



National Capital Region Medical Directorate IMPLEMENTATION GUIDANCE



SEP 14 2017

PERS

SUBJECT: Pathways Programs

References: See Enclosure 1

1. PURPOSE. This National Capital Region Medical Directorate (NCR MD) Implementation Guidance disseminates policies and procedures for selection of student employees under the NCR MD Programs.
2. APPLICABILITY. This Implementation Guidance applies to the NCR MD; Walter Reed National Military Medical Center (WRNMMC) and Clinics; Fort Belvoir Community Hospital (FBCH) and Clinics; and the Joint Pathology Center. Hereafter, these facilities are collectively referred to as Medical Treatment Facilities (MTFs) and Center.
3. POLICY. It is NCR MD policy that student employees meet the qualifications requirements for the position to which appointed.
4. DEFINITIONS. See Glossary
5. RESPONSIBILITIES. See Enclosure 2
6. PROCEDURES. See Enclosure 3
7. RELEASABILITY. **Cleared for public release.** This Implementation Guidance is approved for public release and is available on the internet from the NCR MD Website at www.capmed.mil.
8. EFFECTIVE DATE. This Implementation Guidance:
 - a. Is effective upon publishing to the NCR MD Website.
 - b. Will expire effective 10 years from the publication date if it has not been reissued or cancelled before this date.

A handwritten signature in black ink, appearing to read "Joseph J. Dickel".

JOSEPH J. DICKEL, CAPT, MSC, USN
Director for Business Operations
By Direction of the Director

Enclosures

1. References
2. Responsibilities
3. Procedures
4. Internship Participant Agreement
5. Recent Graduates Participant Agreement
6. Presidential Management Fellows Participant Agreement
7. Sample Reports

Glossary

ENCLOSURE 1REFERENCES

- (a) Executive Order 13562, "Recruiting and Hiring Students and Recent Graduates"
- (b) Parts 362, 334, of title 5, United States Code of Federal Regulations (CFR)
- (c) 5 CFR 213.3402(a), (b), and (c)
- (d) Office of Personnel Management Qualifications Standards
- (e) Department of Defense National Security Personnel System, part 9901.221
- (f) Defense Health Agency Administrative Instruction on Pathways Programs
- (g) NCR MD Standard Operating Procedures on Pathways Programs
- (h) NCR MD Pathways Manager's toolkit

ENCLOSURE 2

RESPONSIBILITIES

1. OFFICE OF PERSONNEL MANAGEMENT (OPM). The OPM prescribes Pathways Programs regulations and maintains oversight of the Program.
2. DEFENSE HEALTH AGENCY (DHA). The DHA shall execute a Memorandum of Understanding (MOU) with OPM for the administration and use of Pathways Programs.
3. NCR MD DIRECTOR. The NCR MD Director shall:
 - a. Make Pathways opportunities available to the public and may determine the number of participants who may be appointed and/or converted to competitive service positions.
 - b. Administer the Program in accordance with (IAW) applicable provisions of title 5 of the CFR and the merit system principles and avoid any prohibited personnel practices. This includes how the NCR MD will accept applications for positions, assess candidates for positions, rate and arrange qualified applicants and ensure adherence to veterans' preference.
 - c. Enter into a Participant Agreement (PA) with each Program participant that clearly identifies expectations, including a general description of duties, evaluation procedures, work schedules, and minimum eligibility requirements for conversion to term or permanent positions in the competitive service.
4. DIRECTORS JOINT MTF AND CENTER. The Director of a Joint MTF and Center shall:
 - a. Appoint a liaison to administer the Program and work with the Pathways Program Officer (PPO) and Presidential Management Fellows (PMF) coordinators.
 - b. Identify authorized billets when using the Pathways Programs.
5. PATHWAYS PROGRAM OFFICER (PPO). The PPO is responsible for:
 - a. Coordinating recruitment and on-boarding processes with stakeholders, ensuring mentors are assigned, and development plans are in place.
 - b. Serving as a liaison to the directorate administrators and Civilian Human Resources Center (CHRC) by providing implementation updates, clarifying technical and programmatic issues, sharing best practices and lessons learned, and submitting applicable reports.
 - c. Providing subject matter expertise and oversight of the Pathways Programs within the NCR MD.
 - d. Serving as the agency's liaison with CHRC, OPM, and Department of Defense (DoD) on all Pathways related issues.

- e. Establishing NCR MD Pathways reporting requirements.
- f. Reviewing and approving extension request for Recent Graduates and PMF positions, not to exceed 120 days.
- g. Ensuring the Program complies with the agencies' diversity and inclusion plan.
- h. Maintaining oversight of formal training, developmental requirements, and rotations (as required) for program participants.
- i. Establishing and implementing a formal onboarding and exit clearance process for each Program.
- j. Assisting with placement of successful participants within DoD if their activity is unable to place them upon completion of the program.
- k. Advising and consulting with management officials on the requirements for utilizing the Pathways Programs.
- l. Notifying OPM of PMF movement (either in or out the agency), Executive Resources Board (ERB) certification, withdrawal, and readmission.
- m. Providing program direction for all MTFs and Center.

