ADS Chapter 460

Pathways Programs

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ADS 460 - Pathways Programs

460.1 OVERVIEW

Effective Date: 04/29/2015

This chapter provides the mandatory policies and required procedures for administering the Agency's Pathways Programs, which consist of the following three excepted-service programs: the Internship Program, the Recent Graduates Program, and the Presidential Management Fellows (PMF) Program. The requirements for Pathways Programs are found in **Part 362 of Title 5**, Code of Federal Regulations (CFR). Participants in the Pathways Programs are hired through the newly created Schedule D of the excepted service (**5 CFR 213**). The appointing authorities for each of the programs are in **5 CFR 213.3402(a), (b), and (c)**.

460.2 PRIMARY RESPONSIBILITIES

Effective Date: 04/29/2015

a. The **Director, Human Capital and Talent Management, External Outreach and Strategic Recruitment (HCTM/XOSR)**:

(1) Establishes the Agency-wide policy for USAID's Pathways Programs.

(2) Implements and administers USAID's three Pathways Programs. The Director, HCTM/XOSR, executes the Memorandum of Understanding with the Office of Personnel Management (OPM) for the administration and use of the Agency's Pathways Programs.

(3) Appoints a **Pathways Programs Officer (PPO)** who is responsible for Program administration plans, including coordinating recruitment and on-boarding processes with Agency stakeholders and ensuring mentors are assigned and development plans are in place (see **5 CFR 362.104(c)(7)** for the list of PPO responsibilities).

(4) Assigns a **PMF Coordinator** who is responsible for managing the Agency's PMF Program, including coordinating recruitment and onboarding; ensuring mentors are assigned and development plans are in place; and ensuring PMFs complete mandatory program requirements. The PMF Coordinator also serves as a liaison with OPM; provides OPM with implementation updates; clarifies technical and programmatic issues; shares best practices and lessons learned; and submits applicable reports.

b. The **PMF Coach (or Coaches)**, provided by Human Capital and Talent Management (HCTM), offers career enhancement guidance to PMFs and assists the PMF Coordinator in the interpretation of program guidance for PMFs, their supervisors, and Agency personnel.

c. **Human Capital and Talent Management, Employee and Labor Relations Division (HCTM/ELR)** provides advice to Agency managers and Pathways participants

relating to conduct and performance issues when they arise in the Pathways Programs.

d. The **Office of General Counsel (GC)** provides definitive legal advice on the Pathways Programs.

e. The **Office of Civil Rights and Diversity (OCRD)** leads the Agency's diversity efforts and is responsible for working with HCTM and Agency Bureaus/Independent Offices to ensure that the Pathways Programs contribute to a fully diverse workforce.

f. **Bureaus/Independent Offices (B/IOs)** assign staff to the Pathways Programs, including:

(1) A Deputy Assistant Administrator (DAA), or equivalent, to serve as a Bureau Representative for the PMF Program (applicable for B/IOs with PMFs);

(2) Hiring officials to make Pathways Programs participant selections;

(3) Supervisors for each Pathways participant in the B/IO; and

(4) An Administrative Management Staff (AMS) team to act as a liaison with HCTM to monitor Pathways participants' progress and to ensure adherence to program requirements.

In addition, the B/IOs:

(5) Relate work assignments for Internship Program participants to each student's major areas of study, to the extent possible, and make every effort to maximize the student's learning from his/her work experience. This includes allowing students access to agency trainings and educational sessions; and

(6) Notify HCTM, as far in advance as possible, of anticipated personnel actions such as resignations; proposed terminations; leave without pay (LWOP); change of work schedule; absences of 30 days or more from the work place; and completion of degree programs.

g. The **Program Participant** owns his or her individual learning, career development, and advancement. The Participant must carry out the terms of his or her Participant Agreement and satisfactorily complete all program requirements.

Additional responsibilities of OPM and USAID for the Pathways Programs are specified in **ADS 460mab, the Pathways Programs Memorandum of Understanding**.

460.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

Effective Date: 04/29/2015

The Agency must adhere to the requirements in **5 CFR 362.107(b)** in its use of the Pathways Programs.

The following Agency policies and procedures pertain to all three Pathways Programs:

a. USAID administers the Pathways Programs, including all actions to evaluate, appoint, develop, and promote individuals, in accordance with merit principles and without regard to political, religious or labor organization affiliation or non-affiliation, marital status, race, color, sex, sexual orientation, genetic information, national origin, non-disqualifying physical handicap or age. All actions concerning Program Participants must be based solely on job-related criteria.

b. The Agency must provide Pathways Programs opportunities and procedures for application to the general public, as provided by **5 CFR 362.105(b)**, **362.203(a)**, and **362.303(a)**. OPM then makes the opportunities available to the public via USAJOBS. (In the case of the PMF Program, OPM does the announcement for all agencies.)

c. Program Participants must be security cleared under **Executive Order (EO) 10450** prior to appointment. Pathways Programs positions are subject to random drug testing, if applicable, in accordance with **ADS 410, Drug Free Workplace Program**.

d. Program Participants must be U.S. citizens or permanent residents lawfully admitted to the U.S. or otherwise authorized to be employed. Program Participants must be U.S. citizens to be eligible for noncompetitive conversion to the competitive service.

e. Program Participants are eligible for the following benefits:

(1) Coverage under Civil Service (CS) laws governing benefits, including retirement (see **ADS 476, Benefits**).

(2) Earning and accrual of leave based on CS rules and regulations (see **ADS 480, Leave** and **ADS 481, Family and Medical Leave (FML)**).

(3) Awards based upon USAID's Employee Evaluation Program, CS, and the USAID Awards Program (see **ADS 462, Employee Evaluation Program, Civil Service** and **ADS 491, USAID Awards Program**).

f. Program Participants who successfully complete the Program may be converted to a term or permanent position in the competitive service (**5 CFR 362.107**). While the Agency generally intends to convert its Program Participants, service in a Pathways Program confers no right to further employment in the competitive or excepted service.

g. The Agency must ensure that there are sufficient numbers of permanent positions to allow for the conversion of Program Participants who successfully complete their program requirements. Bureaus and Independent Offices must plan their Pathways

Participant requests carefully and work closely with HCTM to ensure that this workforce planning requirement is met.

h. USAID must enter into a written agreement with each Participant in accordance with **5 CFR 362.106** (see **460.5** for the Agency's template for Participant Agreements).

i. USAID does **not** use the superior qualifications flexibility that is in **5 CFR 531** for the Pathways Programs.

j. USAID does **not** pay travel or transportation expenses for pre-employment interviews, travel for first appointment, or recruitment or relocation incentives for participants it selects.

k. USAID can terminate a Pathways Participant for reasons including misconduct, poor performance, or suitability issues (see **5 CFR 362.105(h)**).

l. The following veterans' preference requirements apply to all the Pathways Programs:

(1) Veterans' preference applies to selection for positions in the Pathways Programs. Selections must be made in accordance with the requirements of **5 CFR Part 302** and veterans' preference laws.

