



DCMA Manual 4201-15

Pathways and Keystone Programs

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Purpose: This issuance, in accordance with the authority in DoD Directive 5105.64, "Defense Contract Management Agency (DCMA)," implements recruitment program policy and processes and assigns responsibility for the:

- Pathways Program
- Keystone Program

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to all DCMA organizational elements. The Pathways and Keystone Program Manual includes consideration for Persons with Disabilities, Schedule A, or Programs that target Individuals with Targeted Disabilities, such as Workforce Recruitment Program. The provisions of this Manual do not apply to:

- a. Annuitants whose disability retirement annuities have been terminated because of recovery or restoration to earning capacity.
- b. Annuitants receiving annuities from a retirement system not covered by the Civil Service Retirement System and Disability Fund.
- c. Former Federal civilian employees who are receiving Office of Workers' Compensation benefits and who did not apply for and are not receiving an annuity.
- d. Annuitants receiving an annuity from the Civil Service Retirement System and Disability Fund appointed to the DoD prior to November 25, 2003, who continue to serve under the provisions of their original appointment.

1.2. POLICY. It is DCMA policy to:

- a. Ensure any exceptions to this Manual are processed in accordance with (IAW) Section 17, DCMA Manual (DCMA-MAN) 501-01, "Policy Inssuances Procedures."
- b. Ensure DCMA employees adhere to the requirements of this Manual to recruit, develop, and manage entry-level acquisition workforce employees technically capable of supporting the Agency's mission.
- c. Keystone positions are subject to mobility agreements IAW DCMA Manual (DCMA-MAN) 4201-11, "Mobility, Return Rights, and Permanent Change of Station (PCS)."
- d. Assign Pathways and Keystone Program employees in the same duty location and facility as the immediate supervisor or team leader for hands-on supervision in order to achieve the Agency's mission objectives, unless the requirement for an on-site supervisor is waived by the DCMA Director or designee.
- e. Ensure Keystone employees submit requests for all program extension waiver considerations through the proper chain of command to the Keystone Program Manager IAW DCMA-MAN 4201-11. (NOTE: Developmental assignments may be subject to early relocation/placement).
- f. Ensure Keystone employees (reservists/deployees) returning from uniformed service duty or a Contingency Response Force (CRF) deployment are granted an extension, if necessary.

- g. Ensure proper documentation for extension requests is provided to the Keystone Program Manager prior to departure and upon return from deployment.
- h. Ensure Keystones obtain the Defense Acquisition Workforce Improvement Act (DAWIA) certification at Level I and eligibility for Level II.
- i. Consider that previous assignments as a Pathways Program Intern/Recent Graduate (RG) may reduce the 36-month duration of the program.
- j. Ensure Pathways Program requirements are executed IAW Part 362 of Title 5, Code of Federal Regulations (CFR).
- k. Hire eligible spouses of active duty military members of the U.S. Armed Forces who desire priority consideration for excepted and competitive service positions through the military spouse preference program.
- l. Hire eligible family members of either active duty military members or Federal civilian employees who relocate to foreign areas as specified in Section 6.
- m. Execute this Manual in a safe, efficient, effective, and ethical manner.

SECTION 2: RESPONSIBILITIES

2.1. DIRECTOR, DCMA. The DCMA Director will:

- a. Retain authority over the Pathways and Keystone Programs.
- b. On a case-by-case basis, provide final determinations of whether Keystones must be assigned a permanent duty station (PDS) supervisor on-site (at the same-duty location) and whether they will be responsible for providing day-to-day supervision, for safety and health IAW DCMA-MAN 4201-16, "Safety and Occupational Health," and management of the Pathways and Keystones.

2.2. TOTAL FORCE (TF), EXECUTIVE DIRECTOR. The TF, Executive Director will:

- a. Provide advice and guidance to managers and supervisors.
- b. Conduct periodic performance assessments of programs to ensure the quality and effectiveness of the program is successfully managed. The TF Executive Director will request periodic reviews by the Office of Internal Audit and Inspector General after the Pathways Program has been in place for 2 years.
- c. Ensure Pathways Program is measured based on the following metrics:
 - (1) Number of participants.
 - (2) Number converted to competitive service.
 - (3) Number terminated (including reasons for termination or non-conversion).
 - (4) Average time to hire, from initiation of recruitment (date of Request for Personnel Action (RPA)/Automatic Nature of Action (AutoNOA) ticket) to Entry on Duty (EOD).
 - (5) Compliance with the terms of the Participant Agreement.

