

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE  
INSTRUCTION 36-130**



**21 NOVEMBER 2025**

**Personnel**

**CIVILIAN FORCE RENEWAL, INTERN,  
AND DEVELOPMENTAL PROGRAMS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Department of the Air Force Policy Directive (DAFPD) 36-1, *Appropriated Funds Civilian Management and Administration*; and is consistent with Title 5 United States Code (USC) Section (§) 3402, *Establishment of part-time career employment programs*; Title 5 Code of Federal Regulations (CFR), § 213.3402, *Special Provisions for temporary, time-limited, intermittent, or seasonal appointments in Schedule A, B, C, or D*, current edition. It is also consistent with Title 5 CFR Part 300, *Employment General*, current edition; Title 5 CFR Part 362, *Pathways Programs*, current edition; Title 5 CFR 410, *Training to obtain an academic degree*, current edition; and Title 5 USC § 1402, *Authority and Functions of agency Chief Human Capital Officers*. It provides requirements for civilian intern and force renewal developmental programs in the Department of the Air Force (DAF), to include United States Space Force (USSF). It applies to civilian employees and uniformed members of the Regular Air Force (RegAF), Space Force, Air National Guard, and Air Force Reserve. It does not apply to Air Force Reserve Technicians performing duty in a Title 10 status, to Air National Guard Title 5 employees, or to National Guard Technicians performing duty in a Title 32 status. In collaboration with the Chief of Air Force Reserve (AF/RE), the Director of the Air National Guard (NGB/CF), and the Deputy of Space Operations for Human Capital (SF/S1), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops policy for civilian career and developmental programs. This DAF publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR listed above using DAF Form 847, *Recommendation for Change of Product*; route DAF Forms 847 from the field through the appropriate chain of command. The authorities to waive wing, unit, delta, or garrison level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”)

number following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, Attachment 10, for a description of the authorities associated with the Tier numbers. Use DAF Form 679, *DAF Publication Compliance Item Waiver Request/Approval* to submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the publication OPR for non-tiered compliance items. This Instruction requires the collection and/or maintenance of information protected by the Privacy Act of 1974 authorized by Department of Defense Directive (DoDI) 5400.11, DoD Privacy and Civil Liberties Programs. The applicable System of Record Notice (SORN) F036 AF A, Biographical Data and Automated Personnel Management System is available at: <https://dpcl.d.defense.gov/Privacy/SORNs/>. Ensure all records generated from processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

### ***SUMMARY OF CHANGES***

This document has been substantially revised and needs to be completely reviewed. Major changes include applicability to the USSF; change of this publication's title to *Civilian Force Renewal, Intern, and Developmental Programs*; publication of DAFI 36-2687, *Civilian Development*, 9 November 2023, in lieu of DAFMAN 36-2670, *Total Force Development*, Chapter 5, Civilian Training, Education, and Professional Development; and the incorporation of recent Office of Personnel Management (OPM) changes to the covered programs. OPM changes include: expanding the time period for converting Pathways Interns (PIs) from 120 to 180 days; modifying the public notice requirement for job opportunity announcements for PIs and Recent Graduates (RGs); allowing agencies to hire qualified RGs at up to a General Schedule (GS)-11 starting salary, rather than the current GS-9; clarifying and streamlining the training and development requirements; allowing RGs to be converted to term or permanent positions in any federal agency, when appropriate; reducing the minimum number of work hours required of an intern to convert them to a permanent position from 640 down to 480 hours; allowing internship applicants who have completed a Job Corps program to credit time served in that program toward the work hours needed to convert to a permanent job; reducing the frequency of required reporting; and expanding eligibility for the Recent Graduates Program (RGP) to include those who have completed certain career or technical education programs. Executive Order (E.O.) 14217, *Commencing the Reduction of the Federal Bureaucracy*, dated 19 February 2025, eliminates the Presidential Management Fellows (PMFs) Program from the Pathways Programs, but retains the Intern Program and the RGP. E.O. 14236, *Additional Rescissions of Harmful Executive Orders and Actions*, dated 14 March 2025, rescinded E.O. 14119, *Scaling and Expanding the Use of Registered Apprenticeships in Industries and the Federal Government and Promoting Labor-Management Forums*, dated 6 March 2024, requiring elimination of any reference to registered apprenticeship programs. The Develop, Redistribute, Improve, Vault, and Expose (DRIVE) Program has been added as a DAF-developed program. The DAF Premier College Intern Program (PCIP) has been temporarily paused for FY 25, but its status will be re-addressed by the Civilian Force Development Panel (CFDP) in the future. Additionally, this publication complies with E.O. *Ending Radical and Wasteful Government DEI Programs and Preferencing*, dated 20 January 25.

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## Chapter 1

### OVERVIEW

**1.1. Program Authority.** The Civil Service Reform Act (Public Law 95-454) requires executive management in the federal government to be the highest quality and to respond to the needs, policies, and goals of the Nation. The DAF fulfills requirements through a series of functionally oriented Career Field (CF) programs. In addition, OPM requires systematic development of candidates for the Senior Executive Service (SES), the continuing development of senior executives, and strategic human capital and succession planning. DAF civilian career and developmental programs are critical components of career management for all civilians. These career and developmental programs also serve as recruitment and placement tools, which are used to attract and retain high caliber candidates into careers as federal civilian employees. This helps maintain an effective civilian workforce, ready and capable of delivering the DAF mission. 5 USC § 1402, DoDI 1430.02, *Civilian Career Management*, and 5 CFR § 213.3402 assign responsibility for development and operation of civilian career programs and give DAF the authority to set and develop the workforce.

#### **1.2. Administration.**

1.2.1. Each CF program is administered by a Career Field Manager (CFM) with a Career Field Team (CFT) that is located within the Air Force Personnel Center (AFPC). Civilian CFs will develop employees with strong professional, technical, managerial, and administrative competencies to meet current and future DAF mission needs. **(T-2)** The current force is assessed in relation to missions defined under the National Defense Strategy and Department of Defense (DoD) and DAF Civilian Strategic Human Capital Plan.

1.2.2. Programs will be administered without unlawful discrimination as defined in DAFI 36-2710, *Equal Opportunity Program*. **(T-0)**

#### **1.3. Structure.**

1.3.1. The centrally funded DAF Pathways Program and Force Renewal Program (Palace Acquire (PAQ)/COPPER CAP (COP)) include the following programs: Pathways Internships, Pathways Internships Not-to-Exceed (NTE), RGP, PCIP, and the DRIVE program.

1.3.2. Functional community leadership, with civilian personnel advice and oversight, designs the program and its operation.

## Chapter 2

### ROLES AND RESPONSIBILITIES

**2.1. See DAFI 36-2687, *Civilian Development*.** The following roles are explained in DAFI 36-2687: Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR); Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1); Director, Force Development, Chief of Staff for Manpower, Personnel, and Services (AF/A1D); Deputy Chiefs of Staff (DCSs); Air Education and Training Command (AETC) Commander; AETC Civilian Force Development Division (AETC/A1D); Civilian Leadership Development School (CLDS); Eaker Center at Air University; USSF Enterprise Talent Management Office (ETMO); Installation, Wing, Delta Commander, or Designated Official; Force Support Squadron (FSS); Local Installation Training Offices; and Unit Commanders/Directors.

#### **2.2. Additional Roles and Responsibilities with a civilian focus.**

##### 2.2.1. Director, Civilian Force Management (AF/A1C).

2.2.1.1. Provides management, oversight, and administration of all civilian CF management development programs and requirements.

2.2.1.2. Provides regulatory guidance, direction, and advice for DAF civilian CF management and associated civilian mobility programs.

2.2.1.3. Integrates DAF-wide civilian CF guidance with that of DoD, OPM government-wide, and similar programs.

2.2.1.4. Serves as the DAF Component Integrator for development of DoD and DAF civilian workforce planning.

2.2.1.5. Serves as advisor to the Civilian Force Development Panel (CFDP) to assist CF management.

2.2.1.6. Coordinates with the USSF SF/S1C and SF/S1D on CF development programs and requirements as they impact civilian Guardians.

##### 2.2.2. Deputy Chief of Space Operations for Human Capital (USSF/S1).

2.2.2.1. Oversees policy, guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, guidance, programs, and budgets addressing USSF civilian development.

2.2.2.2. Serves as a voting member of the CFDP.

##### 2.2.3. Director, Civilian Policy and Programs (USSF/S1C).

2.2.3.1. Serves as an advisor to the SF/S1.

2.2.3.2. Assists in the outplacement of USSF civilians attending developmental programs.

##### 2.2.4. Director, Force Development (USSF/S1D).

2.2.4.1. Serves as an advisor to the SF/S1.

2.2.4.2. Provides implementing policy guidance and direction pertaining to civilian education, training, and professional development.

2.2.4.3. Serves as an advisor to the USSF/S1. In collaboration with AF/A1D, provides policy and guidance, formulates plans of action, establishes administrative controls, determines program requirements, and provides implementing guidance for USSF-specific short- and long-range civilian training, education, and professional development programs for USSF civilians. Policy is developed based on valid requirements specified by OPM, Department of Defense (DoD), and related directives such as DAFFD 36-26, *Total Force Development*; DAFI 36-2670 (Chapter 1); DAFI 36-2687, Air Force Handbook (AFH) 36-2647, *Competency Modeling*; and DAFMAN 36-142, *Civilian Career Field Management and Centrally Managed Programs*.

2.2.4.4. Evaluates USSF civilian development programs for mission accomplishment, quality and quantity standards, procedures, policy, regulatory compliance, and technical competence.

2.2.4.5. Collaborates with AF/A1D regarding training, education, and professional development policies for USSF civilian personnel to include employees, supervisors, managers, and civilian senior executives.

2.2.4.6. Collaborates with AFPC, A1 Digital Transformation Activity (AF/A1- DTA), Directorate of Civilian Force Management (AF/A1C), Directorate of Plans and Integration (AF/A1X), and Civilian Leadership Development School personnel regarding USSF equities.

2.2.4.7. Provides oversight and guidance of PEC 88751F, Civilian Education and Training Programs for the USSF. Coordinates program funding and advocates for unfunded requirements. Advises and provides feedback on all USSF PEC 88751F-related funding issues to leadership.

2.2.4.8. Provides USSF input to AF/A1C for development of DoD and DAF civilian workforce planning, including implementation of policy guidance and direction pertaining to civilian Guardians.

2.2.5. The Director, Plans and Integration (AF/A1X) shares responsibility for budget development and management of the Central Salary Account.

2.2.6. The Director, Equal Opportunity (SAF/MRQ).

2.2.6.1. Provides regulatory guidance, direction, and advice to management, officials, other functional organizations, and customers regarding equal employment opportunity.

2.2.6.2. Develops recommendations to enhance personnel processes affecting the recruitment, selection, utilization, training, and advancement opportunities of all DAF civilian personnel IAW DAFI 36-2710, *Equal Opportunity Program*.

2.2.7. The DAF Pathways Program Officer/Coordinator (PPO/C).

2.2.7.1. Per OPM, must be in a position at a level that is grade GS-12 or higher (or the equivalent under the Federal Wage System (FWS) or another pay and classification system). The DAF PPO/C is designated at AFPC Operations.

2.2.7.2. Is responsible for administering the DAF's Pathways Programs, including coordinating the recruitment and on-boarding process for Pathways Programs participants,

and coordinating the DAF's Pathways Programs plan with DAF stakeholders and other hiring plans (e.g., merit promotion plans).

2.2.7.3. Serves as a liaison with OPM by providing updates on the DAF's implementation of its Pathways Programs, clarifying technical or programmatic issues, sharing DAF best practices, and other similar duties.

2.2.7.4. Reports to OPM on the DAF's implementation of its Pathways Programs and individuals hired under these programs, in conjunction with the DAF's policy.

2.2.7.5. Provides oversight and assistance to the DAF Major Commands (MAJCOMs), Field Commands (FLDCOMs), Combatant Commands (CCMDs), Field Operating Agencies (FOAs), and Direct Reporting Units (DRUs).

## 2.2.8. Functional Authorities (FAs).

2.2.8.1. FAs are designated General Officers or members of the Senior Executive Service serving as Deputy Chiefs of Staff, Assistant Secretaries, or other HAF two-letter leaders appointed by the SecAF to provide oversight and functional advisory services related to functional communities. Exception: Changes to an FA's rank/grade/position must be requested in writing to AF/A1, with a copy provided to AF/A1C, AF/A1D, and AF/A1P. Multiple DAF specialties may fall under an FA's purview.

### 2.2.8.2. Specifically, the FAs will:

2.2.8.2.1. Direct and approve functional assignment prioritization plans.

2.2.8.2.2. Ensure SecAF-approved force development policies are implemented within their assigned functional communities.

2.2.8.2.3. Provide strategic oversight of force development to include determination and prioritization of functional community requirements to meet mission needs.

2.2.8.2.3.1. Review CF health on occupational series under their management and report results to the Secretary of the Air Force Personnel Council when appropriate.

2.2.8.2.3.2. Inform AF/A1 of anticipated reorganizations, realignments, and mission changes that may affect force development programs.

2.2.8.2.3.3. Provide functional representation to the annual Air Force Education Requirements Board.

2.2.8.2.4. Establish a Functional Advisory Council (FAC). **Note:** Some CFs have Development Teams (DTs) and subcommittees in lieu of FACs.

2.2.8.2.4.1. Appoint the FAC chair(s).

2.2.8.2.4.2. Develop a FAC charter if required by the CF.

2.2.8.2.5. Appoint a Functional Manager (FM).

2.2.8.2.6. Designate CFT personnel to serve as representatives to FACs and DTs. Can be delegated to the FA's representatives.

2.2.9. Functional Advisory Councils (FACs). FACs prepare senior leaders with a comprehensive understanding of functional, cross-functional, and institutional personnel requirements as they pertain to individual CFs. FACs provide the DT panels with

developmental requirements for their CF population in the areas of education, training, and experience. FACs may be convened by each functional area to provide strategic-level oversight to functional communities under their guidance and support the force development and force structure management processes within defined DAF functional communities.

