



PRESIDENTIAL MANAGEMENT FELLOWS PROGRAM RESOURCE MANUAL

IMPORTANT NOTE: This latest version of the PMF Resource Manual includes updated information based on Executive Order 13318 (Dated: November 21, 2003). Incorporation of the proposed new regulations is not included. A revised manual will follow the release of the new regulations.

Revised 05/25/2004

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INTRODUCTION

This manual provides policy guidance for the administration of the Presidential Management Fellows (PMF) Program.

Use this information as a guide for gaining a better understanding of the PMF Program, how it is administered, and how its provisions impact PMFs and sponsoring Agencies.

When questions arise about the PMF Program, your first point of contact is the Agency PMF Coordinator and/or a representative of the Agency's human resources office. These individuals will be able to answer questions and assist in resolving problems. For additional assistance contact the PMF Program Office at:

Presidential Management Fellows Program

U.S. Office of Personnel Management

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CHAPTER 1

ADMINISTRATIVE POLICY GUIDANCE

Appointment and Appointment Extensions of Presidential Management Fellows

5 CFR 213.3102(ii)

Finalists in the Presidential Management Fellows (PMF) Program may be appointed following official announcement of their selection as Finalists. Agencies may appoint PMF Finalists no later than December 31 of the year in which they were selected as Finalists. Under 5 CFR 362.203 (c) appointment extensions may be granted on a case-by-case basis upon written request of the agency to the PMF Program office no later than December 15th of the year in which the Fellows were finalists. **Appointment extensions should be avoided.** Reporting on board after the deadline may cause the PMF to miss orientation training and/or graduation ceremonies with their PMF class. Agencies that have a lengthy security clearance process need to make sure that offers to PMF Finalists happen quickly so that security investigations are completed in time to bring the PMF onboard by December 31st.

*PMF Program regulations specify that initial appointments must be made at the Grade 9, Step 1 level of the General Schedule. Only individuals who have had prior, higher-level Federal civilian government service may be placed at a higher step within the GS-9 pay range with that allowable under 5 CFR 531.203 (c). This does not include military service. (See **Grade and Pay** below).*

PMF positions are full-time positions and count toward the maximum number of full-time employees (FTE) that an agency may employ. That is, PMFs count against agency personnel ceilings and their salaries are paid by the employing agency.

Appointment authority and conversion codes are as follows:

<u>Nature of Action Code</u>	<u>Nature of Action</u>	<u>Authority Code</u>	<u>Legal Authority</u>	<u>Tenure Group</u>
170	Exc Appt	X9M	Sch A 213.3102 (ii)	II
570	Conv to Exc Appt	X9M	Sch A 213.3102 (ii)	II
500	Conv to Career Appt	L3M	Reg. 315.708	I
501	Conv to Career Cond Appt	L3M	Reg. 315.708	II

Appointment Deferrals

Requests for deferrals to the PMF Program are granted on a very limited basis. Deferrals are granted only for two reasons: 1) serious illness or medical condition of the PMF or an immediate family member, or 2) for military service. Deferrals based on fellowships, grants, or other educational or employment opportunities will not be granted.

Basic Qualification Requirements

5 CFR 302.202 and .203

The awarding of a graduate degree is a basic qualifying factor for a position at the GS-9 grade level and a PMF appointment. At the time of selection, many PMF Finalists have not completed all graduate degree course work. PMF Finalists must complete all graduate degree requirements by August 31 of the academic year in which they are named a PMF Finalist in order to be appointed as a PMF. As a developmental program in the excepted service, Schedule A allows the hiring agency to establish qualifications, which shall relate to the duties to be performed, such as those relating to experience and training, citizenship, minimum age, physical condition, etc. An agency shall not include a minimum educational requirement in the qualification standards, except for a scientific, technical, or professional position in which the agency decides the duties cannot be performed by a person who does not have a prescribed minimum education. The qualification standards established may disqualify certain applicants for appointment.

Career Development Groups (see Chapter 6)

Career Tenure

5 CFR 315-201 (b) (1) (xiii)

An employee must serve three years of substantially continuous creditable service to become a career employee. Service required for career tenure begins with the date of appointment as a Presidential Management Fellow under Schedule A, 213.3102 (ii), provided the employee is appointment is to a career or career-conditional position under 315.708.

Citizenship

5 CFR 362.202 (e)

Opportunities for Federal employment for non-United States citizens through the PMF Program are *extremely* limited. By law, Federal agencies are prohibited from hiring anyone who is not a United States citizen for positions in the continental United States. There are certain exemptions from this restriction. Non-United States citizens **may** be eligible for employment if the individual is:

- (1) Permitted by a Federal agency's appropriation act or agency-specific statutes covering the hiring of non-citizens, and
- (2) Eligible to work under U.S. immigrations laws.

Agencies that are able to hire a non-citizen as a PMF into an excepted service position (5 CFR Part

213.3102 ii) under the two provisions listed above, must ensure they are able to appoint the PMF to career or career-conditional employment under 5 CFR 315.708 and 362.202 (e). The PMF application includes a section that instructs applicants to include the country of their citizenship on their resume. Federal agency hiring officials and agency coordinators need to determine their agency's policy regarding the appointment of non-United States citizens.

If a Federal agency is interested in hiring a non-United States citizen as a PMF, we recommend that agency hiring officials and coordinators do the following:

- Determine their agency's authority to appoint non-United States citizens.
- Determine and verify the citizenship status of the PMF candidate in order to determine whether that candidate is eligible for appointment under the provisions of the annual appropriations act ban. This verification should be conducted, even if the PMF Finalist is claiming United States citizenship, similar to any other appointment verification conducted by your human resources staff.
- Determine whether the candidate is authorized to live and work in the United States under the laws and provisions of the Immigration and Naturalization Service.
- If the Federal agency is authorized to hire non-United States citizens, the agency should verify that the PMF Finalist would obtain full United States citizenship prior to completion of the two-year PMF Fellowship.

If a non-United States citizen is appointed as a PMF by a Federal agency and does not possess full United States citizenship at the conclusion of the two-year PMF Fellowship, the non-United States citizen cannot be appointed to permanent career or career-conditional employment or retained as a PMF by the employing agency.

Current PMF regulations do not permit the extension of a Fellowship for the purpose of obtaining United States citizenship.

It is the responsibility of each employing agency to determine citizenship status and eligibility of applicants for PMF excepted service appointment, just as that agency would determine such status for other Federal employment opportunities in that agency. An agency's Human Resources Office should be of benefit in helping PMF Coordinators and hiring officials understand their agency's policy on appointment of non-United States citizens.

