

**CHAPTER 12**  
**UPWARD MOBILITY PROGRAM**  
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## CHAPTER 12

### UPWARD MOBILITY PROGRAM

#### 1. INTRODUCTION.

a. The Department is committed to providing equal upward mobility opportunity for employees in low-paying occupational groups by engaging and empowering all eligible employees to become active participants in their professional development through a focus on self-evaluation, personal responsibility, education, and progress.

b. Under Government Code (GC) Sections 19400 through 19406, the Department has established and implemented the Upward Mobility Program (UMP), which is a career mobility program. The UMP provides eligible employees in entry-level classifications in low-paying occupations (LPOs), including low-paying supervisory classes, the opportunity to prepare for advancement to qualifying technical, professional, and administrative classifications (TPA) by participating in career development activities that enhance their knowledge, skills, abilities, and job experience.

c. As the Office of Primary Interest, the Equal Opportunity & Access Section (EOAS) oversees the UMP in accordance with California Code of Regulations Title 2, Sections 599.981 – 599.986, and has appointed a UMP Coordinator who coordinates, monitors, and reports on the Department's UMP efforts. The UMP Coordinator may be contacted by departmental employees for questions or assistance in accessing UMP services.

#### 2. POLICY.

The Department's UMP is administered by the EOAS and provides resources for training, consultation, career counseling, mentoring, and other services to assist employees in LPOs in their planned development and advancement to qualified TPAs within the Department.

a. Participation in the UMP is not a guarantee of promotion. Employees must be motivated to seek out opportunities, prepare formal upward mobility plans, and be willing to develop their minimum qualifications, knowledge, skills, and abilities by engaging in UMP activities, in order to become competitive in the examination and interview process.

b. All interested employees in LPOs shall be given equal consideration to participate in upward mobility efforts based on the criteria set forth in this policy.

c. The EOAS shall annually review the Department's UMP classifications, the number of employees that are participating in upward mobility; and the number of employees expected to advance from low paying, entry-level classifications to entry-level technical, professional, and administrative classifications. The EOAS shall set annual goals and create actions plans to address UMP participation rates.

3. CLASSIFICATIONS ELIGIBLE TO APPLY. To apply to the UMP, employees must currently work in an eligible LPO. Eligible LPOs do not necessarily have the lowest salaries but encompass classifications, or types of work, that have traditionally been low-paying and have little expectation of advancement to better paying jobs. Employees in these classifications must make special efforts and undergo specific training and career development preparation that is not part of their normal work experience. A list of eligible LPOs is maintained on the EOAS's Intranet site.

4. CLASSIFICATIONS APPLICANTS CAN SELECT AS A TARGET. Employees applying to participate in the UMP may select specific entry-level TPAs as their target classification. A target TPA must be utilized by the Department. These TPAs are traditionally considered higher-paying or as having a better opportunity for advancement. They are classifications typically open to the public and into which employees in LPOs may advance. Current lists of qualified TPAs are maintained on the EOAS's Intranet site.

5. UPWARD MOBILITY PROGRAM COMPONENTS. The Department strives to provide, to the greatest extent possible, the following opportunities for employees who meet the criteria to participate in the UMP, demonstrate the aptitude or potential for advancement, and wish to participate in:

a. Career Planning. Developing a set of goals for an individual's career with an action plan that identifies steps towards these goals. Once accepted into the Department's UMP, the employee shall complete a CHP 50B, Upward Mobility Career Plan.

b. Career Counseling. Counseling on career opportunities, utilization of individual technical, professional, or administrative employees who can serve as mentors, and group training in career counseling.

c. Academic Counseling. Academic counseling is provided through institutions and organizations involved in secondary and higher education that assist students in planning their educational curriculum to meet their career goals.

d. Training Opportunities. Training opportunities are provided through cooperative arrangements with other departments and colleges. Refer to Highway Patrol Manual (HPM) 70.13 Departmental Training Manual, for information on in-service and out-service training, specialized training, and training related to upward mobility. The procedures contained in HMP 70.13 must be followed when requesting any services in conjunction with UMP training activities.

