



UNITED STATES MARINE CORPS

MARINE CORPS BASE

QUANTICO, VIRGINIA 22134-5001

MCBO 12410.1

CHRO/p

4 Apr 91

MARINE CORPS BASE ORDER 12410.1

From: Commanding General  
To: Distribution List

Subj: UPWARD MOBILITY PROGRAM

Ref: (a) CPL 410-5 (NOTAL)  
(b) CPL 335-7 (NOTAL)  
(c) MCCDCO 12713.3B

Encl: (1) Upward Mobility Training and Selection Procedures

1. Purpose. To provide policy and program direction for the Upward Mobility Program (UMP) per references (a) and (b). The UMP is designed to provide an opportunity for lower level employees who have growth potential to enter new career fields where they can develop that potential, through training and special experiences/or assignments, and where the Command can benefit through their more effective use. The UMP will provide a broader base for the selection of employees for a wide range of positions in support of the Command's Affirmative Action Program Plan (AAPP) described in reference (c).

2. Cancellation. MCCDCO 12410.1.

3. Summary of Revision. This Order has been completely revised and should be reviewed in its entirety.

4. Background

a. Some employees are in positions with limited career development opportunities within the Command. Many have the potential to function successfully in technical, administrative, professional, or trade and craft positions in other career fields which may afford growth to higher grade levels. These employees may not have had the opportunity to develop the necessary knowledge, skills, and abilities to enter into new occupations or to qualify through normal merit staffing procedures.

b. The UMP is designed to provide lower level employees with the opportunity to compete for and to gain access to new career fields, so that they may realize their full potential. The UMP facilitates upward mobility for such employees by providing intensive, accelerated, and developmental assignments that will equip employees with the skills, specific knowledge, and abilities necessary to perform successfully in targeted positions.

4 Apr 91

c. Whether or not employees meet the minimum qualification requirements for a position, selections under the UMP will be made on the basis of potential rather than formal qualifications. An Individual Training Plan (ITP) will be developed for each selectee. Reassignment or promotion from an upward mobility trainee or bridge position to the targeted position will depend upon the successful completion of the ITP.

5. Policy. Activity heads must actively support the purpose and objectives of the UMP and must increasingly review the necessity of filling nonsupervisory vacancies at established full performance levels. Additionally, each nonsupervisory vacancy will be examined for the possibility of restructuring to establish lower level trainee or bridge positions for UMP purposes.

6. Program Approaches. There are five approaches included under the Department of the Navy (DON) UMP. The first four approaches may be counted toward achieving upward mobility goals provided that competition is limited to DON employees; competition permits entry of lower level employees into new career fields; and a formal development program or plan is established.

a. DON/Office of Personnel Management (OPM) Training Agreement Facilitating Upward Mobility. The primary vehicle for implementation of the UMP is the DON/OPM Training Agreement which has been approved by the OPM and published in reference (a). This Training Agreement provides for the waiver of formal qualification requirements by substituting accelerated training on the basis of one month of training for two months of experience. The required selection, training, and implementation procedures to be used by the Civilian Personnel Branch (CPB) and supported organizations are detailed in the enclosure.

b. Job Restructuring to Establish Bridge Positions. This method, used with position management, requires restructuring of positions to accomplish the work of the unit. Lower level work is extracted from the professional (or full performance level) positions and used to establish technical (or subjourneymen) support positions at a lower grade level. This type of position is called a "**bridge**" position and is a continuing position. The experience gained in this position will bridge the gap between lower level positions and the entry level positions in career fields offering greater growth potential. Experience gained in bridge positions is considered as qualifying experience for entry into the higher level career field. A bridge position may be established with a career ladder in a one-grade interval series, or may be a single-grade position for movement between career ladders.

(1) An example would be the establishment of a Budget Assistant, GS-561 position at the GS-5, GS-6, or GS-7 level to provide qualifying experience for entry into a Budget Analyst, GS-560 position at the GS-5 or GS-7 level.

4 Apr 91

(2) The bridge position may be filled using the **DON/OPM** Training Agreement Facilitating Upward Mobility or merit promotion procedures requiring evaluations and selections based on meeting OPM Handbook X-118 qualification requirements.

c. Entry-Level Positions. Positions may be filled at the entry level of a career ladder position with a formal developmental program having academic courses or on the job training (OJT) designed to provide advancement to the full performance level. Use of this method normally precludes the necessity of having specialized experience.