2.2.9.1. FAC Establishment. FACs should convene at least annually. Every effort should be made to convene in conjunction with other CF meetings where a majority of the FAC members are already in attendance, or they may be held virtually.

2.2.9.2. FAC Chair. Ideally, the FA will appoint the FM as the FAC chair. When the FM is unavailable to fulfill this role, the FA will appoint a General Officer or member of the Senior Executive Service as the representative. The FAC Chair reports to the FA.

2.2.9.3. FAC Membership. The FAC chair determines the FAC membership. Ideally, the FAC will include the CFM, MAJCOM/FLDCOM-level functional leadership, and other key force development stakeholders (i.e., CFT representatives). Cross-functional authorities may have valid force development requirements involving Airmen/Guardians assigned to approved functional civilian billets in shared occupational series. Representatives from these communities may attend applicable FACs with prior approval from the FM.

2.2.9.4. Identifies functional, cross-functional, and institutional requirements for the CF and validates CF mission needs.

2.2.9.5. Identifies developmental goals of the CF. Discussions should include topics such as cross-functional requirements review, selecting civilians for opportunities out of their core occupational series, preparing civilians for institutional DAF leadership positions, and sustaining perishable skill sets.

2.2.9.6. Determines the scope and direction of the centrally managed PAQ/COP positions.

2.2.9.7. Determines CF capability to satisfy identified requirements, meet developmental goals, and perform the mission. Any capability gaps are resolved through changes in the development plan and force management initiatives.

2.2.9.8. If a DT is held, the FAC should utilize DT feedback to identify existing and potential CF capability gaps.

2.2.9.9. Communicates developmental goals to the CF through updated career progression guidance and direction to CF leadership.

2.2.10. The Functional Manager is a General Officer or Senior Executive Service member, designated by the appropriate FA, who provides day-to-day management over specific functional communities. While FMs should maintain an institutional focus regarding resource development and distribution, they are responsible for ensuring their specialties are equipped, developed, and sustained to provide DAF capabilities. Specifically, FMs will:

2.2.10.1. Chair the Functional Advisory Council (see [paragraph 2.2.9.2.](#)).

2.2.10.2. Determine Functional Advisory Council membership (see [paragraph 2.2.9.3.](#)).

2.2.10.3. Develop a DT charter, if required by the CF. The charter is reviewed annually and revised as appropriate, and a copy is provided to the owning FA and the Force Development Directorate, AF/A1D.

- 2.2.10.4. Chair the DT meeting or identify an alternate DT chair.
  - 2.2.10.5. Convene the DT to meet designated milestones and hold additional meetings as necessary to meet DAF and functional needs.
  - 2.2.10.6. Appoint career field managers, as needed, to manage the career fields aligned under the functional manager. Provide appointment memos in writing to AF/A1CX for civilian CFMs with a copy to AF/A1DI (see [Attachment 2](#)). If the CFM position is not classified at the GS-15 (or equivalent) or Colonel level, a CFM Grade Waiver Memorandum must be submitted to AF/A1C (see [Attachment 3](#)).
  - 2.2.10.7. Define functional community training requirements through the Training, Education, and Professional Development (TE&PD) process.
  - 2.2.10.8. Define functional community education requirements through the Air Force Education Requirements Board process and the Air Force Education Requirements Board concept of operations (Surgeon General Requirements are worked through the Health Professions Education Requirements Board vice the Air Force Education Requirements Board).
  - 2.2.10.9. Provide CF health updates to the FA on the status of the CF(s).
  - 2.2.10.10. Where appropriate, blend the requirements for RegAF/USSF officers, enlisted, and civilian members within the functional family to achieve force development objectives.
  - 2.2.10.11. Coordinate with cross-functional authorities to identify requirements and provide them to CFMs from supporting career fields.
- 2.2.11. Functional CF DTs consist of the DT chair, career field manager (CFM), and key stakeholders who represent the functional community, including a representative from the USSF. DTs play a critical role in talent management. It is incumbent upon the DT chair to ensure their DT members represent the full range of perspectives, experiences, and skill sets of the larger force to the greatest extent practicable. DT members must demonstrate an ability to lead and to leverage the talents of Airmen and Guardians. The DT will:
- 2.2.11.1. Manage force development of DAF civilians, validating CF requirements.
  - 2.2.11.2. Determine the scope and direction of the centrally managed PAQ/COP positions.
  - 2.2.11.3. Execute CF management responsibilities.
  - 2.2.11.4. Monitor and manage administration of the PAQ/COP programs upon entrance on duty and throughout training and final outplacement.
  - 2.2.11.5. Analyze program positions with functional management to determine required competencies and assist in preparing assessments.
  - 2.2.11.6. Counsel participants on career and developmental opportunities and make recommendations for primary and alternate selections for DT-approved and DAF Boarded Civilian Development (CD) programs.
  - 2.2.11.7. Set up, publicize, and administer the process for identifying exceptional performers and highly qualified employees.
  - 2.2.11.8. Provide guidance to employees concerning civilian mobility.

2.2.11.9. Facilitate DT meetings, document recommendations, and provide feedback to CD program applicants, selectees, and endorsers.

2.2.11.10. If requested by the DT Chair, prepare and publish DT meeting minutes IAW AF/A1 guidance.

2.2.11.11. With CFMs, develop and coordinate annual recruitment strategies, training plans, and budgets for RGs, interns, and hard-to-fill positions.

2.2.11.12. Establish a review procedure to ensure CF requirements are met.

2.2.11.13. Have the CFT Chief serve as the executive secretary on the FAC, as determined by the chairperson, support panel, and working group meetings.

2.2.12. The Deputy, DAF AcqDemo Program Management Office (SAF/AQH), will serve as classification approval for reviewing and approving AcqDemo PAQ Position Requirements Documents (PRDs).

2.2.13. The CFM is appointed by the FM and represents a functional community. (See [Attachment 2](#) for the Civilian CFM Appointment Template.) A CFM may be responsible for more than one specialty within a single CF. Officer and civilian CFMs are O-6/GS-15 (or equivalent); exceptions require a waiver approved by AF/A1C (see [Attachment 3](#)). Specifically, CFMs will:

2.2.13.1. Implement CF policies and support the career field FA and FM in accomplishing their responsibilities for career field strategic workforce management, talent acquisition and retention, professional development, collaboration and stakeholder engagement, data-driven decision making, policy and governance, workforce advocacy and quality of life, and operational readiness.

2.2.13.2. Provide day-to-day management for the assigned functional community, addressing issues and coordinating specialty concerns across various staffs.

2.2.13.3. Per DoDIs 1400.25, Volume 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*, and 1430.16, *Growing Civilian Leaders*, managers of career programs and career fields must collaborate with the Functional Community Managers (FCMs) in OSD and DoD Components, as well as the human resources development (HRD), manpower, and fiscal management communities, to develop and implement the TE&PD plans, programs, and budgets needed to provide civilian competencies necessary to meet current and future mission requirements.

2.2.13.3.1. Establish and maintain effective, efficient, economical, and progressive TE&PD activities and programs for civilian employees that will improve public service; leverage TE&PD resources to the greatest extent possible; increase effectiveness, efficiency, and economy of individual and organizational performance; build, sustain, and retain a mission-ready workforce of skilled, effective, and efficient civilian employees; and install and use the best modern practices and techniques in DAF mission performance.

2.2.13.3.2. Identify and implement effective strategies for developing civilian employees, including specific objectives and intended outcomes of TE&PD activities and programs to enhance the mission performance of individual functional communities and DAF.

- 2.2.13.3.3. Participate in DoD-led meetings/events.
  - 2.2.13.4. Create and maintain their respective CF Chapters, Charters, and/or Guidance and CF-specific Civilian Career Roadmaps. The CF-specific Roadmaps should be dual track with one designed for civilians in that CF who desire to become Executive Leaders within DAF and one for civilians who desire to become Functional Experts/Leaders within their own CF. CFMs are responsible for reviewing this information on an annual basis, making appropriate updates as needed. CFMs will make this information available to their functional community and to any cross-functional community with shared interests.
  - 2.2.13.5. Maintain consistent, open communication with employees in their career field via numerous methods, potentially including (but not limited to) road shows, email blasts, webcasts, brownbag lunch meetings, etc.
  - 2.2.13.6. Identify required or highly valued functional licenses, credentials, and/or certifications.
  - 2.2.13.7. Collaborate with the AETC Force Development Competencies Division (AETC/A3J) to establish and modify occupational competency models within their respective functional areas. For additional information, see AFH 36-2647. Coordinate with cross-functional authorities to address requirements related to their occupational capability, including specific competencies as appropriate, into related models.
  - 2.2.13.8. Be a permanent voting member of the DT.
  - 2.2.13.9. Ensure cross-functional requirements are appropriately addressed during DT sessions.
  - 2.2.13.10. Provide central oversight for career field education and training in coordination with Air Education and Training Command, Air University, Air Force Institute of Technology, and AFPC to manage education and training through processes described in governing directives and applicable DAFIs. Additionally, manage use of available education and development funds in compliance with appropriate DAFIs.
  - 2.2.13.11. Participate in the Civilian CFM forums and training events.
  - 2.2.13.12. Oversee outplacement efforts by engaging with mentors, selecting officials, and the CFT as required to ensure timely developmental program outplacements.
  - 2.2.13.13. Establish criteria and provide direction to CFTs on which positions will be centrally managed by the career field.
  - 2.2.13.14. Participate in workforce role coding as directed.
- 2.2.14. The MAJCOMs, FLDCOMs, CCMDs, FOAs, and DRUs will:
- 2.2.14.1. Provide leadership and staff assistance to the command in support of CFs.
  - 2.2.14.2. Execute requirements IAW DAFI 36-2687.
  - 2.2.14.3. Identify MAJCOM/FLDCOM/CCMD and AFPC Pathways Program Coordinators who will:

- 2.2.14.3.1. Serve as liaison to the DAF Pathways Program Coordinator on updates, technical and programmatic issues, best practices, lessons learned, and submission of reports.
  - 2.2.14.3.2. Support the DAF Pathways program.
  - 2.2.14.3.3. Ensure participant agreements are included with the in-processing documents at the servicing DP or CPS and are revised by organizational managers and supervisors yearly, or as needed.
- 2.2.15. The MAJCOM/FLDCOM/CCMD/FOA and DRU Functional Staffs will:
- 2.2.15.1. Survey field activities to determine mission requirements and organizational needs for areas of functional responsibility (such as manpower, logistics, contracting).
  - 2.2.15.2. Identify outplacement positions for centrally managed Pathways or Force Renewal program participants in their respective area of functional responsibility.
- 2.2.16. The MAJCOM/FLDCOM/CCMD/FOA and DRU Human Resources Staffs will:
- 2.2.16.1. Provide advice and guidance to functional communities on the DAF Pathways or Force Renewal programs.
  - 2.2.16.2. Review, evaluate, and propose career management.
  - 2.2.16.3. Support and monitor workforce plan to support hiring goals.
  - 2.2.16.4. Ensure that Civilian Personnel Sections (CPSs) support CFs.
  - 2.2.16.5. Develop an internal process to encourage command support of CFs.
  - 2.2.16.6. Provide members for CF panels and working groups.
  - 2.2.16.7. Participate in developing and maintaining career patterns and standard assessments for positions covered by CFs.
  - 2.2.16.8. Provide input for RGs' and Internship programs' requirements.
  - 2.2.16.9. Input financial planning and budget data to support cyclical training in consonance with special budget instructions.
  - 2.2.16.10. Provide for appropriate endorsement of performance appraisals and promotions.
  - 2.2.16.11. Ensure identification of acquisition professionals conforms with DAF requirements.
  - 2.2.16.12. Notify AFPC, AF/A1M, and the Air Force Manpower Agency (AFMA) of anticipated manpower changes, reductions in force (RIFs), transfers of function, base closures, and other events that may impact CFs.
  - 2.2.16.13. Notify MAJCOMs/FLDCOMs/CCMDs and/or AFPC of appointment terminations due to internal circumstances such as budget constraints, misconduct, poor performance, and suitability.
  - 2.2.16.14. Approve and prioritize command training requirements.

2.2.16.15. Monitor the Suspense Action Report to ensure conversion to competitive service when applicable.

2.2.16.16. Coordinate public notification timelines for centrally funded positions with CFTs.

2.2.17. The Air Force Personnel Center will:

2.2.17.1. Implement civilian CF management programs through the respective CFTs.

2.2.17.2. Integrate administration of CF initiatives and programs with DoD, government-wide, and similar programs.

2.2.17.3. Set requirements for central control of allocation for personnel resources to support RGs and CF management development, education, and training programs.

2.2.17.4. Administer salaries of the centrally managed positions in the Central Salary Account.

2.2.17.5. Administer authorized unit manning document spaces for centrally managed positions, to include CB assignments, Civilian Senior Leadership Program, DAF Wounded Warrior Program, training for CD, program support positions, enterprise support, and RGs and Internship programs.

2.2.17.6. Provide input to budget development and management of Central Salary Account.

2.2.18. The AFPC Talent Readiness Directorate, AFPC/DPZ, coordinating with the CFDP, AF/A1D, AF/A1C, and the CFMs, will:

2.2.18.1. Oversee the management, monitoring, and administration of Central Salary Account Intern, Pathways, PCIP, DRIVE, and PAQ/COP programs.

2.2.18.2. Establish metrics to study the effectiveness of the centrally funded intern programs.

2.2.18.3. Develop and monitor the Civilian Employment Plan to ensure force renewal and development.

2.2.18.4. Administer centrally funded CD, CB, RGs, Intern, and DAF Wounded Warrior Programs.

2.2.18.5. Submit CF budget estimates and requirements for centrally funded permanent change of station moves and training and development.

2.2.18.6. Administer and approve recruitment and relocation incentive programs from the Central Salary Account.

2.2.18.7. Track and report on the usage of the DAF relocation service contract.

2.2.18.8. Administer the CF training budget, monitor financial planning and execution, request and provide training fund citations, and solicit nomination packages for long-term training and other CD programs.