Appointment to Permanent Career or Career-Conditional Positions

5 CFR 315.708

An agency may non-competitively appoint its PMFs, who are full United States citizens, to permanent career or career-conditional positions for which they are qualified at the conclusion of a successful two-year Fellowship. No permanent appointments are allowed prior to full completion of the two-year Fellowship. Appointment will be effective on the date the two-year service requirement is met, unless the Fellowship is extended by the agency, with approval from OPM.

PMFs are appointed into a position in the competitive or excepted services without competing with other outside candidates. Once a PMF is non-competitively appointed to career or career-conditional employment under 5 CFR 315.708(c) he/she acquires competitive status immediately by Executive Order.

After permanent appointment, PMFs are not bound by the 90-day service commitment rule (time-after-competitive-appointment restriction), and they do not serve the probationary period applied to Federal positions that are filled through open competition. Successful completion of the Presidential Management Fellowship is regarded as completion of the probationary period.

If the agency does not intend to appoint the PMF, the agency shall notify the PMF and the PMF Program Office at least 90 calendar days before completion of the Fellowship. When the agency terminates the PMF's appointment at the end of the Fellowship, the agency must prepare a "Termination of Appointment" personnel action (5 CFR 362.204).

If an agency is experiencing a performance-based or conduct issue with a PMF, it is the responsibility of the employing Federal agency to review and follow established regulations and guidance when addressing performance (5 CFR Part 432) or conduct (5 CFR Part 752) issues. The agency should not allow a permanent appointment action to occur if performance or conduct of the PMF does not improve. Also, when an agency has decided not to appoint a PMF because of performance or conduct issues and has *informed the PMF in writing of the decision not to appoint at least 90* calendar days before completion of the Fellowship, and the PMF seeks placement with another agency, it is the responsibility of the initial employing agency to be forthcoming with the prospective employing agency about the issues surrounding the decision not to appoint the PMF.

CTAP and ICTAP

5 CFR 330.606(d) and 5 CFR 330.705 (c)

Filling Excepted Service Positions as Exceptions to Career Transition Assistance Program (CTAP) or the Interagency Career Transition Assistance Program (ICTAP):

The interim regulations of CTAP allow agencies to fill excepted service (PMF) positions without having to give selection priority to surplus or displaced employees. This includes the movement of excepted service employees within an agency and conversions of agency employees from excepted appointments to competitive service positions, in certain defined situations. These same provisions apply to Subpart G, the ICTAP. That is, an agency can appoint, reassign, promote, or transfer an excepted service employee to an excepted service position without first being required to provide selection priority to surplus or displaced competitive service employees. The final regulations thus continue to permit agencies to fill excepted service positions without regard to the agency's Career Transition Assistance Program or the Interagency Career Transition Assistance Program.

Extension

5 CFR 362.202 (f)

When an agency wishes to extend a PMF's Fellowship for up to one additional year beyond the authorized two year Fellowship, *the agency must submit a request in writing to the Director of the PMF Program no later than 60 days prior to the end of the initial 2-year Fellowship.* As outlined in the PMF Program regulations, the primary reason for granting an extension is to provide the Fellows with additional training or developmental activities because the Fellows has moved from one position to another with different qualification requirements. Extensions are **not** granted for the purpose of appraising performance or conduct. The PMF Program Office will **not** extend a PMF's Fellowship in order that a non-citizen may obtain United States citizenship. Also, extensions are **not** granted so that a PMF may finish up schooling or work on a clerkship or take advantage of a scholarship. PMF Finalists should be prepared to participate fully for the full two-year Fellowship once they accept a PMF appointment. Fellows serving a third year of the Fellowship will remain under the Schedule A appointment. If at any time during the third year the agency determines that the Fellows has achieved the objectives of the extended Fellowship and has performed satisfactorily, the agency may appoint the Fellows to career or career-conditional status. If the Fellows serves the full third year of the Fellowship, then at the conclusion of the third year, assuming satisfactory performance, Fellows can be appointed to a career position.

Grade and Pay

5 CFR 362.202(d)

PMF Program regulations specify that initial appointments must be made at the Grade 9, Step 1 level of the General Schedule. Only individuals who have had prior, higher-level Federal Government civilian service may be placed at a higher step within the GS-9 pay range with that allowable under 5 CFR 531.203 (c). Military service does not count toward Federal civilian service.

Highest Previous Rate

5 CFR 531.202, 531.203(c), 532.401-405

If a PMF Finalist is currently or was previously employed as a civilian in a branch of the Federal Government (Executive, Legislative, or Judicial); a Government corporation, as defined in 5 U.S.C. 103; the United States Postal Service or the Postal Rate Commission; or the government of the District of Columbia (if employed by that government on or after October 1, 1987), and their highest actual rate of basic pay previously received was higher than GS-9, step 1, the appointing agency *may* set their pay at a higher step within the GS-9 level pay scale provided it does not exceed the employee's highest previous rate. However, if the employee's highest previous rate falls between two step-rates of the new grade, the agency may fix the pay at the higher of the two. Federal service is based on regular tour of duty under an appointment not limited to 90 days or less or one or more appointments equaling 90 days or more without a break-in-service.

Pay Retention

5 CFR 536.102, and 536.104 (a) (6)

If a PMF Finalist is currently employed as a civilian in the Federal Government and their current rate of basic pay is above the GS-9 step 10 level, the agency *must* set the pay at their current rate of basic pay. Pay retention shall apply to any employee whose rate of basic pay would otherwise be reduced as a result of the placement of the employee in a formal employee development program generally utilized government wide such as career Fellows programs. Employee means an individual whose employment immediately prior to the move was on other than a temporary or term appointment.

Graduate Degree Requirements/Verification

5 CFR 362.202 (b)

Fellows may not be appointed prior to the completion of all graduate degree requirements, i.e., all course work; final papers; thesis; comprehensives, dissertation (completed and defended, if necessary) and exams completed and graded; all certifications required for the advance graduate degree on which the PMF is qualifying; plus all administrative requirements for their graduate degree to be conferred.

At the time candidates apply to the PMF Program in September and October each year, the majority of PMF candidates have not fully completed their graduate degree requirements. Therefore, it is the responsibility of the appointing Federal agency to obtain formal documentation from the PMF's educational institution about the status of the PMF's graduate degree. It is recommended that this verification and documentation be in the form of an official transcript from the PMF's educational institution. If the transcript is not available yet, the Agency may accept an official letter from the school certifying that the Finalist has completed their master's degree requirements by August 31. This letter shall be on school letterhead, it shall verify that the Finalist has satisfied all graduate degree requirements as defined above and it shall be signed by the appropriate dean, chairperson, or program director of their graduate program.

Foreign Institutions

A qualifying foreign institution must be recognized by its national government. Applicants from foreign institutions may be required to provide official documentation affirming such recognition.