(1) An example would be filling a position in an administrative field at the **GS-5/7** entry level rather than at the **GS-11/12** level, thereby allowing for the consideration of employees in management assistant and other senior secretarial and administrative occupations.

(2) The establishment of an entry level position does not automatically include a position in the UMP. Use of this method is considered upward mobility when the following criteria are met:

(a) The position is filled through merit promotion procedures.

(b) The area of consideration is limited to current DON employees.

(c) A formal training plan for the career ladder is established.

d. Establishment of **Target** Positions at Various Grade Levels

(1) Target positions may be established at various grade levels and occupations to assure adequate opportunities for all employees at or below GS-9 and equivalent wage positions, to enable them to move into new occupations offering career progression.

(2) An example of this method is to determine the grade level of the employees to whom the upward mobility announcement is to be directed and then establish target position grade levels accordingly. For instance, if the grade levels of the employees toward whom the upward mobility effort is to be directed are at the GS-5 and GS-7 level, and if the career field has promotion potential to the GS-12 level, trainee positions will be established at the **GS-5/7** levels with noncompetitive promotion potential to the GS-12 level.

e. Providing Training Opportunities. Training opportunities may be provided to employees without a specifically identified target position as long as there is an existing need for the skill/knowledge in the work force and the selection for training is made under competitive procedures. An example of this type of opportunity would be training in data processing or computer programming because of a lack of qualified applicants in the labor market, or because of anticipated automation within the Command. Although this type of

4 Apr 91

training will increase employees opportunities for advancement, it is not counted toward achieving upward mobility staffing goals.

7. Action. The selection, training, and evaluation procedures outlined in the enclosure are effective immediately. All supervisory and managerial personnel are required to familiarize themselves with the provisions of the program because their informed support is essential to the success of the program. Specific action is assigned as follows:

a. Director, Civilian Personnel Branch. Administer the UMP. This includes the following:

(1) Working with activity upward mobility coordinators, the Position Management Officer, and the Equal Employment Opportunity (EEO) staff, panels, and committees.

(2) Analyzing data essential to identifying occupations and grade levels for employees who do not have adequate advancement opportunities.

(3) Advising management in all phases of upward mobility including the establishment of appropriate vacancies for advertisement.

(4) Monitoring the selection process to ensure compliance with upward mobility and merit staffing procedures, including approving job elements and crediting plans, determining eligibility, advising panels, and certifying applicants for selection.

(5) Monitoring the training process, including the development of training plans, their approval, and the completion of required training.

(6) Assisting managers with restructuring positions and establishing trainee, target, and bridge positions.

(7) Providing career counseling to supervisors and trainees.

(8) Maintaining a tracking and reporting system to monitor all actions taken under the UMP, and to report quarterly on program accomplishments to the Deputy EEO Officer and the Director, Manpower Division.

b. Position Management Officer. Assist activity heads with the restructuring of organizations and positions to facilitate use of the authorities contained in this Order.

c. Activity Heads

(1) Designate an internal Upward Mobility Coordinator (UMC).

(2) Allocate sufficient financial and personnel resources to develop and carry out the program.

4 Apr 91

(3) Set goals for the establishment of target positions to be filled through the UMP as an integral part of the AAPP in reference (c).

d. Deputy Equal Employment Opportunity Officer (DEEOO)

(1) Ensure that the UMP is addressed in the AAPP.

(2) Work with the UMC, management officials, and the CPB in assessing manpower needs.

(3) Participate in planning, implementing, and evaluating the UMP.

(4) Provide annual seminars for managers on upward mobility.

e. Upward Mobility Coordinator (UMC). The UMC will be a member of the staff of the CPB, with the following duties:

(1) Gather and analyze required data to further develop and coordinate the program as well as maintain a command wide monitoring and evaluation function.

(2) Establish/maintain liaison with **UMC's** for all activities serviced by the CPB.

(3) Provide counseling services to UMP trainees and supervisors when necessary.

(4) Publicize the UMP.

