

Department of General Services

"Excellence in the Business of Government"



UPWARD MOBILITY PLAN

MAY 2013

DGS UPWARD MOBILITY PLAN

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SUMMARY

This is the Department of General Services' (DGS) plan to provide upward mobility (UM) opportunities as required by mandate to employees in qualified low paying (LP) classifications.

The DGS's commitment to UM efforts is supported by departmental policy (Administrative Order 13-02) and adherence to administrative guidelines established by the California Department of Human Resources (CalHR).

AUTHORITY

Government Code Section 19401 requires departments to have an effective UM Program.

As used in this statute, UM is the planned development and advancement of employees in qualified LP occupations to entry level technical, professional and administrative positions. It is not, as commonly thought, the promotion of employees through the ranks, from working level positions to supervisory and managerial positions within the same occupation. Equal opportunity for this type of promotion is required under civil rights laws.

GOAL

The overall goal of the Upward Mobility Plan (UMP) is to provide assistance to employees in qualified LP classifications who desire entry into technical, professional and administrative career paths. Efforts to achieve this goal will be facilitated through:

- Development of employee knowledge, skills and abilities (KSAs) to meet current and future business needs of the organization.
- Partnership with external resources to develop employee KSAs.
- Identification and allocation of appropriate resources to support the UMP.
- Development of performance measures to assess program effectiveness and provide continuous improvement opportunities.

Contingent upon available resources, efforts will also include:

- Establishment of a departmental infrastructure to guide entry level employees through UM classifications.
 - Development of mentoring, career counseling and coaching-for-success skills in departmental managers and supervisors.
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UPWARD MOBILITY CLASSIFICATIONS

Employees who are in qualified LP classifications and wish to participate in the UMP must work towards appointment in one of the following designated classifications and gain the required experience and/or education (refer to Appendix A).

Classification	Class Code	Schematic Code
Accountant I (Specialist)	4177	JL32
Information Systems Technician	1360	LN48
Personnel Technician I	5160	KY98
Staff Services Analyst (General)	5157	JY20

Participation in UM efforts is not a guaranteed promotion, but it is a fair and equal opportunity to be considered for advancement.

LOW PAYING CLASSIFICATIONS

The LP classifications currently qualified for inclusion in the UM program are listed on Appendix B. The list of qualified classifications may change based on criteria set forth by the California Department of Human Resources (CalHR). However, a change in classifications will not require an update to this Administrative Order.

ROLES AND RESPONSIBILITIES

A successful UMP requires commitment and involvement from all levels within the organization. Specific roles and responsibilities are further defined.

Executive/ Management

- Demonstrates commitment and support for the UMP by allocating appropriate resources and, where feasible, creating job opportunities for employees in qualified LP classifications into entry level technical, professional, and administrative positions.
- Integrates UMP objectives to meet operational needs.
- Supports and encourages cross functional participation throughout the department.
- Cultivates an environment where employee growth and development opportunities exist.

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| Supervisors/
Managers | <ul style="list-style-type: none">• Supports the department's UMP through coaching and mentoring employees.• Provides guidance and direction to employees on growth and development.• Provides assistance to employees in developing their Individual Development Plan (IDP).• Provides on-the-job training opportunities that will enhance an employee's potential for career advancement.• Provides employees with career and/or academic counseling and/or directs employees to the UM Coordinator for counseling. |
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| EEO Office | <ul style="list-style-type: none">• Coordinates with the departmental personnel, training and labor relations offices, and employee unions regarding UM program development and implementation.• Provides an annual workforce analysis report to CalHR on the department's UM program and goals.• Participates with the training and personnel offices in planning, implementing, and evaluating the UM program for departmental employees.• Acts as a resource on departmental UM efforts.• Coordinates the development, implementation, and evaluation of DGS' UM program to ensure equal opportunity for employees in LP occupations advance within the department. |
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| Office of
Human
Resources | <ul style="list-style-type: none">• Provides administrative oversight of the department's UM Program.• Designates an employee to be the department's UM Coordinator. |
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| Employee | <ul style="list-style-type: none">• Demonstrates the desire to gain new knowledge, skills and abilities to enhance their ability for career advancement.• Seeks opportunities for professional growth, development and advancement.• Collaborates with their supervisor/manager in preparing their IDP.• Demonstrates commitment to meet IDP goals.• Utilizes the DGS UM Employee Handbook as an information and resources tool. |
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TRAINING

All eligible and interested employees should be afforded training opportunities designed to:

- (1) Provide them with an understanding of the work to be performed;
- (2) Develop their technical, communication and interpersonal skills; and
- (3) Prepare them for UM opportunities.