e. Training and Development Assignments. Training and development assignments involve the assignment of duties on a part-time or full-time basis for the purpose of training to either broaden an employee's skills and abilities in their present occupation, prepare an employee for a career in a different occupational field, or improve an employee's advancement potential. Refer to HPM 10.3, Chapter 34, Training and Development Assignments, for information, eligibility, and selection process.

f. On-the-Job Training. On-the-job-training is an alternative to formal classroom training, including formal and informal training sessions at the worksite.

g. Job Restructuring. The development of career ladders and lattices, and modifications of requirements where employment barriers exist.

6. ROLES AND RESPONSIBILITIES. The success of the UMP depends upon acceptance of responsibility and active participation at all levels. Roles and responsibilities for the UMP are outlined below.

a. The Equal Opportunity & Access Section.

(1) Ensures the implementation and maintenance of the UMP.

(2) Ensures the establishment of fair criteria for selecting employees to participate in the UMP and for approving their UMP activities and career development efforts.

(3) Employs a UMP Coordinator who is responsible for overall program review, coordination, evaluation, and reporting on the Department's UMP efforts to the CalHR.

(4) Ensures the development and enhancement of the UMP, its components, and their related activities, in coordination with other departmental commands, as appropriate.

b. The Upward Mobility Program Coordinator. The UMP Coordinator shall:

- (1) Ensure employees in eligible LPOs are aware of the opportunities available to the employee through the EOAS's Intranet site.
- (2) Review the approval of each CHP 50B, Upward Mobility Program Application, and any subsequent forms submitted by UMP participants.
- (3) Track the participation and continued progress of each UMP participant.
- (4) Coordinate UMP promotional campaigns and Department-wide messaging to increase awareness of the UMP.
- (5) Assist UMP applicants, participants, and their supervisors with the CHP 50B, Quarterly UMP Participant Review, and their selection of appropriate UMP activities to meet their target as well as for their long-term career development.
- (6) Establish UMP goals, a plan to meet the goals, and metrics to measure the progress of each UMP participant and the overall success of the Department's UMP.
- (7) Provide the UMP goals, plan, and metrics to the Department's Workforce Analysis (WFA) Coordinator, as needed.
- (8) Annually review the success of the prior year's UMP goals and action plan.
- (9) Establish the UMP goals and action plan for the current year in coordination with WFA Coordinator and relevant OPIs.
- (10) Ensure Division Commanders and relevant OPIs are informed of the Department's selected UMP goals and plan once the WFA report is approved by the Office of the Commissioner.

c. Employees.

- (1) With the greatest responsibility for their career development and advancement, employees must take the initiative to apply to as well as seek out and engage in the opportunities in the UMP.
- (2) Must apply for the UMP, beginning with a discussion with their supervisor about their interest in the UMP and completing a CHP 50B.
- (3) In order to continue participation in the UMP, if accepted, employees must maintain a satisfactory level of performance in their current job and, in their selected UMP components, including any in-service or out-service training.

(4) Must actively participate in the Quarterly UMP Participant Review with their supervisor and the UMP Coordinator.

d. Supervisors.

(1) Apprise new employees of the availability of the UMP and encourage eligible employees to investigate opportunities for upward mobility.

(2) Provide approval, guidance, and support to each UMP applicant and participant under their supervision.

(3) Meet quarterly with the UMP participant to review their current job performance and the status of their UMP activities.

e. Commanders. Review the employee's CHP 50B and any subsequent documents for approval and e-mails the approved or denied UMP forms to the UMP Coordinator with a copy to Division for information only.

f. Division Commanders.

(1) Ensure the UMP is an integral part of the Division's Equal Employment Opportunity (EEO) Program, taking into consideration the Department's annual upward mobility goals.

(2) Ensure the Division's budget plan reflects the current training funds available for upward mobility training, if budgeted.