Selection must be conducted in accordance with OPM guidance issued as a Memorandum for Chief Human Capital Officers, dated February 9, 2009, on **Procedures for Passover of Compensably-Disabled Preference Eligibles in the Excepted Service**. This includes, but is not limited to, ranked and unranked referral lists. If a Selecting Official decides to pass over a preference eligible to select a non-preference eligible, then the Selecting Official must prepare a written justification as to why the veteran did not meet the criteria for the position. The Selecting Official must send the justification to the PPO for a decision from the Director, Human Capital and Talent Management/Human Capital Services Center (HCTM/HCSC), or as delegated.

(2) Decisions must be qualification driven. The written justification accomplishes two objectives:

- Veterans are entitled, upon request, to obtain a copy of the reasons they were passed over in favor of a non-veteran. The written justification is intended to satisfy that obligation and should be written with the expectation that the individual who was passed over may request to review it; and
- Additionally, if OPM officials audit USAID's Pathways Programs processes, then the written justification serves as documentation that veterans who were part of the Agency's applicant pool received proper consideration.

(3) If a Selecting Official decides to pass over a preference eligible individual who has a compensable service-connected disability of 30 percent, then HCTM must send a pass over request to OPM for adjudication.

460.3.1 USAID Internship Program

Effective Date: 04/29/2015

The USAID Internship Program provides students in high schools, colleges, trade schools, home school curricula, and other qualifying educational institutions the opportunity to explore federal careers as paid employees while completing their education.

460.3.1.1 Eligibility for the USAID Internship Program

Effective Date: 04/29/2015

Current students in certain educational institutions and degree programs are eligible to apply for the Internship Program. The definitions of eligible institutions and degree programs are found at **5 CFR 362.102**. Students must be at least 16 years old, enrolled in school on a full or half-time basis (as defined by the institution/program in which the student is enrolled), and must have a GPA of 3.0 (or equivalent) or above (for those in graduate programs), and a 2.0 (or equivalent) or above (for those in undergraduate programs).

460.3.1.2 Appointment of Interns

Effective Date: 04/29/2015

The Agency appoints interns using the Schedule D excepted service appointing authority, codified by OPM in **5 CFR 213.3402(a)**. The provisions of **5 CFR part 302** and **5 CFR part 362, Subpart B** govern intern appointments. Intern appointments are temporary, meeting criteria specified in **5 CFR 362.203(d)(3)**.

Student appointments under the Pathways authority may continue as long as the employee continues to meet the definition of a student in **5 CFR 362.202** and meets the Agency's requirements. Interns must notify their supervisor and the Pathways Program Officer in advance when they anticipate graduation or non-eligibility for participation.

460.3.1.3 Intern Work Hours

Effective Date: 04/29/2015

Interns may work a full-time (40 hours) or part-time schedule per week. A part-time schedule must be no less than 32 hours in a biweekly pay period (per **ADS 479, Hours of Duty**). On rare occasions, interns may be required to work over 40 hours per week. Overtime must be approved by the supervisor before the hours are worked. For more information on overtime compensation, see **ADS 472, Premium Compensation**.

A student may be employed year round and can work a flexible work schedule as long as:

- The work responsibilities do not interfere with their academic schedule;

- Completion of the educational program and the Internship Program is accomplished in a reasonable and appropriate timeframe; and

- The Agency is informed of and prepared for the periods when the student reports to duty.

Interns must notify their supervisor and the Pathways Programs Officer at least two pay periods prior to any work schedule changes (days and number of hours).

Any adjustments to work schedules must be approved by the PPO and the student's supervisor. Intermittent schedules are not permitted.

460.3.1.4 Individual Learning and Training Plan

Effective Date: 04/29/2015

In conjunction with their interns, supervisors will prepare an Individual Learning and Training Plan (ILTP) within 45 days of hire to further the development of the intern. All interns whose appointments do not have a not-to-exceed date are required to have ILTPs. Supervisors are highly encouraged to create ILTPs in conjunction with their interns whose appointments have a not-to-exceed date of more than 90 days. ILTPs are not required for interns whose appointments have a not-to-exceed date of less than 90 days.

460.3.1.5 Performance Management

Effective Date: 04/29/2015

Interns must have written performance plans and must receive performance evaluations in accordance with the Agency's Employee Evaluation Program (EEP) (see **ADS 462**). The supervisor must develop performance objectives within 30 days of the end of the intern's orientation. In addition, the supervisor must provide ongoing counseling and support to the intern. If an intern's performance, at any time, falls below the successful level, then the intern may be given the opportunity to improve or may be separated from the assigned B/IO. **Exception**: For interns working short, temporary assignments, such as summer interns, performance plans are not required. Normally these types of appointments have a not to exceed date of less than 90 days.

460.3.1.6 Academic Requirements

Effective Date: 04/29/2015

Employment is based on enrollment in a degree-seeking program at a qualifying educational institution on a half-time basis at minimum. Physical attendance in classes is not required in order to qualify for part-time enrollment status (see **5 CFR 362.202**).
At the beginning of each semester, to determine eligibility for participation in the Internship Program, the intern must provide the Pathways Programs Officer with either:

(1) An official sealed transcript with the course schedule, or

(2) Receipt of payment for enrollment and an unofficial transcript with course schedule.

The student should be in good standing with the school and not experiencing any absenteeism problems as notated by the school.

In addition, the intern must demonstrate adequate progression towards completing his or her academic program. Further, interns must maintain an acceptable grade point average (GPA). For high school or undergraduate students, an acceptable GPA is a cumulative GPA of 2.0 or better on a 4.0 scale. For graduate students, an acceptable GPA is a cumulative GPA of 3.0 or better on a 4.0 scale. At the end of each grading period, students must submit an official transcript. If the student's GPA falls below the 2.0 high-school/undergraduate or 3.0 graduate minimum, then USAID will give the student one semester to bring his or her GPA above the minimum in that semester. Failure to achieve this goal will result in the student's termination from the Internship Program. Interns who permanently discontinue their education will be terminated from the program.

460.3.1.7 Promotion of Interns

Effective Date: 04/29/2015

The advancement of interns to higher-graded positions is strictly at the Agency's discretion. Agency discretion includes consideration of, but not limited to: available funding, assessment of the intern's current skill level, assessment of the Intern's successful performance, and the needs of the B/IO.

To qualify for promotions, interns must have the same level and type of experience and/or education usually required for an initial appointment. It is Agency policy that interns on appointments with a not-to-exceed date of one year or less are not eligible for promotion.

460.3.1.8 Breaks in Program

Effective Date: 04/29/2015

A break in program is defined as a period of time when a Pathways Participant is working but is unable to go to school or is neither working at the agency nor attending school. USAID further defines a break in program as a period of time when the Pathways Participant is on less than half-time school status (aside from their last semester prior to graduation). The HCTM/XOSR Pathways Programs Officer must approve a break in program. Decisions are made on a case-by-case basis. The Pathways Participant must submit to the PPO in writing a request including justification. The Agency has the right to approve or deny the request (see **5 CFR 362.203(h)**).