2.2.18.9. Assure CB, RG, and Internship Programs' requirements for CFs are defined and documented.

- 2.2.18.10. Administer the CB, RG, and Intern training programs consistently with the manpower and personnel plan and objectives for each functional community.
  - 2.2.18.11. Develop force renewal recruiting programs, including the RG, Intern, and DAF Wounded Warrior Programs.
  - 2.2.18.12. Inform servicing CPS in a timely manner regarding all recruitment and referral actions of RG and Internship Programs' positions.
  - 2.2.18.13. Administer the CD programs.
  - 2.2.18.14. Execute civilian CF training and development programs that provide both technical breadth and depth and leadership preparation through experiential assignments, education, and training.
  - 2.2.18.15. Assist with the establishment of CFs.
  - 2.2.18.16. Assist in CF management through CFTs.
  - 2.2.18.17. Provide advice, guidance, and assistance to FMs, ensuring compliance with regulatory and statutory requirements in CF administration.
  - 2.2.18.18. Provide input to appropriate officials on total force management requirements and force structuring or shaping.
  - 2.2.18.19. Evaluate civilian progression opportunities within the total force structure and recommend changes.
  - 2.2.18.20. Provide guidance to FMs and FACs on the implementation and administration of the Acquisition Professional Development Program (APDP).
  - 2.2.18.21. Ensure program administration conforms to appropriate directives and instructions for formal acquisition certification or filling of all acquisition positions. (Certification requirements apply to all acquisition positions, whether critical or not.)
  - 2.2.18.22. Provide documentation, support information, and recommended changes to AF/AIC for appropriate instruction updates and revisions.
  - 2.2.18.23. Hire, outplace, and manage CF personnel in centrally managed developmental programs.
- 2.2.19. The Career Field Teams (CFTs) are responsible for assisting in recruiting; onboarding; identifying, arranging, and monitoring training; career counseling; facilitating on-time outplacements; and supporting FMs and CFMs in the execution of their responsibilities.
- 2.2.20. The AFPC Directorate of Personnel Operations, Civilian Staffing Operations Division will:
- 2.2.20.1. Provide oversight to MAJCOMs/FLDCOMs/CCMDs and specialized unit human resource teams providing transactional and non-transactional human resources for all assigned positions.
  - 2.2.20.2. Execute recruitment, placement, and sustainment of human resource operations in support of the civilian workforce.
- 2.2.21. The AFPC Directorate of Civilian Personnel Operations, Civilian Classification Operations Division, Standard Core Personnel Documents (SCPD) Library will:

- 2.2.21.1. Work closely with CFMs and CFTs to develop DAF SCPDs for CF positions.
  - 2.2.21.2. Coordinate on position classification and position management guidance.
  - 2.2.21.3. Establish and maintain career patterns and ladders based on position analysis.
  - 2.2.21.4. Provide classification for centrally managed positions to include CB, RGs, and Internship Programs.
- 2.2.22. The Civilian Talent Readiness Directorate will:
- 2.2.22.1. Serve as the focal point to deliver, develop, and integrate the civilian workforce.
  - 2.2.22.2. Provide guidance and operational field assistance to CPSs.
  - 2.2.22.3. Maintain oversight for civilian personnel program operation, reductions in force (RIF), priority placements, and human capital accountability assessments.
  - 2.2.22.4. Exercise Personnel Service Delivery (PSD) transformation initiatives.
- 2.2.23. The servicing CPS, as required, will:
- 2.2.23.1. Serve as the office of primary responsibility for implementation and administration of base-level and centrally funded employees in Pathways and Internship Programs.
  - 2.2.23.2. Ensure the Employee Management Relations office provides related servicing for locally- and centrally funded employees in Pathways and Internship Programs.
  - 2.2.23.3. Ensure labor-management relations obligations with local union(s) are satisfied.
  - 2.2.23.4. Provide CF assistance with functional management.
  - 2.2.23.5. Provide advisory services to managers and employees concerning civilian mobility.
  - 2.2.23.6. Provide guidance to employees concerning CF opportunities.
  - 2.2.23.7. Counsel military spouse preference eligibles at overseas locations on submission of applications. (See DAFMAN 36-142.)
  - 2.2.23.8. Verify and update the civilian personnel data system for acquisition-related data submitted by employees for acquisition certification or acquisition corps eligibility. Employees may update personal and career Human Resources information through My Biz+ (Go to <https://myfss.us.af.mil> and enter “MyBiz+” in the search bar).
  - 2.2.23.9. Coordinate CF requirements with CFTs and CFMs to ensure accomplishment of position and personnel actions.
  - 2.2.23.10. Assist hiring officials in applying standardized position descriptions.
  - 2.2.23.11. Assist managers in establishing and designing centrally managed position descriptions.
  - 2.2.23.12. As the gaining CPS, ensure the employee signs any required mobility agreement and include the signed mobility agreement in the employee’s onboarding documentation.

- 2.2.23.13. Advise CFTs of management-directed reassignments or priority placements affecting centrally managed positions.
- 2.2.23.14. Report names of employees affected by reduction in force (RIF) to CFTs.
- 2.2.23.15. Input necessary data into the civilian personnel data system in support of CFs and related financial management requirements associated with an employee.
- 2.2.23.16. Send all requests to fill centrally managed positions to AFPC or Air Force Materiel Command (AFMC) Staffing Team.
- 2.2.23.17. Counsel employees on development needs and career potential and ensure employees audit their career briefs and resumes periodically.
- 2.2.23.18. Administer career development activities for employees in grades and occupations not centrally managed by a CF.
- 2.2.24. Supervisors (civilian and military) of civilians will:
  - 2.2.24.1. Provide meaningful onboarding, orientation, training, and development opportunities.
  - 2.2.24.2. Encourage the appointment/selection of mentors and encourage the mentors to communicate regularly, providing constructive feedback to mentees regarding professional growth and development.
  - 2.2.24.3. Review Individual Development Plans (IDPs) with program employees to ensure training and development requirements are being met.
  - 2.2.24.4. Conduct workforce planning.
  - 2.2.24.5. Engage in continuous communication with program participants regarding work, accomplishments, and future goals.
  - 2.2.24.6. When necessary, coordinate with local Employee Management Relations and AFPC CFTs for personnel issues arising in Force Renewal programs.
  - 2.2.24.7. Evaluate and rate employee performance.
  - 2.2.24.8. Encourage employees to assume responsibility for their career development and to take advantage of all CF information and guidance opportunities.
  - 2.2.24.9. Make employees available for pre-validated training and development.
  - 2.2.24.10. Assist in identifying positions to appropriate career paths and in developing and maintaining career patterns.
  - 2.2.24.11. Serve, or release employees to serve, as members of panels, working groups, or other ad hoc meeting groups, to assist in various CF functions.
  - 2.2.24.12. Assist in identifying exceptional performers.
  - 2.2.24.13. Assist employees when initiating their IDP and applying for CD and/or vectoring. Serve as endorser for CD program application(s).
  - 2.2.24.14. Verify that, prior to dispute resolution, management has ensured that all CFMs impacted by the resolution concur with the proposed outcome.

2.2.24.15. Respond to requests for reasonable accommodation IAW DAF policy for providing reasonable accommodations.

2.2.24.16. Ensure, if they are military supervisors, that their hierarchy information is correct in DCPDS and that it is deleted when the military supervisor no longer supervises the civilian(s), e.g., if the military member PCAs/PCsS/separates/retires.

2.2.25. DAF Pathways Program and Force Renewal Program participants will:

2.2.25.1. Adhere to program requirements as specified in the IDP and participant agreement and/or conditions of employment.

2.2.25.2. Review, update, and verify accuracy of records.

2.2.25.3. Establish career objectives based on career patterns, performance records, and other related information.

2.2.25.4. Consider participation in respective CF DT vectoring process.

2.2.25.5. Self-nominate for position vacancies of a higher grade or after successful completion of the formal training program, based upon DT vectoring.

2.2.25.6. Participate in pre-validated formal training and development opportunities.

2.2.25.7. Participate in self-development activities to promote career development.

## Chapter 3

### PATHWAYS AND FORCE RENEWAL PROGRAMS

**3.1. Pathways Programs.** Initial authority for the Pathways Programs was found in E.O. 13562, *Recruiting and Hiring Students and Recent Graduates*, 30 Dec 2010; 75 Federal Register (FR) 82585; and 3 CFR, 2010 Comp., p. 291. The Pathways Programs were updated and the changes published in the FR on 12 April 2024. Execution will be IAW 5 CFR § 362.101, *Program Administration*, <https://www.ecfr.gov/current/title-5/chapter-I/subchapter-B/part-362>; the Pathways Programs Memorandum of Understanding Between the OPM and the DoD (**Note:** OPM extended the MOU with DoD dated 16 July 2024 to 31 December 2025); and the OPM Pathways Programs Handbook, <https://www.opm.gov/policy-data-oversight/hiring-information/students-recent-graduates/reference-materials/pathways-programs-handbook.pdf> and the Pathways Toolkit for Hiring Managers and Supervisors, <https://www.opm.gov/search#Pathways%20Toolkit%20for%20Hiring%20Managers%20and%20Supervisors>. (**T-0**)

3.1.1. Program Administration. The Pathways Programs authorized by E.O. 13562 was amended by E.O. 14217, *Commencing the Reduction of the Federal Bureaucracy*, issued on 25 February 2025, which eliminated the Presidential Management Fellows Program as an authorized Pathways Program. Additionally, E.O.14148, *Initial Recissions of Harmful Executive Orders and Actions*, 28 January 2025, rescinded E.O. 14119, *Scaling and Expanding the Use of Registered Apprenticeships in Industries and the Federal Government and Promoting Labor-Management Forums*, 11 March 2024, thus eliminating all references to registered apprenticeship programs.

3.1.1.1. DAF may rename the programs specified in **3.1.1** provided that the DAF-specific name includes the Pathways Program name identified in **3.1.1**, e.g., DAF Internship Program.

3.1.1.2. Selection for positions within the Pathways Programs should be based on merit. DAF must provide for equal employment opportunity in the Pathways Programs without regard to race, ethnicity, color, religion, sex (including pregnancy), national origin, age, disability, genetic information, or any other non-merit-based factor. See E.O. 14151, *Ending Radical and Wasteful Government DEI Programs and Preferencing*, 29 January 2025, for further guidance. (**T-0**)

3.1.2. Definitions for the purposes of this publication, per 5 CFR § 362.102.

3.1.2.1. *Advanced degree* means a master's degree, professional degree, doctorate degree, or other formal degree pursued after completing a bachelor's degree.

3.1.2.2. *Agency* means an Executive agency as defined in 5 USC 105, and the Government Publishing Office.

3.1.2.3. *Certificate Program* means either 1) a post-secondary education in a qualifying educational institution that is equivalent to at least one academic year of full-time study and that is part of an accredited post-secondary, technical, trade, or business school curriculum, or 2) a qualifying career or technical education program of at least one year that awards a recognized postsecondary credential.

3.1.2.4. *Director* means the Director of OPM or his or her designee.

3.1.2.5. *Industry-recognized credential* means either a credential or certificate that is developed and offered by, or endorsed by, a nationally or regionally recognized industry association or organization representing a sizeable portion of the industry sector, or a credential that is sought or accepted by companies within the industry sector for purposes of hiring or recruitment, which may include credentials from vendors of certain products.

3.1.2.6. *Participant agreement* means a written agreement between the DAF and each Pathways Participant. This agreement should be based on the DAF Individual Development Plan in MyVector.

3.1.2.7. *Program participant or Pathways participant* means any individual appointed under a Pathways Program.

3.1.2.8. *Qualifying career or technical education program* means:

3.1.2.8.1. A federally administered, organized educational program that focuses on providing rigorous academic content and relevant technical knowledge and skills needed to prepare the individual for further education and/or a career in a current or emerging profession. The program also provides technical skill proficiency and a recognized postsecondary credential (which may include an industry-recognized credential, a certificate, or an associate degree).

3.1.2.8.2. A federally administered local, State, national, or international volunteer service program or organization designed to give individuals work and/or educational experiences in volunteer programs that benefit the federal government or local communities. Qualifying volunteer service must be documented with written information from the federally administered program that the volunteer has either 1) completed at least 52 weeks of volunteer service (through one or multiple periods of service) or 2) completed at least 1,700 work hours when the period(s) of volunteer service (through one or multiple periods of service) is less than one year in length.

3.1.2.8.3. For the purposes of this definition, the phrase *federally administered* means a program or organization that operates under a federal agency's (or a component within an agency, e.g., DAF is a component within the DoD agency) programmatic oversight, to ensure educational outcomes and compliance with DAF-established criteria to provide participants with high-demand skills. Such criteria must describe:

3.1.2.8.3.1. The nature and scope of work to be performed by participants.

3.1.2.8.3.2. The type(s) and scope of training to be provided to participants.

3.1.2.8.3.3. The types of skills participants will acquire or develop during the program (e.g., teaching, environmental, business, scientific, public health/health care, languages).

