

Command Equal Opportunity Office

Naval Postgraduate School



The Upward Mobility Program

2002

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BACKGROUND

Executive Order 11478 of 8 August 1969 and the Equal Employment Opportunity Act of 1972 required agencies to provide maximum feasible opportunities for employees to gain training and education to enhance their skills and career advancement. It serves as a vehicle for placement of women, minorities, and people with disabilities into positions that are under-represented.

WHAT IS UPWARD MOBILITY?

- ❖ An internal part of the Department of Navy's EEO Affirmative Action Program
- ❖ A systematic management effort
- ❖ Intensive accelerated development
- ❖ Developmental opportunities
- ❖ Career advancement for lower level employees
- ❖ Career opportunities for underutilized employees
- ❖ A morale booster



Discussion

One of the major deterrents to the movement of people in an upward mobility effort is that experience gained in lower level positions fails to meet the entrance requirements for positions with career potential. The excessive turnover rate in most lower grade blue and white-collar jobs has been a continuing source of concern to cost-conscious managers. Constant recruiting and training necessary to keep these jobs filled has siphoned off funds that could well be used for more productive purposes. Many of these employees have potential for advancement but cannot do so because they lack the necessary qualifications.

The Upward Mobility Program (UMP) Training Agreement facilitates the upward mobility program by providing intensive, accelerated development to equip employees with the skills and specific knowledge necessary to perform successfully in a target position. Within Department of the Navy (DON), this program entails positive management action which goes beyond normal staff improvement practices to provide opportunities for employees to develop and advance both within job families and across occupational lines. It eliminates those conditions that have in the past, tended to prevent or restrict movement of employees to positions with recognized growth potential. Utilizing the UMP Program approach is a sound, effective and economical management tool; it stresses basic ability and skills and maximizes consideration of potential. Successful implementation of the UMP should facilitate the DON's objective of fully integrating minorities, women, and the disabled into the total workforce and in non-traditional jobs.



Definitions

Upward Mobility. Actions taken by management to provide intensive accelerated development to equip lower level employees (GS-9 and below and equivalent wage rates) with the skills and specific knowledge necessary to perform in a targeted position. Such a position will be in a career field affording greater growth potential than the position currently held by the employee. Selection for such assignments will be made on the basis of potential rather than proven performance and will incorporate a formalized training plan.

UMP Training Agreement. The training agreement encompasses those actions taken by management to provide intensive, accelerated development opportunities to equip lower-level employees with the skills and specific knowledge necessary to perform in a target position. It summarizes the sources, types, and length of training to be used in preparing for the position.

Bridge Position. Positions established to “bridge” the gap between a lower-level position and the first rung of an established career ladder or to bridge the gap between career-ladder to one with greater growth potential. The position then provides an extension to the career-ladder. The duties described in the bridge position description provide grade-building experiences to qualify an individual for the next higher-level position in a normal career progression.

Job Restructuring. The technique of rearranging the way the work of an organizational segment is done by arranging tasks into jobs, linking low to high skill occupations to develop a progression training and experience which will provide opportunities for employees stymied in low-level jobs to develop and advance within and across occupational levels.

Potential. The ability (including desire) to acquire and use skills and knowledge needed to successfully perform high-level work, specifically in those kinds of occupations and at grade levels which could or would be targets for upwardly mobile employees.

Target Positions. The duties of which employees selected for upward mobility assignments will be trained to perform.

Trainee Positions. Duties employees will perform while training for the target position. Will involve a well-defined training program of a definite duration and the performance of assigned tasks under close guidance and instruction with promotion or reassignment to a target position upon satisfactory completion of the training period.

Underdeveloped Employee. An employee who has the potential for higher-level work, but who does not currently meet qualification requirements for entry into an occupational series that provides opportunities for advancement.

Underutilized Employee. An employee who meets qualification requirements for movement into an occupational series with greater advancement opportunities but is currently in a position that does not fully use all of his or her knowledge, skills, and abilities.



WHAT DOES THE UPWARD MOBILITY PROGRAM HAVE TO OFFER MANAGEMENT?