6. PRESIDENTIAL MANAGEMENT FELLOWS (PMF). The PMF Coordinator is responsible for:

- a. Administering the agency's PMF Program, including coordinating recruitment and onboarding, ensuring mentors are assigned, and development plans are in place.
- b. Serving as a liaison to the directorate administrators and CHRC by providing implementation updates, clarifying technical and programmatic issues, sharing best practices and lessons learned, and submitting applicable reports.

7. FBCH/JPC/WRNMMC PATHWAYS PROGRAM COORDINATOR (PPC). The FBCH, JPC, and WRNMMC will identify their PPC. The PPC will ensure proper program administration of all three pathways for their respective organization. All PPCs will perform the functions in accordance with the outlined roles and responsibilities required by this operational program guidance. The PPCs shall:

- a. Ensure that an authorized vacant billet is used for the Pathways Programs.
- b. Serve as the agency's liaison with NCR MD PPO on all Pathways related issues.
- c. Ensure compliance with title 5 of the CFR, DoD, and NCR MD Pathways Programs Guidance.
- d. Execute and oversee the Pathways Programs.

- e. Comply with NCR MD headquarters (HQ) Pathways' reporting requirements.
- f. Monitor program participants' expiration dates to ensure appropriate action is taken for termination or conversion to competitive service positions.
- g. Submit extension request for Recent Graduates and PMF positions, not to exceed 120 days to NCR MD HQ.
- h. Prepare and submit notification of the activity's inability to place a participant who will satisfactorily complete the program to HQ PPC 90 days prior to program completion.
- i. Perform strategic workforce planning and succession planning, to include forecasting placement of interns upon completion of program requirements, and ensuring proper training while in the Program.
- j. Coordinate the recruitment and onboarding process for program participants with PPO and PMF.
- k. Ensure the Program complies with the agencies diversity and inclusion plan.
- l. Establish and implement a formal onboarding and exit clearance process.
- m. Maintain oversight of formal training, developmental requirements, and rotations (as required) for program participants.
- n. Assist with placement of successful participants within DoD if their activity is unable to place them upon completion of the Program.
- o. Advise and consult with management officials on the requirements for utilizing the Program.

8. SUPERVISORS OF PATHWAYS PROGRAMS PARTICIPANTS. The supervisors of Pathways Programs Participants shall:

- a. Participate in the Strategic Recruitment Discussion (SRD) with the CHRC and collaboratively work to identify and/or develop specialized experience statements.
- b. Ensure each PA is completed and signed by all parties.
- c. Provide participant with meaningful onboarding and current position description.
- d. Establish performance standards, work schedules, and training/development requirements.
- e. Ensure an Individual Development Plan (IDP) is established and approved within 45 days of the participant's appointment.

- f. Ensure mentors are assigned to Recent Graduates and PMF participants within 90 days of appointment.
- g. Evaluate performance and ensure participants have a clear understanding of the evaluation.
- h. Provide counseling and guidance to participants when performance is determined to be less than satisfactory IAW with the NCR MD Performance Management System.
- i. Monitor program expiration dates of appointees to ensure appropriate action is taken for conversion or termination to competitive service positions.
- j. Coordinate with NCR MD within the required timeframes to request assistance from PPC regarding:

(1) Up to 120 day appointment extensions for Recent Graduates and PMF participants (request must be submitted by the PPO 60 days prior to program completion).

(2) Inability to place Pathways participant in current organization (i.e. due to budgetary constraints) upon successful program completion (request must be submitted by the PPO 90 days prior to program completion). For additional information, see reference H (Manager's toolkit).

9. MENTORS OF PATHWAYS PROGRAM PARTICIPANTS. Mentors of Pathways Programs Participants shall be responsible for providing guidance and advice to assigned participants to include career planning, organization culture, and developmental assistance.

10. CIVILIAN HUMAN RESOURCES CENTER (CHRC). The CHRC shall:

- a. Ensure the Program is administered IAW applicable provisions of title 5 of the CFR, merit system principles, NCR-MD Promotion Plan, and any OPM Pathways specific hiring requirements and processes.
- b. Conduct the SRD with the hiring manager and assists with defining the specialized experience required for program positions.
- c. Adjudicate veteran's preference.
- d. Issue referral lists IAW title 5 of the CFR part 302 and procedures as outlined in this guide.
- e. Review and certify PA.
- f. Provide information, advice, and assistance to NCR MD, supervisors, and managers on the Program requirements.
- g. Monitor program appointment expiration dates of appointees (i.e. suspense tickets) and work closely with supervisors to ensure appropriate action is taken to convert or terminate and/or promote Pathways positions on a timely basis to Competitive Service positions.

