upward mobility as the planned development and advancement of employees in low-paying occupations to entry technical, professional, and administrative positions in State departments. Employees in low-paying occupations do not necessarily have the lowest salaries, but are in occupations (i.e., types of work) that have traditionally been low-paying, where there is little expectation of advancement to better paying technical, professional, and administrative jobs. For a detailed list of classifications used by ARB which fall in the low-paying occupational groups, refer to [Attachment A](#).

For a detailed list of classifications used by ARB which fall in the entry technical, professional, and administrative occupational groups, refer to [Attachment B](#).

How Does Upward Mobility differ from Career Development?

Upward Mobility is a specific, legally defined program, covering State employees in low-paying occupations. Career Development is a broader, more general term covering all State employees involving the improvement of qualifications for advancement in the same occupational field or a different field.

Who is Responsible for Upward Mobility?

Upward mobility is a shared responsibility of the employee, supervisor, and ARB. Employees must be motivated to seek out opportunities, prepare a formal [career development plan](#), and be willing to work hard to develop their knowledge, skills, and abilities to become competitive for appointment to entry technical, professional, and administrative jobs. There are no promotional guarantees for employees participating in the upward mobility program. All employees are entitled to a fair and equal opportunity to be considered for advancement.

Although ARB has a strong commitment to upward mobility, there is no guarantee that the employee's request for additional training, job sharing, training and developments assignments, etc. will be approved. The number of job openings that exist in any division or unit, at one time, is limited and the candidate pool is competitive. It is the employee's responsibility to plan and follow through with their individual career development plan. For more information on roles and responsibilities, refer to [Attachment C](#).

Program Eligibility

To be eligible for participation in the Upward Mobility Program an employee must:

- Be employed by ARB in a permanent position,
- Be currently employed by ARB in a low-paying occupation,
- Have successfully completed initial probation with ARB,
- Have received an overall rating of satisfactory or above as documented by the supervisor on the most recent performance evaluation which must have been completed within the past 12 months,
- Have a current (completed within the past 12 months), approved [Individual Development Plan \(Std. 637\)](#), and [Career Development Plan \(ASD/TRAIN 302\)](#) that outlines the employee's short-term and long-term educational goals and objectives and lists all planned coursework to achieve the stated goals and objectives, and
- Have demonstrated motivation and potential for advancement as evidenced by past self-development efforts, current Career Development Plan, and efforts to prepare for advancement initiated by the employee as described in the Individual Development Plan.

What Tools are Available to Facilitate Upward Mobility?:

Tools available to facilitate upward mobility include, but are not limited, to the following:

1. **Career Development Plan:** A [career development plan](#) describes the employee's career goal and a plan of activities for achieving the goal. The plan should be agreed to and signed by both the employee and his/her supervisor/manager. If the career development plan includes college level course work, refer to the [Tuition Assistance Program \(ASL 13-02\)](#). If the employee does not maintain satisfactory performance on the job, or does not maintain good standing in academic or other training activities, ARB may discontinue the employee's career development plan.

The following information provides guidelines for completing your career development plan.

Set A Goal

The employee's goal represents what they ultimately hope to accomplish through the career development plan. The goal may be to obtain a specific position or to work in a specific field for a job you are already qualified for, or may qualify for in the future. The goal should be realistic and attainable--one reachable through ongoing development efforts.

Plan Your Activities

Prepare a career development plan of activities that will help reach your goals. It is helpful to list the activities in the order they need to be completed. The activities or objectives may focus on increasing education, skills, knowledge, or experience, and should be measurable and tailored to achieving the employee's career goal. For example, an Office Technician plans to become a Staff Services Analyst. His/her objectives include completion of the required college education and/or experience.

A well-designed career development plan allows the employee to determine activities that will show progress towards achieving their goal accomplishments. Activities listed should be **specific**--a broad or vague activity statement is not effective in assisting the employee to accomplish their upward mobility goal and may frustrate their efforts.

Pursue Your Plan

Commitment to the career development plan will help ensure success. Be prepared to commit a portion of your own time and effort to accomplish your plan. Although the employee is the most interested in and responsible for their career development plan, the employee's supervisor can provide guidance when necessary.

To begin developing a career development plan, please complete the [Career Development Plan, ASD/TRAIN 302](#).