- ❖ An effective tool for the cost-conscious manager
- ❖ Opportunity to fill positions for which there is no readily available workforce
- ❖ To retain underutilized employees
- ❖ Reduces high turnover, absenteeism and dissatisfaction
- ❖ Avoid “downtime”
- ❖ Reduce cost of hiring
- ❖ Cost effective
- ❖ Meets mission needs
- ❖ A loyal and highly motivated workforce
- ❖ Training and opportunity for advancement
- ❖ To meet certain EEO and Affirmative Action goals
- ❖ No risk and minimum cost
- ❖ To train and “grow” your own



WHAT DOES THE UPWARD MOBILITY PROGRAM HAVE TO OFFER EMPLOYEES?

- ❖ Opportunity
 - Get out of dead-end position
 - To move from a low grade position
 - Position with potential
 - Advancement
- ❖ Acquire training
- ❖ Change in occupation
- ❖ Challenging and interesting work
- ❖ Utilize full potential



WHO CAN APPLY FOR UMP POSITIONS?

- ❖ Current permanent non-supervisory career or career conditional employees
- ❖ Current DON, NPS and tenant commands
- ❖ GS/WG-01 through GS-WG-09
- ❖ DON (NPS and Navy tenant commands)

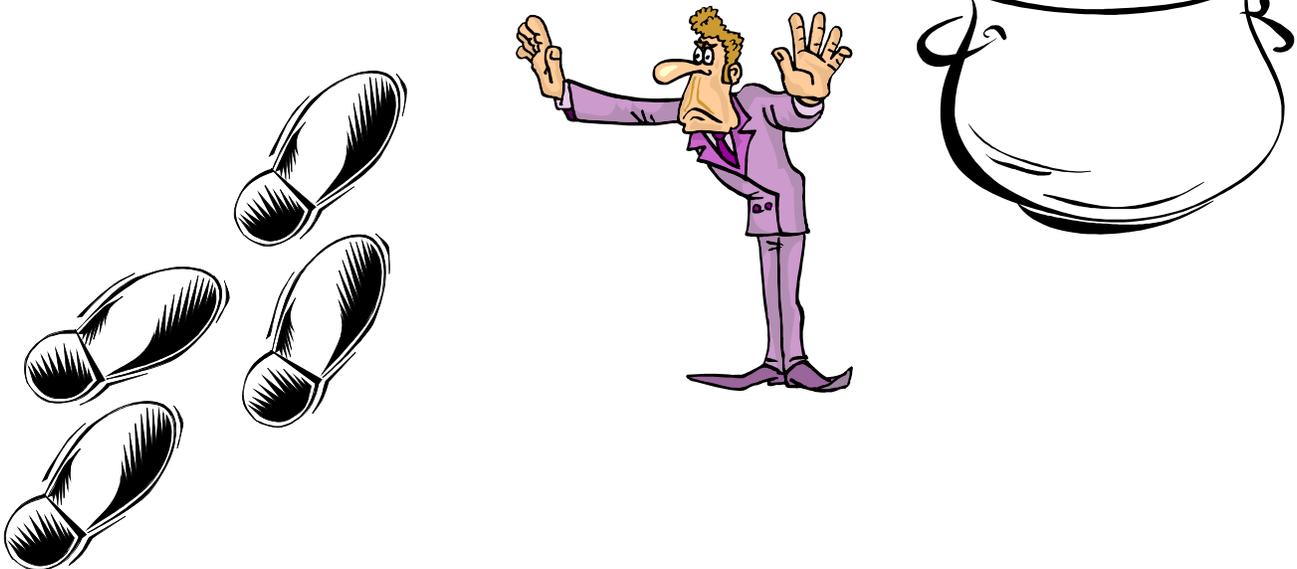
Veterans Readjustment Appointment
(VRA) appointees

- ❖ DON Schedule A – severely
handicapped



ARE THERE ANY RESTRICTIONS UNDER THE UMP?

- ❖ DON, NPS and Navy tenant command employees only
- ❖ Selection made under Merit Staffing Procedures
- ❖ Candidates will be placed in trainee position through
 - reassignment
 - change to lower grade
 - detail from the same or higher grade
 - no promotion
- ❖ Only one promotion for trainee to reach the target position if above GS/WG-05
- ❖ Training plan must be for 6 months
- ❖ Selection based on potential



WHAT IS MEANT BY POTENTIAL?

“The ability (including desire) to acquire and use skills and knowledges needed to successfully perform higher-level work, specifically in those kinds of occupations and at grade levels which could or will be targets for upwardly mobile employees.”



HOW IS A CANDIDATE EVALUATED FOR AN UMP POSITION?