(5) Prepare UMP reports.

f. Interested and Participating Employees

(1) Keep up-to-date and aware of the UMP provisions and opportunities.

(2) Keep personnel records up-to-date by providing information on self-development activities.

(3) Participate in the counseling process with immediate supervisors and career advisors, providing input on personal interests and goals.



C. N. PASTINO  
By direction

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4 Apr 91

## UPWARD MOBILITY TRAINING AND SELECTION PROCEDURES

(Procedures for Implementing the  
Department of the Navy (DON)/Office of Personnel Management (OPM)  
Training Agreement Facilitating Upward Mobility)

1. Establishment of Positions

a. Target Position. Prior to the announcement of a vacancy, a target position must be established. Under the provisions of CPL 410-5, a target position may be established for nonsupervisory positions at grades GS-/WG-4 through 9. The target position will be identified in the vacancy announcement for the Upward Mobility Program (UMP) trainee position.

b. Trainee Position. The trainee position will be established at the same grade or the next appropriate lower grade level to the target position. Only one promotion is permitted to reach the target position from the trainee position if the target position is above the GS-/WG-5 level. If the target position is at or below the GS-/WG-5 level, two promotions are permitted to reach the target position.

c. Career Ladder Positions. In cases where the upward mobility target position is not a full performance position (for example, one of the rungs of a career ladder), the full performance position, along with the positions covering the intervening grades, must be established and classified before the upward mobility target position may be advertised. For example, if the upward mobility target position is Budget Analyst, GS-560-7, with a career ladder to a GS-560-11, the GS-7 position must be established along with the career ladder **GS-9/11** positions before advertisement.

2. Advertisement and Selection of Traineesa. Advertisement

(1) Each UMP vacancy will be formally identified and announced. Each announcement will state the title, series, and grade of the target position and the trainee position. It should specify the grades at which trainee positions will be established, which will be indicative of the grade levels of the candidates who may be expected to apply. The announcement should cover the duties of the target position expressed in behavioral terms as identified through the job analysis process: specify the eligibility requirements and selection criteria; outline the developmental plan; and indicate how and where to apply.

(2) Efforts will be made, to the extent practicable, to identify at least three highly qualified candidates for referral to the selecting official. If fewer than three highly qualified

ENCLOSURE (1)

4 Apr 91

candidates are available, the selecting official may make a selection from among those candidates on the merit staffing certificate, or may request that the vacancy be readvertised, extending the recruitment. However, before the recruitment can be extended, the selecting official will justify, in writing to the Director, Civilian Personnel Branch (DCPB) and Deputy Equal Employment Opportunity Officer (DEEOO), the job-related reasons for not selecting from among the candidates referred to the selecting official. The justification will be retained by the DCPB for one year.

b. Eligibility. Selection for positions under the DON/OPM agreement will be made from the following:

(1) DON employees who are currently serving in grades GS-/WG-9 and below, and who are serving under career or career conditional appointments.

(2) Veterans Readjustment Authority appointees.

(3) DON employees who are currently serving in excepted positions under Schedule A appointing authority for the severely handicapped, Section 213.3102(u). Such candidates will be referred to the selecting official on a separate listing. If selected, recertification by a vocational rehabilitation counselor prior to effecting the action may be required.

(4) Candidates must be within the announced area of consideration for any specific upward mobility vacancy.

c. Qualification Standards. Candidates selected for training under the DON/OPM Training Agreement Facilitating Upward Mobility need not meet the formal established qualifications for the target position at the time of selection, but they must satisfy the qualification requirements before being placed into the target position, including minimum educational requirements specified for the series.

d. Review/Rating Panel. A review/rating panel, consisting of at least three members, will be appointed by the selecting official or the civilian personnel staffing specialist, at the discretion of the selecting official. The panel's membership will include an Equal Opportunity Advisor, nominated by the DEEOO; one or more persons from the work center in which the vacancy exists; and a staffing representative from the Civilian Personnel Branch (CPB). If the position is within the consolidated bargaining unit, the union will be afforded the opportunity to nominate a panel member. Panelists must occupy a position at or above the grade of the target position, and they should have some knowledge of the performance requirements of the position being filled. The selecting official, a candidate for the position, or a relative of a candidate under consideration for the position, may not serve on the panel or influence the panel. Requests for a definition of what constitutes a "relative" will be referred to the Staff Judge Advocate for determination.