[Graduation Training Sessions and Ceremony \(see Chapter 3\)](#)

[Individual Development Plan \(see Chapter 4\)](#)

Movement from one agency to another without a Break in Service / Reappointment

5 CFR 362.205

When a PMF moves from one agency to another during the Fellowship, the Fellow must separate from the current agency and be reappointed *without a break in service* under a *new PMF appointment (not a transfer)* by the new employing agency. *The Fellow does not begin a new two-year Fellowship period: the time previously served under the PMF Program counts toward the completion of the two-year period.* The new employing agency must notify OPM of this action by submitting the PMF Information Worksheet located in the Forms section of the PMF web site at www.pmf.opm.gov. *More than three days off the roles constitutes a break in service.*

[Orientation Training \(see Chapter 3\)](#)

Part-Time Hours of Work

Part time hours of work *may* be approved when accommodating a disability or for medical reasons. The PMF Program is a two-year developmental program that may be extended up to one additional year with approval from the PMF Program Director. Since the program must be completed within three years, the part-time schedule would have to provide the full two years of development within that time frame. That is 4,016 hours of work in three years. The agency will be responsible for approving the request and for monitoring the hours worked for required completion of the program. Review the paragraph above “Extensions” for information on requesting an extension to a PMF’s appointment. The PMF would then graduate the year they complete their Fellowship.

Promotion to the GS-11

5 CFR 362.202 (d)

Promotion to the GS-11 level *may* occur after satisfactory completion of one year of continuous service at the GS-9 level.

Promotion to the GS-12

5 CFR 213.3102 (ii) and 362.202 (d)

PMF positions are authorized only at the GS-9 and GS-11 levels. The agency has the option of non-competitively promoting a Fellow to the GS-12 level on or after the date they successfully complete the program.

Promotion to a GS-12 with Career Ladder Potential

PMFs may be appointed to positions with career ladders beyond the GS-12 level. Under 5 CFR 213.3102 (ii), PMF positions are authorized only at the GS-9 and GS-11 levels. Therefore, promotions above the GS-11 can occur only on or after the date they successfully complete the program. These employees may be promoted without competition within their career ladders.

Ideally, positions with career ladders beyond the GS-12 would have been identified at the time of appointment and/or the position would have an established career ladder.

Recruitment and Relocation Bonuses

5 CFR 575.101 and 5 CFR 575.201

The PMF Program Office does not determine whether an agency may pay a recruitment or relocation bonus to a PMF. It is the responsibility of agency representatives to determine and defend the criteria justifying use of a recruitment or relocation bonus when hiring a PMF. Although PMFs are not expressly prohibited from receiving such a bonus, it is our experience that such bonuses historically have been rare.

Reimbursement for PMF Hires – OPM Form 1616 and OPM Charge Card Form

Immediately upon the PMF reporting to an agency, the agency must submit to the PMF Program Office either an OPM Form 1616, Interagency/Intergovernmental Agreement, or an OPM Charge Card Form (for government Visa/MasterCard). These forms are used by the agency to reimburse the PMF Program Office for each PMF hired. The payment covers costs associated with the recruitment, selection, placement, orientation, job fair, and graduation of PMFs. This fee does not cover travel and per diem expenses associated with PMF-sponsored events. Agencies are expected to cover these costs for their PMFs as these events occur.

Resignations

5 CFR 362.204

When a PMF leaves the PMF Program prior to completion of the two-year Fellowship, they officially have not completed their Fellowship and cannot graduate/receive a certificate of completion from the PMF Program. Also, an employee who resigns during the Fellowship does not have reinstatement eligibility for competitive service positions and cannot be re-appointed to the PMF Program. It is the agency's responsibility to promptly notify the PMF Program Office, in writing, when a PMF has resigned.

[Rotations \(see Chapter 5\)](#)

Security Clearance Process

The PMF Program Office, U. S. Office of Personnel Management, does not conduct any type of credit check, security clearance, drug testing, polygraph, or any security background investigation on PMF Finalists. It is the responsibility of the agencies to initiate and conduct whatever security clearance/investigation or background check that is appropriate for determining a PMF's suitability for employment with the U. S. Government prior to appointment.

Student Loan Deferment or Forbearance

The Department of Education has determined (as stated by memo to the PMF Program Office) that the PMF Program is not a graduate fellowship program for the purposes of 34 CFR 682.210(d) or 34 CFR 685.204(b)(1)(i)(B): borrowers may not defer repayment of their loans based on their participation in the PMF Program. However, other repayment options may be available to borrowers participating in the PMF Program based on their individual circumstances. If a borrower in the PMF Program is experiencing difficulty in meeting his or her repayment obligation, the borrower should contact his or her lender (for FFEL Program loans) or the Direct Loan Servicing Center (for Direct Loans) and inquire about the repayment options available to address those circumstances.

The Department of Education provided additional information regarding the granting of a loan forbearance for individuals who are experiencing financial difficulty in making required loan repayments. Additionally, we were told that Title IV borrowers may consolidate their loans in certain circumstances. Individuals may obtain information on student loan consolidations by

calling 1-800-557-7392. In addition, the Department of Education's Policy Development Division is available on (202) 377-4008 if PMF Program Coordinators have additional questions on student loan deferments.

Student Loan Repayment Program

5 CFR 537

Federal agencies are authorized to repay federally insured student loans when necessary to recruit or retain highly qualified professional, technical, or administrative personnel. To view/print the regulation, visit: <http://www.opm.gov/fedregis/2001/66-0039405-a.pdf>. For additional information on the Student Loan Repayment Program see OPM's web site at <http://www.opm.gov/oca/pay/studentloan/index.asp>.

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Termination of Appointment

5 CFR 362.204

The Schedule A appointment of a Presidential Management Fellow expires at the end of the two-year Fellowship period. At that time, the employing agency may, with no break in service, appoint the Fellow to the competitive or excepted service, or extend the Fellowship with prior approval from the PMF Program Office. If none of those actions is taken, the PMF appointment terminates.

If the agency does not intend to appoint the PMF, the agency should notify the PMF in writing at least 90 calendar days before completion of the Fellowship.

If an agency is experiencing a performance-based or conduct issue with a PMF, it is the responsibility of the employing Federal agency to review and follow established regulations and guidance when addressing performance (5 CFR Part 432) or conduct (5 CFR Part 752) issues. The agency should not allow a conversion action to occur if performance or conduct of the PMF does not improve.

Also, when an agency has decided not to appoint a PMF because of performance or conduct issues and has *informed the PMF in writing of the decision not to appoint at least 90* calendar days before completion of the Fellowship, and the PMF seeks placement with another agency, it is the

responsibility of the initial employing agency to be forthcoming with the prospective employing agency about the issues surrounding the decision not to appoint the PMF. Agency procedures should be developed which provide for: periodic review of performance, counseling, notification of adverse action, rights for veterans, and notification to the PMF Program Office of the decision to terminate.