460.3.1.9 Conversion of Interns

Effective Date: 04/29/2015

To be eligible for conversion to a term or permanent position in the competitive service, interns must meet the requirements listed in **5 CFR 362.204(b)**. Also, the intern must have received a favorable recommendation for appointment by his or her supervisor or manager and must be performing at a satisfactory level as evidenced on his or her performance evaluation.

- Interns who are not appointed within the 120 days of conferring a diploma, certificate, or degree must have their internship terminated (**5 CFR 362.205(b)**).

- The intern may continue to work during the 120-day period after graduation while searching for a non-competitive conversion. Leave without pay is allowed during this period (to allow the intern to leave the program following graduation, yet maintain his or her non-competitive conversion eligibility status); however, the 120 days will continue to accrue during LWOP.

460.3.1.10 Summer Intern Program

Effective Date: 04/29/2015

Annually, HCTM/XOSR sponsors an Agency-wide Summer Intern Program. This is a paid Internship Program centrally funded by HCTM. The Agency utilizes this program as part of its diversity and inclusion strategy since interns have historically been a source of highly diverse talent and increased diversity throughout the Agency.

To recruit talent, an announcement of the summer intern opportunities is located on www.usajobs.gov each year during the October through December timeframe. The announcement is typically open for 30 days but can be open for a shorter or longer period of time. For consideration, all qualified students must submit completed application packages online by the deadline.

During the October to December timeframe, HCTM/XOSR sends an email request to all AMS Officers and the senior leaders of the Agency (Bureau Deputy Assistant Administrators and Assistant Administrators and Independent Office Directors and Deputy Directors) announcing the process and deadline for submitting their requests for interns. The B/IOs are typically given 30 days to submit their requests to the Pathways Programs Officer. This timeframe may vary as a result of conflicts with other events on the calendar.

HCTM/XOSR determines the number of positions to allocate and fill based on funding and the priorities of the Agency. Due to limited funding, HCTM/XOSR is unable to satisfy all requests. Therefore, B/IOs are encouraged to hire additional interns using their own funding.

460.3.2 USAID Recent Graduates Program

Effective Date: 04/29/2015

The USAID Recent Graduates Program is as an entry-level development program for professionals who recently graduated from qualifying educational institutions or programs. The goal of this program is to provide hands on experiences that lead to civil service careers in the Federal Government.

460.3.2.1 Eligibility for the USAID Recent Graduates Program

Effective Date: 04/29/2015

Individuals are eligible to apply for the Recent Graduates Program if they have obtained qualifying associates, bachelors, masters, professional, doctorate, vocational, or technical

degrees or certificates from qualifying educational institutions within the previous two years. Their applications must be received no later than two years after the date the individuals completed all requirements of the academic course of study leading to the applicable qualifying degree or certificate from a qualifying educational institution. 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 cannot exceed six years from the date on which the veteran completed his or her degree (or certification) (**5 CFR 362.302**).

460.3.2.2 Appointments of Recent Graduates

Effective Date: 04/29/2015

The Agency appoints Recent Graduates for a period of one year using the Schedule D excepted service appointing authority codified by OPM in **5 CFR 213.3402(b)**. The provisions of **5 CFR part 302** and **5 CFR part 362, subpart C** govern Recent Graduate appointments.

To verify educational completion, Recent Graduates must provide an official, sealed transcript prior to the effective date of appointment.

An initial appointment of a Recent Graduate may be made up to the GS-09 level. The exceptions to this rule are for science, technology, engineering, or mathematics (STEM) occupations at the GS-11 level and for scientific and professional research positions at the GS-11 and GS-12 levels, when conditions required by **5 CFR 213.3402(b)** are met.

The position for which the Recent Graduate is being recruited must have progressively more responsible duties that provide career advancement opportunities (i.e., positions must provide for career ladder advancement) (**5 CFR 362.303(b)(3)(v)**).

Recent Graduate appointments are not to exceed one year. At the end of the appointment, the Recent Graduate must either be extended for no more than 120 days or converted. If they are not extended or converted, then their appointment will be terminated (**5 CFR 362.303(c)**).

460.3.2.3 Training and Professional Development

Effective Date: 04/29/2015

The B/IO hiring a Recent Graduate must assign the new employee a mentor within 90 days of appointment. The mentor must be outside the Recent Graduate's chain of command.

In conjunction with their supervisors and managers, Recent Graduates must prepare an Individual Learning and Training Plan (ILTP) within 45 days of appointment to further their professional development. All Recent Graduates are required to complete at least 40 hours of formal training featuring interactive methods. This training must advance the goals and competencies outlined in each Recent Graduate's ILTP. Conference attendance, online training, and other non-conventional training formats can be credited toward meeting this requirement. Mandatory annual training, such as information security

and ethics education, does not count towards the 40-hour requirement. Supervisors and Managers are responsible for ensuring that the Recent Graduates complete their required training obligation.

460.3.2.4 Performance Management

Effective Date: 04/29/2015

Supervisors and managers must provide Recent Graduates with written performance plans and must provide performance evaluations in accordance with the Agency's Employee Evaluation Program (see **ADS 462**). The supervisor or manager is required to develop performance objectives within 30 days of the Recent Graduate's hire. In addition, the supervisor or manager is required to provide ongoing counseling and support to the Recent Graduate. If a Recent Graduate's performance, at any time, falls below successful, then the Recent Graduate can be given the opportunity to improve or can be separated from the assigned B/IO.

460.3.2.5 Extension of Appointment

Effective Date: 04/29/2015

USAID can extend a Recent Graduate's appointment for up to an additional 120 days to cover rare or unusual circumstances (see **5 CFR 362.303(c)** for definitions), or for situations defined by the Agency as "life changing events". Such events may include, but are not limited to, extreme medical situations, death, divorce, birth of a child, or a unique educational opportunity. Requests for extension must be sent to the PPO, who reviews and forwards them to the Director, HCTM/XOSR, for a decision. These requests must be submitted prior to expiration of the appointment and must include a written justification stating the reason for requesting an extension and the proposed timeline for program completion. The justification must contain:

- The Recent Graduate's resume;
- The Recent Graduate's current job description and the target position description; and
- Supporting documentation verifying the event necessitating the extension.

The Recent Graduate's immediate supervisor must submit the request, which must be approved by the B/IO's AMS Officer.

460.3.2.6 Program Conversion Requirements

Effective Date: 04/29/2015

Per **5 CFR 362.305** Recent Graduate Program participants may be converted to the competitive service; however, this is an option, not a guarantee. To be eligible for conversion to a term or permanent position in the competitive service, Recent Graduates must meet the requirements listed in **5 CFR 362.305(a)**.

460.3.3 Presidential Management Fellows
Effective Date: 04/29/2015

The Presidential Management Fellows (PMF) Program is the Federal Government's flagship leadership and development program for individuals with advanced degrees. It is designed to attract to the federal public service talented men and women who demonstrate academic excellence, possess management and leadership potential, and have a clear interest and commitment to public service. By developing a cadre of future government leaders, the program helps federal agencies meet their workforce planning and succession needs.

460.3.3.1 Eligibility for the PMF Program
Effective Date: 04/29/2015

Eligibility and qualification requirements for the PMF Program are contained in **5 CFR 362.403**. Complete information on the eligibility requirements and recruitment process for PMFs can be found at **www.pmf.gov**.