Offices are encouraged to utilize local training facilities to provide basic skills courses. Available facilities include, but are not limited to, the following:

- ▶ DGS University's general training and Pre-Analyst Academy information (http://inside.dgs.ca.gov/dgsnet/DGS_U.aspx)
 - ▶ CalHR's Upward Mobility Series (<http://www.calhr.ca.gov/state-hr-professionals/Pages/upward-mobility-series.aspx>)

Example training courses include, but are not limited to, analytical or critical thinking skill development; increasing computer, communication and writing skills; interviewing techniques and resume writing.

This aforementioned training is in addition to other training provided to employees to improve their current job performance and/or develop them for UM opportunities. If training is primarily provided to qualify an employee for promotion, all eligible employees must be allowed to compete for the training opportunity.

As further defined, the DGS supports other types of training programs which include: In-Service; Out-Service; Training and Development Assignments; and On-the-Job training.

In-Service This training is sponsored and administered by the State and maintains a high degree of control over course content. This training includes courses or activities designed and administered by State departments (individually or in joint agreement); training offered by CalHR; or training designed or contracted exclusively for the State (through private consultants or firms, regional training centers, accredited colleges or universities, or other non-state agencies).

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Out-Service Out-service training is sponsored by a non-State agency, is open to the public as well as persons employed by the State, and sponsoring agencies (rather than the State) that maintain control over the course content. This training would include courses and activities offered through accredited colleges or universities, or conducted by private consultants, firms or other non-State agencies.

Training and Development (T&D) Assignments The DGS supports the use of T&D assignments as a tool to create UM opportunities. The T&D assignment is typically temporary (up to two years) for the purpose of training. Subject to CalHR regulation, a T&D assignment may involve performing duties of a classification other than the employee's appointed classification. A T&D assignment may be made within a department (or between departments) and are always voluntary.

The CalHR establishes guidelines for T&D assignments. The definition, purpose and guidelines are in the DGS Personnel Operations Manual (<http://www.documents.dgs.ca.gov/ohr/2012NewWebsite/POM/TrainingAndDevelopment.docx>).

On-the-Job It is the responsibility of all supervisors in the department to assure that their employees receive on-the-job training that will enable them to successfully perform the essential functions of their job.

CAREER AND ACADEMIC COUNSELING

These two components are important to the upward mobility process. These components are designed to provide employees with the opportunity to explore their career interests and assist them in formulating realistic career plans. Education provides entry-level employees with expanded opportunities in meeting their career goals.

The California State University and Community College systems throughout California offer career and academic counseling; and special re-entry counseling services are offered to students who have been in the work force for a number of years and now wish to further their education. To access academic counseling services:

- Directly contact the Admissions Office or Counseling Center for the specific university or community college.
 - Access via on-line through the specific university or community college's websites.
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SELECTION CRITERIA

The DGS considers the following criteria to select employees for UMP participation:

- Employment in a classification identified by CalHR as a qualified LP occupation.
- Employees with full time, permanent tenure in qualified LP classifications have first priority to participate.
- Employees with part time or intermittent permanent tenure have subsequent priority to participate.
- If an up-to-date Individual Development Plan (IDP) is on file that:
 - ✓ Demonstrates acceptable performance in the current assignment as well as the employee's self-development efforts to prepare for advancement.
 - ✓ Identifies an occupational goal that meets DGS' current and/or future staffing needs.

In addition to the above criteria, there must be sufficient resources available to support UMP goals. These resources include, but are not limited to, appropriate training funds for UM and career development training/education programs.

INDIVIDUAL DEVELOPMENT PLAN

In order to participate in the department's UM Program, a current IDP must be on file that has been completed in a cooperative effort by the employee with their immediate supervisor.

The IDP must outline the specific objectives, the steps that will be taken to develop the employee's knowledge, skills and abilities, and the estimated time frame for promoting into an entry level technical, professional or administrative position.

If the employee does not maintain satisfactory performance on the job, or does not maintain good standing in academic or other training activities, the department may discontinue participation.

A copy of the signed IDP must be on file with the department's UM Coordinator and the employee's supervisor. The IDP template is available to download and save at:

<http://www.documents.dgs.ca.gov/dgs/fmc/pdf/std637.pdf>

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PERFORMANCE MEASURES

Annually, the DGS' Equal Employment Office (EEO) submits a Workforce Analysis Report to CalHR on the department's performance in meeting its UM goals. The report identifies DGS successes and areas of opportunity for improvement. Performance measures are developed based on meeting departmental goals versus annual report outcomes.