ENCLOSURE (1)

4 Apr 91

e. Evaluation Methods

(1) Candidates will be evaluated based on potential to perform the functions of the target position, rather than on the basis of meeting the formal qualification requirements of the target position. A job analysis will be made of the target position, by the selecting official and a personnel staffing specialist, to identify the knowledge, skills, and abilities (**KSA's**) of the target position. These target **KSA's** will then be analyzed to identify the basic or raw **KSA's** which the trainee must have at the time of selection in order to achieve a satisfactory level in the target **KSA's** by the completion of the training period. This job analysis and development of basic **KSA's** will be recorded and maintained on file within the CPB for one year after selection of the candidate.

(2) A crediting plan with a set of rating guides will be developed for each basic KSA, for the use of the review-rating panel. The rating guides for each KSA will specify general level definitions and examples of typical work experience and/or training indicative of the general level definitions. The crediting plan and rating guides will be used by the panel to assign points under each KSA, and to arrive at an overall rating for each candidate.

(3) The panel's assessment of a candidate's possession of the basic **KSA's** will consider aptitude and ability as demonstrated by past experience (work and nonwork-related), interest, hobbies, academic training, etc. Factors such as ability to follow oral instructions, ability to work with others, and ability to work independently may be used to evaluate potential along with other specific **KSA's** which are recorded in the crediting plan. The degree to which these basic or raw **KSA's** are possessed will be the measure of potential for performance in the target position at the completion of the training period.

(4) The staffing specialist will prepare a referral certificate containing an alphabetized list of the best qualified candidates rated and recommended by the panel as the best qualified of all applicants rated. This will be given to the selecting official for final selection.

f. Interview Panel. An interview panel consisting of at least three members will be established by the activity head in which the vacancy exists. The interview panel must be comprised of members who are at a grade level equivalent to or higher than the level of the position being filled. The panel must interview all candidates on the referral certificate unless extraordinary circumstances prevent a candidate from participating in an interview. The panel will recommend a selectee to the selecting official. Group interviews will not be conducted, and each candidate must be given equal consideration and the opportunity to present information relating to the position. The DEE00 will appoint a voting Equal Employment Opportunity (EEO) Advisor to all interview panels. Additionally, the interview panel

ENCLOSURE (1)

4 Apr 91

will formulate and use a set of written questions which reflect the elements of the crediting plan used by the review/rating panel. These standard questions will be provided to and approved by the DCPB and the DEE00 prior to any interviews. The interview questions will be asked of each candidate in the same order, and they will be retained by the DCPB, together with any scoring or rating results made by the panel, for one year after the official selection. Any issues of potential or actual conflicts of interest on the part of the members of an interview panel will be addressed to the Staff Judge Advocate for determination.

g. Selection

(1) The authority to select should be delegated to an appropriate level of supervision. The selecting official is directly responsible for the actions of the interview panel and, in the event of grievance or an EEO complaint, is solely accountable for the selection.

(2) In the selection process, there will be no discrimination on the basis of race, color, religion, national origin, sex, age, or physical/mental handicap. Consideration will not be given to an individual's marital status, political preference, or union affiliation, or nonaffiliation. In keeping with the Command's Affirmative Action Program Plan, when minorities and women are among the best of the competing candidates within the range of selection, each selecting official has the obligation to ensure that they are given full consideration and to select the person(s) best able to fulfill management needs in terms of productivity and total objectives of the organization.

h. Placement

(1) The staffing specialist will advise the selectee of the consequences of accepting the position. An Upward Mobility Agreement will be signed by the employee prior to reassignment to the trainee position. (See appendix A for a sample Upward Mobility Agreement).

(2) A change to a lower grade for the purpose of entering a trainee position covered by the DON/OPM Training Agreement Facilitating Upward Mobility is not considered to be at the **employee's** request for the purpose of pay retention. If eligible for pay retention, the employee's salary will be set according to the requirements in the Federal Personnel Manual.

(3) An employee who enters the program by a change to lower grade, and who fails to meet the performance requirements of the developmental program, may be repromoted to the former grade as an exception to the merit promotion procedures per current DON policy.