- ❖ Potential to perform rather than qualifications.
- ❖ Perform duties of target position within 2 years.
- ❖ Must have sufficient experience and/or education to meet qualification requirements for target position within a 24 month training period.
- ❖ Rated and ranked.
 - Applications are rated and ranked based on their potential to perform in the position minimum educational requirements specified in the OPM Qualifications Standards must be determined.
- ❖ Certificate of Eligibles referred to department selecting official.
- ❖ Department Head appoints UMP Selection Advisory Panel
 - Command Deputy Equal Employment Opportunity Officer or assigned staff member
 - Senior level department personnel
 - Senior level employee outside the department
 - HRO Advisor

❖ Selecting official establishes standard interview questions with point values

- Questions reviewed by HRO Advisor and CDEEOO

Advisory Panel conducts interviews

- Submit names of candidates in preferred order of selection
- Supporting documentation
- Panel members sign memorandum supporting list of candidates
- Packet given to selecting official

❖ Selecting official makes final decision, packet provided to HRO who forwards to HRSC-SW

❖ HRSC-SW Specialist offers selectee the position and determines start date and salary, selectee will be granted pay retention, if applicable.



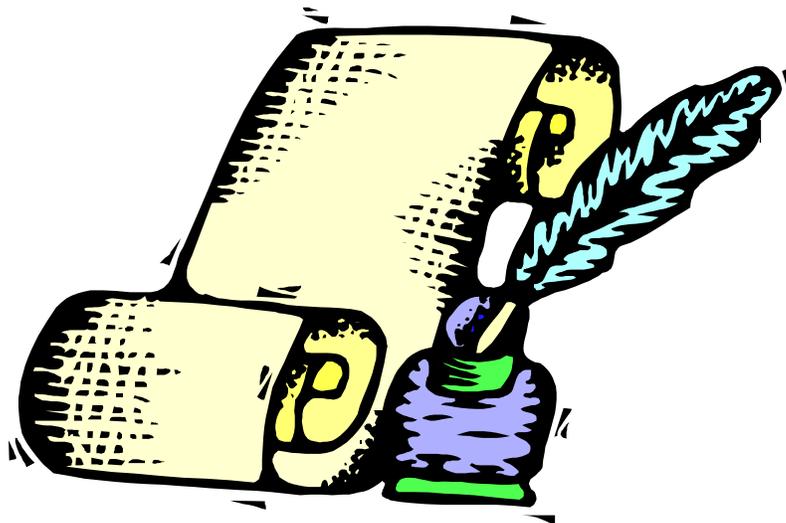
UMP Training Plan

Background Information: Executive Order 11478 and the EEO Act of 1972 provides for a waiver of formal qualification requirements in favor of demonstrated potential to perform.

The Executive Order also provides for substitution of training on the basis of 1 month of training for 2 months of experience. Evaluation and selection of candidates under this method are made on the basis of assessment of potential to perform the duties of the target position.

Selected individuals are assigned to a trainee position and upon successful completion of their training program, reassigned, or promoted to the target position. A training plan is developed based on the individual's training needs to meet the requirements of the target position.

The UMP Training Plan is used to provide a means of moving high-potential employees, who currently occupy positions in the lower grade levels and lack qualifying experience, into career ladders that will enable them to progress according to their abilities.



WHAT IS THE UMP TRAINING PLAN?

❖ Individual Development Plan (IDP) for trainees

- Supervisors must develop an IDP within 30 days of assignment into UMP
- 50% of training – OJT in functional area of the target position. IDPs must ensure that at least 50% of the training period consists of on-the-job training (OJT) in the functional area of the target position or in closely related areas.
- It is permissible to extend the training period to a maximum of 30 months, or shorten the training period originally established, provided it is not less than 6 months in length.

❖ Components of the Training Plan

- On the Job Training (OJT)
- Duty assignments must be meaningful and productive.
- Must provide for supervised development in the target position.
- Special familiarization assignments may be made to other program areas that interface with the career field.
- Trainee may be assigned full-time or part-time with various senior professional staff members for completion of special projects
- Learn by doing.

- Formal Training

- Formal training courses in the career field

- Classes taken through

- ❖ DOD Schools

- ❖ DON

- ❖ Interagency training facilities

- ❖ Local trade schools

- ❖ Colleges or universities

- ❖ Correspondence course

- ❖ Computer courses, VTC, distance learning

- Training should be scheduled during normal working hours with trainees attending in a pay status.

- Attendance at class after normal business hours, must be a choice of the trainee, and willingness for attendance may not be used as a condition of selection for the training program.