The performance measures include:

- Identifying entry level technical, professional and administrative classifications used by the department that can provide an upward mobility opportunity for employees in qualified LP occupations.
- Identifying the average number of appointments made to each entry classification over a three-year period and the number (and percentage) that were employees advancing from a classification in a qualified LP occupation.
- Estimating the number of anticipated appointments that will be made during the upcoming new fiscal year for each classification.
- Identifying the total number of persons on open and promotional eligible lists for each entry level technical, professional and administrative class and/or estimate the number who will qualify through exams scheduled during the year.
- Identifying the number and percentage of departmental employees in qualified LP occupations on eligible lists for each entry level technical, professional and administrative class; and/or estimate the number who will qualify through exams scheduled during the upcoming fiscal year.
- Adjusting the UMP as necessary to improve DGS' potential to meet participation goals.

CONTACT

Inquiries on the Upward Mobility Plan may be directed to:

Upward Mobility Coordinator
Office of Human Resources
(916) 376-5400



Appendix A

Department of General Services
UPWARD MOBILITY
Classifications and Requirements

Classification

Experience and/or Education Requirements

Accountant I (Specialist)

One year of bookkeeping or accounting experience performing duties comparable in level to those of an Accounting Technician in the California state service. **AND**

Completion of at least 12 semester hours of a professional accounting curriculum.

Information Systems Technician

Two years of work experience performing duties comparable to those of an Office Assistant (Range B) in the California state service and at least three semester units or four quarter units from a recognized college or university in information technology-related coursework. **OR**

One year of experience performing a variety of technical duties in support of an information technology system [includes learning and performing a variety of the technological duties supporting information technology systems, such as data management; procedure writing; writing job setup instructions; performing program librarian functions; doing other related duties in support of the systems analysis programming and machine operations effort of an information technology system; conducting on-the-job training for system users, facilitating system utilization, communicating on a regular basis with system users, operating all components of the information technology system and peripheral equipment (except mainframe consoles), and requesting service on equipment as needed]. **OR**

Twelve semester units or eighteen quarter units from a recognized college or university in information technology-related coursework or equivalent academic training provided from an accredited institution recognized by the Accrediting Council for Independent Colleges and Schools (ACICS) or the Accrediting Commission of Career Schools and Colleges of Technology (ACCSCT). The ACICS or ACCSCT must cite the institution as being accredited for the relevant program being considered for qualification. (Partial completion of the requirement may not be combined with the other patterns to meet minimum qualifications.)

**Personnel
Technician I**

One year of work experience. Preference will be given to experience which has contributed to development of verbal, analytical, or writing skills. **OR**

One year of work experience which has contributed to development of verbal, analytical, and writing skills. Completion of two years of college may be substituted for the experience.

**Staff Services
Analyst (General)**

Graduation with a Bachelor's degree from a recognized four-year accredited college or university. (Registration as a senior in a recognized institution will admit applicants to the examination, but they must produce evidence of graduation or its equivalent before they can be considered eligible for appointment.) **OR**

Work experience in the California state service may be substituted for the required education in Pattern I on a year-for-year basis by applicants who have at least six semester or nine quarter units of college level training in public or business administration, accounting, economics, political or social science, English, speech, statistics, law, or a closely related area.

*L.E.A.P. Limited Examination and Appointment Program Candidate (Identified Class) is used for initial TAU appointments to evaluate the skills and performance of participants in the Limited Examination and Appointment Program prior to probationary appointment to the parallel class.



Appendix B

Department of General Services
UPWARD MOBILITY
Qualified Low Paying Classifications

A DGS employee must be in one of the following low paying classifications to participate in the DGS' Upward Mobility Program.

Accountant Trainee	Office Assistant (General)
Accounting Technician	Office Assistant (Typing)
Assistant Clerk	Office Technician (General)
Automotive Pool Attendant I	Office Technician (Typing)
Automotive Pool Attendant II	Printing Trades Assistant I
Automotive Pool Attendant III	Printing Trades Assistant II
Bookbinder II	Printing Trades Specialist Trainee (General)
Custodian	Program Technician
Custodian Supervisor II	Program Technician II
Custodian Supervisor III	Secretary
Groundskeeper	Senior Account Clerk
Interagency Messenger	Senior Legal Typist
Lead Custodian	Service Assistant (Custodian)
Lead Groundskeeper	Service Assistance (Maintenance)
Legislative Clerk	Truck Driver
Mailing Machines Operator I	Warehouse Worker
Mailing Machines Operator II	Word Processing Technician

Note: This list may change based on criteria set forth by the California Department of Human Resources.