4 Apr 91

(4) The notation on the Notification of Personnel Action (SF-50) documenting the assignment to the trainee position will state:

**"Special Training Agreement.** Employee qualified for this trainee position only under approved training agreement; not eligible for other positions in this series until completion of prescribed training."

### 3. Development of Trainees

a. **Length of Training.** Before a reassignment or promotion to a specific target position can be effected, all trainees must make up the difference between the qualifications they bring into the program and the qualifications required (whether general experience or specialized experience or education) for the target position published in the OPM Handbook X-118 (Qualification Standards for Positions Under the General Schedule). Wage grade trainees must meet the qualifications published in the OPM Handbook X-118C (Job Qualification System for Trades and Labor Occupations). Training time to make up the difference in qualifications may be credited at the rate of one month of training for two months of experience. In other words, if a trainee needs three years of general experience to qualify for a target position, the period of training would be at least one and a half years under the terms of this approved training agreement. Training plans range from a minimum of six months to a maximum of two years. A trainee will be considered to have met the requirements established for the target position by successfully completing the training plan and demonstrating the competencies identified for successful performance in the target position. When selection for a wage grade position is based on potential only, a minimum training plan of 12 months is required.

b. **Training Plan.** Within 30 days after assignment to an UMP, an individual training plan must be developed by the supervisor in consultation with employee development and staffing specialists, and approved by the DCPB. The plan must carefully spell out the learning experiences the trainee will undertake in order to acquire the knowledge, skills, and abilities necessary for successful performance in the target position. The training plan will consider both the requirements of the job and aptitude, interests, and background of the trainee. The length of the training plan will vary according to the entry level of the trainee and the individualized program designed to qualify the trainee for the target position. The length of time necessary for the completion of the program will be stated in the plan. (See appendix B for a sample training plan). Individualized training plans should include some, if not all, of the following:

(1) **OJT.** At least 50 percent of the training period must be spent in OJT in the target area or in functions closely related to that target. Special familiarization assignments may be made to other program areas that relate to the career field, e.g., an assignment in automatic data processing for budget or program analysts. Special

ENCLOSURE (1)

4 Apr 91

attention should be given to identifying and listing required reading. Occasionally, the trainee may be assigned to special staff meetings and conferences as orientation to special policy considerations for the activity and the career field. The trainee may be assigned full-time and part-time work with various professional staff for special projects. When so assigned, the central feature of this developmental experience will be to learn by doing.

(2) Formal Training. OJT may be supplemented by formal education courses which contribute to success in the field. Such courses, taken at Government expense, might be at DoD schools, interagency training facilities, colleges, or universities. To the maximum extent practicable, formal instruction should be scheduled during normal working hours with trainees attending in a pay status. Trainees may attend classes on their own time in a **nonpay** status. Such attendance must be the voluntary choice of the trainee and may not be used as a condition for selection for the training program. The training plan may not include a requirement for completion of a specific number of semester, quarter, or classroom hours (unless such a requirement is part of the OPM Handbook X-118 or X-118C qualification standards) or attainment of a certain grade point average. A passing grade is required.

(3) Self-Development. Trainees will be encouraged to participate in self-directed development activities. The program may include extensive reading from a selective bibliography both of materials related to the career field and those dealing with public administration and management.

#### 4. Evaluation of Trainee Programs and Performance

##### a. Progress Reports

(1) Supervisor. Written supervisory evaluations of the trainee's progress will be made 60 days after assignment to the trainee position and quarterly thereafter. A sample evaluation is attached in appendix C. The final summary report will be completed 30 days prior to the proposed ending date of the training plan. This final report will consist of the Upward Mobility Progress Report covering the entire training period with a Request for Personnel Action (SF-52). The SF-52 will recommend:

(a) Promotion/reassignment to the target position.

(b) Proposed extension of the training period.

(c) Proposed reassignment to another position (which must be discussed with the Head, Labor/Employee Relations and Employee Development Section prior to completing the final progress report).