460.3.3.2 Selection of Presidential Management Fellows
Effective Date: 04/29/2015

Presidential Management Fellows must be selected in accordance with the numbers and occupational categories approved for the program by the Administrator or his or her designee. All selected candidates must meet the basic qualification requirements outlined in the position announcement. At least three finalists should be interviewed before one is selected for a PMF position. Veterans' preference applies as stated in **460.3.m**. If a Selecting Official decides to pass over a preference eligible who "expresses an interest" in a particular position to select a non-preference eligible, then the Selecting Official must follow the procedures in section **460.3.m**.

Note: In the PMF Program, "expresses an interest" means that he/she has initiated contact with the Agency in person or by other direct communication and asked for consideration for a specific position that is posted in the PMF Talent Acquisition System. This contact can include dropping off the finalist's resume at the annual PMF job fair, sending it by mail/email, or delivering it in person at any Agency office that is considering appointing a finalist. It may also include sending a letter to the Agency asking for consideration. It does not mean an agency has to contact each veteran on the finalist list before offering a job to a non-preference eligible individual.

460.3.3.3 Appointment of Presidential Management Fellows
Effective Date: 04/29/2015

The Agency appoints Fellows for a period of two years using the Schedule D excepted service appointing authority codified by OPM in **5 CFR 213.3402(c)**. The provisions of **5 CFR part 302** and **5 CFR part 362, subpart D** govern PMF appointments, which are subject to the same requirements governing term, career, or career-conditional employment.

USAID's policy is to make an initial appointment at the GS-9 or GS-11 level depending on the Agency's need and the candidate's education and specialized experience as described in OPM's qualification standards for positions at each grade level. PMF positions can have a career ladder extending to GS-14. At any time during the program, PMF positions can be reclassified upward, commensurate with the level of work required, without further competition.

USAID can extend a PMF's appointment for up to a maximum of 120 days under the same criteria and procedures stated in **460.3.2.5**, except that requests are submitted to the HCTM/XOSR PMF Coordinator.

The Agency enters into a written agreement with each PMF it appoints. Agreements must include expectations and define the following:

- A general description of the duties to be performed,
- Work schedules,
- Length of appointment and termination date,
- Mentorship opportunities,
- Training requirements,
- Evaluation procedures that will be used for the participant,
- Requirements for continuation and successful completion of the Program,
- Minimum eligibility requirements for non-competitive conversion to term or permanent appointment in the competitive service under the PMF Program, and
- Any other requirements or expectations established by the Agency.

460.3.3.4 Training and Professional Development

Effective Date: 04/29/2015

PMFs are strongly encouraged to cooperate with, and participate in to the extent desired and time permits, the Agency PMF Community.

There are a number of developmental activities that USAID requires for its PMFs. During the program, PMFs and the Agency (HCTM/XOSR, B/IOs, Supervisors, Coaches, Mentors) all have specific responsibilities related to PMFs' development, as outlined below:

PMFs must:

In the first 45 days:

- Participate in the OPM-sponsored orientation program (**5 CFR 362.405(b)(1)**) and complete USAID's New Employee Orientation;

- In coordination with their supervisor, set performance elements and standards (work objectives), record them on the **Annual Evaluation Form** (AEF), and complete Section 2 of the AEF (Note: the performance elements and standards section of the AEF must be signed and dated within the first 30 calendar days of

the evaluation cycle – see **ADS 462** for further details); and

- With the input and approval of their supervisor, and in consultation with the PMF Coordinator or their mentor, prepare an Individual Development Plan (IDP) that identifies specific developmental activities designed to impart the competencies of the occupation or functional discipline in which the Fellow is most likely to be placed (see section **460.3.3.5** for further details).

Throughout the Program:

- Complete 80 hours of formal, interactive training each year that addresses the competencies identified in the IDP. This training does not have to be classroom training as previously defined in the program, but can include conferences and online training, as long as such training addresses IDP competencies. Mandatory annual training such as ethics and security training does not count toward the 80-hour requirement;

- Complete at least six months of developmental and/or rotational assignments outside the home office (see section **460.3.3.6** for further discussion of rotation length);

- As needed, revise and update the IDP to reflect changes in knowledge, skills, and experience, as well as changes that may occur in the work situation;

- Complete rotation memoranda and all other documentation pertinent to the program;

- Inform the PMF Coordinator of rotations conducted to assist in tracking PMFs throughout the Agency; and

- Inform OPM's PMF Program Office of successful placement and current contact information by updating the Information Worksheet under the "Resources" section of the **PMF Web site**.

USAID strives to ensure the best possible professional and leadership development experience for each Fellow. Agency B/IOs work together with HCTM to carry out the following responsibilities:

B/IOs with PMFs must:

- Ensure that B/IO leadership, hiring officials, supervisors, and PMFs are fully aware of and understand the PMF Program's intent and agree to comply with PMF Program requirements;

- Ensure that Bureau requests for PMFs are consistent with Agency/Bureau strategy and comply with PMF Program guidelines;

- Set clear expectations for the PMFs' role in the Bureau; and

- Provide advice and guidance to supervisors and managers, as necessary, on PMF Individual Development Plans.

Hiring Officials must:

- Prepare, in collaboration with B/IO Administrative Management Services staff and the Agency PMF Coordinator, the position description for recruitment of a PMF Finalist; participating in the PMF Job Fair; interviewing candidates; and selecting the PMF for the position;

- Assign each PMF a supervisor at the outset of the Fellowship and as needed when supervisors change positions or leave the Agency; and

- Work with the B/IO's AMS staff to fund the PMF assessment fee, if the HCTM PMF funds for the fee have been exhausted.

PMF supervisors must:

- Work closely with the PMF on the development of the IDP;

- Ensure that the PMF has received his/her approved Position Description (PD) (for each grade level of the career ladder position);

- Be or become fully aware of the responsibilities associated with supervising and serving as Rating Officials for PMFs;

- Maintain contact with the PMF Coach and PMF Coordinator to remain abreast of the latest program changes;

- Advise the PMF on the B/IO's expectations and standards for the IDP;

- Review and approve the PMF's IDP within 30 days of completion of the IDP (this applies to each of the PMF's supervisors during the Program);

- Provide daily supervision and guidance to the PMF;

- Establish a performance plan with performance elements and standards and evaluate the PMF's performance in accordance with **ADS 462**;

- Prepare recommendations to HCTM for promotion, conversion, or termination; and

- Ensure that PMFs complete mandatory PMF Program requirements, including: (a) at least 80 hours of formal interactive training each year of the program; (b) one developmental assignment of at least four consecutive months outside the home

office during the two-year program; and (c) short-term rotational assignments of varying lengths (depending on the length of the developmental assignment) during the two years. (See **460.3.3.4** for further discussion of requirements for developmental and rotational assignments).

HCTM/XOSR must:

- Determine the number and occupational backgrounds of PMFs to be hired each fiscal year in consultation with appropriate B/IOs; and

- Determine whether candidates have met the requirements for graduation and are eligible for conversion.