3.1.2.8.3.4. The level and extent of mentoring participants will receive.

3.1.2.8.3.5. The metrics that describe successful completion of the program.

3.1.2.9. *Qualifying educational institution* means:

- 3.1.2.9.1. 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 homeschool that is allowed to operate in a State.
- 3.1.2.9.2. 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 two-year or four-year college or university; a graduate or professional school (e.g., law school, medical school); or a post-secondary homeschool curriculum.
- 3.1.2.10. *Recognized post-secondary credential* means documentation (e.g., official record) of an industry-recognized credential, a license recognized by the state involved or federal government, or an Associate's or Bachelor's Degree.
- 3.1.3. Per 5 CFR § 362.103, DAF may make an appointment under this part to a position defined in 5 CFR § 213.3402 provided a Memorandum of Understanding between the head of DoD or his or her designee and OPM is in effect.
- 3.1.4. Requirements per 5 CFR § 362.104.
- 3.1.4.1. Agency policy. To make any appointment under a Pathways authority, DAF must first establish a Pathways policy. The Pathways policy must:
- 3.1.4.1.1. Include any information about any DAF-specific program labels that will be used, subject to the federal naming conventions identified in [paragraph 3.1.1.1](#) (e.g., DAF Internship Program).
  - 3.1.4.1.2. State the delegations of authority for the DAF's use (as a DoD Component) of the Pathways Programs.
  - 3.1.4.1.3. Include any implementing policy or guidance that DAF determines would facilitate successful implementation and administration for each Pathways Program.
  - 3.1.4.1.4. Prescribe criteria and procedures for DAF-approved extensions for RGs, not to exceed 120 days. Extension criteria must be limited to circumstances that would render the DAF's compliance with the regulations impracticable or impossible.
  - 3.1.4.1.5. Describe how DAF will design, implement, and document formal training and/or development, as well as the type and duration of assignments.
  - 3.1.4.1.6. Include a commitment from the DAF to provide to OPM any information it requests on the DAF's Pathways Programs; adhere to any caps on the Pathways Programs imposed by the Director; provide information requested by OPM about opportunities for individuals interested in participating in the Pathways Programs; provide a meaningful on-boarding process for each Pathways Program; and provide OPM with the name of the DAF's PPO/C.
  - 3.1.4.1.7. Prescribe criteria and procedures on how DAF will determine whether it has the resources available to convert a Pathways participant to a term or permanent position in the competitive service. These procedures must specify the timeline for making the determination, which must include informing the Pathways participant no later than 60 calendar days prior to the end of the appointment about whether DAF is able to convert them. If DAF is unable to convert a Pathways participant, its procedures

may include the actions it will take to assist a participant in pursuing conversion at another agency (when appropriate).

3.1.4.1.8. Identify the minimum service-hour requirement that must be completed by the intern as required by § 362.204.

3.1.4.1.9. DAF's Pathways policy is maintained and available for review upon request of OPM, applicants, Pathways Program participants, or DAF employees.

3.1.4.2. Implementation of Pathways policy requirements. DAF must establish a Pathways policy that meets the criteria listed in **section 3.1.4.1**. OPM extended the OPM/DoD MOU dated 16 July 2024, to 31 December 2025. The MOU renewal allows DoD to continue recruiting and appointing under the Pathways programs until a new volume under DoD Instruction (DoDI) 1400.25, DoD Civilian Personnel Management System, is established for the Pathways Programs.

3.1.4.3. Termination, Suspension, or Revocation. The Director of OPM may revoke the OPM/DoD MOU Agreement when agency use of these Pathways Programs is inconsistent with E.O. 14236, *Additional Rescissions of Harmful Executive Orders and Actions*, 20 March 2025, **part 362** of title 5, CFR, or the MOU, the DoD's Pathways Policies.

### 3.1.5. Filling positions.

3.1.5.1. Workforce Planning. Before filling any positions under these programs, DAF should include measures in its workforce planning to ensure that an adequate number of permanent positions will be available to convert participants who successfully complete their programs.

3.1.5.2. Announcements. When DAF accepts applications from individuals outside its own workforce, it must provide OPM information concerning Pathways programs job opportunities as provided in each Pathways Program. **(T-0)**

### 3.1.5.3. Appointments.

3.1.5.3.1. DAF must fill positions under the Pathways Programs using the excepted service appointing authority provided by 5 CFR § 213.402 (a), (b), or (c), as applicable or the procedures under 5 CFR § 302. **(T-0)**

3.1.5.3.2. Appointments are subject to all the requirements and conditions governing term, career, or career-conditional employment, including investigation to establish an appointee's qualifications and suitability.

3.1.5.4. Eligibility. Except as set forth in this section, eligibility requirements for appointment under a Pathways Program are specified in each Pathways Program.

### 3.1.5.5. Citizenship.

3.1.5.5.1. DAF may appoint a non-citizen provided that the Pathways participant is lawfully admitted to the United States as a permanent resident or is otherwise authorized to be employed and DAF is authorized to pay aliens under the annual Appropriations Act ban and any DAF-specific enabling and appropriation statutes.

3.1.5.5.2. A Pathways participant must be a United States citizen to be eligible for noncompetitive conversion to the competitive service. **(T-0)**

3.1.5.6. Employing relatives. Per 5 CFR § 310, a Pathways participant may work in an organization where a relative is employed when there is no direct reporting relationship, and the relative is not able to influence or control the participant's appointment, employment, promotion, or advancement within DAF.

3.1.5.7. Length of Appointments. Except as provided in [paragraph 3.2](#) and following, RG appointments under this authority may not exceed two years plus any DAF-approved extension of up to 120 days.

3.1.5.8. Conversion/Termination. Supervisors will contact their servicing CPS immediately for advice and assistance if performance or conduct problems occur. DAF may terminate a Pathways participant for reasons including misconduct, poor performance, or suitability under the provisions of this chapter. Pathways Program participants are converted/terminated as per 5 CFR part 362. As prescribed by DAF procedures, but not later than 60 days prior to the end of an appointment, Pathways Program participants will be notified of the employer's intent to convert or not convert them to either a term or permanent appointment. If DAF anticipates internal circumstances may prevent it from converting a Pathways Program participant who satisfactorily completes the program, the DAF PPC/O will immediately notify the DoD PPO/C to request the possibility of converting the Pathways Program participant into another DoD Component. The PPO/C will send out a notice to the other Component PPO/Cs to inquire if there is any interest in noncompetitively appointing the participant. RGs may only be converted to a different agency under the conditions in 5 CFR §362.305, or §362.409. If a noncompetitive conversion to another DoD Component is not possible then the Pathways Program participant may elect registration in OPM's Agency Talent Program for possible noncompetitive conversion to another federal agency.

3.1.5.9. Performance and progress evaluation. Per §362.430, each participant must be placed on a performance plan establishing performance elements and standards that are directly related to acquiring and demonstrating the various leadership, technical, and/or general competencies expected of the participant, as well as the elements and standards established for the duties assigned. **(T-0)**

3.1.5.10. Compensation. The rules for setting pay upon the initial appointment of a participant are governed by the pay administration rules of the pay system or pay plan of the participant's position under the Pathways Program. In determining the participant's compensation, DAF may also use any applicable pay flexibilities available under that pay system or pay plan (e.g., recruitment, relocation, and retention incentives under § 362.575; student loan repayments under § 362.537; and, for GS positions, special rates under § 362.530, subpart C, and the superior qualifications and special needs pay setting authority and the maximum payable rate rule under §362.531, subpart B).

3.1.6. Per 5 CFR § 362.106, DAF must execute a written participant agreement with each Pathways participant that clearly identifies expectations, including but not limited to a general description of duties; work schedules; the length of the appointment and termination date; mentorship opportunities; training requirements as applicable (included in the MyVector IDP); evaluation procedures that will be used for the participant; requirements for continuation and successful completion of the program; and minimum eligibility requirements for noncompetitive conversion to term or permanent competitive service employment according

to the requirements of the applicable Pathways Program. **(T-0)** An intermittent work schedule is prohibited under the RGP. **(T-0)**

3.1.7. Conversion to the Competitive Service, per 5 CFR § 362.107.

3.1.7.1. Subject to any limits on conversion imposed by the Director, and in accordance with the provisions of each Pathways Program, DAF may noncompetitively convert an eligible participant to a term or permanent competitive service position.

3.1.7.2. A Pathways participant who is noncompetitively converted to a competitive service term appointment may be subsequently converted noncompetitively to a permanent competitive service position.

3.1.7.3. Noncompetitive conversion.

3.1.7.3.1. An intern or an RG may be converted to a position within DAF or any other agency within the federal government.

3.1.7.3.2. An RG may be converted to a position within DAF or any other agency within the federal government. Conversion to a position at a different agency is subject to paragraphs [3.3.5.3](#) through [3.3.5.3.3](#).

3.1.7.4. The provisions of the career transition assistance programs do not apply to conversions made under this part.

3.1.7.5. Time spent serving as a Pathways participant counts toward career tenure when the individual is noncompetitively converted to a permanent position in the competitive service upon completion of the program, with or without an intervening term appointment, and without a break in service of one day.

3.1.7.6. Though Pathways participants are eligible for noncompetitive conversion to the competitive service upon successful completion of their program and any other applicable conversion requirements, service in a Pathways Program confers no right to further employment in either the competitive or excepted service. An agency wishing to convert a Pathways participant must therefore execute the required actions to do so.

3.1.8. Pathways Program oversight per 5 CFR § 362.108.

3.1.8.1. The OPM Director retains exclusive authority to:

3.1.8.1.1. Establish caps on the number of individuals who may be hired under the Pathways Program or noncompetitively converted from the Pathways Program to positions in the competitive service.

3.1.8.1.2. Revoke DAF's authority to use the PP.

3.1.8.2. OPM may establish caps based on DAF or Government-wide use of the Pathways Program, input from the Executive agencies, and consideration of the following:

3.1.8.2.1. DAF's compliance with its Pathways policy;

3.1.8.2.2. DAF's approach to entry-level hiring;

3.1.8.2.3. DAF's engagement in sound workforce planning to ensure that an adequate number of permanent positions will be available to which Pathways participants who successfully complete their Programs can be converted;

- 3.1.8.2.4. DAF's record in using the Pathways programs as a supplement to competitive examining, rather than as a substitute for it;
  - 3.1.8.2.5. DAF's record of publicizing their positions in the Pathways programs and recruiting and selecting from a broad array of sources; and
  - 3.1.8.2.6. Any other information the Director deems relevant.
- 3.1.8.3. In the event the Director determines that any caps would be appropriate, OPM will publish notice of such caps in a manner chosen by the Director.
- 3.1.9. For reporting purposes, per 5 CFR § 362.109, DAF must provide information requested by OPM regarding workforce planning strategies that includes:
- 3.1.9.1. Information on the entry-level occupations targeted for filling positions under this part in the coming three fiscal years (FY).
  - 3.1.9.2. The percentage of overall hiring expected in the coming three FYs under the Internship and RG Programs and every three FYs beginning with FY 2024 (i.e., FY24 and then again in FY27, etc.), for each of the three preceding FYs.
  - 3.1.9.3. The number of individuals initially appointed under each Pathways program.
  - 3.1.9.4. The percentage of DAF's overall hires made from each Pathways program.
  - 3.1.9.5. The number of Pathways participants, per program, converted to the competitive service.
  - 3.1.9.6. The total number of Pathways participants.
- 3.1.10. Per 5 CFR § 362.111, any provision of this severability section held to be invalid or unenforceable as applied to any person or circumstance shall be construed so as to continue to give the maximum effect to the provision provided by law, including as applied to persons not similarly situated or to dissimilar circumstances, unless such holding is that the provision is invalid and unenforceable in all circumstances, in which event the provision shall be severable from the remainder of this part and shall not affect the remainder thereof.

### **3.2. Internship Program.** Subpart B.

3.2.1. DAF authority is per 5 CFR § 362.101. The Internship Program provides students in high schools, colleges, trades schools, and other qualifying educational institutions, as defined in 5 CFR § 362.102 of this part, the opportunity to explore federal careers as paid employees while completing their education. Students appointed under this authority are referred to as interns.

3.2.1.1. DoD is committed to providing OPM-requested information regarding the use of the DoD Pathways programs; adhering to any caps on the Pathways programs imposed by the Director of OPM; providing OPM information about job opportunities for individuals interested in participating in the Pathways programs; providing a meaningful on-boarding process for each Pathways Program participant; and providing equal employment opportunity in all actions taken within the Pathways programs.

3.2.1.2. Qualifications. The DAF Qualification Standard for Schedule D, Pathways Internship Positions, will be used for all Pathways intern positions. **(T-0)** Assessment of candidates' basic eligibility for Pathways program intern or RG is according to OPM

qualification standards; however, for Pathways program interns, DAF may establish agency-specific qualification requirements, use the OPM Qualification Standard for Schedule D Pathways Internship Programs, or use the OPM qualification requirements for the competitive service. At the time of their conversion to the competitive service, Pathways Program participants must meet the requirements stipulated by the appropriate OPM qualification standard for the competitive service position.

3.2.1.3. At a minimum, Pathways interns must be pursuing a baccalaureate (junior and senior year only), graduate, or professional degree, and meet qualification standards of the position to include academic discipline as appropriate for the CF. **(T-0)**

3.2.1.4. Central Salary Account Pathways interns must possess and maintain a 2.95 or higher cumulative grade point average. **(T-0)**

3.2.1.5. Participant Agreements. Participant agreements must be executed IAW 5 CFR § 362.106, *Participant Agreements*. **(T-0)** See additional information in the DAF Pathways Programs Guide.

### 3.2.2. Definitions per 5 CFR § 362.202.

3.2.2.1. *Intern not-to-exceed (Intern NTE)* means an intern appointed for an initial period not to exceed one year.

3.2.2.2. A *student* means an individual who is accepted for enrollment or enrolled and seeking a degree (diploma, certificate, etc.) in a qualifying education 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 98-642. Students need not be in 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. 3.2.2.3. *Student* may also mean an individual who is enrolled or accepted for enrollment in a qualifying career or technical education program that awards a recognized postsecondary credential.

### 3.2.3. Filling positions per 5 CFR § 362.203.

#### 3.2.3.1. Announcement.

3.2.3.1.1. Public notification is required. DAF must adhere to merit system principles and thus must provide public notification using any of the following options designed to recruit qualified individuals from appropriate sources in an endeavor to draw from all segments of society. **(T-0)**

3.2.3.1.1.1. Posting a searchable announcement on [www.USAJOBS.gov](http://www.USAJOBS.gov).

3.2.3.1.1.2. Posting job information with a link to a USAJOBS custom job announcement on DAF's public facing career or job information web page. This public facing web page must provide applicants with information about how to apply or seek additional information about the position(s) being filled.

3.2.3.1.1.3. DAF may also consider whether additional recruitment and advertisement activities to supplement the preceding two paragraphs, such as posting to third-party websites, are necessary or appropriate to further support merit

system principles.