2.3. PATHWAYS AND KEYSTONE PROGRAM MANAGER. The Pathways and Keystone Program Manager will:

- a. Conduct program administration, oversight, execution, evaluation, and policy and process guidance and development.
- b. Address all administrative requirements and procedures for DCMA's use of the Pathways and Keystone Program.
- c. Coordinate and report all Pathways and Keystone Programs' DoD requirements with the Defense Civilian Personnel Advisory Service and DCMA TF (i.e., program status, routine updates). Report to the DoD Pathways Program Officer (PPO) on DCMA's workforce shaping

and planning strategies to fulfill required reporting requirements, to include projection of the Pathways Program (PP) opportunities for each program for the upcoming fiscal year.

d. Coordinate and approve all PP extension requests (up to 120 days) for RG.

e. Monitor the PP Intern graduation dates to ensure appropriate action is taken to either terminate or convert PP participants to competitive service positions within 120 days of graduation. Assist with placement of successful participants within DCMA or DoD if the command is unable to place them upon completion of the program.

f. Consider all requests for waivers submitted through the proper Keystone chain of command, and oversee Keystone Program participants IAW DCMA-MAN 4201-11.

g. Interact as the liaison with Regional Hub Coordinators (RHC).

h. Maintain all Keystone Mobility Agreements and PP participant Agreements.

2.4. COMPONENT HEADS. The DCMA Directorates, Regional Commands, Operational Units, Contract Management Offices (CMO), and Centers will:

a. Commit to the Keystone and Pathways Program by providing personal oversight of the recruiting, on-boarding, mentoring and overall development to include placement of the DCMA Keystone and Pathways Program participants hired at those locations utilizing DCMA Pathways and Keystone Program. Senior CMO leadership must ensure compliance with Pathways and Keystone guidance and reporting on the Program participant at subordinate commands.

b. Provide onboarding, orientation, and supervision for the DCMA Pathways Program participants at the duty location. Agency onboarding instructions and resources are located on the DCMA-TF 360 Page. Management should establish the not to exceed (NTE) date as the actual graduation date of the Pathways employee, not the anticipated conversion date (which is no later than 120 days after the degree is conferred).

2.5. RHC. The RHC will liaison with the Headquarters (HQ) Keystone Program Office, CMO, Training Coordinators (TC) and supervisors. They will:

a. Oversee Pathways and Keystone billet management at the Regions.

b. Liaison between HQ and CMO.

c. Facilitate the hiring process.

d. Execute Pathways and Keystone authorizations.

e. Initiate the recruit-fill RPA/AutoNOA through the appropriate CMO chain of command to the Resource Management Team for initial review and approval via AutoNOA. Once approved, the request will be forwarded to Human Resources Office (HRO); designating the position as a

DCMA Pathways or Keystone Program recruitment for action. Ensure the correct selection of cost/appropriation codes are listed on the Recruitment Information Package (RIP) for all Pathways and Keystone Program positions based on the program labels and assigned appropriation codes. The RIP can be found on the Resource Page.

- f. Facilitate the required records management protocol for hiring process documentation.
- g. Provide region-specific training for supervisors.
- h. Perform data collection and analysis to support Agency and Region execution goals.
- i. Perform Staff Assistance Visits (SAVs) to review Pathways and Keystone program data for compliance with agency and program policy.

2.6. HUB/TC OF THE PATHWAYS AND KEYSTONE PROGRAM. The Pathways and Keystone Program TC will:

- a. Ensure the supervisors assessments for personnel at their assigned locations are being conducted timely within the Defense Performance Management and Appraisal Program (DPMAP) scheduled timeframes.
- b. Maintain all training documentation for Pathways and Keystone Program employees. Keystone Program TCs only ensure electronic copies of the DAWIA certifications, resumes, and transcripts are made available on the DCMA 360 portal. DPMAP completed forms/input should not be provided to the Hub/TC.