ENCLOSURE 3

PATHWAYS PROGRAMS PROCEDURES

1. INTERNSHIP PROGRAM. The Internship Program replaces the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). This program is designed to provide students enrolled in a wide variety of educational institutions from high school to graduate level, with opportunities to work in agencies and explore Federal careers while still in school and while getting paid for the work performed. Students who successfully complete the program may be eligible for conversion to a permanent position in the Federal Government.

a. Eligibility. Current Students in an accredited high school, college (including 4-year colleges/universities, community colleges, and junior colleges); professional, technical, vocational, and trade school; advanced degree programs; or other qualifying educational institution pursuing a qualifying degree or certificate.

b. Program Administration. Students must meet the definition of a student (eligibility requirements above), maintain a minimum of a 2.0 grade point average on a 4.0 scale, and must perform successfully the assigned duties listed in their position description. MTFs and Center may hire Interns on a temporary basis for up to one year for an initial period, or for an indefinite period, to complete the educational requirement. Interns may work part-time or full-time. MTFs and Center must sign a PA with the Intern (student) that sets forth the expectations for the Internship. The Intern's duties will be related to the Intern's academic career goals or field of study. MTFs and Center will provide OPM with information regarding their internship opportunities and post information publicly on www.usajobs.gov/studentsandgrads/ about how to apply for specific positions.

c. Initial Appointment. Interns qualify for an initial appointment based on their educational achievements IAW subpart B of 5 CFR part 362 and the criteria in this standard. Applicants must be current students (criteria above) pursuing a degree or certificate in a qualifying educational institution (See 5 CFR 362.102). The MTFs and Center will make appointments to the Internship Program, pursuant to their Pathways Program MOUs using the schedule D Excepted Service appointing authority, codified by OPM at 5 CFR 213.3402(a). MTFs and Center may appoint a non-citizen, provided that the individual is lawfully admitted to the United States as a permanent resident or is otherwise authorized to be employed and the agency is authorized to pay aliens under its annual appropriations or other applicable laws. Program participants must be United States citizens to be eligible for noncompetitive conversion to the competitive service. The initial appointment for an Intern position may be at any grade level for which the applicant qualifies IAW the criteria below:

- (1) GS-1 = Enrollment in a high school diploma or GED program
- (2) GS-2 = High school diploma or equivalent

- (3) GS-3 = Completion of one full academic year of post-high school study
- (4) GS-4 = Completion of two full academic years post-high school study or associate's degree
- (5) GS-5 = Completion of all requirements for a bachelor's degree or equivalent
- (6) GS-7 = Completion of one full academic year of graduate level education or eligibility under the Superior Academic Achievement Provision after completing a bachelor's degree
- (7) GS-9 = Completion of all requirements for a Master's degree or equivalent degree
- (8) GS-11 = For research positions, completion of all requirements for a Master's or equivalent degree. For non-research positions, completion of all requirements for a PHD or equivalent degree.

d. Classification and Qualifications. Interns hired under the Pathways Programs whose positions are under the General Schedule (GS) or comparable pay plan must be classified as student trainees, in the xx99 series of the appropriate occupational group. Interns whose positions are under the Federal Wage System (FWS) will be classified as student trainees, in the xx01 series of the appropriate occupational group. MTFs and Center may use selective factors to identify special requirements (e.g., specific courses) needed to perform the work of individual positions. MTFs and Center's discretion and prior to conversion, Interns may advance to higher-graded positions based on completion of portions of the educational and work experience requirements IAW the criteria below:

Promotion pattern for one-grade interval occupations:

- (1) To GS-2. Continued study in a high school education program and completion of one period of student Intern work experience.
- (2) To GS-3. Completion of one full semester (or the equivalent) of post-high school study and one period of student trainee work experience.
- (3) To GS-4. Must meet one of the following requirements:
 - (a) Completion of one full academic year of study and two periods of student trainee work experience; or
 - (b) Completion of one and a half academic years of study and one period of student trainee work experience.
- (4) To GS-5. Must meet one of the following requirements:
 - (a) Completion of three full academic years of study leading to bachelor's degree and one period of Intern (student) trainee work experience equivalent to at least the GS-4 level; or

(b) Completion of two and a half academic years of study leading to a bachelor's degree and 6 months (at least 960 hours) of Intern work experience equivalent to at least the GS-4 level.

(5) To GS-6. Completion of all requirements for a bachelor's degree and completion of one period of Interim (student) work experience equivalent to at least the GS-5 level.

Promotion pattern for two-grade interval occupations:

(6) To GS-5. Must meet one of the following requirements:

(a) Completion of three full academic years of study leading to bachelor's degree and one period of Intern (student) trainee work experience equivalent to at least the GS-4 level; or

(b) Completion of two and a half academic years of study leading to a bachelor's degree and six months (at least 960 hours) of Intern work experience equivalent to at least the GS-4 level.

(7) To GS-7. Must meet one of the following requirements:

(a) Completion of all requirements for a bachelor's degree and completion of one period of Intern (student) work experience equivalent to at least the GS-5 level; or

(b) Completion of four academic years of pre-professional study and completion of one period of Intern (student) work experience equivalent to at least the GS-5 level.

(8) To GS-9. Must meet one of the following requirements:

(a) Completion of one full year of graduate level study and completion of one period of Intern (student) work experience equivalent to at least the GS-7 level; or

(b) Completion of five academic years of pre-professional* study and completion of one period of Intern (student) work experience equivalent to at least the GS-7 level.

(9) To GS-11. Completion of two full years of graduate level study and completion of one period of Intern (student) work experience equivalent to the GS-9 level.