ENCLOSURE (1)

4 Apr 91

(2) Trainee. Trainees will prepare a written evaluation of training and developmental assignments and a self-assessment of their development. A sample format is attached in appendix D. Trainee assessments are due at the same time as supervisory progress reports.

b. Annual Performance Appraisal. As required for all employees GS-12 and below, an annual appraisal, based upon a performance plan and standards, must be completed for employees in UMP positions by 1 July each year.

5. Career Counseling. The trainee will receive career counseling before entering the developmental program, and at appropriately spaced intervals not to exceed three months after entering the program. The counseling will be done by the supervisor of the target position with assistance from the staffing and employee development specialists.

6. Flexibility Provisions. To avoid frequent minor amendments to a training plan caused by changes in concepts or methodology in subject matter fields or by trainee needs, it is permissible to extend the training schedule for a period of six months in order to accomplish the following:

a. Tailor within the total scope and overall objectives of the developmental program the length and intensity of the subject matter to meet the individual needs of trainees.

b. Adjust elapsed training time, as appropriate in individual cases, to cover contingencies such as sick leave, emergency annual leave, or a trainee's inability to grasp a portion of the developmental assignment.

c. Alter the sequence of training to allow for learning experiences to be responsive to actual work situations as they arise during the developmental period, when conditions or experience indicate the desirability of such changes.

d. Add or modify subject matter material depending on technological or mission changes, and the needs of the Command and the trainee.

7. Noncompletion of the Training Program. **Participants** who fail to satisfactorily complete performance and training requirements for the UMP position, may be returned to their former positions or to other positions of similar duties and grades. In cases where employees entered the program through a change to lower grade, they may be repromoted to their former grade if an appropriate vacancy is available at the time of noncompletion action.

ENCLOSURE (1)

4 Apr 91

MARINE CORPS COMBAT DEVELOPMENT COMMAND  
UPWARD MOBILITY AGREEMENT

1. I accept the following position in the Marine Corps Combat Development Command Upward Mobility Program, for which I have been selected under competitive procedures:

<u>Phase</u>	<u>Job Title</u>	<u>Series</u>	<u>Grade</u>
Trainee			
Target			

2. I understand that I will be provided training and work assignments which will qualify me for progression and advancement. I also understand that as I satisfactorily complete my training assignments, meet any requirements established by law and regulations, and receive the recommendation of my supervisor, I will be noncompetitively promoted from the trainee to the target grade, provided conditions in the organization remain the same.

3. I understand that failure to successfully complete any phase of the Upward Mobility Training Program, except for reasons beyond my control, will delay my promotion until the deficiency is corrected. After an additional period of time on any phase of my training, but not to exceed six months, if the deficiency is not corrected, it will be necessary for me to be reassigned to a vacant position for which I am qualified, or changed to a lower grade within \_\_\_\_\_, or be separated per appropriate regulations.

4. Furthermore, I understand that all personnel actions on my behalf, whether favorable or unfavorable, will be accomplished in strict compliance with all pertinent regulations and procedures as well as with the spirit and intent of the Upward Mobility Program.

\_\_\_\_\_  
UMP Trainee

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
UMP Coordinator

\_\_\_\_\_  
Date

4 Apr 91

SAMPLE TRAINING PLAN

TARGET POSITION: MANAGEMENT ANALYST, GS-343-7

BACKGROUND

The candidate who was selected for this training is a Management Technician, GS-344-5, who has worked in this position for approximately three years.

In this position, the trainee conducts work flow studies and prepares descriptive reports, including suggestions for improvement. Studies new office machines and equipment to be acquired by the activity designed to improve and expedite flow of work and recommends accepting or rejecting their use. Conducts work measurement studies by reviewing job processes, working conditions, space layout, and work flow. Used time and motion data and engineered estimates to determine that established standards are being met and followed.

Trainee has completed the "Seminar for Paperwork Management" course at **AMETA**, Rock Island, Illinois, designed to provide managerial personnel with a knowledge of the techniques, tools, principles, and systems utilized in the management process. The selection and use of the proper techniques are also emphasized.

(BECAUSE CANDIDATE HAS DIRECTLY RELATED EXPERIENCE FOR THE TARGET POSITION, ONLY THE MINIMUM TRAINING PROGRAM IS REQUIRED.)