2.7. PATHWAYS AND KEYSTONE PROGRAM SUPERVISORS. Pathways and Keystone Program Supervisors will:

- a. Be co-located with the Pathways and Keystone Program participant and ensure the participant is appropriately on-boarded IAW Agency onboarding instructions and resources, focusing on the acculturation spanning the time from acceptance of the job through program completion.
- b. Provide Pathways and Keystone Program participant current job descriptions, establish performance goals, work schedules, evaluation criteria, and possible conversion date of participant at the end of program completion or appointment date.
- c. Establish tasks and performance goals, work schedules, and training/development requirements. Be co-located with the employee to monitor day-to-day operations and the training development process to include completion and monitoring of the Learning Map and Individual's Training Plan, DPMAP, and the assignment of mentors.
- d. Maintain all personnel, training, and performance management documentation for Pathways and Keystone Program employees under their supervision.

- e. Ensure all Keystone participants complete a data collection form to identify any occupational health exposures.
- f. Assign a mentor within 30 days of the Pathways and Keystone Program participants' or employees' EOD.
- g. Ensure the Pathways Program Participant Agreement is completed and signed by all parties within 30 days of EOD. The NTE date on the DCMA Pathways Program Intern Participant Agreement must target the Intern's expected graduation date. Email a signed copy of the Pathways Program Participant Agreement to the DCMA HQ Pathways Program Coordinator (PPC).
- h. Assign individual Learning Maps and Training Plans consistent with the performance standards of the position being filled and assign Mentors for Pathways Program and Keystone participants within 30 days of EOD.
- i. Coordinate extensions, terminations, conversions, and breaks (i.e. medical or deployments) while-in-the-program with the Hub/TC. Monitor and evaluate participant performance and recommend DCMA Pathways and Keystone Program participants conversion or termination at the end of the program. Inform DCMA HQ PPC via email regarding a request for a conversion or termination no less than 90 days in advance.

2.8. PATHWAYS PROGRAM EMPLOYEES. Pathways employees will:

- a. Acknowledge concurrence with the Pathways Program student agreements and requirements established by the agency, CMO, and assigned supervisor, prior to EOD.
- b. Successfully complete all training requirements identified on the Learning Map and Training Plan prior to consideration for conversion/final placement.
- c. Coordinate with the assigned mentor within 30 days of EOD.

2.9. KEYSTONE PROGRAM EMPLOYEES. Keystone employees will:

- a. Acknowledge concurrence with the mobility requirements and assignment to a Civilian Mobility position by signing a Mobility Agreement, prior to EOD.
- b. Successfully complete all training requirements identified on the Learning Maps and the employee's Training Plan.
- c. Coordinate with the assigned mentor within 30 days of EOD.
- d. Complete a data collection form to identify any occupational health exposures (applicable to industrial environments).

e. Submit all waiver requests through the proper chain of command to the Keystone Program Manager for formal submission and approval consideration.

f. Complete all requirements for DAWIA certification and competencies for working at the full performance level.

2.10. SELECTING OFFICIALS AND MANAGERS. Selecting Officials and Managers will:

a. Maximize, to the greatest extent possible, outside the continental United States, employment opportunities available to family members stationed in foreign areas.

b. Ensure military spouse and family member preference eligible are given consideration by including them in the area of consideration on vacancy announcements.

c. Submit requests for exceptions to the military spouse and family member program to the TF Executive Director.

2.11. TF FIELD SUPPORT CENTER (TFS). The TFS Representatives will:

a. Provide general human resource advisory guidance and services to Regional Hub Coordinators, CMOs, supervisors, managers and employees on the Pathways and Keystone Program employee hiring practices.

b. The TFS will review the request package to hire a new Pathways or Keystone to ensure compliance with applicable laws, regulations, and policy, and make a recommendation of concur or nonconcur prior to forwarding to the Directorate or Operational Component Heads for initial hire requests. Provide same compliance when considering conversion request for Pathways and Keystone.

2.12. SERVICING HUMAN RESOURCES OFFICE (HRO). The servicing HRO will:

a. Operate IAW this Manual for Pathways and Keystone Program Guidance and maintain DCMA operational guidance for Pathways and Keystone Programs.

b. Provide information, advice, guidance and assistance to individual HQ PPC, CMOs, supervisors and managers on the Pathways Program opportunities. Announce vacancies and verify eligibility for appointment under the specific Pathways Program.

c. Ensure the appropriate Pathways Program Agreement is fully completed, signed, and maintained. The end date of the agreement will be entered in the appropriate field in the DCPDS.

d. Ensure appropriate documentation of appointment/conversion/separation (e.g., transcripts) is properly maintained.