- Training may not involve formal training alone and may not include a requirement for completion of a specific number of semester, quarter, or classroom hours, or attainment of a certain grade point average.

- ❖ Self-Development

- Encouraged to attend self-directed developmental activities

- Program may include extensive reading in:

- ❖ Selective bibliographies
- ❖ Materials related to career field, public administration and management
- ❖ Trade or craft occupations
- ❖ Relevant job-related materials
- Participate in professional societies
- Attend local educational institutions
- Planned career progression programs
- Planned work assignments, independent study, job rotation and coaching or mentoring activities
- ❖ Length of Training Program
- GS Target Positions – Selectee will be credited with 2 months of X-118 required experience for each month of training they successfully complete under the terms of the agreement. Minimum of 6 months to a maximum of 24 months.
- WG Target Positions – Required to successfully complete a minimum of 12 months of training. Trainees who possess some of the qualifying KSA's will be required to complete a minimum of 6 months of training.



WHAT ARE TRAINEE POSITIONS?

- ❖ Duties the employee will perform while training for the target position.
- ❖ Well-defined training program of a definite duration
- ❖ Tasks performed under close guidance and instruction
- ❖ Required training of 6 months (minimum) and a maximum of 24 months.
- ❖ Length of time spent in the trainee level will be determined by the amount of training and/or experience that the selectee needs to qualify for the targeted position.
- ❖ Selectee will be placed in the trainee position through: reassignment, change to lower grade, detail from the same or higher grade.
- ❖ Selectee serving a probationary period must not be detailed to trainee position but may be reassigned or changed to lower grade.
- ❖ If reassignment to trainee position from one pay system to another and it will not produce an exact match of hourly salaries, selectee may either be promoted or change to a lower grade to place them at a rate closest to their former pay, or be granted pay retention at the specific grade level.
- ❖ A change to a lower grade under this authority entitles employees to pay retention.



WHAT ARE BRIDGE POSITIONS?

- ❖ A trainee position established to “bridge” the gap between lower-level positions

Computer Operator, GS-05 Trainee

Computer Operator, GS-06 Bridge

Computer Operator, GS-07 Target

(Both are trainee position to the GS-07 level)

- ❖ Positions will be established at the same as next appropriate lower grade level to the target position
- ❖ Duties provide grade-building experiences to qualify for next higher level career fields
- ❖ Serves as an extension to the career ladder.



WHAT ARE TARGET POSITIONS?

- ❖ The position to be filled upon completion of the upward mobility training period.
- ❖ First rung of a career ladder.
- ❖ Established at grades 4 – 9 that offers career ladder progression in the occupation.
- ❖ Assignment to the target position will be made upon satisfactory completion of the training prescribed in the Training Plan developed for the trainee.
- ❖ Trainees who have been previously detailed from a higher graded position will be reassigned, promoted, or changed to a lower grade to the target position upon successful completion of their training.
- ❖ Time-in-grade requirements must be met prior to assignment to the target position.
- ❖ Under the training agreement, only one promotion (not the bridge position) is authorized for trainees to reach the target position if it is above the GS-5/WG-5 or equivalent level.



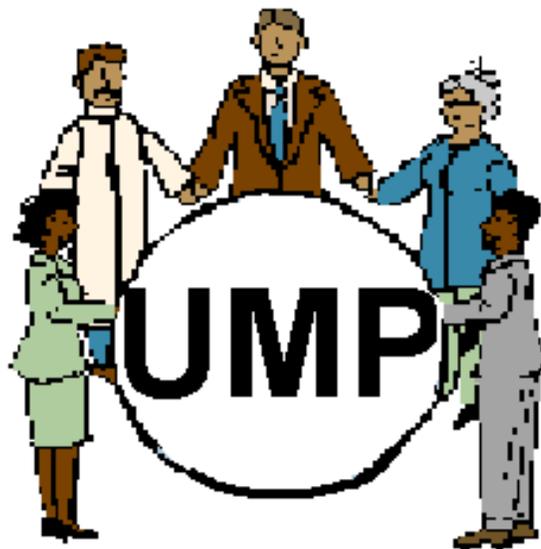
WHAT IS CAREER PROGRESSION?