When the agency terminates the PMF's appointment at the end of the Fellowship, the agency must prepare a "Termination of Appointment" personnel action.

Travel and Transportation Expenses (New Appointees and Interviews)

5 CFR Part 572 and 5 USC 5723

Agencies are authorized, but not required, to pay pre-employment interview expenses for PMF Finalists. Historically within the PMF Program few agencies reimburse PMF Finalists and PMF hires for travel expenses for pre-employment interviews and travel to the first post of duty. Agencies should review 5 CFR Part 572 and 5 USC 5723 for detailed information on agency authority, discretion and recordkeeping.

Veterans' Preference

5 CFR 302.401 and 5 CFR 362

Background:

During the PMF process, veterans receive 3-tiered consideration. The first occurs during the nomination process. The second occurs during the OPM application review and rating process, and the third occurs during the agency appointment process.

First (Nomination Process)

Colleges and universities that participate in the PMF Program establish a competitive nomination process to ensure that all interested applicants who meet the established criteria receive careful and thorough review and equal opportunity for nomination. Schools must nominate all students eligible for veterans' preference who apply for nomination and are found qualified.

Second (OPM Application Review and Rating Process)

OPM rates and ranks PMF candidates based on an additional assessment center process. Veterans' preference is adjudicated by OPM based on the information (DD-214 Certificate of Release or Discharge from Active Duty, SF-15 Applications for 10-point Veterans' Preference, or documentation from the Department of Veterans Affairs) supplied by PMF candidates at the time of application. Five or ten points are added to the scores of those candidates entitled to veterans' preference. As applicable, certain veteran categories automatically float to the top regardless of their scores. From this list, OPM designates the top candidates to become PMF Finalists.

OPM forwards the Finalists' names and resumes to agencies interested in hiring PMF's. The Finalist list is alphabetical (unranked order). The Finalists resumes are annotated to identify the veterans and the type of veteran's preference (TP, XP, CP, CPS) that the Finalist is entitled to.

Third (Agency Appointment Process)

Agencies are required to select from the highest available preference category if at least three veterans' preference candidates remain in that group. The only way a veteran may be removed from consideration is if it can be demonstrated that he or she does not qualify for the vacancy. When fewer than three remain in the highest category, consideration may be expanded to include the next category. Under this method, *first* consideration is to preference eligibles having a service-connected disability of 10% or more. *Second* consideration is to other 10-point preference eligibles, and *third* consideration is to 5-point preference eligibles. *Last* consideration is to nonpreference eligibles. These preference categories are annotated on the top of the Finalists' resumes.

If a veteran, who is a PMF Finalist, expresses an interest in working for an agency, that agency must apply Part 302 CFR when selecting and appointing candidates. Expresses an interest, means the veteran contacts the agency in person or by phone and asks for consideration for appointment. This can be as simple as dropping off a resume at the Job Fair, sending it by mail or delivering it in person at any of the agency offices that are considering the appointment of a PMF Finalist. Also, it can be as formal as sending a letter to the agency asking for consideration. It also means that if the agency is working the Finalist list and considering veterans as they work that list then the agency must apply Part 302 CFR in the selection and appointment of candidates. It does not mean that the agency has to contact each veteran on the Finalist list before offering a job to any Finalist, but it does mean that if a veteran expresses an interest in working for the agency, as stated above, the agency must apply Part 302 CFR. If a veteran never contacts the agency or vice-versa, then the agency has no veterans in their applicant pool.

Agencies who hire PMFs usually send hiring officials from their various agency components to the annual PMF Job Fair. At the same time, PMF Finalists may initiate contact with Agencies. The applicant pool is individual. That is, it consists of whomever the agency contacts or whoever contacts the agency about obtaining a position. Since hiring officials from the various agency components hire PMFs, the applicant pools may remain individual down to the lowest organizational level, or even down to the position (PD) level.

If the agency decides not to hire the veterans with whom they come in contact, then the agency must prepare a written justification as to why the veteran did not meet the criteria for the position (usually your PD at the GS-9 level). Justifications are informal, however they should be qualifications driven and written with the expectation that the individual that was passed over may request to review the written justification. The justification accomplishes two objectives. Veterans are entitled, upon request, to obtain a copy of the reasons they were passed over in favor of a non-veteran for the position they were interested in obtaining. Additionally, if OPM officials audit agency PMF processes, the justification serves as written documentation that veterans who were part of the agency applicant pool received proper consideration.

Once a job offer is extended and accepted Entrance of Duty (EOD) established), that applicant pool is final. Veterans who request consideration after a job offer is extended and accepted will become part of a new applicant pool that will be established if/when new position(s) become available.

CHAPTER 2

ROLES AND RESPONSIBILITIES

Roles and Responsibilities of the PMF Program Office

The Presidential Management Fellows (PMF) Program Office is responsible for the overall management of the Program. Other responsibilities include:

- Marketing the PMF Program to Federal agencies and departments and to graduate schools nationwide.
- Developing a strategy for attracting and recruiting graduate students with diverse backgrounds into the PMF Program.
- Promoting public service and the Federal Government as the employer of first choice.
- Developing and conducting assessment centers nationwide.
- Providing structured career development programs and activities. These include Orientation and Graduation training sessions.
- Working with and serving as a conduit for effective communication with and among all members of the PMF Program community: coordinators, supervisors, career development group advisors, educational institutions and PMFs.
- Evaluating the effectiveness of the PMF Program.

Program questions or comments should be addressed to:

Presidential Management Fellows Program

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Role and Responsibilities of the Agency

Each Agency plays a critical role in the Orientation of PMFs to the Federal government, the achievement of their career goals, and their retention in the Federal service. Agency responsibilities include:

- Designating an Agency PMF Coordinator who is responsible for the overall administration and development of the agency program and who serves as the principal contact point for the program.
- Conducting an Orientation on Agency mission and structure as early as possible for all newly hired PMFs.
- Providing a reasonable amount of time during work hours for the PMF to attend Career Development Group activities.
- Providing at least 80 hours of formal training during each year of the PMF's Fellowship.
- Sending PMFs to OPM sponsored PMF Orientation and Graduation Training Programs.
- Providing PMFs with at least one rotational assignment during their Fellowship. (See [Chapter 5](#) for further details.)

Helpful Information and Requirements for Hiring and Employing PMFs

- Enter positions into the PMF Projected System (PPS) January - March
- Receive PMF resumes from OPM when seeking to fill a position with a PMF (March).
- Participate in the PMF Job Fair (April).
- Interview PMFs.
- Process security clearance. (See NOTE below.)
- Verify completion of all graduate degree requirements. (See NOTE below.)
- Establish Entrance on Duty (EOD) date.
- Assign PMF to a position, define duties.
- Send PMF Information Worksheet to PMF Program Office upon PMF's appointment.