(a) Students will be eligible for promotion IAW these standards. The MTFs and Center will document promotions as a conversion to another Excepted appointment, cite the same authority that was used for the original appointment, and maintain the original not to exceed date (to

track the amount of time the student works under the original appointment).

e. Conversion. Interns may be converted to a term (lasting 1-4 years), career-conditional, or career appointment within 120 days following successful completion of their educational program (completion of degree requirements) and work experience requirements.

(1) Interns must be converted to a term (lasting 1-4 years), career-conditional, or career appointments within 120 days (4 months) window of successful completion of their educational program (completion of degree requirements) and 640 hours of work experience requirements or at the time of their completion of their educational program (completion of degree requirements) date. If the Intern is not converted at the prescribed time above, their appointment must be terminated.

(2) MTFs and Center may make:

(a) A temporary appointment for a period not to exceed one year, the ending date of which must be specified in the PA with the Intern. These appointments may be extended under 5 CFR 213.104; or

(b) An appointment for an initial period expected to last for more than one year. An end date must be specified in the PA with the Intern and is generally the Intern's projected graduation date.

(3) Prior to non-competitive conversion to the competitive service, the following conditions must be met:

(a) Be a United States Citizen

(b) Complete their degree or certificate requirements

(c) Meet the minimum educational, certification, or licensure requirements based on OPM's qualification standards for the position to which the Intern will be converted

(d) Meet agency-specific requirements as specified in the PA

(e) Perform their duties successfully

(f) Receive a favorable recommendation for conversion from supervisor

(g) Compliance with all requirements specified by 5 CFR part 362

(h) It is important to remember that eligibility for conversion does not guarantee that MTFs and Center will decided to opt for conversion

(4) MTFs and Center may waive up to one half (320 hours) of the required 640 hours minimum service requirement of work for Interns who receive a formal job performance evaluation that is higher than Fully Successful and meet one of the following academic achievements (5 CFR 362.204(d)): (1) a GPA of 3.5 or higher on a 4.0 scale, (2) class standing in the top 10 percent of the graduating class, or (3) induction into a scholastic honor society (excluding freshmen honor societies) recognized by the Association of College Honor Societies. A written test is not required for Schedule D Intern positions at the time of initial appointment or upon conversion. In addition, MTFs and Center may credit up to 320 hours of certain non-Federal career related internship program experience, volunteer service, or active duty military service and apply it towards the 640 hours requirement provided in 5 CFR 362.204(c). Time spent under previous Internship Program appointments may count towards required work experience hours.

(5) MTFs and Center is permitted to non-competitively convert Interns into term or permanent appointments in the competitive service. If OPM has established a cap on the number of the non-competitive conversions to the competitive service, the conversion must be within that cap.

(6) Interns can be placed in term positions and may subsequently be non-competitively converted into permanent competitive service positions. Interns converted at the same grade as their final Intern grade need not meet applicable length of experience requirements for that grade. Interns' participation in the Pathways Programs applies toward their career tenure.

f. Selection Process. MTFs and Center must apply the provisions of 5 CFR part 302 when considering, selecting, and appointing individuals to positions under any Pathways Program. These provisions govern the order of consideration, selection, and appointment of individuals to positions in the Excepted Service. Appointments are subject to the same requirements governing term, career, or career-conditional employment. MTFs and Center is responsible under their specific adjudication guidance for determining suitability and verifying qualifications prior to appointment. Upon selection, Interns must attend the regular Employee Orientation upon Entry-on-Duty.

g. Veteran's Preference. Veterans' preference applies to selection for positions in the Pathways Programs. Selections must be made IAW the requirements of 5 CFR part 302, veterans' preference laws, and OPM guidance issued as a Memorandum for Chief Human Capital Officers, dated February 9, 2009, on Procedures for Passover of Compensable-Disabled Preference Eligibles in the Excepted Service. This includes, but not limited to ranked and unranked referral lists.

h. Suitability/Security. Interns must meet all suitability requirements and receive a favorable background investigation for the position to which they are appointed. Drug clearance tests are required for specific positions.

i. Trial Period. The entire period served under the Internship Program counts as the participant's trial period. Prior Federal civilian service is credited toward completion of the required trial period in the same manner as prescribed in 5 CFR 315.802.

j. Student Schedules. Interns may work full-time or part-time schedules. The Intern and supervisor must agree on a scheduled tour of duty that assures that the Intern's work responsibilities do not interfere with academic performance and completion of their educational program (awarding of the diploma, certificate or degree). The Intern must ensure that completion of educational program is accomplished in a reasonable and appropriate timeframe. The MTFs and Center may require Interns to provide proof of enrollment and transcripts (for college students) every 6 months.

k. Break in Program. A break in the Program is defined as a period of time when an Intern is working but is unable to go to school, or is neither attending classes nor working at the agency. By written communication, the Intern is required to inform the PPO or MTFs and Center and their supervisor concerning their request for a break in Program. MTFs and Center may use its discretion to either approve or deny a break in the Internship Program.

l. Benefits. Interns are eligible for annual and sick leave, generally covered by the Federal Employees Retirement System (FERS), if their appointment is for 90 days or more (CFR 213.3202(a)(13)(i)). Interns are eligible for health and life insurance (FERS) coverage if their appointment is more than 1 year.

m. Separations. MTFs and Center may terminate a Pathways participant for misconduct, poor performance, or suitability issues under the applicable provisions of title 5.