Career Progression is additional development of a candidate beyond the target position following normal Merit Staffing Program procedures. Upon completion of the upward mobility training program, an employee may be non-competitively promoted to the full performance level of the career ladder provided this opportunity was specified in the vacancy announcement for the upward mobility position. Once the employee is placed in the target position, it is considered that qualification requirements have been met for that grade level in the series. All subsequent promotions will be based on meeting the difference in requirements for the next appropriate grade level of the series.



WHO IS RESPONSIBLE FOR AN EFFECTIVE UPWARD MOBILITY PROGRAM?

- ❖ Superintendent
- ❖ Command Deputy EEO Officer (CDEEOO)
- ❖ Human Resources Service Center – South West (HRSC-SW)
- ❖ Human Resources Office (HRO)
 - HRO Advisor
- ❖ Managers
- ❖ Supervisors
- ❖ Employees



SUPERINTENDENT

- ❖ Allocates funds and personnel resources.
- ❖ Establishes program and positions.
- ❖ Issues local instruction/guidance.
- ❖ Reviews reports.
- ❖ Ensures managers & supervisors are aware of the program and their roles and responsibilities.

COMMAND DEPUTY EEO OFFICER

- ❖ Integrates UMP into the EEO Program.
- ❖ Coordinates with HRO Advisor, Supervisors, and Managers on program needs, support and commitment.
- ❖ Participates throughout the overall planning, implementation, and evaluation of the program.
- ❖ Ensures managers, supervisors and employees are familiar with the provisions and objectives of the program.
- ❖ Provides information on UMP.
- ❖ Ensures publicity of the program.
- ❖ Reviews all vacancies to determine appropriateness for upward mobility.
- ❖ Maintains program records.
- ❖ Conducts annual review of the program and placement efforts.

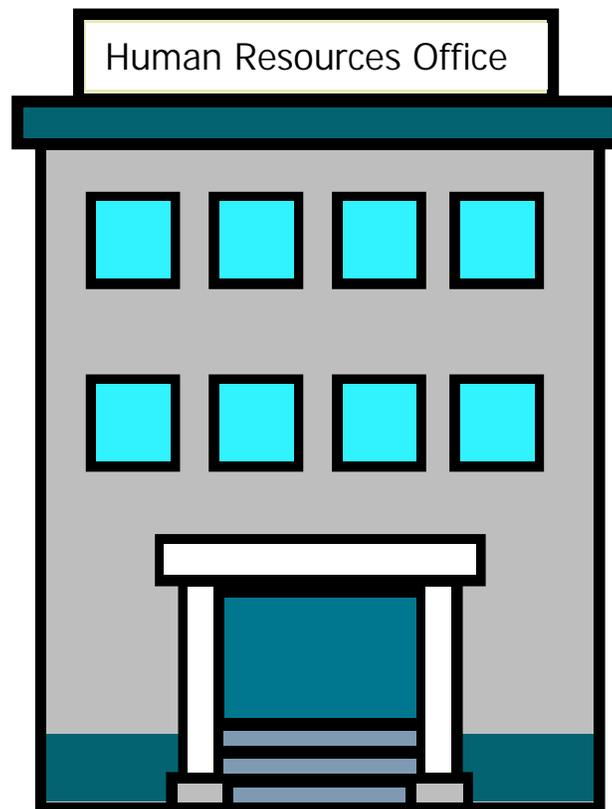
HUMAN RESOURCES SERVICE CENTER – SOUTHWEST (HRSC-SW)

- ❖ Advertises the program and ensures effective publicity.
- ❖ Assists managers in preparing the IDP.
- ❖ Counsels managers and supervisors in regulatory training requirements.
- ❖ Assists managers in counseling employees.
- ❖ Assists managers in identifying training resources, and sources of meaningful training/development experience.
- ❖ Assists managers in monitoring and verifying program requirements.
- ❖ Maintains employee training records/reports.
- ❖ Administers the training agreement.
- ❖ Assists managers in developing the program.
- ❖ Records required training into MODERN System.