The PMF Coordinator, HCTM/XOSR, must:

- Ensure that hiring B/IOs within USAID are aware of the commitments involved in hiring Fellows, including Full Time Equivalent (FTE) status, OPM reimbursement, starting grade and pay, Individual Development Plans, and requirements for training, career development, promotion. and conversion;

- Work with USAID managers, hiring officials, and supervisors to identify PMF positions and posting PMF jobs in OPM's Projected Positions System (PPS);

- Work with B/IO officials to ensure that approved Position Descriptions are in place for target positions for each PMF (for career ladder positions, at each level of the position);

- Manage the PMF recruitment, selection, and staffing activities including proper processing of personnel actions;

- Track the status and location of current PMFs, and maintain, with the assistance of the PMF Community at USAID, a searchable database of rotations completed by Fellows;

- With the assistance of the PMF Coach, facilitate the identification of mentors for each PMF within 90 days of the PMF's appointment. These mentors must be of managerial status and outside the PMF's chain of command;

- Verify the Fellow's completion of all graduate degree requirements;

- Facilitate reimbursement of PMF fees from Bureaus to OPM within 30 calendar days of appointment of the PMF, if the HCTM PMF funds have been exhausted;

- Act as an overall policy/regulatory guidance interpreter and resource for Fellows, their supervisors, and Agency personnel;

- Not less than 30 calendar days before each PMF's eligibility for conversion, assemble and forward a complete package of materials for review by the Chief Human Capital Officer (CHCO/HCTM) or designee. The Agency's Executive Resources Board (ERB) (see **ADS 423, Personnel Operations: Senior Executive Service, (Recruitment and Staffing**) then evaluates each Fellow to determine whether it can certify that the Fellow met all of the requirements needed for PMFs to graduate from the Program;

- Notify the Fellows of certifications for conversion to career or career conditional appointment with USAID, or of terminations of employment, no later than 30 calendar days prior to the expiration of each Fellow's appointment; and

- Notify the OPM PMF Program Office in a timely manner of any PMF change in status including appointment, movement between agencies (reappointments), certification, resignation, termination, readmission, and conversions or appointment to permanent positions.

The PMF Coach must:

- Assist supervisors and PMFs in completing Individual Development Plans (IDPs). Assist in assessing PMFs' skills and competencies. Help PMFs understand Agency precepts and competencies and integrate them into IDPs;

- Participate in training, orientation, and job fair sessions for PMFs, supervisors, and others, as identified;

- Advise on training and rotation opportunities; and

- Prepare and submit to the PMF Coordinator (or Contracting Officer's Representative (COR) for his or her contract, in the case of contracted coaches) an annual report outlining the progress and development status of each PMF, including the status of their meeting mandatory requirements.

The PMF Mentors must:

- Meet with their assigned PMF(s) within 30 days of being paired and, subsequently, at least once per quarter;

- Provide general advice and guidance in a confidential manner, particularly on training and rotational opportunities; and

- Respond in a timely fashion to all communications with the assigned PMF(s).

There are three core elements of the Presidential Management Fellow's professional development: an Individual Development Plan (IDP), training, and rotational assignments. The IDP outlines the training, rotations, and other efforts necessary for the PMF to acquire knowledge, skills, and competencies for successful performance in the

target position and for future career development and leadership responsibility. Each of these elements is discussed further in the sections below.

460.3.3.5 Individual Development Plan (IDP)

Effective Date: 04/29/2015

The appointing agency must approve an IDP for each of its Fellows that sets forth the specific developmental activities designed to impart the competencies of the occupation or functional discipline in which the Fellow is most likely to be placed. The IDP must:

- Set goals and objectives to ensure that the PMF is qualified at the General Service (GS) level of the target position upon completion of the program;

- Identify resources needed to execute the plan and familiarize the PMF with various components and operations of USAID and the U.S. Government (USG) as a whole; and

- Address not only how the PMF will accomplish his or her career development for the target position but also how he or she will gain the expertise to function in a leadership/management role in the Government.

The PMF must complete an IDP within 45 calendar days of the entrance on duty date. The IDP must be completed in consultation with the supervisor, PMF mentor, and the PMF coach, and should be aligned with the Fellow's performance plan. The IDP must be reviewed and approved by the PMF's supervisor and AEF Rating Official and forwarded to the HCTM PMF Coordinator within the 45 day timeframe.

The IDP must include:

- A brief description of the target position, consistent with the relevant Position Description and the performance elements and standards in the PMF's **Annual Evaluation Form (AEF) Performance Plan**. This description should include specific knowledge, skills, and competencies needed to qualify for and perform in the target position;

- An outline of the knowledge, skills, and competencies that will prepare the PMF for leadership/management positions within the Agency, including at least three of the following general management areas:

    - Personnel management
    - Leadership
    - Strategy and policy development
    - Budget and financial management
    - Information systems
    - Procurement and grants
    - Management or program analysis.

- A description of how the outlined knowledge, skills, and competencies will be acquired in the two-year PMF Program period. This should include a combination of training (including required training), specific tasks, rotational assignments, and other activities to enhance knowledge, skills, and competencies;

- A preliminary schedule for training, tasks, and other activities, which will be updated as needed; and

- A means for tracking accomplishment of IDP objectives and progress to date.

The accomplishment of the objectives of the IDP is one of the factors considered in reviewing the PMF's eligibility for conversion to a permanent position.

460.3.3.6 Training

Effective Date: 04/29/2015

Training is a fundamental requirement of the PMF Program. Mandatory trainings for USAID PMFs include:

a. Training required by OPM when provided and mandated;

b. The USAID New Employee Orientation (NEO) that is available for the PMF as soon as possible after entry on duty (EOD); and

c. Other mandatory, annual USAID trainings such as USAID ethics and security briefings; however, these cannot be counted towards the 80 hour requirement.

In addition, PMFs are encouraged to participate in other USAID trainings, including technical and program management trainings offered by B/IOs, classes offered by USAID University, training in the legislative process, and working groups related to Administration initiatives, as deemed appropriate or necessary. Other training opportunities which could count towards the required 80 hours include: conferences, online trainings, etc…

The PMFs' home offices are responsible for the cost of all trainings, including required trainings. Cost estimates of training not provided by USAID must be included in the IDP so that host offices can identify funds to cover this training.

460.3.3.7 Rotations

Effective Date: 04/29/2015

Rotations are an integral part of the PMF experience and are essential in the development of well-rounded and versatile employees. Rotational assignments are used to allow Fellows to gain a broader perspective of the Executive Branch of the Federal Government and the U.S. Government foreign policy apparatus. Rotations provide an opportunity to gain management experience, work in specific occupational fields, or learn about a program function from another perspective. There are two types of rotations: the developmental assignment and other short-term rotational assignments.

The Developmental Assignment

The developmental assignment is an assignment outside the PMF's immediate home office lasting at least four consecutive months in a functional area related to the Fellow's target position. The developmental assignment must be full time with management or technical responsibilities consistent with the Fellow's IDP. As an alternative, a Fellow may choose to participate in an agency-wide initiative or other Presidential or Administration initiative that will provide the Fellow with the experience he or she would have gained through the four-to-six-month developmental assignment. The developmental assignment must be within the Fellow's organization, in another component of the agency, or in another Federal agency **(5 CFR 362.405(b)(4)**.