2. RECENT GRADUATE PROGRAM. The Recent Graduate Program is a new program that provides employment opportunities for recent graduates and individuals who obtained certificates from qualified educational institutions or programs. Applicants who are not preference eligible veterans must apply within two years of completing their educational program (degree requirements). Preference eligible veterans who were precluded from applying due to their military service obligation begin their two year eligibility period upon release or discharge from active duty. Eligibility for a veteran in this case can't exceed six years from the date on which the veteran completed his or her degree requirements (or certification). The Recent Graduate Program provides MTFs and Center with the opportunity to place recent graduates in a one year career development program. MTFs and Center may non-competitively convert participants who successfully complete the Program to term or permanent competitive service jobs. The intent is for appointments under the Recent Graduates Program to last one year; however, MTFs and Center may make an appointment for a longer period if the position warrants a longer and more structured training program.

a. Eligibility. Recent graduates who have completed, within the previous two years, a qualifying associates, bachelors, masters, professional, doctorate, vocational, or technical degree or certificate from a qualifying educational institution. Veterans unable to apply within two years of receiving their degree, due to military service obligation, have as much as six years after degree requirement completion to apply. Eligibility for these veterans can't exceed six years from the date on which he or she completed their degree requirements (or certification).

b. Program Administration. The Recent Graduate Program is administered by MTFs and Center. MTFs and Center must sign a PA with the Recent Graduate that sets for the expectation of

the Program. MTFs and Center will have to provide OPM with information regarding their opportunities and post information publicly on www.usajobs.gov/studentsandgrads about how to apply for specific positions.

c. Training and Development.

- (1) Orientation program for Recent Graduates hired for the Program.
- (2) Mentorship throughout program.
- (3) Individual Development Plan to create and track the Recent Graduate's career planning, professional development, and training activities.
- (4) At least 40 hours of formal, interactive training each year of the Program.
- (5) Positions offer opportunity for career advancement.

d. After Program Completion.

- (1) Recent Graduates may be converted to a permanent position (or, in some limited circumstances a term appointment lasting 1-4 years).
- (2) To be eligible for conversion, Recent Graduates must have the following:
 - Be a United States Citizen
 - Successfully completed at least one year of continuous service in addition to all requirements of the Recent Graduate Program
 - Maintain acceptable job performance
 - Meet the OPM Qualification Standard for the position to which the Recent Graduate may be converted
- (3) It is important to remember that eligibility for conversion does not guarantee that MTFs and Center will decide to opt for conversion.
- (4) Recent Graduates converted to term positions may later be non-competitively converted to permanent positions. Once the Recent Graduate is non-competitively appointed to a career or career-conditional position, time spent on the Recent Graduates appointment may be credited toward completion of the probationary period IAW 5 CFR part 315, subpart H.

(5) The non-competitive conversion must occur upon successful completion of the one year Recent Graduate Program period or at the end of the 120-day approved extension, unless MTFs and Center has an approved longer program based on a rigorous training and development requirement. Under no circumstances can a Recent Graduate appointment exceed two years, plus a 120-day extension. If participants are not converted on the date of their service requirement, or at the end of the 120-day extension, their appointments must be terminated.

e. Recruitment. The MTFs and Center will have the discretion to determine the process for accepting applications for specific Recent Graduates opportunities IAW 5 CFR 362.302, consistent with applicable legal and policy requirements.

f. Appointment. The MTFs and Center must make Excepted Appointments to the Recent Graduates Program, pursuant to the DHA MOU with the OPM, using the Scheduled D Excepted Service appointing authority. This agreement is re-executed every two years. Appointments may be made up to the GS-09 (or equivalent) level. The MTFs and Center may appoint Recent Graduates with degrees in the STEM fields (science, technology, engineering, or math) at the GS-11 (or equivalent) level if they possess a Ph.D. or equivalent degree from a qualifying institution directly related to the position being filled.

(1) MTFs and Center may make initial appointments to scientific and professional research positions at the GS-11 (or equivalent) level for which the classification and qualification criteria for research positions apply, if the candidate possesses a master degree or equivalent graduate degree directly related to the position MTFs and Center is seeking to fill. If the candidate has a Ph.D. or equivalent degree directly related to the position MTFs and Center is filling, the appointment may be made at the GS-12 level (or equivalent).

g. Qualifications. Appointments are subject to the basic qualification standards for competitive service positions established by OPM for the occupation and grade level.

h. Trail Period. All time served under the Recent Graduates Program counts towards the participant's trail period. Prior Federal civilian service is credited toward the completion of the required trial period in the same manner as prescribed in 5 CFR 315.802.

i. Sustainability/Security. Recent Graduates must meet all suitability requirements and receive a favorable background investigation for the position to which they are appointed. Drug clearance tests are required for specific positions.

3. PRESIDENTIAL MANAGEMENT FELLOWS (PMF) PROGRAM. This program is a flagship leadership development program at the entry-level for advanced degree candidates. Created more than three decades ago, the Program attracts and selects from among the best candidates and is designed to develop a cadre of potential Federal Government leaders.

a. Eligibility.