HUMAN RESOURCES OFFICE

- ❖ Works with managers and supervisors in assessing manpower needs
- ❖ Provides employees and supervisors with information and guidance on UMP
- ❖ Works with managers in developing crediting plans
- ❖ Reviews all vacancies to determine appropriateness for upward mobility
- ❖ Provides counseling as needed with employees and managers.
- ❖ Works with HRSC-SW to ensure smooth UMP process



MANAGEMENT RESPONSIBILITIES

- ❖ Work with HRO Advisor to effectively utilize the UMP Program
- ❖ Identify opportunities for job restructuring as part of position management as well as on an individual position basis
- ❖ Ensure that all vacant positions being reviewed have been assessed for possible restructuring to create upward mobility positions
- ❖ Conducts job analyses.
- ❖ Provide for the maximum utilization of an employee's skills by developing a training plan, and providing on-the-job training
- ❖ Evaluate participant's progress, provide feedback to employee, and discuss the application of new skills
- ❖ Identify and establish job performance standards and elements of selection criteria
- ❖ Assist in the overall development, planning, and evaluation of the program
- ❖ Forward requests for formal classroom training through appropriate channels (HRSC-SW, Code 30)
- ❖ Determine if employees have met requirements for satisfactory completion of the training plan
- ❖ Coordinate with HRO Advisor and CDEEOO on program needs, support and commitment
- ❖ Notify appropriate channels (HRSC-SW, Code 30) in writing or by e-mail when employee has completed the training program.

EMPLOYEE RESPONSIBILITIES

- ❖ Maintain an up-to-date resumé in Resumix
- ❖ Keep up-to-date and aware of the program provisions and opportunities
- ❖ Keep records current by providing information on self-development activities
- ❖ Participate in the counseling process with the supervisor providing input on personal interests and goals; and
- ❖ Participate fully in the preparation of the individual development plan realistically indicating future goals, current skills, knowledge, and abilities that may affect the completion of the training plan.



Trainee Evaluation

Supervisors

Supervisors must prepare an evaluation report of a trainee's progress in the program no more than 60 days after the trainee's assignment to a trainee position, and quarterly thereafter.

Supervisors must also prepare a final summary evaluation of the trainee's completion of the training program.

At any time during the training that the trainee's performance falls below fully successful or fully satisfactory, the supervisor must notify the trainee.

Trainees

Trainees must prepare a written evaluation of their participation in the program concurrent with the supervisor's evaluation

Non-Completion of the Training Program

Those employees who entered the training program through a change to lower grade and do not successfully complete their training may be promoted up to their former grade as an exception to merit staffing procedures. Those who were reassigned into the training program and are unsuccessful in completing it may be reassigned to another position for which they qualify without adverse action procedures. If a position to promote or reassign an employee into his/her former position is not available, the employee must be placed in a lower graded position or separated through adverse action procedures.

HOW CAN EMPLOYEES BE SELECTED FOR AN UPWARD MOBILITY POSITION?

1. Look for Vacancy Announcements
2. Do a good job on your resumé, Resumix
3. Show your interest and willingness to work
4. Be enthusiastic, realistic, and honest
5. Keep trying if not selected for the first UMP position.

UPWARD MOBILITY PROGRAM

10 EASY STEPS TO UPWARD MOBILITY FOR SUPERVISORS AND MANAGERS

1. Pre-planning:

Assess staffing needs (short range and long range). The Human Resources Office Advisor will review vacancies and discuss recruitment options.

2. Job restructure/reengineer/downgrade – more positions for UMP..

3. Identify Upward Mobility Positions.

(Example: Administrative Support Assistant, GS-303-07 downgraded to a GS-04 for Upward Mobility recruitment – the target level of the job is a GS-07)

4. Write new position descriptions at the various levels for the position.

5. Advertise Upward Mobility Opportunity under Merit Promotion Procedures to the entire Naval workforce by a regular vacancy announcement. Must specify that the UMP is for employees below the GS/WG-09 or equivalent levels.

- Establish Upward Mobility Selection Advisory Panel

6. Select Upward Mobility Candidate.

- May be a reassignment at the same grade
- May be a change to lower grade (retained pay provision)

7. Identify training and developmental experiences for the employee.

8. Develop an individualized training plan to enable the individual to progress to the target level of the position.

9. Provide counseling and supportive services.

10. Monitor and evaluate trainee progress.

For additional information contact:

Command Equal Opportunity Office OR
Herrmann Hall, Room 139
Naval Postgraduate School
(831) 656-4100, DSN 878-4100

Human Resources Office
Herrmann Hall, Room 135
Naval Postgraduate School
(831) 656-2002

NAVAL POSTGRADUATE SCHOOL
UPWARD MOBILITY TRAINING AGREEMENT

NAME: DOE, JANE

TRAINEE POSITION TITLE/SERIES/GRADE: GS-32-05, Computer Operator

BRIDGE POSITION TITLE/SERIES/GRADE: GS-332-06, Computer Operator

TARGET POSITION TITLE/SERIES/GRADE: GS-332-07, Computer Operator

I agree to participate in the Upward Mobility Program under a formal training and development plan specifically designed to provide me with the opportunity to learn the duties of the target position. I understand that this plan is considered an integral part of this agreement.

