



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

Tuesday, August 23, 2016

MEMORANDUM FOR: CHIEF HUMAN CAPITAL OFFICERS

FROM: BETH F. COBERT, ACTING DIRECTOR

Subject: Pathways Programs' Fourth Anniversary: Newly Released Report and Technical Support for Recruiting Students and Recent Graduates

The U.S. Office of Personnel Management (OPM) is releasing a [report](#) detailing the successes of the Pathways Programs, coinciding with the programs' fourth anniversary. Pathways, which consists of the Internship Program, the Recent Graduates Program, and the Presidential Management Fellows Program, provides distinct paths to Federal internships and potential careers in Government for students and recent graduates. In addition, as part of OPM's *Hiring Excellence Campaign*, we have developed a number of tools that will both increase human resources (HR) specialists' technical competence on program rules and regulations as well as help hiring managers recruit and hire top-quality students and recent graduates.

First, OPM has completed a special Governmentwide [study](#) of agencies' use of the Pathways Programs during their first two years of implementation. The purpose of the study was to determine whether agencies are using the programs in the spirit of the five core principles OPM identified to advance merit system principles and the policies the President established in [E.O. 13562 Recruiting and Hiring Students and Recent Graduates](#): transparency, limited scope, fairness to veterans, agency investment, and OPM oversight.

The [report](#) provides an analysis of how agencies have been using the Pathways Programs in comparison to predecessor programs, including the Student Temporary Employment Program, the Student Career Experience Program, and the Federal Career Internship Program. It also highlights notable practices, identifies challenges and compliance concerns, and provides recommendations for improvement in the effective and efficient use of the Pathways Programs.

The report is posted at <https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates/reference-materials/report-on-special-study-of-the-pathways-programs.pdf>. If you have any questions about the report, please contact Ms. Ana A. Mazzi, Deputy Associate Director, Merit System Accountability and Compliance, at (202) 606-4309 or ana.mazzi@opm.gov.

Second, as part of the *Hiring Excellence Campaign* – and in collaboration with the Pathways Workout Initiative that brought together over 100 representatives from more than 50 Federal agencies and universities as well as the Partnership for Public Service – OPM developed additional tools to assist agencies in better understanding and using the Pathways Programs to recruit highly-skilled students and recent graduates. The new tools include the following:

- [Pathways Handbook for Human Resources Specialists](#) provides practical guidance to human resources professionals, agency Pathways Programs Officers (PPOs), and Presidential Management Fellow Coordinators (PMFCs) on the critical elements of the Pathways Programs.
- [Hiring Manager's Toolkit](#) serves as a “one-stop shop” for supervisors to increase their knowledge about the Pathways Programs and equips them with the information needed to fully engage with their Interns, Recent Graduates, and Presidential Management Fellows.
- *Pathways Flexibilities Charts* (hyperlinked below) focus on identifying and highlighting flexibilities within the Pathways regulations. This is a quick reference tool for HR professionals and hiring managers.
 1. [Resource for PPOs and Human Resources Professionals](#)
 2. [Resource for Hiring Managers and Supervisors – Internship Program Edition](#)
 3. [Resource for Hiring Managers and Supervisors – Recent Graduates Program Edition](#)
 4. [Resource for Hiring Managers and Supervisors – Presidential Management Fellows Program Edition](#)
- *Pathways Professional Development Series* includes technical briefings and materials for PPOs, PMFCs, HR professionals, and hiring managers on the basics of the Pathways Programs. To register, please visit:
http://hru.gov/course_catalog.aspx?cid=236&mgr=false.

These and other resources are available at <https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates> and on the HR University Recruitment Policy Studio at https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx. If you have questions or need additional information about the Pathways Programs, please contact the Recruitment Policy and Outreach office at pathways@opm.gov.

Attachments:

1. [The Pathways Programs Their Use and Effectiveness Two Years After Implementation](#)
2. [Pathways Toolkit for Hiring Managers and Supervisors A Guide to Hiring Students and Recent Graduates](#)
3. [Pathways Programs Handbook](#)
4. [Pathways Flexibilities Resource for PPOs and Human Resources Professionals](#)
5. [Pathways Flexibilities Resource for Hiring Managers and Supervisors – Internship Program Edition](#)
6. [Pathways Flexibilities Resource for Hiring Managers and Supervisors – Recent Graduates Program Edition](#)
7. [Pathways Flexibilities Resource for Hiring Managers and Supervisors – Presidential Management Fellows Program Edition](#)

cc: Deputy Chief Human Capital Officers, and HR Directors