- e. Monitor appointment expiration dates, e.g. NTEs, to ensure appropriate action is taken to convert (or terminate) Pathways participants to competitive service positions.
- f. Coordinate public notification timelines with DCMA HQ, Directorates, Region CMOs and Centers.
- g. Post Pathways and Keystone Program Job Opportunity Announcements (JOAs) or ads on usajobs.gov.
- h. Verify basic eligibility and qualifications of applicants; issue referral lists IAW Part 302 of Title 5, CFR and procedures as outlined in this Manual.
- i. Offer technical advice and guidance on the use of Pathways and Keystone Program and other authorities.
- j. Serve as HR liaison with DCMA HQ on all Pathways and Keystone Program related issues.

2.13. MENTORS OF PROGRAM PARTICIPANTS. The mentor will provide guidance and advice to assigned participants including career planning, information on organization culture, and other developmental assistance. Pathways Interns, RGs, and Keystones require an assigned mentor.

SECTION 3: PATHWAYS PROGRAM

3.1. INTRODUCTION. This section outlines DCMA's use of the Pathways Program. Executive Order (E.O.) 13562, now codified in Part 362 of Title 5, CFR, established Pathways and associated Schedule D hiring authorities guidance is to be used in conjunction with the aforementioned regulations, the Office of Personnel Management (OPM) Pathways Program Implementing Guide, the Memorandum of Understanding (MOU) between DoD and OPM, the DoD Implementing Guidance, and the DCMA Pathways Program Guidance. This guidance also defines the requirements for non-competitive conversion to the competitive service upon successful completion of the Pathways Program requirements.

3.2. PURPOSE. The Pathways Program aims to offer clear paths to Federal internships for students from high school through post graduate school, as well as careers in the Federal Government for RGs. It is intended to provide meaningful training and career development opportunities for individuals who are at the beginning of their Federal service. The program also enables managers/supervisors to evaluate participants on the job to determine the likelihood of a successful career in Federal Government Service. Additionally, the program offers managers/supervisors the opportunity to create a pipeline for long-term succession planning and strategic workforce planning.

3.3. COVERAGE AND AUTHORITY.

a. The hiring authority for Pathways Program is the Schedule D Excepted Service appointing authority provided in Subpart 213.3402 of Title 5, CFR.

(1) Positions range from Student Interns, who may be appointed at any grade level in the General Schedule (GS) or equivalent pay bands and Federal Wage Schedule (FWS), to RGs who are appointed at GS levels 5, 7, or 9 (or equivalent grades/pay bands including FWS).

(2) All Pathways appointments are made IAW OPM's qualifications standards.

(3) RGs may be appointed up to GS-12 or equivalent for certain scientific research positions in which the candidates possess a doctoral degree (Ph.D.)

b. Agencies with statutory excepted authorities do not need the flexibility of government-wide exceptions to competitive service procedures. Additionally, excepted agencies do not have competitive service positions in which to convert Pathways Program participants.

c. Pathways participants do not have to be documented U.S. citizens to apply and participate, but must be U.S. citizens upon conversion.

3.4. PROGRAM LABELS. The DCMA Pathways Program must use the following naming conventions:

a. DCMA Pathways Program Summer Hire (with an NTE date not to exceed Sept 30).

b. DCMA Pathways Program Intern (the actual graduation date serves as the NTE date for the purpose of the student agreement). If the CMOs intent is to convert the Pathways Intern, they must be converted no later than 120 days past the actual college graduation date.

c. DCMA Pathways RG Program.

Table 1. Pathways Program Appropriation Codes

Program	Funding Code	Requirement
Pathways Summer Hire (NTE):	66102	Designating the position as a DCMA Pathways Program Summer Hire position recruitment on an NTE 120 day appointment (such appointment will not extend past 30 Sept of the current year) on the RIP.
Pathways Interns:	65101 O&M 65102 Defense Acquisition Workforce Development Fund (DAWDF)	Designating the position as a DCMA Pathways Program Intern position recruitment on an indefinite appointment based on the completion of the educational requirement/classification in school, i.e., graduation date.
Pathways RGs	69106 O&M 69107 DAWDF	Designating the position as a DCMA Pathways Program RG recruitment on an NTE 1 year basis (may be extended to NTE 2 years with DoD/OPM MOU exception).