- Reimburse the PMF Program Office \$4,800.00 **immediately** upon PMF appointment for costs associated with the recruitment, selection, placement, Orientation and Graduation of PMFs (OPM Form 1616/Credit Card Form).
- Provide PMFs with an Individual Development Plan.
- Support the career development component of the PMF Program (i.e., 80 hours of formal training each year of the Fellowship, including OPM sponsored Orientation and Graduation training sessions; Career Development Groups; Rotations)
- Appoint PMF to career-conditional/career status upon satisfactory completion of two-year Fellowship.
- Provide PMF Program Office with updated Agency information for Agency mailing list in order to receive current information on PMF Finalists and PMF events.

NOTE: Fellows may not be appointed prior to the completion of all graduate degree requirements, i.e., all course work; final papers; thesis; comprehensives, dissertation (completed and defended, if necessary) and exams completed and graded; all certifications required for the advance graduate degree on which the PMF is qualifying; plus all administrative requirements for their graduate degree to be conferred.

At the time candidates apply to the PMF Program in October each year, the majority of PMF candidates have not fully completed their graduate degree requirements. Therefore, it is the responsibility of the appointing Federal agency to obtain formal documentation from the PMF's educational institution about the status of the PMF's graduate degree. It is recommended that this verification and documentation be in the form of an official transcript from the PMF's educational institution. If the transcript is not available yet, the Agency may accept an official letter from the school certifying that the Finalist has completed their master's degree requirements by August 31. This letter shall be on school letterhead, it shall verify that the Finalist has satisfied all graduate degree requirements as defined above and it shall be signed by the appropriate dean, chairperson, or program director of their graduate program.

The PMF Program Office, U.S. Office of Personnel Management, does not conduct any type of credit check, security clearance, drug testing, polygraph, or any security background investigation on PMF Finalists. It is the responsibility of the Agencies to initiate and conduct whatever security clearance/investigation or background check that is appropriate for determining a PMF's suitability for employment with the U.S. Government prior to appointment.

Agency Coordinator Responsibilities

The primary responsibility of the Agency Coordinator is to act as a liaison and Program facilitator for the Agency, PMF supervisor, and the PMF Program Office. In addition, it is suggested that responsibilities be coordinated between the Agency Coordinator and the PMF's supervisor. Additional responsibilities include:

- Recruiting PMFs for the Agency.
- Working with Agency managers to identify PMF positions.
- Distributing copies of the PMF Finalists' resumes within the Agency. Scheduling interviews with the PMF Finalists.
- Participating in the annual PMF Job Fair.
- Ensuring that all hiring divisions within their Agency are aware of the commitments involved in hiring a PMF (e.g., Full Time Equivalent (FTE) status, U. S. Office of Personnel Management (OPM) reimbursement, starting grade, pay, Individual Development Plan (IDP), training, rotations, Career Development Groups (CDGs), promotions, conversions.)
- Notifying OPM of Agency PMF placements as they occur and facilitating payment to OPM immediately upon appointment. (Current cost \$4,800.00 per PMF appointment.)
- Assisting supervisors and PMFs during the initial Agency Orientation.
- Acting as a resource person for the PMFs and their supervisors on PMF Program activities and individual concerns.
- Responding to program-related questions.
- Helping PMFs and their supervisors identify and clarify responsibilities and commitments.
- Guiding PMFs and their supervisors in the design of the IDP to identify learning goals and objectives for PMFs.
- Providing in-house Orientation and training opportunities for the PMFs.
- Advising supervisors and PMFs on matters concerning:
 - The PMF Program Guidance.
 - The PMF Rules and Regulations.
 - Agency implementation of the Program.
 - Supervisor and coordinator roles.
- Notify the PMF Program Office when a PMF leaves your Agency.

Responsibilities of Presidential Management Fellows

- Claim ownership for his/her own learning, career development and advancement. [\(See Chapter 3\).](#)
- Attend the PMF Orientation Training Sessions.
- Prepare an Individual Development Plan. [\(See Chapter 4\).](#)
- Participate in Rotations. [\(See Chapter 5\).](#)
- Participate fully in the Career Development Group (CDG) component of the PMF Program. [\(See Chapter 6\).](#)
- Attend Agency sponsored training.
- Attend the PMF Graduation Training Sessions and Ceremony.
- Use the PMF Information Worksheet (www.pmf.opm.gov/forms.htm) to inform the PMF Program Office of changes in your work and home address and telephone number. This is critical for maintaining effective communication with the PMF Program Office.

CHAPTER 3

GENERAL TRAINING POLICIES

Training

Training has always been considered a fundamental part of the Presidential Management Fellows (PMF) Program. Agencies are responsible for ensuring that PMFs receive at least 80 hours of training each year of their Fellowship.

The U.S. Office of Personnel Management (OPM) conducts an Orientation Training Program for PMFs that have reported to duty with an Agency. This is a 3-day (24-hour) program. This training program counts toward meeting 24 hours of the 80 hours of required training during the PMF's first year. The PMF Orientation Training Program is designed to equip PMFs with an overall perspective on how the Federal Government operates and the PMF Program itself. It is also designed to cover such areas as leadership, communications, teamwork and the preparation of Individual Development Plans (IDPs). Plenary and concurrent breakout sessions are included in the overall design. The program is structured to permit numerous opportunities for PMFs to interact and includes working mealtime sessions and evening training activities. PMFs are also assigned into Career Development Groups (CDGs) or Action Learning Teams (ALTs) during the training program and participate, along with their Advisors and assigned members, in a group activity to further their learning experience.

OPM provides a Graduation Training Session and Ceremony that counts toward meeting 16 hours of the 80-hour training requirement during the second year of the PMF's Fellowship. The theme and content of the training session address managing and leading effective organizations and build upon topics that were introduced during the PMF Orientation Training Program.

The employing Agency is responsible for providing the remaining formal training hours during the two-year Fellowship. The content of the training should be tailored to the specific learning objectives, which will qualify the PMF for the target position at the end of the PMF Fellowship.

The PMF Program Office is responsible for tuition fees for all participants and administrative and training fees for all space, equipment and speaker reimbursement at the OPM sponsored Orientation and Graduation Training Sessions. Agencies are responsible for travel, lodging and per diem.

Each Agency will work with the Fellows to develop a written outline of core competencies and technical skills (Individual Development Plan) the Fellows must gain before conversion to a target position. In addition, the Agency will provide at least one rotational assignment to another functional area, made at the discretion of the Agency.

The PMF Program Office is committed to ensuring that PMFs have the opportunity to receive the mandated 80 hours of training. The PMF Program Office is also interested in ensuring that the content

and quality of training received is beneficial and complimentary to the career development of PMFs. The PMF Program Office periodically surveys PMFs and Agencies to ensure that training and development requirements are fulfilled.