- 3.2.3.1.2. Contents of announcements. Announcements used to meet the public notification requirement must include:
- 3.2.3.1.2.1. Position information. Position title, series, and grade.
  - 3.2.3.1.2.2. Position location. Geographic location where the position will be filled.
  - 3.2.3.1.2.3. Appointment length. Duration of the appointment.
  - 3.2.3.1.2.4. Salary information. The starting salary of the position.
  - 3.2.3.1.2.5. Qualifications. The minimum qualifications of the position.
  - 3.2.3.1.2.6. Promotion potential. Whether the individual in the position will be eligible for promotion to higher grade levels.
  - 3.2.3.1.2.7. Conversion information. The potential for conversion to DAF's permanent workforce.
  - 3.2.3.1.2.8. How to apply. A public source (e.g., a link to the location on DAF's website with information on how to apply) should be provided for interested individuals to seek further information about how to apply for intern opportunities.
  - 3.2.3.1.2.9. Equal employment information. Equal employment opportunity statement (DAF may use the recommended equal employment opportunity statement located on OPM's USAJOBS website).
  - 3.2.3.1.2.10. Reasonable accommodation information.
  - 3.2.3.1.2.11. Other relevant information. Any other relevant information about the position such as recruitment incentives, etc.
  - 3.2.3.1.2.12. Other requirements. Any other information OPM considers appropriate.
- 3.2.3.1.3. Other information. OPM will publish information on Pathways Internship opportunities in such form as the Director may determine.
- 3.2.3.2. Eligibility. Except as provided in [paragraph 3.2.2.3](#), interns must meet the definition of *student* in [paragraph 3.2.2.2](#) throughout the duration of their appointment.
- 3.2.3.3. Qualifications. Individuals may be evaluated against either DAF-developed standards or the OPM Qualification Standard for the position being filled.
- 3.2.3.4. Appointments.
- 3.2.3.4.1. DAF may make intern appointments, pursuant to the DAF Pathways policy, using the Schedule D excepted service appointing authority provided in 5 CFR § 213.3402(a).
  - 3.2.3.4.2. Appointments may be made to any position for which the individual is qualified. The duties of the position to which the individual is appointed should be related to either the intern's academic or career goals. DAF may use the Pathways Internship Program to hire legal interns on an NTE basis after posting a public notice

announcement on USAJOBS informing interested applicants of the position location, and how to apply. Such appointments will be for temporary, short-term periods and will not provide eligibility for conversion to the competitive service. However, NTE legal interns may be considered for excepted service appointments pursuant to 5 CFR § 213.3102, *Entire executive civil service: Appointment of persons with intellectual disabilities, severe physical disabilities, or psychiatric disabilities*, as appropriate.

3.2.3.4.3. DAF may appoint an intern for an initial period expected to last more than one year. Intern appointments are not required to have an end date. However, DAF is required to specify an end date of the appointment in the participant agreement with the intern, or appoint an intern on a temporary basis, not to exceed one year, to complete temporary projects, to perform labor-intensive tasks not requiring subject-matter expertise, or to fill traditional summer jobs. DAF may extend these temporary appointments as provided in 5 CFR § 213.104, *Special Provisions for temporary, time-limited, intermittent, or seasonal appointments in Schedule A, B, C, or D*, current edition.

3.2.3.5. Promotion. DAF may promote an intern, on an initial appointment expected to last more than one year (without a NTE date) who meets the qualification requirements for the position. An intern NTE on a temporary appointment is not eligible for promotion. This paragraph does not confer entitlement to promotion.

3.2.3.6. Classification. Intern positions under the GS or appropriate pay plan must be classified to the XX99 series of the appropriate occupational group. Intern positions under the Federal Wage System must be classified to the XX01 series of the appropriate occupational group.

3.2.3.7. Schedules. There are no limitations on the number of hours an intern can work per week so long as any applicable laws and regulations governing overtime and hours of work are adhered to. DAF and students should agree on a formally arranged schedule of school and work so that:

3.2.3.7.1. Work responsibilities do not interfere with academic schedule.

3.2.3.7.2. Completion of the educational program (awarding of diploma/certificate/degree) and the Internship Program is accomplished in a reasonable and appropriate timeframe.

3.2.3.7.3. DAF is informed of and prepared for the students' periods of employment.

3.2.3.7.4. Requirements for noncompetitive conversion to a term or permanent position in the competitive service are understood by all parties.

3.2.3.8. Breaks in program. A break in program is defined as a period when an intern is working but is unable to go to school or is not attending classes and not working at DAF.

3.2.3.8.1. There is no prescribed limitation on the number of breaks that may occur throughout the duration of a Pathways appointment.

3.2.3.8.2. DAF may use its discretion in either approving or denying a request for a break in program.

3.2.3.8.3. For centrally managed Pathways participants, the employing organization will request approval from the CFT to either approve or deny a break in the program. **(T-0)**

3.2.3.9. Required Developmental Activities. The authorities for Pathways Program training include: 5 USC 1103(c), 2301, 2302, 4101, et seq; E.O. 11348, *Providing for the further training of Government employees*; 3 CFR, 1967 Comp., p.275; E.O. 11478, *Equal Employment Opportunity in the Federal Government*; E.O. 13087, *Further Amendment to E.O. 11478, Equal Employment Opportunity in Federal Government*, 2 June 1998; 3 CFR 1966-1970 Comp., page 803, unless otherwise noted; and E.O. 13152, *Further Amendment to E.O. 11478, Equal Employment Opportunity in Federal Government*, 4 May 2000. DAF is required to provide appropriate training and development activities to interns regardless of the length of the appointment. **(T-0)** Subject to the prohibitions of 5 CFR § 410.308(a), *Training to obtain an academic degree*, DAF may pay all or part of the training expenses of students hired under the Pathways Internship Program (see 5 CFR part 362, subpart B). OPM recommends that DAF ensure, within 45 days of appointment, that each intern appointed for an initial period expected to last more than 1 year, or an intern NTE appointed for more than 90 days, documents planned training activities in an Individual Development Plan (IDP), per the Pathways participant agreement, that is approved by their supervisor. Supervisors must establish an IDP for every intern. **(T-0)** IDPs for centrally funded Force Renewal employees will be accomplished by AFPC. **(T-2)** Documentation of training activities is also recommended for an intern NTE appointed for an initial period less than 90 days. Appropriate training opportunities may include, but are not limited to, on-the-job training activities, formal training classes, mentoring sessions, testing products or tools, organizing work activities or functions, and assisting colleagues with projects or tasks.

3.2.3.10. Trial Period. The entire period of service under the Pathways Internship Program counts towards the participant's trial period. If converted to competitive service, the time spent in the trial period is applied to the probationary period. Conversion to either the competitive service or to a permanent position upon completion of the probationary period is not automatic and is subject to the rules of E.O. 14284, *Strengthening Probationary Periods in the Federal Service*, and the regulations promulgated thereunder. If not terminated sooner, an employee's service terminates before the end of the tour of duty on the last day of their probationary or trial period unless their agency certifies within the 30 days prior to that date that finalizing their appointment advances the public interest. **(T-0)**

3.2.4. Conversion to the competitive service per 5 CFR § 362.107 and § 362.204.

3.2.4.1. DAF may noncompetitively convert an intern who is a U. S. citizen to a term or permanent appointment in the competitive service.

3.2.4.2. To be eligible for conversion, the intern must have: **(T-0)**

3.2.4.2.1. Completed at least 480 hours of work experience acquired through the Internship Program, except as provided in paragraphs 3.2.4.3 and 3.2.4.4, while enrolled as a full-time or part-time, degree- or certificate-seeking student or participant in a career or technical education program. (DAF may require a minimum that is higher than 480, including setting varying minimums for different types of positions).

- 3.2.4.2.2. Completed a course of academic study or a career and technical education program within the 180-day period preceding the appointment, at a qualifying educational institution conferring a diploma, certificate, or degree, or successful completion in a qualifying career or technical educational program.
- 3.2.4.2.3. Received a favorable recommendation for appointment by an official of DAF or other agency in which the intern served.
- 3.2.4.2.4. Met the qualification standards for the position to which the intern will be converted.
- 3.2.4.2.5. Met DAF-specific requirements as specified in DAF's participant agreement with the intern.
- 3.2.4.3. Subject to the limitations in [paragraph 3.2.4.3.4.](#), DAF may evaluate, consider, and grant credit for up to one-half of the service requirement in [paragraph 3.2.4.2.1](#) for comparable non-federal internship experience in a field or functional area related to the student's target position and acquired while the student:
- 3.2.4.3.1. Worked in, but not for, a different federal agency, pursuant to a formal internship agreement that was comparable to the Internship Program under this subpart, between DAF and an accredited academic institution.
- 3.2.4.3.2. Worked in, but not for, a federal agency, pursuant to a written contract with a third-party internship provider officially established to provide internship experiences to students that are comparable to the Internship Program under this subpart.
- 3.2.4.3.3. Served as an active-duty member of the armed forces (including the National Guard and Reserves), as defined in 5 USC 2101, provided the veteran's discharge or release is characterized as honorable or under honorable conditions; or
- 3.2.4.3.4. Have student volunteer service and/or worked in other federal programs designed to give internship experience to students (e.g., fellowships and similar programs), including a Department of Labor Job Corps Program prior to an intern appointment, which may be evaluated, considered, and credited when DAF determines the experience is comparable to experience gained in the Internship Program.
- 3.2.4.4. Per [paragraph 3.2.4.3.](#), DAF may waive up to one-half of the minimum service requirement provided the intern has completed at least 320 hours of career-related work experience under an Internship Program appointment with exceptional job performance and demonstrates high potential in an academic or career and technical education program. For purposes of this paragraph:
- 3.2.4.4.1. Exceptional job performance means a formal evaluation conducted by the student's internship supervisor(s), consistent with DAF's performance appraisal program that results in a rating of record (or summary rating) of higher than Fully Successful or equivalent.
- 3.2.4.4.2. Demonstrates high potential in an academic or career and technical education program means attaining at least one of the following: an overall grade point average of 3.5 or better on a 4.0 scale; standing in the top 10 percent of the student's graduating class; induction into a nationally recognized scholastic honor society; or a

letter of recommendation attesting to the intern's outstanding program performance from an instructor or program administrator.

3.2.4.5. DAF may not grant a credit or waiver (or a combination of a credit and waiver) unless the Intern has performed at least 320 hours under a Pathways Internship appointment. DAF may not grant a credit or waiver (or a combination of a credit and waiver) totaling more than 320 hours.

3.2.5. Reduction in Force (RIF) and Termination of Pathways Programs interns are covered in 5 CFR Part 351 § 362.205, *Reduction in force (RIF) and termination*, for purposes of RIF.

3.2.5.1. Pathways Program interns are afforded the same retention rights as excepted service employees and may be eligible for severance pay if involuntarily separated under Title 5 CFR Part 550, *Pay Administration (General)*, Subpart G.

3.2.5.2. Severability per 5 CFR § 362.111. Any provision of this part held to be invalid or unenforceable as applied to any person or circumstance shall be construed so as to continue to give the maximum effect to the provision permitted by law, including as applied to persons not similarly situated or to dissimilar circumstances unless such holding is that the provision is invalid and unenforceable in all circumstances, in which event the provision shall be severable from the remainder of this part and shall not affect the remainder thereof.

3.2.5.3. Interns and interns NTE are covered by 5 CFR Part 351 for purposes of RIF.

3.2.5.4. Tenure Groups

3.2.5.4.1. An intern serving under an appointment for an initial period expected to last more than one year is in excepted service Tenure Group II.

3.2.5.4.2. An intern NTE who has not completed one year of service is in excepted service Tenure Group 0.

3.2.5.4.3. An intern NTE serving under a temporary appointment not to exceed one year, who has completed one year of current, continuous service, is in excepted service Tenure Group III.

3.2.5.5. Termination.

3.2.5.5.1. Intern. As a condition of employment, an intern appointment expires 180 calendar days after completion of the designated academic course of study or career and technical education program, unless the participant is selected for noncompetitive conversion under §

3.2.5.5.2. Intern NTE. As a condition of employment an intern NTE appointment expires upon expiration of the temporary internship appointment, unless the participant is selected for noncompetitive conversion under § 362.204.

3.2.5.5.3. Pathways Program interns who fail to maintain the eligibility requirements of the DAF Pathways Program will be terminated from the program. **(T-1)**

3.2.5.5.4. Organizations will notify their MAJCOM functional staff of anticipated terminations of interns who satisfactorily completed program requirements and would otherwise have been converted to the competitive service. **(T-3)**

3.2.5.5.5. Interns who cannot be placed in another position within the DAF may convert to another position within DoD as specified in the DAF Pathways Guide.

### 3.2.6. Excepted Service Activities.

3.2.6.1. Excepted service activities such as DCIPS are not covered by the Pathways Program but may be included in the Force Renewal programs described in this Instruction.

3.2.6.2. Excepted activities not covered by the Pathways Program may develop similar programs to meet the needs of their organizations.

## 3.3. Recent Graduates Program. Subpart C.

3.3.1. Program administration is per 5 CFR § 362.301. The RGP provides opportunities for individuals who have received qualifying degrees or certificates within the previous two years (up to the previous six years for qualifying veterans) to obtain entry-level developmental experience designed to lead to a career in the federal government after successfully completing the program, which is generally one year in length and in certain cases may be two years in length, unless the training requirements of the position warrant a longer and more structured training program. Employment under the RGP may not exceed two years plus any DAF-approved extension of up to an additional 120 days. Individuals appointed under this authority are referred to as RGs. If DAF wishes to participate in the RGP, it must:

3.3.1.1. Identify in its Pathways policy the duration of its RGP, including any criteria used to determine the need for a longer and more structured training program that exceeds one year. **(T-0)**

3.3.1.2. Ensure, within 90 days of appointment, that each RG is assigned a mentor who is an employee outside the RG's chain of command. **(T-0)**

3.3.1.3. Ensure, within 45 days of appointment, that each RG has an IDP that is approved by his or her supervisor. **(T-0)**

3.3.1.4. Provide at least 40 hours of formal interactive training per year that advances the goals and competencies outlined in each RG's IDP. Mandatory annual training, such as information security and ethics training, does not count toward the 40-hour requirement. **(T-0)**

### 3.3.2. Eligibility is per 5 CFR § 362.302.

3.3.2.1. An RG is an individual who obtained a qualifying associate's, bachelor's, master's, professional, doctorate, vocational, or technical degree, or obtained a certificate from a qualifying educational institution or completed a qualifying career or technical education program within the previous two years or another applicable period provided in the following [paragraph 3.3.2.1.1](#).