(1) Individuals who have completed a qualifying advanced degree (e.g. masters or professional degree) within the past two years.

(2) An individual is eligible to apply for the PMF Program in two ways. First, to be eligible for the Program, an individual must have completed a qualifying advanced degree within the two year period preceding the PMF Program announcement. The second way to become eligible is to be a student currently attending a qualifying educational institution who expects to complete the advanced degree by August 31st of the academic year in which the competition is held.

(3) An individual may apply for the PMF Program more than once as long as he or she meets the eligibility criteria. However, if an individual becomes a Finalist and subsequently applies for the PMF Program during the next open announcement, the individual will forfeit his or her status as a Finalist.

b. Program Administration.

(1) The PMF Program is centrally administered by the PMF Program Office within OPM.

(2) OPM announces the opportunity to apply for the PMF Program (usually in the late summer and early fall).

(3) Applicants go through a rigorous assessment process to determine Finalists.

(4) OPM selects Finalists based on an evaluation of each candidate's experience and accomplishments according to his or her application and results of the assessments.

(5) OPM publishes and will provide MTFs and Center with the list of Finalists.

(6) MTFs and Center will provide OPM with information about their PMF opportunities and can post PMF appointment opportunities for those who are Finalists on the PMF website year-round. In addition, a job fair is typically held for Finalists each year.

(7) Finalists who obtain an appointment as a PMF serve in a two-year Excepted Service position.

c. Training and Development.

(1) The PMF Program Office (OPM sponsored) provides newly hired PMFs an opportunity to participate in its Orientation and Training Program. Senior-level mentorship throughout the Program. Obtain a mentor within the first 90 days of appointment.

(2) Individual Development Plan (IDP) to be created within 45 days of appointment and track a PMF's career planning, professional development, and training activities.

(3) Developmental opportunities in the occupation or functional discipline the PMF would most likely be placed. Participate in at least one, 4- to 6-month rotation or developmental assignment consistent with the employee's IDP.

(4) At least 80 hours of formal, interactive training each year of the Program, for a total of 160 hours.

(5) Pursue a short-term (1- to 6-month) rotational assignment. PMFs are placed on a performance plan and must obtain a successful rating each year.

d. After Program Completion. After successful program completion and job performance, the PMF may be converted to a permanent position (or, in some limited circumstances a term appointment lasting 1-4 years) in the competitive service.

e. Qualifications. Appointments are subject to OPM qualification standards established for these leadership positions.

f. Selection and Appointment. OPM will determine the appointment eligibility period for PMF finalists. MTFs and Center may appoint a Fellow for a period of 2 years using the Schedule D Excepted Service appointing authority, codified by OPM at 5 CFR 213.3402(c). MTFs and Center may extend a Fellow's appointment for up to 120 days in rare or unusual circumstances or situations (e.g., medical issues). Fellows may be appointed at the GS-9, GS-11, or GS-12 level or equivalent, depending on his or her qualifications.

g. Conversion. A Fellow who is ERB certified may be converted non-competitively to a term or permanent appointment in the competitive service. A Fellow appointed to a term appointment may be subsequently converted non-competitively to a permanent position before the expiration of the term appointment. Non-competitive conversions are no longer mandatory under Pathways (beginning with the class of 2013 Fellows). Once a PMF is non-competitively appointed to a career-conditional position, he or she does not serve a probationary period and acquires competitive status immediately.

ENCLOSURE 4

INTERNSHIP PARTICIPANT AGREEMENT



Internship Program Participant Agreement

Appointee's Full Name: _____	
Appointing Military Treatment Facility (MTF)/Center: _____	
Appointment Date(s):	
Entrance on Duty (EOD) Date: _____	Work Schedule:
Appointment Not to Exceed (NTE) Date: _____	Monday: _____
Program NTE Date: _____	Tuesday: _____
	Wednesday: _____
	Thursday: _____
	Friday: _____
Position Title, Series, and Grade: _____	Pay: _____
Intern's Responsibilities:	
<ul style="list-style-type: none"> • Provide proof of enrollment as necessary • Notify the MTF/Center of any change in your enrollment status and/or work schedule • Maintain at least half-time course load as defined by the educational institution • Remain in good academic standing – Maintain a GPA of ____ and above (Optional – MTF/Center specific) • Adhere to an established work schedule • Adhere to the Intern Program requirements • Participate in MTF/Center training classes or programs • Perform successfully the assigned duties listed in your position description • Observe workplace rules 	Hiring Official's/Supervisor's Responsibilities: <ul style="list-style-type: none"> • Complete a Participant Agreement with each Intern • Verify enrollment and eligibility for continued participation in the Program • Provide information on the Intern Program requirements • Identify job duties and responsibilities • Provide information on any special training requirements • Identify performance goals and evaluation criteria • Establish a mutually agreeable work schedule that does not interfere with the Intern's academic schedule • Supervise daily work activities of the Intern <p>*If position offers conversion to the competitive service, identify eligibility requirements for conversion and ensure your Intern is converted within the applicable timeframe (120 days from completion of all academic requirements).</p>
Work Assignments (Enter brief description of duties or attach a position description)	