Other Rotational Assignments

Fellows can receive other short-term rotational assignments at the agency's discretion. These rotations are of shorter duration (typically one to two months) and can be in occupations or functional areas different from the one in which the Fellow will most likely be placed. These rotations can take Fellows to another bureau, division, office, program, or even outside the Agency.

USAID's policy is to approve, in addition to the mandatory developmental assignment, at least one short-term rotational assignment in occupations or functional areas different from the PMF's target position. These rotations can be for varying lengths of time (depending on the length of the developmental assignment), but the total amount of time spent in rotational assignments (including the developmental assignment) cannot exceed six months. The specific length and timing of each developmental assignment and rotation will depend on the nature of the assignment, the development objectives (DOs) (consistent with the IDP), and workload requirements of the home office.

All rotations (including developmental assignments) must:

a. Be specifically linked to the IDP;

b. Focus on developing the specific professional skills or fulfilling particular managerial competencies not just for the target position but for functioning in the Agency and the U.S. Government at large;

c. Complement the PMF's existing knowledge or professional interest; and

d. Allow PMFs to gain different perspectives on the Agency and the USG foreign policy apparatus.

For each rotation, the PMF must create a Rotation Memorandum of Understanding (MOU) (see **460.5** for sample Rotation MOUs) signed by both the home office supervisor and the rotation supervisor, with at least two weeks notice before the rotation begins that includes:

- The designation of the rotation supervisor;
- A specific description of the tasks to be performed;
- Provisions for reporting time and attendance to the home office, and any costs associated with the rotation; and
- The timing of the rotation.

It is recommended that PMFs remain in their home office position for at least three months before rotating. This allows the PMF to complete OPM and USAID orientation training, become more familiar with the target position, and prepare his or her IDP, which must be completed before a rotation can be approved. Additionally, PMFs must spend at least the last month in the target position to prepare for graduation and conversion. Under exceptional circumstances, PMFs may work with their supervisors to waive these requirements; deviations must be documented in the Rotation Memorandum.

For rotations exceeding 30 days, the host supervisor is responsible for preparing an **Appraisal Input Form (AIF)** and sending it to the home office supervisor within 30 days of completion of the rotation. For rotations of fewer than 30 days, the host supervisor should document the PMF's performance on the Rotation Memorandum or in a separate memo.

The rotation supervisor and management support staff are responsible for satisfying all logistical requirements such as space, computer, security clearance, etc., for all rotations.

The PMF supervisor in the home office is responsible for arranging coverage of the PMF portfolio while the PMF is on rotation. While rotations should be timed to mitigate disruption in the home office, mandatory rotations must still be completed regardless of coverage in the home office.

Rotations Outside USAID/Washington and Outside the Agency

Rotations to field Missions are encouraged to the extent possible to gain insights about USAID operations in the field. These rotations are contingent on the availability of the funds necessary to support them and on the workload of the host Mission. In order to meet IDP and career development objectives, PMFs may pursue rotation opportunities outside USAID that offer exposure to perspectives from USAID implementing partners, the legislative branch, and other relevant entities.

For any rotation outside the Agency, a Memorandum of Understanding between USAID and the host organization is required (see **460.5** for sample MOUs).

The home and host office supervisors must approve all rotations. The PMF

Coordinator's approval is also required for rotations outside USAID, which require these additional clearances:

- For rotations outside of the U.S. Government, USAID's Office of the General Counsel (GC); and

- For overseas rotations, the relevant Regional Security Officer and Chief of Mission or designee (since PMFs fall under Chief of Mission authority).

Rotations to USAID from Other Agencies

PMFs from other agencies often desire to complete rotations at USAID. In these cases, the receiving B/IO or USAID Mission must evaluate the cost implications of initiating a Secret-level security clearance (if the PMF does not have one from the sending agency) and other logistical arrangements, against the PMF's potential contributions to the Bureau. These rotations must meet the requirements of the PMF's home agency and USAID, and the terms of the agreement between agencies must be documented in the Rotation Memorandum along with the standard contents (timing and other provisions) outlined above.

460.3.3.8 Performance Management

Effective Date: 04/29/2015

ADS 462 governs performance management of Presidential Management Fellows. The policies and guidelines in this ADS chapter provide a systematic process by which the Agency involves its employees in improving Agency organizational effectiveness (see the **ADS 462maa, EEP Guidebook Part 2, Civil Service**, for detailed information on the annual evaluation process).

The **Annual Evaluation Forms (AEFs)** for all PMFs (all years of the PMF Program) must include in the section describing the employee's role in the organization language related to the professional development element of the PMF Program. After a short statement describing the employee's role and work, the following language should be inserted: "The employee develops and updates an Individual Development Plan (IDP) and performs periodic self-assessment so that efforts are targeted towards mastering core program skills and knowledge. Performance Measures: 1) IDP updated jointly with supervisor and coach to address needed competencies for performance precepts; 2) Calendar of rotations, activities and trainings prepared and periodically updated; and 3) Majority of skills, trainings, and competencies identified in the IDP are met to the extent possible within the PMF's work situation."

The Rating Official of Record is the official who is the PMF's home supervisor on the last day of the Civil Service rating cycle. That supervisor must complete the final AEF regardless of the number of days the employee has been under his or her supervision. The minimum appraisal period is 90 days. PMFs who are on active performance plans for 90 days or more will receive AEFs. The Rating Official of Record must use **Appraisal Input Forms (AIFs)** and other 360 degree information to complete the final AEF.

Each of the PMF's supervisors must complete an AIF if the employee has been supervised for at least 30 calendar days. The AIF records both critical and non-critical Performance Elements and Standards. Should a PMF rotation last fewer than 30 days, the supervisor may use a Rotation Memo to assess the PMF's performance. The Rotation Memo must be forwarded to the PMF's home supervisor for use in the final AEF.

If a Fellow does not meet expectations (set forth in the AEF work plan) with regard to his/her developmental progress or assignments, then the agency will take action such as warnings, opportunity for corrective action, or termination, as appropriate, in accordance with the policies in **ADS 462** (see **460.3.12** for discussion of termination).

460.3.3.9 Promotions

Effective Date: 04/29/2015

Fellows who meet Agency requirements for performance at the next higher level in their career ladder can be non-competitively promoted to the higher grade up to the GS-13 prior to their conversion to the competitive service. PMFs in career ladder positions that extend to GS-14 can be promoted above the GS-13 only after they have converted to the permanent position and have served the required time-in-grade. USAID's policy is that PMFs do not have an "entitlement" to promotion.

In order to be considered for promotion, PMFs must meet the following Agency requirements:

- Received at least a "fully successful" AEF rating of record,
- Completed satisfactorily one year of service at his/her current grade,
- Demonstrated the ability to perform satisfactorily at the next higher grade and be recommended for promotion by the supervisor of record, and
- Completed the requisite 80 hours of training for that year.

