



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

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Memorandum

To: Assistant Secretary – Indian Affairs Employees
Bureau of Indian Affairs Employees
Office of the Special Trustee Employees

From: Aurene M. Martin
Principal Deputy Assistant Secretary – Indian Affairs
Aurene M. Martin

Ross O. Swimmer
Special Trustee for American Indians
Ross O. Swimmer

Subject: Career Ladder Recruitment and Promotion Plan

This memorandum transmits and implements the Career Ladder Recruitment and Promotion Plan for the Department of the Interior's Office of the Assistant Secretary – Indian Affairs, Bureau of Indian Affairs and Office of the Special Trustee for Indian Affairs

Our goal is to have a workforce that reflects the benefits of an outstanding employee recruitment and career development program, which recruits, hires and nurtures talented people. A workgroup, led by Mr. Stanley Speaks and Mr. Larry Morin took on the challenge of developing the attached plan to successfully move our organization forward towards our goal.



CAREER LADDER RECRUITMENT AND PROMOTION PLAN



Memorandum

To: All Indian Affairs Employees
All Office of the Special Trustee Employees

From: David W. Anderson
Assistant Secretary - Indian Affairs

Ross Swimmer
Special Trustee

Subject: Indian Affairs / Office of the Special Trustee Career Ladder Recruitment and
Promotion Plan

The attached policy is in response to our commitment to ensure a competent and well-trained workforce within the Office of the Special Trustee (OST) and Indian Affairs, including the Bureau of Indian Affairs and the Office of Indian Education Programs.

The Principal Deputy Assistant Secretary identified a Workgroup, lead by Stanley Speaks and Larry Morrin. The group was charged with developing a program that recruits, hires and nurtures talented people. Through the use of this Career Ladder Recruitment & Promotion Plan, Indian Affairs and OST employees with demonstrated potential, may be selected, approved and trained to assume positions with known promotion potential. This attached policy is the product of that group.

CAREER LADDER RECRUITMENT AND PROMOTION PLAN

Submitted by

Career Ladder Recruitment and Promotion Plan Workgroup

August 2004

Table of Contents
AUGUST 2004

	Page
Introduction	1
Goals	1
A. Competitive Program	1
B. Process	1
C. Develop Work Skills	1
D. Retention of Employees	1
I. Criteria for Use of Career Ladder Recruitment and Promotion Positions	2
A. Identified Positions	2
B. Recruitment	2
C. Grades Levels Permitted	2
D. BIA Contract Education Positions	2
E. Travel Requirement	2
F. Signature on Training Agreement	3
II. Individual Development Plan (IDP) Will be Established	3
A. Development of Individual Training Plan	3
B. Individual Development Training Plan Core Competencies and Grade Level	3
C. Individual Development Training Plan Retention	3
III. Approval of Individual Development Plan (IDP)	3
A. Immediate Supervisor	3
B. Second Line Supervisor	3
IV. Individual Development Plan (IDP) Contents	3
A. Formal Classroom Courses	3
B. On the Job Requirements	3
C. Content and Length of Training	3
D. Mentors	3
E. Budget	3
V. Employee and Supervisor Reports/Evaluation	4
A. Completion of Assignments and Certification of Classes	4
B. Employee Progress	4
C. Performance Requirements	4
D. Supervisory Assurances	4
VI. Career Ladder Promotion Approval	4
A. Approval of Promotions	4
B. Supervisor's Responsibility	4
C. Human Resources Responsibility	4
VII. Periodic Reviews Will be Completed to Ensure Program Effectiveness and Consistency	4
A. Supervisor/Management Responsibilities	4
B. Annual Administrative Reviews	4

DEPARTMENT OF THE INTERIOR
INDIAN AFFAIRS AND OFFICE OF THE SPECIAL TRUSTEE
CAREER LADDER RECRUITMENT AND PROMOTION PLAN

Introduction:

The Department of the Interior (Department), Indian Affairs (Bureau), Office of Indian Education (OIEP), and the Office of the Special Trustee for American Indians (OST), require competent and well-trained personnel to conduct its trust responsibilities, manage and operate their complex natural resources and Indian service programs, and to provide necessary administrative support. To establish and maintain an effective workforce, it is in the best interest of Indian Affairs, OST, and the Department to recruit and provide for the career development of their employees and, as appropriate, to provide the opportunity to build or expand upon an individual's work skills for current or identified future performance. Through the use of this Career Ladder Recruitment and Promotion Plan, Indian Affairs and OST employees with demonstrated potential may be selected, approved, and trained to assume positions with known promotion potential. Through administration of this Career Ladder Recruitment and Promotion Plan, employees who successfully complete the Plan requirements will be eligible for career promotion in the target series. Indian Affairs, OST, and the Department benefit by gaining greater flexibility in meeting staffing needs through Career Ladder Promotion of trained personnel. Employees also benefit by entering a managed Career Ladder Program for career advancement. All career ladder promotions will be in accordance with the merit system principles and the negotiated labor management agreement.

Goals:

The following strategic goals are identified to complement Indian Affairs and Office of the Special Trustee for American Indians Career Ladder Recruitment and Promotion Plan:

- A. Provide a competitive program where employee's capabilities are developed through a planned integration of work experience and training so they may assume positions of greater responsibilities in trust, Indian Affairs, OST and administration or management.
- B. Provide Indian Affairs and OST management with a process that documents, evaluates, certifies, and demonstrates the employee has met the minimal required criteria for career ladder promotion.
- C. Develop essential program and management work skills that will lead to the formation and retention of a pool of well-qualified, capable, Indian Affairs and OST candidates for advancement to demanding programs and management positions in Indian Affairs and OST.
- D. Provide management with an additional tool for recognition, advancement and retention of employees with high potential, essential to Indian Affairs and OST's mission.

I. Criteria for use of Career Ladder Recruitment and Promotion Positions:

- A. All positions identified as career ladder in Indian Affairs and the OST.
- B. The supervisor, in coordination with the Human Resource Office, will determine which positions to recruit as career ladder based on certain factors such as; work the organization ultimately needs performed, lack of highly qualified applicants, hard to fill positions, the need for succession planning, and availability of resources to train the candidates.
- C. BIA (except for contract Education positions) and OST Recruitment of positions and grade levels permitted:
 - 1. Key positions will be recruited at the full performance level unless supervisor's requested approval is granted by the Directors of Indian Affairs and OST to fill below the full performance level. Key positions include Superintendents, Education Line Officers, and any positions classified at the GS-15 level.
 - 2. Positions where the full journeyman level is at the GS-12 and below, recruitment may be done at multiple grade levels (5 / 7 / 9 / 11 / 12).
 - 3. Non-key positions at the GS-13 level and above, maybe recruited at no more than one grade level below the full performance level.
- D. BIA contract Education positions - Recruitment of positions and grade levels permitted:
 - 1. Key positions will be recruited at the full performance level unless approval is granted by the Director of OIEP to fill below the full performance level.
 - 2. Positions where the full performance level is at the 06 contract Education level, recruitment may be done at multiple grade levels (03/04/05/06).
 - 3. Positions where the full performance level is at the 07 level, recruitment may be no more than two grade levels below the full performance level (05/06/07).
 - 4. Non-key positions at the 08 level may be recruited at no more than one grade level below the full performance level.
- E. Candidates must be able to travel to meet training objectives and promotion requirements.

- F. All candidates selected for career ladder positions will be required to sign a Training Agreement to the effect the employee understands and accepts that they must meet all training and performance requirements in order to be promoted. Supervisors will apprise employees of requirements for promotion. The agreement will notify employees of the consequences of not meeting training and performance requirements within a reasonable time (which may exceed 12 months). This can include removal from the program and reassignment to another non-career ladder position.

II. Individual Development Plan (IDP) will be established.

- A. The supervisor with the employee's input will develop an Individual Development Plan to cover the entire period of progression to the target grade.
- B. The Individual Development Training Plan will be based upon core competencies and position's grade level.
- C. The IDP is retained by the Supervisor and Employee.

III. Approval of Individual Development Plan (IDP).

- A. Immediate Supervisor.
- B. Second Line Supervisor.

IV. Individual Development Plan (IDP) contents:

- A. Formal classroom courses
- B. On the Job (OJT) requirements
 - 1. Identify the completion of projects within time frames.
 - 2. Quarterly reviews will be conducted.
- C. Content and length of training will be determined by the core competencies of the position.
- D. Mentors may be identified and assigned (optional).
 - 1. Initially within the series for entry grade levels.
 - 2. Provides on-going advice and feedback to employee.
 - 3. Immediate supervisor will not serve as mentor.
- E. All Career Development budget needs will be addressed by senior managers.