3.3.2.1.1. Except as provided in [paragraph 3.3.2.1.2](#), an individual may apply for a position in the RGP only if the individual's application is received not later than two years after the date the individual completed all requirements of an academic course of study leading to a qualifying associate, bachelor's, master's, doctorate, vocational, or technical degree or certificate from a qualifying educational institution or completed a qualifying career or technical education program.

- 3.3.2.1.2. A veteran, as defined in 5 USC 2108, who, due to a military service obligation, was precluded from applying to the RGP during any portion of the two-year eligibility period described in [paragraph 3.3.2.1.1](#) shall have a full two-year period of eligibility upon his or her release or discharge from active duty. In no event, however, may the individual's eligibility period extend beyond six years from the date on which the individual completed the requirements of an academic course of study or a qualifying career or technical education program.
- 3.3.3. Filling positions per 5 CFR § 362.303. See Section 3.2.3.
- 3.3.3.1. Appointments.
- 3.3.3.1.1. DAF may make appointments to the RGP pursuant to its Pathways policy under Schedule D of the excepted service in accordance with [part 302](#) of this chapter.
- 3.3.3.1.2. DAF must appoint an RG using the excepted service appointing authority provided by 5 CFR § 213.3402(b).
- 3.3.3.1.3. DAF may make an initial appointment of an RG to any position filed under the authority in this section for which the RG qualifies, up to the GS-11 level (or equivalent under another pay and classification system, such as the Federal Wage System), except as provided in [paragraphs 3.3.3.1.4](#) through [paragraph 3.3.3.1.5](#). These positions may be either centrally funded and managed or locally funded and managed.
- 3.3.3.1.4. Initial appointments to positions for science technology, engineering, or mathematics (STEM) occupations may be made at the GS-11 level, if the candidate possesses a Ph.D. or equivalent degree directly related to the STEM position DAF is seeking to fill.
- 3.3.3.1.5. Initial appointments to scientific and professional research positions at the GS-11 level for which the classification and qualification criteria for research positions apply, if the candidate possesses a master's degree or equivalent graduate degree directly related to the position DAF is seeking to fill.
- 3.3.3.1.6. Initial appointments to scientific and professional research positions at the GS-12 level for which the classification and qualification criteria for research positions apply, if the candidate possesses a Ph.D. or equivalent degree directly related to the position the DAF is seeking to fill.
- 3.3.3.1.7. Positions must have progressively more responsible duties that provide career advancement opportunities (i.e., positions must provide for career ladder advancement).
- 3.3.3.2. Extensions. DAF may extend the program period for up to an additional 120 days to cover rare or unusual circumstances or situations. DAF's Pathways MOU must identify criteria for approving extensions.
- 3.3.3.3. Qualifications. DAF must evaluate candidates using OPM Qualifications Standards for the occupation and grade level of the position being filled.
- 3.3.3.4. Promotions. DAF may promote any RG who meets the qualification requirements for the position. This provision does not confer entitlement to promotion.

3.3.3.5. Trial Period. The duration of the RG's appointment in the excepted service is a trial period.

3.3.4. Movement between agencies per 5 CFR § 362.304.

3.3.4.1. An RG may apply for and accept a new RG's appointment with another agency covered by this part, if the agency meets all the requirements for participating in the RGP.

3.3.4.2. To move to the new agency, the RG must separate from DAF.

3.3.4.3. The new employing agency must appoint the RG without a break in service.

3.3.4.4. Time served under DAF's RGP is credited toward the program requirements for noncompetitive conversion eligibility to the competitive service. Because there is no break in service, the RG does not begin a new period in the program upon moving to the new agency.

3.3.5. Conversion to the competitive service per 5 CFR § 362.305.

3.3.5.1. DAF may noncompetitively convert an RG who is a U.S. citizen to a competitive service term or permanent position when the RG has:

3.3.5.1.1. Successfully completed at least one year of continuous service in addition to all the requirements of the RGP.

3.3.5.1.2. Demonstrated successful job performance consistent with the applicable performance appraisal program established under DAF's approved performance appraisal system that results in a rating of record (or summary rating) of at least Fully Successful or equivalent and a recommendation for conversion by the first-level supervisor.

3.3.5.1.3. Met the OPM Qualification Standard for the competitive service position to which the RG will be converted.

3.3.5.2. DAF must make the noncompetitive conversion effective on the date the service requirement is met, or at the end of a DAF-approved extension, if applicable. **(T-0)**

3.3.5.3. An RG may be converted to a permanent or term position at a different agency when the following conditions are met:

3.3.5.3.1. DAF is unable to convert the RG to a term or permanent position in the competitive service in a current organizational unit within DAF. The reasons for conversion at another agency may include unforeseen budgetary constraints, reorganizations, abolishment of positions, completion of cohort-based Pathways programs, or other appropriate reasons. Such a conversion to another agency may not be due to issues related to misconduct, poor performance, or suitability.

3.3.5.3.2. Conversion must occur on or before the end of the DAF prescribed program period, plus any DAF-approved extension. **(T-0)**

3.3.5.3.3. The position at the new agency must have a full performance level that is equivalent or less than the position they would have been converted to at DAF. **(T-0)**

3.3.5.3.4. The new employing agency's plan must identify requirements for program completion and eligibility for noncompetitive conversion.

3.3.6. Reduction in force and termination per 5 CFR § 362.306.

3.3.6.1. Reduction in Force. RGs are in excepted service Tenure Group II for purposes of 5 CFR § 351.502.

3.3.6.2. Terminations.

3.3.6.2.1. Except as provided in [paragraph 3.3.6.2.2](#) of this section, as a condition of employment, an RG appointment expires at the end of the DAF-prescribed program period, plus any DAF-approved extension, unless the participant is selected for noncompetitive conversion under 5 CFR § 362.306.

3.3.6.2.2. An RG who held a career-conditional or career appointment in DAF immediately before entering the program and fails to complete the program for reasons that are not related to misconduct, poor performance, or suitability, may, at DAF's discretion, be placed in a permanent competitive service position, as appropriate, in DAF.

## Chapter 4

### PALACE ACQUIRE/COPPER CAP FORCE RENEWAL PROGRAMS

**4.1. Program and Authorization Management.** Distribution of controlled authorizations varies each year depending upon assigned Central Salary Account work years, changes in mission, projected workforce increases or reductions, skill requirements, funding constraints, and other operational considerations. PAQ/COP selected using Pathways authorities will comply with all Pathways Program requirements. PAQ/COP selected from the NDAA DHA 1116 and/or 9905 hiring authority will comply with all requirements stated in DHA authorities. **(T-1)** For additional information see the *Force Renewal PAQ/COP Guide*.

#### **4.2. Entry Level.**

4.2.1. PAQ/COP employees are appointed to the entry-grade level established by the servicing classifier (or equivalent) for the corresponding series designated by the CF and must meet all requirements of the position being filled. **(T-3)**

4.2.2. Per DAFI 36-1401, *Civilian Position Classification*, para. 2.2.5.14, ensure developmental positions are created based on technical duties only (not supervisory/leader) to the first full-performance level based on the series. **(T-3)**

#### **4.3. Conditions of Employment.**

4.3.1. A PAQ/COP employee accepting an offer of employment will sign a Conditions of Employment Agreement, provided by the CFT, to ensure the participant has a thorough understanding of program requirements. **(T-1)**

4.3.2. A PAQ/COP reached through the DAF Pathways Program will also sign a Pathways participant agreement and/or DHA hiring authority will sign a training plan, provided by the CFT, prior to entrance on duty. **(T-1)**

4.3.3. Scientist & Engineer CF PAQs are required to pursue an advanced degree during their second year in the program. **(T-2)**

**4.4. Length of Program.** PAQ/COP enter a two- to three-year training and development program, depending on the entry and target grades of the position and Force Renewal qualification requirements. Minimum training usually requires two full years.

**4.5. Types of Positions.** Positions are established in the administrative, professional, and technical CFs. As determined by civilian classification, targeted positions can be classified to the first full-performance level based on the series (See DAFI 36-1401.) Classifiers will not classify supervisory positions as developmental/targeted. **(T-3)**

4.5.1. Target positions for the PAQ/COP are established at the General Schedule (GS), or equivalent, levels 9, 11, 12, and 13. PAQ target positions that fall under AcqDemo are established at the NH-03 broadband level. **(T-3)**

4.5.2. The local installation will provide funding upon completion/outplacement of PAQ/COP program to the full performance level. **(T-3)**

4.5.3. Upon supervisory confirmation of successful performance and completion of training and regulatory requirements, the PAQ/COP may be non-competitively promoted to the targeted grade.

4.5.4. PAQs that fall under AcqDemo, are required to complete Accelerated Compensation for Developmental Positions (ACDP) assessments every six (6) months. These assessments will rate the interns on their performance and contributions with a focus on contributions to the mission. AcqDemo PAQs may be authorized a pay increase between zero (0%) and eight (8%) of their base salary at each ACDP assessment.

#### 4.6. Types of Appointments.

4.6.1. PAQ/COP appointed under excepted hiring authorities will be placed initially into the excepted service with the ability to be non-competitively converted into the competitive service when all regulatory requirements are met. **(T-0)** These requirements include, but are not limited to, the following:

4.6.1.1. Pathways RGs will be appointed using the authorities outlined in **Chapter 3** of this instruction. **(T-0)** RG appointees will serve a one- or two-year excepted appointment period. **(Note:** PAQ/COP on a two-year excepted appointment are those identified in qualifying acquisition coded positions.) **(T-0)**

4.6.1.2. Criminal Investigator PAQs are appointed under Title 5 CFR, Part 213.3109, *Excepted Service; Consolidated Listing of Schedules A, B, and C Exceptions*. Appointees must serve a one-year trial period. Criminal Investigators will remain in the excepted service upon outplacement. **(T-1)**

4.6.1.3. Intelligence Specialist PAQs are appointed under Title 10 USC § 1601, *Civilian Intelligence personnel: general authority to establish excepted positions, appoint personnel, and fix rates of pay*. Appointees must serve a one-year trial period. The Intelligence specialist will continue to remain in the excepted service upon outplacement. **(T-1)**

4.6.1.4. Individuals with severe disabilities are appointed under Title 5 CFR § 213.3102(u) (Schedule A). Appointees will serve a two-year trial period. At the end of the trial period appointees may be non-competitively converted into the competitive service after two years of successful performance under Title 5 CFR § 315.709, *Appointment for Persons with Disabilities*, current edition, and promoted to the target grade without further competition. **(T-0)**

4.6.1.5. AcqDemo PAQs are appointed under the AcqDemo Direct Hire Authority (DHA): FR, Vol. 82, No. 216, dated 11/9/2017, (Acq-Vet Bus and Tech Mgmt). Section II.B.4.b. and LAC Z2W, P.L. 111-383.

4.6.2. PAQ/COP eligible for non-competitive conversion into the competitive service include, but are not limited to:

4.6.2.1. Pathways interns and RGs who may be non-competitively converted into the competitive service and continue to remain in the PAQ/COP Program to complete their formal training program if they meet the following requirements.

4.6.2.1.1. Interns who have completed their internship program and are selected for non-competitive conversion into a PAQ/COP opportunity.

4.6.2.1.2. RGs initially appointed into a PAQ/COP opportunity under the Pathways RG appointing authority who have successfully completed their one- or two-year excepted appointment.

4.6.2.2. Upon initial appointment, those selected from appropriate competitive examining registers under Administrative Careers with America or under the non-competitive Acquisition Expedited Hiring Authority or Direct Hire Authority will be in the competitive service. **(T-0)** Administrative Careers with America and/or Expedited Hiring Authority hires will be required to serve a one-year probationary period. **(T-0)**

#### **4.7. Outplacement of PAQ/COP.**

4.7.1. Program participants must follow all applicable program guidance in this instruction. **(T-3)**

4.7.2. A PAQ/COP will be outplaced to a permanent, locally funded position immediately following program completion. Upon completion of training, outplacement actions are frequently accomplished within the same MAJCOM, FLDCOM, FOA, or DRU in which the training occurred. If a position is unavailable where the training was conducted, MAJCOM, FLDCOM, FOA, or DRU will then be responsible to identify an outplacement. **(T-3)** This may result in initiation of the mobility agreement, DAF Form 153.

#### **4.8. Competitive Areas.**

4.8.1. Competition is subject to all laws, regulations, and policies governing equal employment opportunity.

4.8.2. These positions are assigned to a particular location solely for training purposes and are on manpower spaces that are centrally managed. Therefore, they will not be considered as part of the installation competitive area(s) identified for reduction in force purposes. **(T-0)**

#### **4.9. Consideration for Subsequent Centrally Funded Renewal Programs.**

4.9.1. PAQ/COP who have completed one DAF centrally funded Force Renewal Program will not be selected for another Force Renewal Program position during their DAF career without CF leadership approval. **(T-1)**

4.9.2. Exceptions may be made with the advance approval of the respective CFM. An exception should be used rarely and only when in the best interest of the DAF.

**4.10. Program Completion.** The CFT may provide a certificate of completion to individuals when they successfully finish the program.

## Chapter 5

### PREMIER COLLEGE INTERN PROGRAM (GS)

**5.1. Program Administration.** Note: The DAF PCIP has been temporarily paused for FY 25, but its status will be re-addressed by the CFDP in the future. The DAF PCIP will be executed IAW this instruction. **(T-1)** The PCIP is designed to attract individuals currently enrolled full-time in college who are seeking a dynamic career with the DAF Civilian Service. This objective is accomplished by recruiting and selecting high-caliber candidates and training them to become competent, effective, and productive employees. The focus is on hiring and recruiting summer interns utilizing a deliberate program with follow-on employment and supplemental training immediately upon graduation. Highly desirable skills include science, technology, engineering, and mathematics (STEM), Cyber, Acquisition, intelligence, and mission critical specialties. The PCIP provides interns the training and developmental opportunities necessary to gain the knowledge, skills, and abilities predictive of successful performance.