Appendix B to  
ENCLOSURE (1)

MCBO 12410.1

4 Apr 91

SAMPLE TRAINING PLAN

1. Name: J. R. Brown
2. Present Grade and Series: Management Technician, GS-344-5
3. Target Grade and Series: Management Analyst, GS-343-7
4. Date Entered Development Program: 1 January
5. Duration of Training: Six months
6. Objective: To provide a systematic and planned means for the trainee to acquire the skills, knowledges, and abilities required to prepare tables of organization, collect, and tabulate reporting statistics, make comparisons on organization charts, exhibit acceptable techniques when interviewing supervisors and employees to obtain simple factual data, prepare plant or office layout charts, etc.
7. Supervisor: T. M. Smith, GS-343-12
8. Reports: Supervisor will submit progress reports on the following dates:

1 March

1 June

Trainee will provide evaluation reports on the above schedule also. All reports will be sent to the Civilian Personnel Branch within 10 days of the due date.

9. Flexibility Provisions: See MCCDCO 12410.1A, enclosure (1), paragraph 6.

10. Elements of the Development Plan

a. Formal Instruction: The following courses will be taken on the dates indicated:

- (1) Orientation - 14 January (1 day)
- (2) Systems and Procedures Analysis, AMETA (2 weeks)
- (3) Elements of Management Analysis, OPM (1 week)  
14 - 18 February or 13 - 29 March
- (4) Interviewing Techniques, OPM (2 days)  
18 - 19 April

Appendix B to  
ENCLOSURE (1)

4 Apr 91

b. On-the-Job Training: After the trainee has completed each of the courses, an opportunity will be given to apply the skills and knowledges learned to a job situation. Trainee should be able to prepare tables of organization, make comparisons on organization charts, exhibit acceptable techniques when interviewing supervisors and employees to obtain simple factual data and prepare plant or office layout, charts, and to collect and tabulate reporting statistics.

(22 weeks)

c. Correspondence Course: Algebra, International Correspondence Course.

(26 weeks)

Appendix B to  
ENCLOSURE (1)

4 Apr 91

**SUPERVISOR'S EVALUATION OF EMPLOYEE IN TRAINING**

TRAINING PROGRAM		TRAINING PERIOD
NAME OF TRAINEE		TRAINING POSITION
CENTER/DIVISION	BRANCH	SECTION

**INSTRUCTIONS:** The immediate supervisor will evaluate the employee in training objectively, comparing the trainee with other employees undergoing the same training, with other personnel assigned the same or similar work or with individual standards.

1. List the training assignments completed during this training period.
  
2. Discuss the trainee's overall performance of training assignments.
  
3. Is the training adhering to the schedule of the training plan? If not, should the training plan be modified? (Attach necessary modifications)
  
4. Discuss the trainee's progress in adapting to the career field.
  
5. Is the trainee demonstrating the ability to attain the necessary knowledge, skills and abilities to perform satisfactorily in the target position? Explain.

6. Rate the trainee's overall performance to date:

<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Fully Successful	<input type="checkbox"/> Satisfactory
<input type="checkbox"/> Marginal	<input type="checkbox"/> Unsatisfactory	

7. REMARKS:

This rating has been discussed with the trainee

\_\_\_\_\_  
 Supervisor's Signature      Date  
 Appendix C to  
 ENCLOSURE (1)

4 Apr 91

TRAINEE EVALUATION OF THE TRAINING PROGRAM

NAME \_\_\_\_\_ SUPERVISOR \_\_\_\_\_  
Reporting Period from \_\_\_\_\_ to \_\_\_\_\_

1. List assignment(s) or project(s) given:
  
2. Do you believe the training program is accomplishing its objectives?
  
3. Is the training plan being followed? If no, explain.
  
4. Please list below all classroom training, correspondence courses, seminars, or meetings which you have attended during this period. What is your reaction to the courses?
  
5. Do you believe assignments are increasing your technical knowledge?
  
6. Were you counseled by your work supervisors on your completed work?
  
7. Please make a narrative comment on the overall program. These comments may be on strong or weak points of the program, your likes or dislikes, and recommendations. You may use the reverse side of this form if additional space is needed.

Trainee Signature \_\_\_\_\_ Date \_\_\_\_\_

Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_