V. Employee and Supervisor Reports/Evaluation.

- A. Employee submits written report upon completion of assignments, to include certificates of completion of all classes.
- B. Supervisor documents employee progress by evaluating performance and validating completion of critical competencies at least twice a year. Additional progress reviews are encouraged.
- C. Supervisor signs off on completed evaluations and IDP.

VI. Career Ladder Promotion Approval.

- A. All promotions must be approved by the designated approving official.
- B. Supervisor's responsibility:
 - 1. Completed Career Ladder Individual Development Training Plan.
 - 2. Employee Progress Evaluation Reports.
 - 3. Position description for next grade level.
 - 4. Upon approval of authorizing official, initiate SF-52.
 - 5. Any and all approvals will be obtained before package is submitted to Human Resources.
- C. Human Resources responsibility:
 - 1. Verify that incumbent has met OPM time in grade requirements of 52 weeks.
 - 2. Verify completion of IDP for advancement to next grade level. Completed IDP is provided by the Supervisor.
 - 3. Verify that employee has current performance rating of Achieved (or equivalent).
 - 4. Process promotions effective on the first day of the pay period following the date of approval and compliance with Roman Numeral VI (A) above.
 - 5. Provides information on Career Ladder Recruitment and Promotion Plan.

VII. Periodic reviews will be conducted to ensure program effectiveness and consistency.

- A. Program Reviews/Assessments Responsibility of Supervisors/Managers
- B. Annual Administrative reviews conducted by Regional Teams.

**UNITED STATES DEPARTMENT OF INTERIOR
INDIAN AFFAIRS AND OFFICE OF THE SPECIAL TRUSTEE
CAREER LADDER RECRUITMENT AND PROMOTION PLAN
AGREEMENT**

NAME OF EMPLOYEE: _____

ENTRANCE POSITION:	TARGET POSITION:
TITLE _____	TITLE _____
SERIES/GRADE _____	SERIES/GRADE _____
EOD _____	

ORGANIZATION:	PERIOD COVERED:
REGION _____	TO _____
AGENCY/BRANCH _____	FROM _____

LOCATION _____	

SECTION 1. STATEMENT OF UNDERSTANDING

I understand that an employee who is competitively selected for a position advertised at multiple grade levels below the full performance level may be non-competitively promoted up to the full performance level without further competition. Selection for a position under the Career Ladder Recruitment and Promotion Plan does not guarantee the employee automatic promotion. Office of Personnel Management time in grade requirements apply to career promotions under the plan. Career ladder promotions shall be effected when the employee meets the documented requirements contained in the IDP, those requirements are certified by the supervisor, and the most recent performance rating of record is at the level of Achieved (or equivalent).

SECTION 2. LENGTH OF TRAINING

The length of training for each employee must be in keeping with OPM requirements, qualifications and standards for a minimum of one year.

SECTION 3. OFFICIALS RESPONSIBLE FOR THE TRAINING PROGRAM

The supervisor will assign specific developmental assignments, including on-the-job training, as well as identifying formal training courses based on the IDP.

The Supervisor will also be responsible for preparing the attached Employee Progress Evaluation Reports. The training mentor/coach will provide advice and guidance. The mentor (optional) will be someone with extensive knowledge of Indian Affairs and program expertise in line with the employee's training requirements.

SECTION 4. EMPLOYEE PROGRESS EVALUATION REPORTS

At the conclusion of each IDP assignment, or on a quarterly basis, the Supervisor will prepare an Employee Progress Evaluation Report to document the comprehension of the employee in the subject matter covered during the assignment. The evaluation will be conducted with the employee on location and maintained by the supervisor.

SECTION 5. DETERMINATION AS TO WHEN EMPLOYEE HAS REACHED SATISFACTORY STANDARDS

The immediate supervisor determines the employee's final training status. The Human Resources Officer receives the completed IDP, evaluations, and completes personnel actions for employee promotion.