Program Requirements (Enter requirements for continuation and successful completion of Program)
Training Requirements (If applicable)
Mentoring (if your MTF/Center has a mentor requirement for Interns, enter those requirements)
Evaluation Procedures (Summarize elements on which the Intern's performance appraisal will be based)
Minimum Eligibility Requirements for Noncompetitive Conversion (if any). (Include any MTF/Center specific requirements)
<p>To be eligible for conversion to the competitive service, an Intern must:</p> <ul style="list-style-type: none">• Be a U.S. citizen.• Successfully complete academic course of study.• Complete a minimum of 640 hours of work experience under the Internship Program.• Meet the OPM Qualification Standard for the position the Intern may be converted to.• Maintain acceptable performance under the MTF/Center's approved performance management system.• Receive favorable recommendation for conversion from supervisor. <p>*It is important to remember that eligibility for conversion does not guarantee that the MTF/Center will decide to opt for conversion.</p>

Signatures:		
Intern:		
_____	_____	_____
Print Name	Signature	Date
Hiring Official/Supervisor:		
_____	_____	_____
Print Name	Signature	Date
Human Resources Approving Official:		
_____	_____	_____
Print Name	Signature	Date

ENCLOSURE 5

RECENT GRADUATES PARTICIPANT AGREEMENT



Recent Graduates Program Participant Agreement

Appointee's Full Name:	
Appointing Military Treatment Facility (MTF)/Center:	
Appointment Date(s):	Work Schedule:
Entrance on Duty (EOD) Date: _____	Monday: _____
Appointment Not to Exceed (NTE) Date: _____	Tuesday: _____
	Wednesday: _____
	Thursday: _____
	Friday: _____
Position Title, Series, and Grade:	Pay:
Recent Graduate's Responsibilities:	Hiring Official's/Supervisor's Responsibilities:
<ul style="list-style-type: none"> • Adhere to the Recent Graduate Program requirements • Adhere to an established work schedule • Perform successfully, the assigned duties listed in your position description • Participate in MTF/Center training classes or programs • Create an Individual Development Plan (IDP) with assistance from your manager <ul style="list-style-type: none"> ○ IDP must include at least 40 hours of formal interactive training ○ IDP must be completed within 45 days of your date of hire ○ IDPs must be created each year • Select a mentor within 90 days of your date of hire. Your manager will assist you • Attend regularly scheduled meetings with mentor 	<ul style="list-style-type: none"> • Complete a Participant Agreement with each Recent Graduate • Provide information on the Recent Graduate Program requirements • Establish a mutually agreeable work schedule • Identify performance goals and evaluation criteria • Help Recent Graduate create an IDP which must be completed 45 days from date of hire • Assist Recent Graduate with the selection of a mentor within 90 days of date of hire <ul style="list-style-type: none"> ○ Mentor must be at an appropriate level outside of the Recent Graduate's chain of command • Provide information on any special training requirements <ul style="list-style-type: none"> ○ Ensure Recent Graduate participates in at least 40 hours of formal interactive training per year • Supervise daily work activities • Identify performance goals and evaluation criteria <p>*If position offers noncompetitive conversion to the competitive service, identify eligibility requirements for conversion and ensure the Recent Graduate is converted at the end of the Program.</p>

Work Assignments (Enter brief description of duties or attach a position description)
Recent Graduates Program Requirements (Enter requirements for continuation and successful completion of Program)
Recent Graduates Training Requirements (Identify any special training requirements)
40 hours of formal interactive training each year.
Mentoring (Enter instructions on process to select Mentor)
Evaluation Procedures (Summarize elements on which the Recent Graduate's performance appraisal will be based)

Minimum Eligibility Requirements for Noncompetitive Conversion (if any). (If this position offers noncompetitive conversion, enter any MTF/Center specific requirements)

To be eligible for conversion to the competitive service, a Recent Graduate must:

- Be a U.S. citizen.
- Successfully complete all Recent Graduate requirements.
- Meet the OPM Qualification Standard for the position the Recent Graduate may be converted to.
- Maintain acceptable performance under the MTF/Center's approved performance management system.

*It is important to remember that eligibility for conversion does not guarantee that the MTF/Center will decide to opt for conversion.

Signatures:

Recent Graduate:

Print Name	Signature	Date

Hiring Official/Supervisor:

Print Name	Signature	Date

Human Resources Approving Official:

Print Name	Signature	Date

ENCLOSURE 6

PRESIDENTIAL MANAGEMENT FELLOWS PARTICIPANT AGREEMENT



**Presidential Management Fellows Program
Participant Agreement**

Appointee's Full Name: _____	
Appointing Military Treatment Facility (MTF)/Center: _____	
Appointment Date(s):	Work Schedule:
Entrance on Duty (EOD) Date: _____	Monday: _____
Appointment Not to Exceed (NTE) Date: _____	Tuesday: _____
	Wednesday: _____
	Thursday: _____
	Friday: _____
Position Title, Series, and Grade: _____	Pay: _____
Fellow's Responsibilities:	Hiring Official's/Supervisor's Responsibilities:
<ul style="list-style-type: none"> • Adhere to the Presidential Management Fellows Program requirements • Adhere to an established work schedule • Perform successfully, the assigned duties listed in your position description • Observe all workplace rules • Create an Individual Development Plan (IDP) with assistance from your manager <ul style="list-style-type: none"> ○ IDP must include at least 80 hours of formal interactive training ○ IDP must be completed within 45 days of your date of hire ○ IDPs must be created each year • Select a mentor within 90 days of your date of hire. Your manager will assist you • Participate in MTF/Center training classes or programs • Attend regularly scheduled meetings with mentor 	<ul style="list-style-type: none"> • Complete a Participant Agreement with each Fellow • Provide information on the Presidential Management Fellows Program requirements • Establish a mutually agreeable work schedule • Identify performance goals and evaluation criteria • Help Fellow create an IDP which must be completed 45 days from date of hire • Assist Fellow with the selection of a mentor within 90 days of date of hire <ul style="list-style-type: none"> ○ Mentor must be at an appropriate level outside of the Fellow's chain of command • Provide information on any special training requirements <ul style="list-style-type: none"> ○ Ensure Fellow participates in at least 80 hours of formal interactive training per year • Supervise daily work activities • Identify performance goals and evaluation criteria <p>*If position offers noncompetitive conversion to the competitive service, identify eligibility requirements for conversion and ensure the Fellow is converted at the end of the Program.</p>

Work Assignments (Enter brief description of duties or attach a position description)
Presidential Management Fellows Program Requirements (Enter requirements for continuation and successful completion of Program)
Presidential Management Fellows Training Requirements (Identify any special training requirements)
80 hours of formal interactive training each year.
Mentoring (Enter instructions on process to select Mentor)
Evaluation Procedures (Summarize elements on which the Fellow's performance appraisal will be based)

Minimum Eligibility Requirements for Noncompetitive Conversion (if any). (If this position offers noncompetitive conversion, enter any MTF/Center specific requirements)		
<p>To be eligible for conversion to the competitive service, the Fellow must:</p> <ul style="list-style-type: none"> Be a U.S. citizen. Successfully complete all Presidential Management Fellows requirements. Meet the OPM Qualification Standard for the position to which the Fellow may be converted to. Maintain acceptable performance under the MTF/Center's approved performance management system. Obtain Executive Resources Board certification prior to conversion. <p>*It is important to remember that eligibility for conversion does not guarantee that the MTF/Center will decide to opt for conversion.</p>		
Signatures:		
Fellow:		
Print Name	Signature	Date
Hiring Official/Supervisor:		
Print Name	Signature	Date
Human Resources Approving Official:		
Print Name	Signature	Date

ENCLOSURE 7

SAMPLE REPORTS



Enter Name of Activity Here

Sample Reports

Pathways Beginning of Year Report	
Military Treatment Facility (MTF)/Center	
Total Size of MTF/Center Workforce	
Start date of measurement year	
End date of measurement year	
MTF/Center POC for Report	
OPM Human Capital Officer	
Date of this report	

Indicate the percentage of overall hiring under the Internship, Recent Graduates, and Presidential Management Fellows Programs respectively expected during the coming year

*Determined through workforce planning methods	# of Hires	% of Hires
Total MTF/Center hiring needs for the upcoming measurement year		
- Internship opportunities		
- Recent Graduate opportunities		
- Presidential Management Fellows opportunities		
Total Pathways opportunities		



Enter Name of Activity Here
 Sample Reports

Pathways End of Year Report	
Military Treatment Facility (MTF)/Center	
Total Size of MTF/Center Workforce	
Start date of measurement year	
End date of measurement year	
MTF/Center POC for Report	
OPM Human Capital Officer	
Date of this report	

Previous Year Usage

	Total Hires	Percentage	Converted	Separated
Total MTF/Center hires (all authorities)		N/A	N/A	N/A
Internship Program				
Recent Graduates Program				
Presidential Management Fellows Program				
Total MTF/Center Pathways hires				

GLOSSARY

DEFINITIONS

Pathways Programs: On December 27, 2012, President Obama signed Executive Order (E.O) 13562 establishing the Internship Program and the Recent Graduates Program and revising the Presidential Management Fellows (PMF) Program. These two new programs, along with the PMF Program, collectively form what the President called the Pathways Programs. The Pathways Program requirements are found in part 362 of title 5 CFR. The appointing authorities for the Pathways Programs are found in 5 CFR 213.3402(a), (b), and (c). These are streamlined and flexible programs that provide students with the following: (1) exposure to public service, (2) enhances educational experience, and (3) offers students a chance to earn money and continue their education at the same time.

Student: A student is an individual who is enrolled in an accredited high school, college (including 4-year colleges/universities, community colleges, and junior colleges); professional, technical, vocational, and trade school; advanced degree programs; or other qualifying educational institution pursuing a qualifying degree or certificate.

Half-time Academic: The school in which the student is enrolled provides this definition.

Break in Program: A break in program is defined as a period of time when a Pathways Programs participant is neither attending classes nor working at MTFs and Center. MTFs and Center expects that students should either be working at the MTFs and Center job, enrolled in classes, or both while participating in the MTFs and Center Pathways Programs. However, emergencies and special circumstances may occur. Therefore, the student may be given permission for a break in the Pathways Programs for a certain time duration determined by MTFs and Center, CHRC, and supervisor.