7. SELECTION CRITERIA FOR THE UPWARD MOBILITY PROGRAM. Each interested employee who submits a CHP 50B for approval has an equal opportunity to be considered for participation in the Department's UMP. However, this does not mean that every applicant will, or must be, selected to participate. Criteria for selection of a UMP applicant includes eligible classification status and target classification; staffing availability of the Department; the Department's upward mobility goals and plan; funding and other UMP resources; employee tenure and time status; and employee's current job performance.

8. APPLICATION, REVIEW, AND APPROVAL.

a. Employees wishing to participate in the UMP must complete a CHP 50B. Employees can seek assistance from their supervisor or the UMP Coordinator. Employees shall e-mail their CHP 50B to their supervisor and with a carbon copy (cc) to the UMP Coordinator. The UMP Coordinator will create a log entry for the

applicant, ensure they are in an eligible LPO, and have selected a qualified TPA as their target.

b. When reviewing the CHP 50B, the supervisor shall consider the applicant's performance in their current duties. If the performance is satisfactory, the supervisor can approve the CHP 50B and email it to the commander for review. If approved by the commander, the CHP 50B will be e-mailed to the UMP Coordinator, with a cc to the command's Division.

c. The UMP Coordinator will review the CHP 50B; seek the input of OPIs relevant to the employee's selections, if necessary; approve the form; and e-mail the form to the employee for their record, with a cc to the supervisor and any relevant OPI for filing or information.

9. DENIALS.

a. If the application is denied, the reason shall be documented on the CHP 50B, and e-mailed to the UMP Coordinator. The UMP Coordinator will review to ensure the denial is not in conflict with the Department's EEO programs and laws.

b. If the denial is not in conflict with EEO programs and laws, the UMP Coordinator will email the denied CHP 50B to the supervisor with a copy to the employee.

c. If the denial conflicts with any EEO program or law, the UMP Coordinator and the EOAS commander will coordinate a meeting with the employee's commander.

10. PARTICIPATION IN THE UPWARD MOBILITY PROGRAM.

a. A list of current activities available through the Department can be found on the EOAS's Intranet site.

b. Each UMP participant is responsible for seeking out, initiating, and completing relevant UMP activities within the components offered by the Department.

c. Each UMP participant shall continue to perform satisfactorily in their current duties, as determined by the supervisor, and must remain actively pursuing and involved in UMP activities. The participant's selected activities must be successfully completed within the timeframes noted on each approved request.

11. QUARTERLY REVIEWS. The UMP participant, supervisor, and UMP Coordinator will meet quarterly to review the UMP participant's progress and performance in their UMP activities, as well as their performance in the current job duties, when applicable.

12. COMPLETION OR TERMINATION OF UPWARD MOBILITY PROGRAM PARTICIPATION.

a. A CHP 50B terminated for any reason shall be forwarded through the appropriate Division to the EOAS within 30 calendar days of termination. Completion and/or termination occurs:

- (1) When the employee completes their UMP career plan, promotes, or separates from the Department.
- (2) The employee requests to be removed from the UMP.
- (3) The employee transfers into a classification not listed as an eligible LPO.
- (4) The supervisor or commander determines the participant's job performance in their current assignment is unsatisfactory.
- (5) The EOAS determines space in the UMP or potential funding is not available for newer applicants, and it is determined the employee has failed to actively pursue or remain involved in UMP activities over the course of two quarterly reviews.
- (6) The employee has not successfully completed any of their selected activities by the yearly anniversary date of beginning the UMP.

b. The UMP Coordinator will e-mail a closing survey to the participant, the supervisor, and the commander. Results of the survey will not include self-identifying information. Data gathered will be used to measure the success and effectiveness of the UMP's activities.

13. RETENTION.

a. Originating Office. The originating command will retain approved CHP 50Bs in the UMP participant's field folder until the employee separates, or it is superseded by a new CHP 50B.

b. Equal Opportunity & Access Section. As the OPI, the EOAS will retain all UMP forms for each UMP participant for five years after their completion or termination. The EOAS will also retain all denied CHP 50Bs for the current plus five years.