I am willing to undergo on-the-job training, to attend job-related academic or technical courses on my own time, and to engage in appropriate self-development activities, such as prescribed reading, as may be set forth in my plan. I also agree to prepare and submit all required progress reports.

During the training period, that will be for not less than six months or more than two years, I understand that I will be reassigned to a trainee position and that, upon successful completion of the training period, I will be promoted to the target position. I fully understand that promotion to positions at grades above this target position are not provided for under this plan.

If I do not satisfactorily complete the requirements of the program, I understand that I will be terminated from the program by reassignment, change to a lower grade, or adverse action.

I have the opportunity to discuss the procedures and provisions of the program to my satisfaction. I enter into this agreement voluntarily and affirm that I will put forth my best efforts to succeed.

Trainee's Signature/Date

Command Deputy Equal Employment Opportunity Officer/Date

Supervisor's Signature/Date

HRSC-SW Training Director's Signature/Date

SAMPLE TRAINING PLAN

1. Name: Jane Doe
2. Present Grade/Series: Secretary (Office Automation)
3. Target Grade/Series: Computer Operator, GS-0332-05
4. Date Entered Development Program: 1 June 2001
5. Duration of Training: 6 months to 2 years

6. Objective: To provide training for the employee to enable him/her to perform a variety of computer operator functions to facilitate job processing in a large-scale, interconnected, multi-computer environment.

7. Supervisor: Mr. T. M. Smith, GS-2210-13, Supervisory Computer Specialist

8. Reports: Trainee and supervisor will be provided evaluation forms by the Human Resources Office which will be returned to the HRSC-SW, Code 30 Training Director no later than 10 days after receipt. Forms will be provided after the initial 60 day and quarterly thereafter, on approximately the following dates:

9. Flexibility provision: To avoid frequent minor amendments to the agreement, it is permissible to extend the training period for a maximum of 6 months beyond the 24 month training period.

10. Elements of the Development Plan:

The trainee will be performing the functions of the target level starting upon employment, but under close supervision. Both work experience and training will be designed to provide the trainee with a broad understanding of computer operating procedures.

Classroom Training

Formal classroom training will include a course in FORTRAN.

On-the-Job Training

On-the-job training will include instruction and experience in the following functions:

1. Console Operations:
 - a. Monitoring and controlling use of system resources to include workflow throughout system.
 - (1) Development of awareness of system status.
 - (2) Responses to system messages and requests.

- (3) Diagnose and correct or recover from hardware/software problems.
- (4) Perform system start-ups, including Initial Program Load (IPL) procedures.
- (5) Detection of system performance degradation.

(6) Deal effectively with current or potential problems, including those for which there are no standard fixes.

2. Peripheral Equipment

a. Writers/Printers:

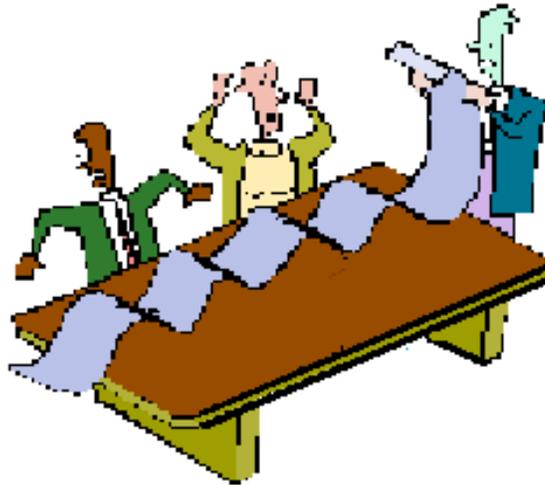
- (1) Separation and distribution of output
- (2) Paper loads
- (3) Ribbon changes
- (4) Print train and print band replacement
- (5) Replenishment of fluids and/or toner/developer
- (6) Recognition of writer/printer problems
- (7) Starting/stopping writers
- (8) Cleaning/maintenance

b. Tape/Cartridge Drives:

- (1) Retrieve/return tapes/cartridges from tape library
- (2) Mount tapes/cartridges
- (3) Dismount tapes/cartridges
- (4) Attaching/detaching tape/cartridge drives to various systems
- (5) Drive problem recognition and correction
- (6) Cleaning/Maintenance

3. Miscellaneous:

- a. Response to user questions and service requests received over the counter, on the phone, or from remote terminals.
- b. Help user to the level of interpreting common system error messages and suggesting fixes for simple JCL and/or program errors.
- c. Accepting/releasing personal tape/cartridges.
- d. Record keeping, including console logs, supplies inventory, tape log, and run books.