**5.2. Program and Authorizations Management.** The AFPC Civilian Talent Readiness Directorate will administratively control and manage authorizations. **(T-1)** The distribution of controlled authorizations varies each year depending upon assigned Central Salary account work years, changes in mission, projected workforce increases or reductions, skill requirements, funding constraints, and other operational considerations.

5.2.1. AFPC Civilian Talent Readiness Directorate and the CFTs will monitor and manage administration within their respective areas of responsibility when the Premier College intern (PCI) has begun his/her duty assignment. **(T-1)**

5.2.2. Duties and responsibilities described in the SCPDs should reflect the knowledge, skills, and abilities required for successful performance. The AFPC SCPD office classifies PCIP SCPDs for each grade level in which the employee will be trained; SCPDs will be provided to the CPS via the initial appointment request for personnel action (RPA). **(T-1)**

**5.3. Funding.** Headquarters DAF budgets for and provides central management and control of salaries. **(T-0)**

**5.4. Permanent Change of Station Allowances.** Costs of moving to the internship location are not covered. As part of their annual recruitment strategy, the respective CFTs will determine whether they will offer paid first duty moves as a recruitment incentive upon PCIP graduation. **(T-1)**

**5.5. Participant Agreement.** PCIP participants will sign a participant's agreement provided by AFPC. **(T-1)** This agreement requires the intern to pursue and successfully complete the basic training objectives and activities in the training and development training plans, and to obtain and maintain a security clearance, as required. Failure to satisfy the terms of the participant agreement may result in separation.

**5.6. Recruiting.** The AFPC Talent Acquisition Division and CFTs are responsible for recruiting for DAF organizations. Some hiring authorities require candidates to apply through USAJOBS at <https://www.usajobs.gov>. A referral certificate will be issued only when a hiring authority that requires a referral certificate is used. **(T-0)**

**5.7. Waiver of Pre-Appointment Investigative Requirements.** In meeting the requirements of Department of Defense Directive Manual (DoDMAN) 5200.02\_DAFMAN 16-1405\_DAFGM 2024-01, *Air Force Personnel Security Program*, failure to issue a pre-appointment waiver for PCIs entering noncritical-sensitive or top-secret positions may impact national security by limiting the organization's ability to perform its mission. The local AF/SF commander, staff chief, or designee who has position-sensitivity-designation authority over the position may approve waivers. The investigative requirement cannot be waived for special sensitive positions, which means a waiver letter is not authorized. The training location must obtain the necessary security waiver memo and provide it to the Force Renewal and Development Section servicing team or operating location. Failure to obtain the waiver will result in delay of entrance on duty. **(T-1)**

**5.8. Entry-Level Grades for GS and Wage Grade (WG).** Interns are classified to the appropriate GS classification by the servicing classification office. **(T-1)** They may be non-competitively promoted based on the initial hiring authority, successful completion of required development and training competencies, successful performance as defined in the employee's annual performance plan, and by meeting all regulatory requirements.

**5.9. Training and Development.** PCIs attend a three-month (10-12 week) training and development program that occurs in the summer after their junior year. The CFT and AFPC Talent Management Division may approve exceptions to allow the intern to enter an eight-month part-time training, while remaining in full-time student status. **(T-1)**

5.9.1. Each CFT, in conjunction with functional management, will prepare standard IDPs for each PCIP occupational series and grade level managed. **(T-1)**

5.9.2. The training plan must provide sufficient training in the target series to assure full performance at the target grade level. Plans prepared by the CFTs may be supplemented locally to provide for specific MAJCOM/FLDCOM and base needs.

**5.10. Types of Positions.** Positions are established as administrative, professional, and technical CFs with a primary focus on mission critical/hard-to-fill occupations (75% in STEM and Cyber). Upon completion of the formalized training program and receipt of a Baccalaureate or advanced degree, PCIs are placed in a permanent, locally funded target position through promotion or PAQ/COP developmental opportunity. If hired under Pathways, the intern will complete 480 work hours of training prior to conversion to permanent federal positions. **(T-0)** WG positions may be established with approval from the AFPC Talent Management Division.

**5.11. Types of Appointments, Not Limited to the Following.**

5.11.1. Competitive Service-Term appointments to the competitive service for financial management experts are made under the Direct Hire Authority found in the National Defense Authorization Act for Fiscal Year 2017, § 1106. **(T-1)**

5.11.2. Upon program completion, the PCI may be non-competitively converted to a career or career conditional appointment within 120 days.

5.11.3. All time served under a term appointment counts toward the appointee's probationary period IAW E.O. 14284, *Strengthening Probationary Periods in the Federal Service*, and the regulations promulgated thereunder. **(T-1)**

5.11.4. Excepted Service-PCI appointments under 5 CFR Part 362, Subparts A & C (Schedule D), count toward the appointee's trial period. **(T-1)**

5.11.5. Appointees may be non-competitively converted into the competitive service without further competition.

5.11.6. Excepted service appointments under Title 10 USC § 1601. Appointments may be made temporary, term, or permanent. PCIs hired under these authorities may be converted into new permanent PAQ/COP appointments utilizing the same authority and remain in the excepted service indefinitely.

**5.12. Orientation.** Each CFT will develop, fund, and present either a group or individual general orientation for all new PCIs in person or via webcast. **(T-3)**

5.12.1. Orientation for Supervisors of Record. At least annually each CFT will offer, either as a part of the orientation for the intern or separately, an orientation for supervisors of record. **(T-3)**

5.12.2. Orientation Symposium. The AFPC Talent Management Division will develop, fund, and present regionally located symposiums for all PCIs to attend. **(T-1)**

**5.13. Telework.** PCIs are not authorized to telework. **(T-0)**

**5.14. Probation or Trial Period.** Depending on the type of appointment, the PCI will be required to serve either a one-year probationary period or trial period upon conversion. Service will be credited IAW E.O. 14284, *Strengthening Probationary Periods in the Federal Service*, and the regulations promulgated thereunder. If not terminated sooner, an employee's service terminates before the end of the tour of duty on the last day of their probationary or trial period unless their agency certifies within the 30 days prior to that date that finalizing their appointment advances the public interest. **(T-1)**

5.14.1. If poor job performance, poor progress in the employee's training plan, or conduct and discipline problems appear, the supervisor will consult a CPS Employee Management Relations Specialist immediately. **(T-3)**

5.14.2. The PCI's supervisor will make every effort to counsel the PCI concerning the problem and to document both observations and discussions held. **(T-3)** Since PCIs are in training for future leadership positions, those who lack potential for positions of responsibility and leadership should be terminated if warranted, preferably during the first four-month trial period.

5.14.3. The supervisor will conduct an evaluation to ensure the PCI is closely monitored and appropriate action is taken during the trial period, if necessary. **(T-1)** CFTs will follow up with supervisors who fail to submit timely evaluation reports. **(T-1)**

**5.15. Relocating Trainees.** Occasionally, PCIs may need to be relocated to another training site during their program, using the PCI authorization to which they are assigned. A decision to relocate a Central Salary Account trainee and the associated authorization will be based on either a management requirement or a PCI's request for humanitarian reasons. **(T-3)** CFTs will first coordinate with the AFPC Talent Management Division before initiating any action based on humanitarian reasons. **(T-3)** Refer to DAFI 36-2110, *Total Force Assignments*, and use it as a guide when submitting justification to the Talent Management Division for reassignment based on humanitarian reasons. **(T-1)**

**5.16. Non-Competitive Conversion.**

5.16.1. To be eligible for non-competitive conversion to a career or career-conditional permanent appointment, a post-secondary student participant will:

5.16.1.1. Have successfully completed an academic course of study from a qualifying institution. **(T-0)**

5.16.1.2. Have met the OPM Qualification Standard (including a positive education requirement, if applicable) for the position to which converted. **(T-0)**

5.16.1.3. Have maintained acceptable performance under the DAF's approved performance management system. **(T-0)**

5.16.1.4. Have received a favorable recommendation from an official of the DAF (e.g., supervisor or applicable CFT). **(T-0)**

5.16.1.5. Have obtained the necessary security background checks/clearance. **(T-0)**

5.16.2. For GS/Government Grade (GG) employees, conversion may occur into the DAF formal civilian training programs PAQ/COP or another position.

5.16.3. For WG employees (defined as appropriated and non-appropriated fund blue collar workers who are paid by the hour), conversion may occur into the DAF WG civilian training program or another position.

**5.17. Termination.** PCIs (GS/(GG)) may be terminated for reasons related to misconduct, poor performance, or suitability. Supervisors will contact their servicing CPS immediately for advice and assistance if performance or conduct problems occur. Whenever a PCI is discharged due to poor conduct or performance, officials will prepare adequate documentation outlining the facts leading to discharge and all counseling efforts made prior to discharge. **(T-0)** Supervisors will consult their Employee Management Relations/CPS prior to termination. **(T-0)** For additional information see the *PAQ-COP Guide with Addendum and the Premier College Intern Program Guide*.

## Chapter 6

### DRIVE PROGRAM

**6.1. Purpose and Overview.** The Develop, Redistribute, Improve, Vault, and Expose (DRIVE) Program is a Department of the Air Force Civilian Service Employment Program for candidates in Air Force/Space Force Active Duty, Reserve, and Guard entry-level accession and training programs who find themselves unable to complete the program due to medical reasons, but still have a desire to serve their Country. The DRIVE Program is a joint venture between DAF Entry-Level Accessions and Force Renewal Programs and the AFPC, Directorate for Civilian Talent Readiness, Mission Ready Talent Division (AFPC/DPZM). Several other program partners contribute to the success of the program via support and/or utilization. These partners include, but are not limited to, the Civilian Force Development Panel, Directorate for Personnel Programs, AETC, AF Recruiting Service, MAJCOM/FLDCOM, AF/SF units/customers, AF Reserve Officer Training Corps, USAF Academy, and the 737th Training Support Squadron.

**6.2. Program Details.** For additional information on the DRIVE Program, see the *AFPC DRIVE Procedures Guide*, 30 September 2024.

GWENDOLYN R. DeFILIPPI, SES, DAF  
Principal Deputy Assistant Secretary of the  
Air Force for Manpower and Reserve Affairs

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Public Law 93-642, *Harry S Truman Memorial Scholarship Act*, 7 October 1998

Public Law 95-454, *Civil Service Reform Act of 1978*, 13 October 1978

5 USC § 1402, *Authority and Functions of agency Chief Human Capital Officers*

5 USC § 3402, *Establishment of part-time career employment programs*

10 USC § 1601, *Civilian intelligence personnel: general authority to establish excepted positions, appoint personnel, and fix rates of pay*

E.O. 11348, *Providing for the further training of Government employees*, published 22 April 1967

E.O. 11478, *Equal Employment Opportunity in the Federal Government*, published 12 August 1969

E.O. 13087, *Further Amendment to E.O. 11478, Equal Employment Opportunity in the Federal Government*, published 2 June 1998

E.O. 13152, *Further Amendment to E.O. 11478, Equal Employment Opportunity in the Federal Government*, published 4 May 2000

E.O. 13562, *Recruiting and Hiring Students and Recent Graduates*, published 30 Dec 2010

E.O. 14119, *Scaling and Expanding the Use of Registered Apprenticeships in Industries and the Federal Government and Promoting Labor-Management Forums*, 11 March 2024

E.O. 14148, *Initial Rescissions of Harmful Executive Orders and Actions*, 28 January 2025

E.O. 14151, *Ending Radical and Wasteful Government DEI Programs and Preferencing*, 29 January 2025

E.O. 14217, *Commencing the Reduction of the Federal Bureaucracy*, 25 February 2025

E.O. 14236, *Additional Rescissions of Harmful Executive Orders and Actions*, 20 March 2025

E.O. 14284, *Strengthening Probationary Periods in the Federal Service*, published 24 April 2025

5 CFR § 362.101, *Program Administration*

5 CFR Part 351, *Reduction in Force*, current edition

5 CFR Section 213.104, *Special Provisions for temporary, time-limited, intermittent, or seasonal appointments in Schedule A, B, C, or D*, current edition

5 CFR Section 213.3102, *Entire executive civil service: Appointment of persons with intellectual disabilities, severe physical disabilities, or psychiatric disabilities*

5 CFR Section 213.3109, *Excepted Service; Consolidated Listing of Schedules A, B, and C Exceptions*

5 CFR Section 213.3402, *Entire Executive Civil Service; Pathways Programs*, current edition  
5 CFR Part 300, *Employment General*, current edition  
5 CFR Section 315.709, *Appointment for Persons with Disabilities*, current edition  
5 CFR Part 362, *Pathways Programs*, current edition  
5 CFR Section 410.308, *Training to obtain an academic degree*, current edition  
5 CFR Part 537, *Repayment of Student Loans*, current edition  
5 CFR Part 550, *Pay Administration (General)*, current edition  
MOU-OPM/DOD, *Pathways Programs*, 16 July 2024 extended to 31 December 2025  
*OPM Pathways Handbook*, August 2016  
*OPM Pathways Toolkit for Hiring Managers and Supervisors*, August 2016  
DoDI 5400.11, *DoD Privacy and Civil Liberties Programs*, 29 January 2019  
DoDI 1400.25, Vol. 410, *DoD Civilian Personnel Management System: Training, Education, and Professional Development*, 25 September 2013  
DoDI 1430.02, *Civilian Career Management*, 6 April 2006  
DoDI 1430.16, *Growing Civilian Leaders*, 23 August 2022  
DAFPD 36-1, *Appropriated Funds Civilian Management and Administration*, 11 August 2025  
DAFPD 36-26, *Total Force Development and Management*, 18 January 2024  
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020  
DAFI 36-1401, *Civilian Position Classification*, 22 May 2023  
DAFI 36-2110, *Total Force Assignments*, 9 August 2024  
DAFI 36-2670, *Total Force Development*, 25 June 2020  
DAFI 36-2687, *Civilian Development*, 9 November 2023  
DAFI 36-2710, *Equal Opportunity Program*, 23 May 2024  
DoDMAN 5200.02\_DAFMAN 16-1405, *Air Force Personnel Security Program*, 1 August 2018  
DAFMAN 36-142, *Civilian Career Field Management and Centrally Managed Programs*, 4 October 2022  
DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023  
AFMAN 36-204, *Overseas Employment*, 25 March 2019  
AFH 36-2647, *Competency Modeling*, 8 July 2025  
*AFPC Develop, Redistribute, Improve, Vault, and Expose (DRIVE) Program Procedures Guide*, 30 September 2024  
*Force Renewal PAQ/COP Guide*, 5 August 2025

