

## Upward Mobility Program

951.1

### Chapter 2. Components of the Upward Mobility Program

#### 2-1. Characteristics of the Upward Mobility Program.

The Upward Mobility Program is different from other employee development programs in that employees must compete for entry. Employees have an opportunity to apply for positions with increased career potential based on their potential demonstrated by previous job performance.

#### 2-2. Movement into the Upward Mobility Program.

HUD uses both crossover and bridge approaches to achieve its Upward Mobility goals.

##### Crossover.

The crossover approach is most widely used throughout HUD. It is used to move trainees directly into vacancies in the target occupational series. The trainee or entry level position is a scaled down/restructured position in the same occupational series as the ultimate target position and is usually at two grade intervals (i.e. GS-5, GS-7, GS-9). Entry into trainee positions requires competition in accordance with HUD's Merit Staffing Policy and Negotiated Bargaining Agreement. Trainees selected for program participation enter the positions by reassignment or downgrade. Trainees receive intensive on-the-job and classroom training and after successful completion of prescribed training (6 months to 2 years), trainees are promoted or reassigned non-competitively to the target position.

##### Bridging.

The bridge approach requires the use of transitional positions between a one-grade interval occupational series and the target two grade interval occupational series. The bridge functions as an interim technician or para professional job generally combining duties of a clerical or support position with tasks extracted from the target professional or administrative position. For the purpose of this handbook, the term "professional position" means an administrative two-grade interval position and not the Office of Personnel Management's (OPM) definition of "professional position" with reference to a position with a

positive education requirement.

Entry into bridge positions requires competition in accordance with HUD Merit Staffing Policy. Trainees receive on-the-job and classroom training and assume progressively more responsible duties. After six months of successful performance, providing time-in-grade restrictions have been met and upon the supervisor's recommendation, the trainee is non-competitively promoted to the next level bridge position (one-grade interval) and after one additional year, the trainee is promoted to the target position (two grade interval). At this point, the trainee is no longer considered an Upward Mobility trainee.

#### 2-3. Characteristics of Upward Mobility Positions.

Positions which benefit the program's objective best will have the following characteristics:

Have very little or no significant representation of minorities, women, or individuals with disabilities, including disabled veterans;

Are occupations which generally provide a high potential for career advancement;

Do not have positive education requirements (that is, do not require a college or advanced degree);

Have significant turnover or are likely to have regularly recurring vacancies; and

Are amenable to position restructuring to create trainee positions at or below the usual entry level; or already have positions that may be filled at the trainee level from among the current work force.

#### 2-4. Targeted Occupational Groups.

The Upward Mobility Program is restricted to positions which do not have positive education requirements. The occupational series annotated with an asterisk contain some positions which have positive educational requirements and, therefore, are excluded from the Upward Mobility Program.

GS-000	Miscellaneous Occupational Group
GS-100	Social Science, Psychology and Welfare Group
GS-200	Personnel Management and Industrial
Relations Group	
GS-300	General Administrative

GS-500	Accounting and Budget Group*
GS-800	Engineering and Architecture Group*
GS-900	Legal and Kindred Group*
GS-1000	Information and Arts Group
GS-1100	Business and Industry Group
GS-1300	Physical Science Group*
GS-1400	Library and Archives Group*
GS-1500	Mathematics and Statistical Group*
GS-1600	Equipment, Facilities and Service Group
GS-1700	Education Group*
GS-1800	Investigating Group
GS-2000	Supply Group
GS-2100	Transportation Group

#### 2-5. Identifying Trainee and Target Positions.

The immediate supervisor is the best person to determine if a present or anticipated vacancy should be filled through the Upward Mobility Program. The designation of new positions should be made annually as a part of work force planning for the coming fiscal year. However, decisions to fill such positions may be made at any time, as vacancies occur. The following should be considered when identifying trainee and target positions:

##### Assessment.

The assessment of an organization should include the following steps:

Analyze current and projected staffing patterns and turnover to estimate the number and occupational series of anticipated vacancies, and when they will be filled;

Review the Federal Equal Opportunity Recruitment Program (FEORP) Plan to determine which occupations have been listed for targeted recruitment activities;

Identify common career paths and impediments to movement across and advancement within occupational series/lines; and

Review bargaining unit agreements to ascertain the possible impact of the agreement on the Upward Mobility Program.

Planning.

If a decision is made to establish an Upward Mobility position, important areas of concern will be ceiling, job restructuring, and identification of the needed knowledge, skills, and abilities. Management is encouraged to use regular permanent ceiling when initially appointing Upward Mobility trainees, and to consider the following needs of the organization:

The need to satisfy future staffing requirements (3-5 years distant) by means of staffing choices made today;

The need to avoid a top heavy grade profile immune to incentives;

The workload in the Office (will it hinder or support accomplishment of the training program);  
and

The availability of training resources within the organization (e.g., a journey level specialist, who can assist in providing on-the-job training).