If a PMF is recommended for promotion, then the promotion action will be effected in accordance with USAID's Civil Service Merit Promotion system (see **ADS 418, Merit Staffing Program for Civil Service (CS) Employees**), including time-in-grade requirements. If a PMF is recommended for promotion after meeting the performance and training requirements and completing one year in the program, the promotion will be effective on the one-year completion date. Note that the salary increment will be in effect in the first full pay period following HCTM receipt and approval of the request for promotion action. PMFs should work closely with their Bureau supervisors and AMS office to make sure that promotion requests are forwarded to HCTM well in advance of the one-year anniversary date.

HCTM makes the final decision on promotion, based upon the recommendation of the supervisor, successful completion of relevant PMF Program requirements, and the AEFs.

The PMF's B/IO submits this documentation in a memorandum to the Agency PMF Coordinator (see **460.5** for a sample promotion memorandum).

460.3.3.10 Certification of Completion

Effective Date: 04/29/2015

USAID's Human Capital and Talent Management (HCTM) certifies that Fellows have successfully completed the PMF program as outlined in **5 CFR 362.405(d)**. Approximately one month before the second anniversary of the PMFs Entrance on Duty date, HCTM will:

- Consider whether the Fellow has met all the requirements of the program as outlined in the program regulations found at **5 CFR 362**;
- Consider whether the Fellow has performed successfully by reviewing the IDP and the supervisor's recommendations to the Board and Annual Evaluation Forms; and decide regarding certification of successful completion.

PMFs should be working with the Agency PMF Coordinator and supervisor throughout the two-year period to ensure that all requirements are met for HCTM review at the end of the fellowship (see **5 CFR 362**).

460.3.3.11 Conversion/Placement of Presidential Management Fellows

Effective Date: 04/28/2015

While service in the PMF Program confers no right to further employment in the competitive or excepted service, hiring officials are strongly encouraged to plan for and to convert successful PMF graduates to a position in the competitive service.

460.3.3.12 Movement to Other Positions Within USAID

Effective Date: 04/29/2015

PMFs may be transferred to other positions within USAID if the receiving position is designated as an approved PMF position. The PMF Coordinator will request a release date from the supervisor, through the Administrative Office, for the PMF. PMFs selected for reassignment must be released from their present position 30 calendar days from the date the PMF Coordinator requests a release date. Movement of PMFs within USAID must be handled in a consultative manner so that staffing disruptions within USAID are minimized, i.e., losing offices have as much notice as possible to find replacement staffing. Generally, the receiving office should consult directly with the losing office before there is a request for release date.

460.3.3.13 Movement to and from Other USG Agencies

Effective Date: 04/29/2015

A PMF can move to another USG agency at any time during his or her appointment in the Program as long as the other agency meets all the requirements for participating in the PMF Program. To move during the Program, the PMF must separate from USAID. To

accomplish this, HCTM will process a Termination-Appointment action effective the day immediately preceding the day the employee is to enter duty in the new employing agency.

The new employing agency must appoint the participant without a break in service under the appropriate Fellow appointing authority. Because there is no break in service, time served under the program with USAID applies towards the completion of the program with the new employing agency; however the moving PMF must complete the gaining agency's PMF requirements within his or her remaining time in the Program. If the move takes place within six months of the initial PMF appointment, then the losing agency can request reimbursement from the gaining Agency; however, the gaining Agency is not obligated to pay (**5 CFR 362.406**).

The gaining agency must notify OPM when appointing a Fellow currently appointed in another agency (**5 CFR 362.406**).

Conversely, PMFs can move from other USG agencies to USAID during their appointments. When a B/IO agrees to accept a PMF from another agency, the B/IO AMS office must notify the PMF Coordinator who will generate a request for release of the PMF and a personnel action to appoint the PMF to a USAID PMF position.

460.3.3.14 Withdrawal Readmission/Reappointment

Effective Date: 04/29/2015

A PMF may withdraw from the program at any time by resigning from his or her appointment. See **5 CFR 362.407** for information on when PMFs can and cannot be readmitted to the Agency. If a PMF withdraws from the program for reasons that are not related to misconduct, poor performance, or suitability, then he or she may petition USAID for readmission and reappointment to the program, at the same grade level, within the next two years. To apply for readmission as a PMF to USAID, the PMF must:

- Have separated from the program as a PMF at USAID; and
- Contact the former B/IO to permit readmission and reappointment, or apply for a PMF position with another B/IO within USAID.

All requests for readmission and reappointment must be sent to the PMF Coordinator, who then gives them to the Director, HCTM/XOSR for a decision.

460.3.3.15 Termination

Effective Date: 04/29/2015

PMF appointments expire at the end of the two-year fellowship period. At that time, if the Fellow has not been granted an extension or has not successfully completed the program and been converted, then the Fellow's appointment terminates (**5 CFR 362.408**).

USAID will not convert Fellows who demonstrate ongoing performance or conduct

problems. After appropriate performance management actions have been taken and documented, and USAID decides not to certify a Fellow, the Agency will notify the Fellow no fewer than 30 calendar days prior to the end of the fellowship. If USAID is asked for a reference on a Fellow whose termination was due to performance or conduct reasons, then the Agency may, to the extent permitted by law, share with the prospective employing agency information about the issues surrounding the decision to terminate the employee.

In order to be retained in the program, PMFs must meet all performance expectations during the appointment. USAID supervisors and others must review and follow established regulations and the policies in **ADS 462** when addressing performance (**5 CFR Part 430**) or conduct (**5 CFR Part 752**) issues. USAID's PMF Program Coordinator must notify the OPM PMF Program Office in writing of a decision to terminate a PMF.

USAID's termination procedures will take into consideration the Fellow's AEF and performance reviews. USAID must identify the problematic issues and attempt to resolve performance or conduct issues before the end of the two year fellowship by following the employee evaluation program guidelines in **ADS 462** and the **Employee Evaluation Program Guidebook Part 2, Civil Service**). Procedures for performance and conduct issues and disciplinary actions include counseling the employee, providing a reasonable timeframe for demonstrating acceptable performance and/or taking corrective actions, and other measures as outlined in **ADS 462** and the regulations cited above.

PMFs who are denied certification may request reconsideration of the Agency's decision by the OPM Director or designee. The reconsideration must be requested in writing, with appropriate documentation and justification, within 15 calendar days of the date of the Agency's decision. The PMF may continue in the Program pending the outcome of his or her request for reconsideration, and USAID will continue to provide appropriate developmental activities during this period. OPM's determination is final and not subject to further review or appeal.