Responsibilities of Presidential Management Fellows

PMFs are expected to participate fully in the career development component of the PMF Program. This includes meetings and activities of their respective CDG and attendance at OPM sponsored training conferences and Agency sponsored seminars and other skills building workshops.

While there are many developmental opportunities afforded PMFs during their 2-year Fellowship, the primary task of each PMF is to claim ownership for his/her own learning, career development and advancement.

Additional responsibilities include:

- Participating in all OPM/PMF Program and Agency-sponsored career development activities to support and to enhance career and continuing education goals.
- Being an active member of your CDG and accepting leadership roles whenever possible.
- Working closely with your Agency PMF coordinator, supervisor, and Career Development Group advisor.
- Selecting rotations with consideration to your short and long-range career goals and in consultation with your supervisor.

Training Vendors

OPM's Eastern Management Development Center	888-676-9632	www.leadership.opm.gov/emdc.cfm
OPM's Western Management Development Center	888-676-9632	www.leadership.opm.gov/wmdc.cfm
The Federal Executive Institute	434-980-6200	www.leadership.opm.gov/fei.cfm

CHAPTER 4

A PMF ROADMAP – THE INDIVIDUAL DEVELOPMENT PLAN

We cannot emphasize strongly enough the importance of the Individual Development Plan (IDP). A realistic, well-researched, clearly written IDP is a valuable tool for charting a successful PMF experience. The following pages may be used as a reference in developing the IDP.

Individual Development Plan

The IDP serves as a valuable tool during the PMF's two-year Fellowship to set goals, to plan resources, and to gain and make commitments. The IDP is a device that the PMF and his/her supervisor should use to communicate and clarify expectations for training, rotations, other developmental activities, and various responsibilities. IDP planning allows supervisors to make more accurate budget and staffing plans. Additionally, the process will help PMFs discern which developmental activities will be the most appropriate for their career advancement.

The PMF assignment should have clearly defined learning objectives. Each Agency will work with the Fellows to develop an IDP, which includes a written outline of core competencies, and technical skills the Fellows must gain before conversion to a target position. The IDP will serve as the roadmap for attaining learning objectives and managerial competencies. It should be used as a method for setting goals and learning objectives to be attained during the next two (or more) years. The Agency PMF Coordinator should be available to assist the PMF supervisor and the PMF in developing the learning objectives, determining how they will be met, and determining how the PMF will be evaluated. To be most effective, IDPs should be developed within the first 3 - 6 months of the Fellowship.

Although no specific format has been prescribed, all IDPs should have the following characteristics:

- IDPs should be designed around specific learning objectives for the two-year Fellowship. The learning objectives should include general management areas, as well as technical skills and experiences, which will qualify the PMF for the target position at the end of the PMF experience.
- IDPs should clearly indicate how the learning objectives would be accomplished, e.g., through job rotations, task force assignments, and/or formal training. Time frames for the accomplishment of the learning objectives should also be indicated in the IDP.

While it is recognized that each IDP should be individually tailored, the PMF's IDP should contain the following elements:

- Participation in PMF Program Office and Agency Orientation and career development programs, including Career Development Group (CDG) or Action Learning Team (ALT) activities.
- At least 80 hours of formal training each year of the PMF's Fellowship.
- A brief description of the target position (short- and long-term goals) and specific learning objectives to cover areas that will provide the PMF with the knowledge, skills, and abilities to qualify for a target position upon the successful completion of the two-year program.
- Accomplishment of all IDP objectives at the end of the two-year Fellowship should demonstrate that the PMF is qualified for the target position. The supervisor and the PMF should be partners in determining that the objectives set forth in the IDP have been accomplished

Supervisors should record the learning objectives that have been attained. However, should certain events preclude the Fellows from attaining the learning objectives by a particular date, he/she should not be penalized.

PMFs can look to their CDG, ALT and their Advisors, their Agency's library (for management/technical journals, books, and films), free lectures in the area, and professional association activities (such as those sponsored by the American Society for Public Administration and other similar organizations) as resources for development and training programs.

The following competencies are listed merely as suggestions that supervisors and PMFs might consider in developing and determining career objectives.

- Written Communication - Expresses ideas and facts in writing in a succinct and organized manner.
- Oral Communication - Expresses ideas and facts to individuals and/or groups effectively; makes clear and convincing oral presentations; listens to others; facilitates an open exchange of information and ideas.
- Problem Solving - Identifies and analyzes problems; finds alternative solutions to complex problems; distinguishes between relevant and irrelevant information to make logical judgments.
- Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of others; adjusts approaches to suit different people and situations.

- Managing a Diverse Workforce - Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce; manages workforce diversity.
- Vision - Takes a long-term view and initiates organizational change for the future; builds the vision with others; spots opportunities to move the organization toward the vision.
- Creative Thinking - Develops new insights into situations and applies innovative solutions to make organizational improvements; designs and implements new or cutting edge programs/processes.
- Flexibility - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with pressure and ambiguity.
- Decisiveness - Makes sound and well-informed decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, in order to accomplish organizational goals; causes change.
- Leadership - Inspires, motivates, and guides others toward goal accomplishment; coaches, mentors, and challenges subordinates; adapts leadership styles to a variety of situations; models high standards of honesty, integrity, trust, openness, and respect for the individual by applying these values to daily behaviors.
- Conflict Management - Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.
- Self-Direction - Demonstrates belief in own abilities and ideas; self-motivated and results-oriented; recognizes own strengths and weaknesses; seeks feedback from others and opportunities for self-learning and development.
- Influencing/Negotiating - Persuades others; develops networks and coalitions; gains cooperation from others to obtain information and accomplish goals; negotiates to find mutually acceptable solutions; builds consensus through give and take.
- Planning and Evaluating - Determines long-term objectives and strategies; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats or opportunities.
- Financial Management - Prepares, justifies, and/or administers the budget for program area; plans, administers and monitors expenditures to ensure cost-effective support of programs and policies.

- Human Resource Management - Empowers people by sharing power and authority; develops lower levels of leadership by pushing authority downward and outward throughout the organization; shares rewards for achievement with employees; ensures that staff are appropriately utilized, appraised, and developed, and that they are treated in a fair and equitable manner.
- Client Orientation - Anticipates and meets the needs of clients; achieves quality end products; is committed to improving services and organizational effectiveness.
- External Awareness - Identifies and keeps up-to-date on key Agency policies/priorities and external economic, political, and social trends which affect the organization; understands where the organization is headed and how to make a contribution.
- Team Building - Manages group processes; encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
- Technology Management - Integrates technology into the workplace; develops strategies using new technology to manage and improve program effectiveness; understands the impact of technological changes on the organization.
- Internal Controls/Integrity - Assures that effective internal controls are developed and maintained to ensure the integrity of the organization.
- Technical Competence - Understands and appropriately applies procedures, requirements, regulations and policies related to special expertise, e.g., engineering, physical science, law, or accounting; maintains credibility with others on technical matters.