3.5. PUBLIC NOTICE REQUIREMENTS.

a. To meet public notification requirements, DCMA uses USAJOBS to post JOAs and accept applications. OPM requires all program opportunities for Internship and Pathways RG Program at the DCMA be published on USAJOBS to make the position easily searchable for potential candidates. The “Position Title” field will contain the naming conventions as cited in this Manual (see Paragraph 4.7., Position Classification & Titling) to facilitate job searches for students and RGs, e.g., student trainee (Contracting, Engineering).

b. DCMA uses the USA Staffing talent acquisition system to accept applications and manage the hiring process. To ensure consistency and transparency, standardized JOA templates will be used IAW the common business process. Templates are located and accessible at the organization level within USA Staffing when creating an announcement.

c. While there is no minimum announcement period specified in Pathways guidance, please ensure JOAs are in compliance with other enabling guidance, i.e., local Command, Career Program and/or Bargaining Union Agreement requirements, as applicable. The regular business process for Strategic Recruitment Discussions (SRDs) and RPA/AutoNOA ticket is required.

Refer to the Resource Page for an example of the program’s JOA.

3.6. AREA OF CONSIDERATION.

a. Recruitment under the Pathways Program allows the Area of Consideration (AOC) to be limited to a geographic location and/or restricted to a local commuting area as defined in Subpart 351.203 of Title 5, CFR. At a minimum, DCMA must consider the applications of Pathways RG and/or Pathways Intern eligibles who are within the local commuting area of the positions. Determination of local commuting area is a self-certification process for applicants and will not be reviewed/verified by HR Specialists.

b. Pathways Priority Placement Program (PPP) exceptions may be found listed in the DoD PPP Handbook, Chapter 4, Section C.2.

c. Pathways Program appointments are Excepted Service, therefore Part 330, Subpart B of Title 5, CFR, new appointments and non-competitive conversions to the competitive service are not subject to the Reemployment Priority List (RPL).

d. The AOC may not be limited to specific academic institutions. Additionally, applications must be accepted from Veterans outside of the AOC.

e. DCMA may also concurrently consider applicants from other targeted geographic locations. To do so, the AOC must expand outward in all directions from the duty station and may not skip over other locations (i.e., the AOC cannot exclude geographic areas in between the duty station and "target" geographic areas). Any state that lies within a circle centered on the duty location, with a radius equal to the straight line distance from the duty location to the target location, should be included in the AOC on the vacancy announcement. For example, if the DCMA is targeting RG in Detroit, Michigan for a position located in Baltimore, Maryland (Detroit is 397 miles from Baltimore), all RG eligibles living within the local Baltimore commuting area or in any state within 397 miles of Baltimore must receive consideration.

3.7. POSITION CLASSIFICATION (INTERNSHIP PROGRAM & TITLING).

a. Internship positions that are classified to the GS pay band must be classified as Student Trainee, in the GS-XX99 series of the appropriate occupational series. Likewise, positions classified to the FWS pay band must be classified as Student Trainee in the XX01 series of the appropriate occupational group.

b. The classification position titling for the Pathways Program will follow this format: All GS positions should be classified as Student Trainee (appropriate type of work or family). See Resource Page for a list of accepted job titles for Internship positions.

3.8. RG EDUCATION REQUIREMENTS. When recruiting for the RG Program, managers may accept applications from students who are close to completing their education requirements (e.g., within 3 months); a flexibility described in the OPM Qualifications Standards. HR personnel will advise managers of this flexibility. The manager's decision is required in advance of the recruitment and should be documented in the case file.