SIGNATURES:

_____ Employee Signature	_____ Date
_____ Supervisor Signature	_____ Date
_____ Mentor Signature (Optional)	_____ Date
_____ Human Resources Officer Signature	_____ Date

62 BIAM employer:

Nothing in this agreement supercedes the regulatory requirement set forth in the 62 BIAM.

CAREER LADDER DEVELOPMENT INDIVIDUAL TRAINING PLAN

Employee's Name (Last, First, Middle Initial):	Current Position, Series and Grade:	Organization:
Period Covered by this Plan: From: _____ To: _____	Target Position, Series & Grade:	Organization:
No further development desired/required at this time: <input type="checkbox"/> Check Here		

SHORT TERM DEVELOPMENT GOALS (IMMEDIATE, WITHIN A YEAR)

Developmental Objective (Knowledge, skills and ability needed):	Developmental Assignments (Identify type, dates, lengths, and locations if possible):	Formal Training (Identify specific courses, locations and dates if possible):

LONG TERM DEVELOPMENT GOALS (OVER NEXT FIVE YEARS)

Objectives:	Developmental Assignments (Cite best information available):	Formal Training (Cite best information available):

7OPTIONAL: ROTATIONAL ASSIGNMENTS DURING THE NEXT 12 MONTHS (CHECK APPROPRIATE BOXES)

<input type="checkbox"/> Rotational assignments planned.	<input type="checkbox"/> Rotational assignments not planned/ required.	<input type="checkbox"/> Required rotational assignments completed.
Employee Signature: _____ Date: _____		
Supervisor Signature: _____ Date: _____		
Reviewer Signature (Second Line Supervisor): _____ Date: _____		

UNITED STATE DEPARTMENT OF THE INTERIOR
INDIAN AFFAIRS AND OFFICE OF SPECIAL TRUSTEE
CAREER LADDER RECRUITMENT AND PROMOTION PLAN
EMPLOYEE PROGRESS EVALUATION

NAME OF EMPLOYEE: _____

POSITION SERIES & GRADE: _____

ORGANIZATION:
REGION _____
AGENCY/BRANCH _____
LOCATION _____

PERIOD COVERED BY
THIS EVALUATION:
FROM _____
TO _____

1. Has all approved training as scheduled for this period been satisfactorily completed?

YES

NO

(If not, describe scheduled training that has not been completed, needs to be rescheduled or requires additional time or emphasis. Document reasons for Incompletion.)

2. The employee's demonstrated progress in the position [is] or [is not] consistent with my expectations and the employee's performance of major elements assigned [are] or [are not] being carried out in a satisfactory manner.

(If not, explain deficiencies below and how they will be addressed.)

3. Describe the employee's demonstrated interest in the training program and the employment field.

EXCELLENT

GOOD

POOR

4. Do overall supervisory observations of the employee reflect a demonstrated ability and potential for success in this field of work?

YES NO

5. Rate the employee's character and work habits below as Excellent = 3, Good = 2, or Poor = 1.

- a. Conduct and attitude in the work place _____
- b. Attendance _____
- c. Tardiness _____
- d. Completion of assignment timely & efficiently _____
- e. Ability to follow instructions _____
- f. Ability to work with others _____
- g. Initiative and self-motivation _____
- h. Practical judgment in meeting work problems _____
- i. Acceptability of work _____

IF AN OVERALL RATING IS BELOW 2.5, THE EMPLOYEE WILL NOT BE RECOMMENDED FOR PROMOTION. (Determine an average from the nine items above)

6. If the employee is eligible for promotion to the next higher grade, is the employee recommended at this time?

YES NO (If not, specify reason(s) for withholding promotion.
Use additional sheets if necessary.)

7. If employee is recommended for a promotion, has a Request for Personnel Action been initiated in the FPPS and forwarded to the serving personnel office.

YES NO

8. Status of employee:

Employee removed from program. To be returned to position of _____
in _____ (if known).

Employee promoted to position of _____ in
_____.

Employee retained in position of _____ and
will not be promoted further under the career ladder plan.

9. Other supervisor comments:

THIS EVALUATION FORM AND ALL APPLICABLE ITEMS HEREIN HAVE BEEN DISCUSSED WITH THE EMPLOYEE.

SIGNATURES:

Employee's Signature

Date

Supervisor's Signature

Date

Mentor's Signature

Date

Human Resources Officer Signature

Date