CHAPTER 5

ROTATIONS

Rotations

A rotation is a short-term developmental assignment that allows Presidential Management Fellows (PMFs) to gain a broader perspective of the Executive Branch of the Federal government. By participating in rotations, PMFs can gain management experience, work in a different occupational field, or learn about a program function from another perspective.

Hiring Agencies are to provide Fellows with at least one rotational assignment during their Fellowship to another functional area. Rotations are arranged by the home Agency. Rotations are selected at the discretion of the home Agency. They can take a PMF to another bureau, division, office, program, or even another Agency or branch of the Federal government. The frequency and duration of rotations during a PMFs two-year Fellowship will vary greatly from Agency to Agency. Since the Agency and/or supervisor will be without the PMF's services during the rotational assignment, PMFs are encouraged to be flexible and to have reasonable expectations regarding their Agency's position on the location, frequency, and duration of rotational opportunity(s). It is suggested that rotations be clearly outlined in the PMF's Individual Development Plan (IDP).

There is a wide array of Federal rotational opportunities available to PMFs. Agencies and PMFs are encouraged to visit the PMF website or to contact the various PMF Agency Coordinators regarding current rotational opportunities available within their Agency. If an Agency concludes that a non-Federal rotation is required to assist a PMF in reaching the core competencies necessary for conversion to the targeted position at the end of the Fellowship, **it is the responsibility of the Agency to fully examine and explore any potential legal and ethical issues associated with a rotation to a non-Federal entity.**

While on rotation, PMFs remain employees of the hiring Agency, and are not to be separated from Federal service.

PMFs interested in learning more about some of the various rotational opportunities that are currently available, should visit the PMF website at www.pmf.opm.gov.

Agencies interested in listing a rotational opportunity on the PMF website should send their announcement by email to pmf@opm.gov.

The subject line of your email should read: **“Rotational Opportunity”**.

The announcement should include:

- The title of the position
- The location, including city and state (Department/Agency/Bureau/Office)
- The duration of the rotation
- A brief description of the duties to be performed by the PMF
- A point of contact, including name, phone number, fax number and e-mail address.

Agency announcements will be posted to the Rotation section of the PMF website (www.pmf.opm.gov) and will remain posted for 30-days. If an Agency has not filled their rotation within the 30-days and would like to post it for an additional 30-days, they must notify the PMF Program Office at the same email address. Rotations may be initially posted for longer than 30 days only at the request of the Agency.

CHAPTER 6

CAREER DEVELOPMENT AND ACTION LEARNING GROUPS

PMF Classes of 2002 and prior will continue to participate in their Career Development Groups (CDGs) as assigned during their respective Orientation. PMF Classes of 2003 and beyond will be involved in an alternative “action learning” process that is under development. Both programs are described briefly below. Additional details about the Action Learning Teams (ALTs) will be forthcoming at the beginning of 2004.

Career Development Groups

Career Development Groups (CDGs) have been an important part of the PMF Program since its inception. The purpose of CDGs is to provide PMFs with a broad perspective of the Federal Government. CDGs are established at the PMF Orientations where each Fellow is assigned to a CDG. CDGs allow Fellows to interact with colleagues from different Federal agencies in groups of 10 to 25 members.

Once CDGs have been established, the PMF Program Office assigns two senior-level Federal managers as Advisors to each group to assist with career development activities. CDG Advisors are *not* intended to fill the role of the PMF’s supervisor. CDGs serve as a forum for CDG Advisors to share their own insights and experiences about various developmental opportunities from which Fellows can benefit and will expose them to managerial competencies. CDG Advisors are to lead and guide the activities of the CDG, as well as to guide career development activities throughout the two-year fellowship. CDG Advisors also supplement the PMF internship by broadening the Fellow’s network of contacts.

CDG members are responsible for developing a two-year agenda outlining CDG meetings and various professional developmental activities. CDG meetings and activities are planned and organized by the group members. These meetings and activities generally occur about eight times per year, depending upon group preferences and type of activities. Presidential Management Fellows (PMFs) are expected to participate fully in the career development part of the PMF Program. Because Career Development Groups (CDGs) are composed of diverse individuals, they present a great opportunity to practice the team building and group decision-making skills necessary to function as effective leaders and managers in the workplace. More details about CDG activities can be found on the PMF website.

Action Learning Teams

The Presidential Management Fellows Program is initiating an action-oriented, problem-solving program to engage PMFs from the Class of 2003 and beyond. These teams will work on current

organizational issues as well as promote individual, team and organizational development. Teams of Fellows will work on an important project or issue, culminating in a deliverable product – a presentation, report, or program – that is valuable to senior executives in the Federal Government.

This program will include the following components:

- **Problem:** A project, issue or task – a real organizational issue relevant to a senior executive in the federal government and critical to the success of the agency.
- **Team:** A maximum of ten PMFs, ideally an interdisciplinary group of inter- or intra- agency participants, eager to work on the problem.
- **Sponsor:** A senior executive motivated to share their problem and vision, engage the team, provide resources, and expect results.
- **Action:** Challenging work experience and practical learning from real issues that apply skills, knowledge and abilities of team members, and earns members a chance to demonstrate their accomplishments.
- **Reflection:** A process that asks questions, reframes problems, challenges assumptions and shares insights to create introspection and self-awareness.
- **Commitment:** Organizational support for, and development of executive core competencies combined with an action and learning process.
- **Results:** Solve real life problems, and build organizational skills by more effectively dealing with ever changing environments.

Team Formation: Senior executives interested in sponsoring a team might be asked to submit or accept proposals describing a project vision and timeline, as well as time and resource commitments to the action and learning process. PMFs might also be able to recruit sponsors on topics of interest to them, and may help to recruit additional members to build a team. Fellows could apply to the sponsor for participation on the team. Fellows may be encouraged to participate on at least one team during their two-year tenure.

Team Leadership: Teams are likely to be primarily led by the PMFs themselves. Members of the group will be expected to facilitate and management the project, but teams may request coaching as needed from their sponsor or the PMF Program Office. Additional stakeholders should be included in the research and development process. Sponsors will be asked to provide vision, support and resources toward the anticipated result or product, while respecting a collaborative process of mutual learning.

Reflection and Learning: The PMF Program Office may provide training and support materials on facilitation, team building and program guidelines. Teams will be encouraged to create an atmosphere of managed chaos to encourage creativity and openness, as well as a supportive environment to inspire individual honesty and introspection. Teams may present their accomplishments and learning during the Graduation Training.

PMI Program ALT Timeline: This draft is for discussion and sharing with colleagues. A team of 2003 PMFs is now using this action learning process with our Sponsor, PMF Program Director Mike Beckmann, to develop this program. Our goal is to create program guidelines, recruit sponsors, and form teams in early 2004.