***Adopted Forms***

DAF Form 153, *Department of the Air Force Civilian Centrally Managed Career Development Mobility Agreement*

DAF Form 679, *Department of the Air Force Publication Compliance Item Waiver Request/Approval*

DAF Form 847, *Recommendation for Change of Product*

***Abbreviations and Acronyms***

**AF**—Air Force

**ACDP**—Accelerated Compensation for Development Positions

**AETC**—Air Education and Training Command

**AFH**—Air Force Handbook

**AFMA**—Air Force Manpower Agency

**AFPC**—Air Force Personnel Center

**APDP**—Acquisition Professional Development Program

**CB**—Career Broadening

**CD**—Civilian Development

**CDLS**—Civilian Leadership Development School

**CF**—Career Field

**CFDP**—Civilian Force Development Panel

**CFM**—Career Field Manager

**CFR**—Code of Federal Regulations

**CFT**—Career Field Team

**CCMD**—Combatant Command

**COP**—Copper Cap

**CPS**—Civilian Personnel Section

**DAF**—Department of the Air Force

**DAFI**—Department of the Air Force Instruction

**DAFMAN**—Department of the Air Force Manual

**DAFPD**—Department of the Air Force Policy Directive

**DCIPS**—Defense Civilian Intelligence Personnel System

**DCS**—Deputy Chief of Staff

**DEI**—Diversity, Equity, and Inclusion

**DHA**—Direct Hire Authority

**DoD**—Department of Defense  
**DoDMAN**—Department of Defense Directive Manual  
**DoDI**—Department of Defense Instruction  
**DRIVE**—Develop, Redistribute, Improve, Vault, Expose  
**DRU**—Direct Reporting Unit  
**DT**—Development Team  
**E.O.**—Executive Order  
**ETMO**—USSF Enterprise Talent Management Office  
**FA**—Functional Authority  
**FAC**—Functional Advisory Council  
**FCM**—Functional Community Manager  
**FLDCOM**—Field Command  
**FM**—Functional Manager  
**FOA**—Field Operation Agency  
**FR**—Federal Register  
**FSS**—Force Support Squadron  
**FWG**—Federal Wage System  
**GS**—General Schedule  
**HRD**—Human Resources Development  
**IAW**—In Accordance With  
**IDP**—Individual Development Plan  
**LTT**—Long-Term Training  
**MAJCOM**—Major Command  
**MOU**—Memorandum of Understanding  
**NTE**—Not to Exceed  
**OPM**—Office of Personnel Management  
**OPR**—Office of Primary Responsibility  
**OSD**—Office of the Secretary of Defense  
**PAQ**—Palace Acquire  
**PCI**—Premier College Intern  
**PCIP**—Premier College Intern Program  
**PI**—Pathways Intern

**PMF**—Presidential Management Fellow(s)  
**PPO/C**—Pathways Program Officer/Coordinator  
**PSD**—Personnel Service Delivery  
**RG**—Recent Graduate  
**RGP**—Recent Graduates Program  
**RPA**—Request for Personnel Action  
**RIF**—Reduction In Force  
**SCPD**—Standard Core Personnel Documents  
**SES**—Senior Executive Service  
**TE&PD**—Training Education and Professional Development  
**USC**—United States Code  
**USSF**—United States Space Force  
**WG**—Wage Grade

*Office Symbols*

**AETC/A1D**—Air Education and Training Command, Civilian Force Development Division  
**AETC/A3J**—Air Education and Training Command, Force Development Competencies Division  
**AF/A1**—Deputy Chief of Staff for Manpower, Personnel and Services  
**AF/A1C**—Headquarters Air Force, Directorate of Civilian Force Management  
**AF/A1CX**—Headquarters Air Force, Planning and Integration Division  
**AF/A1D**—Headquarters Air Force, Directorate of Force Development  
**AF/A1DI**—Force Development Integration Division  
**AF/A1-DTA**—Air Force A1 Digital Transformation Activity  
**AF/A1X**—Headquarters Air Force, Directorate of Plans and Integration  
**AFPC/DPZ**—Air Force Personnel Center, Directorate of Civilian Talent Readiness  
**AFPC/DPZM**—Air Force Personnel Center, Directorate of Civilian Talent Readiness, Mission Ready Talent Division  
**AF/RE**—Chief of the Air Force Reserve  
**NGB/CF**—Director of the Air National Guard  
**SAF/AQH**—Department of the Air Force AcqDemo Program Management Office  
**SAF/MR**—Assistant Secretary of the Air Force for Manpower and Reserve Affairs  
**SAF/MRQ**—Director, Department of the Air Force Equal Opportunity Program  
**SF/S1**—Headquarters Space Force, Deputy Chief of Space Operations for Human Capital

SF/S1C—Headquarters Space Force, Directorate of Civilian Policy and Programs

SF/S1D—Headquarters Space Force, Directorate of Force Development

### *Terms*

**Acquisition Professional Development Program (APDP)**—The DAF career development program for acquisition personnel, including officers, enlisted, and civilian personnel occupying acquisition positions. APDP fulfills the requirements of the Defense Acquisition Workforce Improvement Act. (For more information go to Career/APDP under Acquisition located on the Air Force Portal website.)

**Advanced Degree**—A master's degree, professional degree, doctorate degree, or other formal degree pursued after completing a bachelor's degree.

**Agency**—An Executive agency as defined in 5 USC 105, and the Government Publishing Office.

**Career Field (CF)**—A CF is comprised of one or more occupations that require similar knowledge and skills.

**Career Field Manager (CFM)**—DAF focal point for the designated CF within a functional community. Serves as the primary advocate for the CF, addressing issues and coordinating functional concerns across various staffs. Responsible for the CF policy and guidance. Must be appointed by the FM and hold the grade of O-6/GS-15 (or equivalent).

**Career Field Team (CFT)**—Functionally oriented teams that execute Force Development (FD) policy and programs for civilians.

**Career Recent Graduate and Internship Program**—An entry level program to prepare employees in various occupations for subsequent advancement in professional, administrative, and technological careers.

**Centrally Managed Position**—Positions managed by CF Functional Advisory Councils and functional CFTs. Used to prepare employees for leadership positions by utilizing subsets such as career broadening, key career positions and civilian strategic leader positions. Individual Functional Advisory Councils determine the scope of program operations and identify positions that are centrally managed by the CF. CFs also centrally manage Force Renewal positions, which represent planned force renewal efforts. Each CF establishes and distributes specific criteria outlining the position categories, grade levels, and other pertinent points, to be centrally managed.

**Certificate Program**—A 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 post-secondary, technical, trade, or business school curriculum; or a qualifying career or technical education program of at least one year that awards a recognized postsecondary credential.

**Copper Cap**—DAF centrally funded and managed Force Renewal program.

**DAF Pathways Program Officer/Coordinator (PPO/C)**—The DAF Pathways Program Officer/Coordinator is located at Air Force Personnel Center Operations, in a position at or higher than grade 12 of the General Schedule or the equivalent under the Federal Wage System (FWS) or another pay and classification system. The PPO/C is responsible for administering the DAF's Pathways programs, including coordinating the recruitment and on-boarding process for Pathways programs participants, and coordinating the DAF's Pathways programs plan with DAF

stakeholders and other hiring plans (e.g., merit promotion plans). The PPO/C serves as a liaison with OPM by providing updates on the DAF's implementation of its Pathways programs, clarifying technical or programmatic issues, sharing DAF best practices, and other similar duties. The PPO/C reports to OPM on the agency's implementation of its Pathways programs and individuals hired under those programs, in conjunction with the DAF's Pathways policy. The PPO/C must provide information requested by OPM regarding workforce planning strategies that includes (1) information on entry-level occupations targeted for filling positions under § 362.109 in the coming three fiscal years (FYs) and (2) the percentage of overall hiring expected in the coming three FYs under the Internship, RGs, and PMF Programs. Every three FYs beginning with the FY24 (i.e., FY24 and then again in FY27, etc.) for each of the preceding three FYs, provide the following information: the number of individuals initially appointed under each Pathways program; the percentage of the agency's overall hires made from each Pathways program; the number of Pathways participants, per program, converted to the competitive service; and the number of Pathways participants.

**Development Team (DT)**—Provides oversight of officer and civilian development to meet both functional and DAF corporate leadership requirements. Development teams are the conduit between force development systems, frameworks, and policy and translate these into career vectors for individuals.

**DRIVE Program**—Develop, Redistribute, Improve, Vault, Expose Program. The DRIVE Program provides a pathway for medically disqualified Active Duty, Guard & Reserve Accession/Entry-Level Program (BMT, Tech School, USAF Academy, AFROTC, OTS, etc.) Candidates to enter the Air Force Civilian Service (AFCS). DRIVE Candidates are qualified for the highest programs. Some fill positions that have been historically difficult to fill (WG and GS across the Air and Space Enterprise), creating a win/win situation for the Candidate and the DAF.

**Employment Agreement**—A written statement required by any of several statutes, signed by an employee or a person selected for appointment. It prescribes a required period of service and other conditions related to transportation allowances in conjunction with permanent duty travel.

**Executive Resources Board**—Appointed by the Secretary of the DAF to fulfill 5 CFR § 317.501(a) statutory and regulatory requirements. Provides DAF-wide leadership and policy direction on Civilian Senior Executive resources.

**Force Renewal**—Centrally funded and managed Pathways Program, PAQ, and COP employees.

**Functional Advisory Council**—A forum of functional representatives that meets to determine how to best prepare senior leaders with a comprehensive understanding of the CF's particular functional, cross-functional, and institutional personnel requirements.

**Individual Development Plan**—Employee development plan used to provide management officials with the employee's required training and desired developmental path. The Manager and/or Supervisor reviews the plan and provides advice to employees on elements of their plan. Plans are reviewed by CF development teams to provide educational, experiential, and assignment vectors to employees.

**Industry-recognized credential**—(1) A credential that is developed and offered by, or endorsed by, a nationally or regionally recognized industry association or organization representing a sizeable portion of the industry sector; or (2) A credential that is sought or accepted by companies

within the industry sector for purposes of hiring or recruitment, which may include credentials from vendors of certain products.

**Intern not-to-exceed (Intern NTE)**—An intern appointed for an initial period not to exceed one year.

**Long-Term Training (LTT)**—Off-the-job training of more than 120 consecutive duty days.

**Palace Acquire Intern (PAQ)**—DAF centrally funded and managed Force Renewal program.

**Participant Agreement**—A written agreement between the DAF and each Pathways participant identifying expectations and certified annually.

**Premier College Intern (PCI)**—An individual participating in the DAF Premier Civilian Intern Program.

**Premier College Intern Program (PCIP)**—The PCIP is designed to attract individuals currently enrolled full-time in college who are seeking a dynamic career with the DAF Civilian Service. This objective is accomplished by recruiting and selecting high-caliber candidates and training them to become competent, effective, and productive employees. The focus is on hiring and recruiting summer interns utilizing a deliberate program with follow-on employment and supplemental training immediately upon graduation. Highly desirable skills include science, technology, engineering, and mathematics (STEM), Cyber, Acquisition, intelligence, and mission critical specialties. The PCIP provides interns the training and developmental opportunities necessary to gain the knowledge, skills, and abilities predictive of successful performance.

**Qualifying Education Institution**—Many types of academic entities qualify for the purposes of the Pathways programs, including 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 because it is recognized by the State or local government oversight body. A post-secondary education institution or curricula is also considered to be qualifying if it is accredited by an accrediting body recognized by the Secretary of the United States Department of Education. Qualifying post-secondary institutions include Technical or vocational schools, two-year or four-year colleges or universities, graduate or Professional schools (such as: law school, medical school), or a post-secondary home-school curriculum.

**Secretary of the Air Force Personnel Council**—The Secretary of the Air Force Personnel Council is responsible for managing and operating three component boards: the Air Force Personnel Board, the Air Force Discharge Review Board, and the Air Force Decorations Board.

**Student**—An individual who is enrolled or accepted for enrollment 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 93-642, *Harry S. Truman Memorial Scholarship Act*. Students need not be in 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. The individual also may be enrolled or accepted for enrollment in a qualifying career or technical education program that awards a recognized postsecondary credential.

**Attachment 2****CAREER FIELD MANAGER APPOINTMENT TEMPLATE****A2.1. Career Field Management Appointment Template.****Figure A2.1. Career Field Management Appointment Template.**

DD MMM YY

MEMORANDUM FOR AF/A1CX

FROM: (insert name and office of the functional community functional manager)

SUBJECT: Career Field Manager Appointment

In accordance with DAFI 36-2670 - *Total Force Development*, and DAFI 36-130 - *Civilian Intern and Force Renewal Developmental Programs* requirements, this memorandum serves as notification that on (insert appointment date) (insert the career field manager's name, title and rank/grade) was appointed as the (insert the name of the DAF functional community) career field manager.

Functional Manager Signature Block

cc:  
AF/A1DI

## Attachment 3

## CAREER FIELD MANAGER GRADE WAIVER MEMORANDUM TEMPLATE

## A3.1. Career Field Manager Grade Waiver Memorandum Template.

## Figure A3.1. Career Field Manager Grade Waiver Memorandum Template.

DD MMM YY
MEMORANDUM FOR AF/A1C
FROM: (insert name and office of the functional community functional manager)
SUBJECT: Career Field Manager Rank/Grade Waiver Authority
In accordance with DAFI 36-130 – <i>Civilian Intern and Force Renewal Developmental Programs</i> , (insert the functional manager’s name, title and rank) respectfully requests a waiver to the career field manager rank/grade requirements. Request (state the person’s name, title and rank/grade) be appointed as the career field manager for the (insert DAF specialty code and/or functional community) due to (state the reason why). This is applicable for the following timeframe (insert the applicable timeframe i.e., summer 2025 development team cycle).
Functional Manager Signature Block
cc: AF/A1DI