2. **Training and/or College Classes:** Additional training and education may be needed in order to advance in your career. Reimbursement for training and/or college classes is subject to constraints on available resources and depends upon available training funds, the number of employees taking classes, and other training included in the division's training plan. To attend training and/or college classes on state time or for tuition reimbursement, an employee must do the following:

- Complete a [Training Request Form \(ASD-27\)](#). Each class requires a separate Training Request (only include one class or course per form).
- Obtain supervisor/manager and Division Chief signatures on the Training Request (Training Requests that do not include required signatures will be returned without processing).
- Submit two (2) copies of the completed Training Request along with a copy of current duty statement, most recent IDP and current Career Development Plan (completed within the last 12 months) to the Training Unit no later than 30 days prior to the start of the course. The Training Request must be processed by the Training Unit and approved by the Executive Office prior to the start of the training course for reimbursement to be authorized (no exceptions).

In some cases, employees may be eligible for tuition reimbursement. Please refer to the [Tuition Assistance Program \(ASL 13-02\)](#). Questions regarding training or college classes should be directed to ARB's [Training Office](#).

3. **Promotional Examinations:** Generally, a promotion is movement to a higher classification within the same class series and often requires participation in an examination. A listing of current examinations, final filing dates, and current job openings are posted to the [Examinations and Job Vacancies](#) area on the ARBInside. Employees may also sign up on a [list serve](#) to be notified of upcoming ARB examinations. Employees should carefully review the examination bulletin and scope, which includes knowledge, skills, and abilities to determine if they qualify.
4. **Lateral Transfer:** A lateral transfer allows an employee to either move to a new position in the same classification or move from one classification to another classification at the same or equivalent salary level. There are many factors that may affect an employee's transfer options requiring an individual assessment before the employee makes the decision on which path to follow. For more information and assistance on lateral transfers, please contact your [Human Resources Analyst](#).
5. **Training and Development (T&D) Assignments:** T&D assignments are temporary assignments up to two years for the purpose of training to broaden an employee's skills and abilities and to prepare for movement to another class or to improve advancement potential. T&D assignments are formal agreements between the employee, the current supervisor, the new supervisor, and Human Resources.

The T&D classification cannot be in the same classification series as the employee's current classification. An employee appointed to a T&D assignment has mandatory return rights to his/her former permanent State service position.

The manager who desires to hire an individual on a T&D assignment must have a vacant position and be willing to allocate the extra time for training.

The employee considering a T&D assignment for purposes of upward mobility should be certain that the assignment is consistent with their career development plan and will lead them in the direction they wish to pursue. For more information about T&Ds, please contact your [Human Resources Analyst](#).

6. ***Bridging Classifications:*** Bridging classifications are developmental classifications at mid salary levels designed to facilitate upward mobility. A bridging classification is typically used for clerical or technical level employees to bridge to professional classifications.

Below are the bridging classifications currently used by ARB:

- Air Resources Technician II
- Management Services Technician

It should be noted that in addition to experience, there may be specific education requirements that must be completed prior to appointment at the higher level.

What Else Can I Do?:

Perform your job to the best of your ability. Nothing speaks better about your future potential than a solid track record.

Identify your job preferences such as working indoors or outdoors; whether you enjoy working alone or with people; and whether you prefer a job that requires travel.

Keep informed about job opportunities within ARB. Identify program areas that interest you and discuss your interest with the program managers. You are not required to wait for an opening. Let managers know why you would like to be considered for upward mobility and why you would be an asset to their particular operation. When you contact a manager, be considerate of their time constraints. Call to set up an appointment at a time convenient for both of you.

Questions regarding Upward Mobility should be directed to the [Upward Mobility Coordinator](#) at (916) 322-0473 or the [EEO Officer](#) at (916) 323-7053.

Links

- [ARB Career Ladders](#)
- [ARB Career Development Plan \(ASD/TRAIN 302\)](#)
- [Examinations and Job Vacancies](#)
- [Individual Development Plan \(STD 637\)](#)
- [List serve for ARB Examination Notices](#)
- [Program Eligibility](#)
- [Training Request Form \(ASD-27\)](#)
- [Tuition Assistance Program \(ASL 13-02\)](#)

Attachments

- [Attachment A: ARB Classification in Low-Paying Occupations and Bridging Classifications](#)
- [Attachment B: ARB Entry Technical, Professional, and Administrative Classifications](#)
- [Attachment C: Roles and Responsibilities Matrix](#)

