



# United States Department of the Interior

OFFICE OF THE SECRETARY

Washington, DC 20240

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## PERSONNEL BULLETIN NO. 11-14

**Subject:** Department of the Interior Upward Mobility Policy

1. **Purpose.** This Personnel Bulletin will be used in place of 370 Departmental Manual 380, Upward Mobility.
2. **Authorities.** 5 CFR 720 - Affirmative Employment Programs, 5 CFR 335 - Promotion and Internal Placement, 5 CFR 302 - Employment in the Excepted Service, 5 CFR 330 - Recruitment, Selection, and Placement
3. **Policy.** It is the policy of the Department of the Interior to effectively utilize its workforce by increasing the opportunities of lower-graded employees to attain their full employment potential. To this end, the Department encourages bureaus and equivalent offices to establish and promote upward mobility opportunities for their employees. Upward mobility opportunities:
  - Provide the means by which the capabilities of participants are increased to the fullest extent possible,
  - Provide employees with an opportunity to enter position with greater promotion potential or the competitive service through on-the-job training.
  - Increase employee morale.
  - Enhance employee growth, career development, and opportunities.
  - May be used as a tool to promote greater workplace diversity in women and minorities.

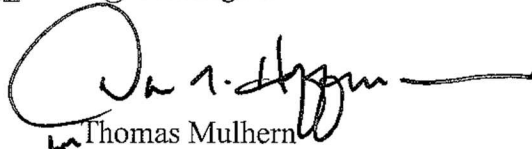
Bureaus or equivalent offices may establish a formal upward mobility program that promotes developmental opportunities for their workforce in accordance with merit system principles and governing laws, rules, and regulations. Such a program would have: 1) written eligibility requirements; 2) open and transparent application process; and 3) formal training plans (which include classroom training, rotational assignments, on-the-job training, etc). The program would also ensure work assigned at the lower grade levels is appropriate to gaining experience employees would need to successfully perform at higher grade levels.

Bureaus and equivalent offices will ensure your upward mobility program is based on thorough workforce analysis which identifies positions or developmental opportunities that best meet your short and long-term goals. The skills of your current workforce will need to be assessed against the skills you will need in the future. This analysis should account for changes in the way work is performed, new technologies, projected turnover, retirements, etc.

Upward mobility opportunities can be implemented through less formal processes as well. Employees may be hired and developed under career ladder recruitments, Pathways Program for students and recent graduates, veterans' recruitment programs, agency intern programs, etc. In all cases, the employee is hired at a lower grade level and, through extensive training (formal

and informal) and development, they are promoted to the full-performance level of the position. It is critical for supervisors and managers to understand that any employee hired in a developmental capacity must be appropriately trained and developed. At a minimum, this should include an Individual Development Plan that identifies the types of training and development activities an employee hired into such a position would need to successfully perform the duties of the position at the full performance grade level.

4. **Point-of-Contact.** The Department's point of contact for this policy is Craig Welch at (202) 513-0755 or via email at [Craig\\_Welch@ios.doi.gov](mailto:Craig_Welch@ios.doi.gov).

A handwritten signature in black ink, appearing to read "Tom Mulhern", with a long horizontal flourish extending to the right.

Thomas Mulhern  
Director, Office of Human Resources