Professional Associations

Participation in professional associations is an important part of career development. They provide opportunities to network, obtain training, learn about training opportunities, and many other aspects of career advancement.

If you are not already a member, we encourage you to join one or more of the organizations listed on the following pages.

[NOTE: The organizations listed on the following pages are only a sampling of the professional associations in the Washington, DC area. Many more specialized groups also exist. PMFs located outside of the DC area should contact local chambers of commerce or relevant university departments for information about professional associations in your area.]

The American Society for Public Administration (ASPA)

1120 G Street, NW, Suite 700

Washington, DC 20005

(202) 393-7878

ASPA is a nationwide, nonprofit organization dedicated to improving management in the public service through the development and exchange of ideas, and through dissemination of information about public administration. Visit their web site at <http://www.aspanet.org/>.

The American Society for Training and Development (ASTD)

1640 King Street

Alexandria, VA 22314

(703) 683-8174 (ask for contact information on the D.C. Metro Chapter)

ASTD is the world's largest organization dedicated to serving the needs of trainers and human resource development professionals. There are more than 150 chapters throughout the U.S. and 55,000 members nationally and locally. Visit their web site at <http://www.astd.org/>.

Association of Government Accountants (AGA) National Office

2208 Mount Vernon Avenue

Alexandria, VA 22301

(703) 684-6931 (ask for contact information on the Washington Chapter)

The Association of Government Accountants is an international, professional organization dedicated to the enhancement of public financial management. The Association serves its members by providing or sponsoring appropriate educational programs, encouraging professional development, influencing governmental financial management policies and practices, and serves

as an advocate for the profession. Visit their web site at <http://www.agacgfm.org>.

Federally Employed Women (FEW)

1400 Eye Street, NW, Suite 425

Washington, DC 20005-2252

(202) 898-0994

Federally Employed Women (FEW) was founded in 1968, and is the only organization solely dedicated to the removal of sex discrimination and promotion of equality in the federal government. FEW has a very strong legislative program with active grassroots networks, and provides valuable career development and leadership training at national, regional, and local levels. Men are encouraged to become members. Visit their web site at <http://few.org/>.

Government Finance Officer's Association of the United States and Canada (GFOA)

1750 K Street, NW, Suite 200

Washington, DC 20006

(202) 429-2750

The GFOA is a professional association of finance managers from city, county, state, federal, and provincial governments; schools and special district; and colleges and universities. GFOA develops and administers training, publications, research, and awards programs and has a Washington federal liaison office. GFOA publishes a biweekly newsletter and magazine and has a Women's Network. Visit their web site at <http://www.gfoa.org/>.

International Personnel Management Association (IPMA) Federal Section

1617 Duke Street

Alexandria, VA 22314

(703) 549-7100

IPMA represents over 1,000 organizations and 55,000 individuals who share an interest in public and private sector human resource management. The Federal Section, with over 600 members, is a nationwide component of EPMA. It was formed in 1979 to encourage and facilitate professionalism, cooperation, resource sharing, and information exchange in the Federal personnel management community. Visit their web site at <http://www.ipmaac.org/>.

National Contract Management Association (NCMA)

1912 Woodford Road

Vienna, VA 22182

(703) 448-9231

As the world's leading association in the field of contract management, NCMA is dedicated to the professional growth and educational advancement of its members and other contract managers everywhere. NCMA's mission is to educate and train professionals in the field of contract management. Visit their web site at <http://www.ncmahq.org/>.

National Forum for Black Public Administrators (NFBPA)

777 North Capitol Street, NE

Washington, DC

(202) 408-9300

Founded in 1983, NFBPA is the nation's premier association of black public administrators. Its mission is to increase the number of blacks appointed to executive positions in public service agencies; to enhance the managerial capacity of currently positioned black public administrators; and to groom younger, emerging public administrators for challenges of executive positions in the years ahead. Visit their web site at <http://www.nfbpa.org/>.

CHAPTER 7

WHERE TO FIND HELP AND GET INVOLVED

PMF Program Office

The PMF Program Office solicits and encourages feedback and suggestions from Program partners. Thoughtful comments and volunteer help from individuals are welcome. In addition, we want you to know of three additional channels of communication available to you:

- PMF Program Office (phone numbers, Email, and Website)
- The Presidential Management Alumni Group, and
- PMF Work Groups (forthcoming)

These avenues offer a chance to share information with other program partners and some also serve in an advisory capacity for new PMF Program initiatives.

Program questions or comments should be addressed to either:

Presidential Management Fellows Program

U.S. Office of Personnel Management
1900 E Street, NW, Room 1425
Washington, DC 20415-9820
Main: 202-606-1040 - Fax: 202-606-3040
pmf@opm.gov
www.pmf.opm.gov

Presidential Management Alumni Group

The Presidential Management Alumni Group (PMAG) was organized in 1981 for the purposes of advancing the professionalism of the public service and augmenting the educational and career development of persons who have served in or assisted the Presidential Management Fellows (PMF) Program.

PMAG is not sponsored by OPM. This membership organization is comprised of former and current PMFs, and other individuals interested in recruitment and development of Federal government career managers. PMAG and its members who are found in the Federal, State and Local branches of government and the private sector are firmly dedicated to the ideal of public service. PMAG sponsors professional and social activities, maintains a network among the over 3,500 former PMFs, and provides support to maintain the PMF Program as the Federal

Government's premier mechanism for recruiting future managers.

An elected Board of Directors runs PMAG. PMAG also has a Board of Advisors comprised of high-level individuals from a broad range of government, nonprofit, media, and academic institutions who have shown commitment to and leadership in the civil service. The Board of Advisors provides a forum for discussion and recommendations on issues affecting the PMF program and the Federal civil service. PMAG is a member of the Public Employees Round Table (PER) and the Coalition for Effective Change (CEC), and has committed itself to utilizing modern communications technologies to maximize organizational performance.

All current PMFs are welcome to participate with PMAG. PMFs can join with alumni as members of any of the following PMAG committees: membership, network expansion/directory, networking events, communications, electronic media, civil service issues, congressional relations, Advisory Board coordination, PMF program management, PMF program history and analysis, and current PMF liaison. In addition, current PMFs can become dues-paying members of PMAG, at a discounted rate, which entitles them to discounts at PMAG events. Volunteering is as easy as e-mailing your name and phone number, along with your areas of interest.

Contact Information:

Email: info@pmag.org

Address: PMAG, P.O. Box 23077, Washington DC 20024

Website: <http://www.pmag.org>

PMAG Board of Directors:

President, Tod Companion

Vice President, Janine Marie Tobias (DOI)

Secretary, David Radcliffe (DoD/OSD)

Treasurer, Mary Quiroz (DoD)