**Air Resources Board
Classifications in
Low-Paying Occupations and Bridging Classifications**

Individuals in the classifications listed below are eligible to be selected for participation in ARB Upward Mobility Program.

| Classification | Bargaining Unit |
|--|-----------------|
| ➤ Accounting Technician | R04 |
| ➤ Automotive Emission Test Specialist I, II, III | R11 |
| ➤ Automotive Emission Test Supervisor | S11 |
| ➤ Executive Assistant | R04 |
| ➤ Executive Secretary I | R04 |
| ➤ Instrument Technician, Air Quality | R11 |
| ➤ Library Technical Assistant I | R04 |
| ➤ Legal Secretary | R04 |
| ➤ Material and Stores Specialist | R12 |
| ➤ Office Assistant (General) | R04 |
| ➤ Office Assistant (Typing) | R04 |
| ➤ Office Building Manager I | S12 |
| ➤ Office Services Supervisor I (General) | S04 |
| ➤ Office Services Supervisor I (Typing) | S04 |
| ➤ Office Technician (General) | R04 |
| ➤ Office Technician (Typing) | R04 |
| ➤ Program Technician | R04 |
| ➤ Secretary | R04 |
| ➤ Senior Legal Typist | R04 |
| ➤ Warehouse Worker | R12 |

**Air Resources Board
Bridging Classifications**

| Classification | Bargaining Unit |
|----------------------------------|-----------------|
| ➤ Air Resources Technician II | R11 |
| ➤ Management Services Technician | R01 |

**Air Resources Board
Entry Technical, Professional, and Administrative Classification**

| Classification | Bargaining Unit |
|--|-----------------|
| ➤ Accountant I (Specialist) | R01 |
| ➤ Accountant I (Supervisor) | S01 |
| ➤ Administrative Assistant I | R01 |
| ➤ Air Pollution Specialist | R09 |
| ➤ Air Resources Engineer | R09 |
| ➤ Air Resources Field Representative I | R11 |
| ➤ Air Resources Technician I | R11 |
| ➤ Assistance Information Systems Analyst | R01 |
| ➤ Business Services Assistant (Specialist) | R01 |
| ➤ Information Systems Technician | R01 |
| ➤ Legal Assistant | R01 |
| ➤ Management Services Technician | R01 |
| ➤ Personnel Specialist | R01 |
| ➤ Staff Services Analyst (General) | R01 |

ROLES AND RESPONSIBILITIES MATRIX

| Participants | Roles and Responsibilities |
|---|--|
| Employee | <ul style="list-style-type: none"> ➤ Perform your job to the best of your ability. ➤ Determine your career interests, skills, and abilities. ➤ Explore available tools. ➤ Develop a career development plan and individual development plan with guidance from your supervisor. ➤ Follow through with planned training and activities to reach goals and complete the career development plan. |
| Supervisor | <ul style="list-style-type: none"> ➤ Provide guidance and support. ➤ Help employees identify skills and interests to determine career goals and activities; assist with providing training that will provide desired abilities and skills. ➤ When feasible, assign work to facilitate the employee achieving their goal on his/her upward mobility plan. ➤ Provide information about career opportunities within ARB and other resources that may be useful. |
| Upward Mobility Coordinator | <ul style="list-style-type: none"> ➤ Coordinate, monitor, and report ARB's upward mobility efforts. ➤ Assist employees in preparing a career development plan. ➤ Direct employees to the appropriate resources. |
| Human Resources | <ul style="list-style-type: none"> ➤ Identify bridging classifications. ➤ Develop career ladders. ➤ Assist supervisors in assessing staffing needs. ➤ Administer examinations for upward mobility and bridging classifications. ➤ Consult with supervisors and employees about appointment eligibility and employment options within state service (i.e., rotations, training and development assignments, job sharing). ➤ Provide information and resources on upward mobility. |
| Training Office | <ul style="list-style-type: none"> ➤ Provide information on the intranet site about educational institutions that may serve educational needs for ARB employees. ➤ Offer consulting services to managers and supervisors to assist them with identifying appropriate training solutions for their employees. ➤ Assist supervisors in development of annual Training Plan. |
| Equal Employment Opportunity (EEO) Office | <ul style="list-style-type: none"> ➤ Oversight and coordination of ARB's Upward Mobility Program. ➤ Provide guidance and assistance to employees in all EEO issues. |