NAVAL POSTGRADUATE SCHOOL
UPWARD MOBILITY TRAINING PROGRAM

QUARTERLY TRAINING EVALUATION REPORT
(To be completed by Supervisor)

Name of Upward Mobility Trainee

Evaluation Period (From to Dates)

Position Title of Trainee

Department Code

Name of Supervisor

Phone Number of Supervisor

1. List the assignment(s) or project(s) completed by the trainee during evaluation period and discuss the trainee's overall performance of these assignments.

2. Please list all training the trainee has attended during the evaluation period, to include seminars, on-the-job training, correspondence courses, or meetings. Was the training helpful, and if not, why not?

3. Is the trainee adhering to the schedule of the training plan? If not, should the plan be modified, and if so, how?

4. Discuss the trainee's adaptation to the career field. Is the trainee becoming conversant with others in the field, etc.?

5. Is the trainee demonstrating the learning ability necessary to attain the knowledge, skills, and abilities needed for the target position?

6. This evaluation was discussed with the trainee: YES (Date: _____) NO

Other Comments:

Signature _____ Date _____

Please return this form directly to Code 30, HRSC-SW Training Office.
Copy to: CDEEOO, Code 222

NAVAL POSTGRADUATE SCHOOL
UPWARD MOBILITY TRAINING PROGRAM

FINAL TRAINING EVALUATION REPORT
(To be completed by Supervisor)

Name of Upward Mobility Trainee

Evaluation Period (From to Dates)

Position Title of Trainee

Department Code

Name of Supervisor

Phone Number of Supervisor

1. Discuss the trainee's overall performance during the training period.
2. Was the training the trainee attended helpful, and if not, why not?
3. Did the trainee adhering to the schedule of the training plan? If not, should the plan be modified, and if so, how?
4. Discuss the trainee's adaptation to the career field. Is the trainee now conversant with others in the field, etc.?
5. Do you have any suggestions for improving the Upward Mobility training program?
6. What was the trainee's overall performance level during the training period?(Please circle one)

Outstanding Very Good Satisfactory Marginal Unsatisfactory

Signature _____ Date _____

Please return this form directly to Code 30, HRSC-SW Training Office.
Copy to: CDEEOO, Code 222

NAVAL POSTGRADUATE SCHOOL
UPWARD MOBILITY TRAINING PROGRAM

QUARTERLY TRAINING EVALUATION REPORT
(To be completed by Employee)

Name of Upward Mobility Trainee

Evaluation Period (From to Dates)

Position Title of Trainee

Department Code

Name of Supervisor

Phone Number of Supervisor

List the assignment(s) or project(s) completed by the employee during evaluation period

1. Do you feel the Upward Mobility training program is accomplishing its objectives, as they were stated to you?

2. Briefly, please describe all training you have attended during the evaluation period, to include seminars, on-the-job training, correspondence courses, or meetings.

3. Do you feel your assignments are increasing your technical knowledge?

4. In what areas do you need further training to assist you in performing your job better?

Comments:

Signature _____ Date _____

Please return this form directly to Code 30, HRSC-SW Training Office. Copy to: CDEEOO, Code 222

NAVAL POSTGRADUATE SCHOOL
UPWARD MOBILITY TRAINING PROGRAM

FINAL TRAINING EVALUATION REPORT
(To be completed by Employee)

Name of Upward Mobility Trainee

Evaluation Period (From to Dates)

Position Title of Trainee

Department Code

Name of Supervisor

Phone Number of Supervisor

1. Do you feel the Upward Mobility training program accomplished its objectives, as they were stated to you?

2. Was the training you attended helpful, and if not, why not?

3. Do you feel your assignments increased your technical knowledge?

4. In what areas could you have benefited from further training?

5. Do you have any suggestions for improving the Upward Mobility training program?

Comments:

Signature _____ Date _____

Please return this form directly to Code 30, HRSC-SW Training Office. Copy to: CDEEOO, Code 222