460.4 MANDATORY REFERENCES

460.4.1 External Mandatory References

Effective Date: 04/29/2015

a. **5 CFR 213, Excepted Service**

b. **5 CFR 302, Employment in the Excepted Service**

c. **5 CFR 315, Career or Career Conditional Employment**

d. **5 CFR 315.708, Conversion based on service in the PMF Program**

e. **5 CFR 362, Pathways Programs**

f. **5 CFR 430, Performance Management**

g. 5 CFR 752, Adverse Actions

h. Executive Order 10450 dated April 27, 1953

i. Executive Order 13318 dated November 21, 2003

j. Executive Order 13562 dated December 27, 2010

k. Pathways for Students and Recent Graduates to Federal Careers: Transition and Implementation Guidance

l. PMF Guide for Agencies

460.4.2 Internal Mandatory References

Effective Date: 04/29/2015

a. ADS 410, Drug-Free Workplace Program

b. ADS 418, Merit Staffing Program for Civil Service (CS) Employees

c. ADS 460mab, Pathways Programs Memorandum of Understanding

d. ADS 462, Employee Evaluation Program, Civil Service

e. ADS 476, Benefits

f. ADS 480, Leave

g. ADS 481, Family and Medical Leave (FML)

h. ADS 491, USAID Awards Program

460.4.3 Mandatory Forms

Effective Date: 04/29/2015

a. Annual Evaluation Forms (AEFs)

b. Appraisal Input Forms (AIFs)

460.5 ADDITIONAL HELP

Effective Date: 04/29/2015

a. ADS 460saa, Sample Individual Development Plan

b. ADS 460sab, Sample Internal Rotation Memo

c. **ADS 460sac, Sample External Rotation Memos**

d. **ADS 460sad, Sample Memoranda for Recommendation of Promotion and Graduation**

e. **ADS 460sae, PMF Supervisors' Overview Guidance**

f. **OPM PMF Program Brochure**

g. **ADS 460saf, Template for USAID Internship Program Participant Agreement**

h. **ADS 460sag, Template for USAID Recent Graduates Program Participant Agreement**

i. **ADS 460sah, Template for USAID PMF Program Participant Agreement**

460.6 DEFINITIONS

Effective Date: 04/29/2015

The terms and definitions listed below have been incorporated into the ADS Glossary. See the **ADS Glossary** for all ADS terms and definitions.

academic year of graduate education
An academic year of graduate education is considered to be the number of credit hours that the school attended has determined to represent 1 academic year of full-time study. This determination is made based on normal course loads for a full year of study in the graduate program. If that information cannot be obtained from the school, then 18 semester hours or 27 quarter hours should be considered as satisfying the 1 year full-time study requirement. Part-time graduate education is creditable is accordance with its relationship to a year of full-time study at the school attended. (**Chapter 460**)

academic year of undergraduate education

- A minimum of 30 semester or 45 quarter hours at an accredited college or university; or
- A minimum of 36 weeks at an accredited business, technical, vocational, or qualifying educational institution for at least 20 classroom hours per week. (**Chapter 460**)

advanced degree
A professional or graduate degree, e.g. master's, Ph.D., J.D. (**Chapter 460**)

appointment, term
Nonpermanent appointment of an employee hired on a project expected to last over one year, but less than four years. (**Chapter 413** and **460**)

break in program
A period of time when an Intern is working but is unable to go to school or not attending

classes nor working at the Agency. USAID further defines a break in program as a period of time when the Pathways Participant is on less than half time school status (aside from their last semester prior to graduation). The Agency may use its discretion in either approving or denying a request for a break in program (see **5 CFR 362.203(h)**) (**Chapter 460**)

break in service
The time when a student is no longer on the payroll of the Agency. (In computing creditable service for benefits, i.e., leave accrual and reduction in force retention, a separation of 1, 2, 3, calendar days is not considered to be a break in service; a separation of 4 or more calendar days is considered to be a break in service and the days of separation are subtracted from the employee's total creditable service.) (**Chapter 460**)

certificate program
Post-secondary education, in a qualifying educational institution, equivalent to at least one academic year of full-time study that is part of an accredited college-level, technical, trade, vocational, or business school curriculum. (**Chapter 460**)

developmental assignment
An assignment lasting at least four consecutive months during the fellowship in a functional area related to the Fellow's target position. The developmental assignment must be full time with management or technical responsibilities consistent with the Fellow's IDP and must be outside the PMF's home office. (**Chapter 460**)

Individual Development Plan (IDP)
A realistic, well-researched, clearly written tool for charting a successful two year Presidential Management Fellow experience. It is a tool for Fellows and their supervisors to negotiate expectations for attaining clearly defined learning objectives and competencies during the two year PMF Program through training and development assignments. (**Chapter 460**)

one period of Intern work experience
The equivalent of 2 months (320 hours). (**Chapter 460**)

participant agreement
A written agreement between the Agency and each Pathways Participant. (**Chapter 460**)

pre-professional study
Academic study, credentialing, or training beyond the post-baccalaureate level that prepares the individual to practice a specific profession. Examples include Juris Doctor, Master of Science in Social Work, or Doctor of Pharmacy. (**Chapter 460**)

Presidential Management Fellow
Individuals who 1) complete a graduate course of study at a qualifying college or university, 2) successfully complete an Office of Personnel Management administered assessment process, 3) are selected by the Office of Personnel Management as a finalist, and 4) are selected by the Agency for appointment. (**Chapter 460**)

Presidential Management Fellow Program
A Federal Government program to attract outstanding men and women from a variety of academic disciplines and career paths who have a clear interest in and commitment to excellence in the leadership and management of public policies and programs. (**Chapter 460)**

Projected Positions System (PPS)
An easy-to-use, online system that can assist Presidential Management Fellow finalists to identify projected agency positions by agency, subagency, location, positions title, job type and date posted. Federal agencies post position information specifically for PMF finalists, and the positions are not open to the general public. The PPS also profiles agencies that participate in the PMF Program. (**Chapter 460**)

Qualifying Educational Institutions

- A public high school whose curriculum has been approved by a State or local governing body, a private school that provides secondary education as determined under State law, or a home-school that is allowed to operate in a State;
- Any of the following educational institutions or curricula that have been accredited by an accrediting body recognized by the Secretary of the U.S. Department of Education: a technical or vocational school, a 2-year or 4-year college or university, a graduate or professional school, or a post-secondary home-school curriculum. (**Chapter 460**)

rotational assignments
Short-term assignments used to allow Fellows to gain a broader perspective of the Executive Branch of the Federal Government and the U.S. government foreign policy apparatus. Rotations can take Fellows to another bureau, division, office, program, another agency or branch of the Federal Government, or even outside the Federal government (to the private or non-profit sector, for example). Rotations provide an opportunity to gain management experience, work in specific occupational fields or learn about a program function from another perspective. (**Chapter 460**)

student
An individual accepted for enrollment or enrolled and seeking a degree (diploma, certificate, etc.) in a qualifying educational institution, on a full or half-time basis (as defined by the institution in which the student is enrolled), including awardees of the Harry S. Truman Foundation Scholarship Program under Public Law 93-842. Students need not be in actual physical attendance, so long as all other requirements are met. An individual who needs to complete less than the equivalent of half an academic/vocational or technical course-load immediately prior to graduating is still considered a student for purposes of this Program. Students may work a full-time or a part-time schedule. (**Chapter 460**)

target position
The permanent full time position the Presidential Management Fellow or Recent Graduate

is expected to encumber upon conversion to permanent status at the completion of the Fellowship/Program. This can be the initial position for which the Fellow/Recent Graduate is hired. (**Chapter 460**)

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