3.9. ELIGIBILITY.

a. Internship. Must be a current student enrolled in a high school or home-school curriculum approved by a State or local governing body, an accredited college (including technical, vocational trade schools, 2 or 4-year colleges/universities), a graduate or professional school (e.g., law school, medical school) or a certificate program in a qualifying educational institution as defined by Subpart 362.102 of Title 5, CFR, equivalent to at least one academic year of full-time study; that is part of an accredited, college-level, technical, trade, vocational, or business school curriculum. Short-term training programs (e.g., several 2-week programs completed or class sessions attended over a period of 2 years) are not considered an academic course of study. Acceptable certificate programs are those earned at accredited vocational or technical schools.

b. Intern Program applicants must provide proof of continued enrollment at the time of application (unofficial transcripts are acceptable). Prior to the initial appointment, the student must provide an official copy of school transcripts, documentation of registration, tuition bill, or a copy of the acceptance letter from the college or university for new students. Individuals must meet the qualifications and eligibility requirements throughout the duration of the Internship appointment and are required to provide a copy of up-to-date transcripts (unofficial) at the end of each academic year, which include grades for the previous term, unless requested more frequently by the supervisor or HRO, for verification of enrollment and academic standing as proof of continuing eligibility for participation in the Intern Program.

c. RG appointments are 1-year, entry level, developmental appointments pursuant to the current MOU between OPM and DoD. RG appointments in the DAWIA program, engineering (08xx) and contracting (1102) series may be 2-year programs. Applicants must apply for an RG position within 2 years of completing a qualifying educational program (i.e., within the previous 2 years, the RG must have completed a qualifying associates, bachelors, masters, professional, doctorate, vocational or technical degree or certificate from a qualifying educational institution). Except as provided for in the paragraph directly below, an application will be considered only if it is received no later than 2 years from the date all requirements for a qualifying degree or certificate were met. Applicants who apply to RG job announcements within the 2-year limit may be considered even if the appointment does not occur until after the 2-year time limit.

d. Veterans. The 2-year period of eligibility will be extended for Veterans who are precluded from applying within the 2-year window due to a military service obligation. In such cases, Veterans will have a full 2-year period of eligibility from the date of discharge or release from active duty to apply for the RG Program. In no event, however, may the individual's eligibility period extend beyond 6 years from the date on which the individual completed his or her educational requirements.

3.10. QUALIFICATIONS.

a. Internship. Interns may qualify based on one of the following methods:

(1) OPM Qualification Standard for Schedule D Pathways Internship Programs;

(2) OPM Qualification requirements for the competitive service; or

(3) DoD specific qualifications (if applicable). DCMA has no unique qualification standards at this time.

b. Positive education requirements must be taken into consideration in determining applicants qualifications for positions. Managers should be consulted to determine which qualification method is most applicable to the position being filled.

c. RG appropriate OPM qualification standards for the competitive service position will be used to qualify RG applicants.

3.11. ASSESSMENTS.

a. Occupational Questionnaires, Administrative Careers with America (ACWA) assessments, USA Hire, or other valid assessment tools developed for Agency use may be used, as applicable.

b. For RG positions covered by ACWA, the corresponding ACWA assessment will be used at the appropriate grade level IAW the Delegated Examining Operations Handbook.

3.12. OCCUPATIONAL QUESTIONNAIRES, RATING AND RANKING PROCEDURES.

a. Referral and selection of Interns and RGs will be made IAW the procedures outlined in Subparts 302.304 and 302.401 of Title 5, CFR, which permits candidates to be referred using a numerical ranking method such as category rating, rule of three, or unranked method. A category-based procedure to rate and rank applicants for Internship and RG positions can be used. Under this category-based procedure, current or former students who meet basic minimum qualification requirements and whose academic attributes and experiences have been assessed are ranked by being placed in one of two or three predefined quality categories. The definitions of the categories and the quality ranking factors used must be recorded and retained in the recruitment case file.

b. Preference eligible are listed ahead of non-preference eligibles within each quality category. Veterans' preference is absolute within each quality category. See Paragraph 3.18., "Applying Veterans' Preference," for additional information on this topic.

3.13. JOB OPPORTUNITY ANNOUNCEMENT REQUIREMENT. The "Basis of Rating" section of each job opportunity announcement must describe each category and identify how Veterans' preference is applied under category-based procedures.

3.14. DEFINING QUALITY CATEGORIES. The Pathways Program quality categories are defined in terms of student accomplishments and personal experience rather than job experience. The Pathways Program will use the following categories: Ideal Candidate (required), Strong Candidate (optional), Eligible Candidate (required).

3.15. STUDENT ACCOMPLISHMENTS AND EXPERIENCE.

a. HR specialists and managers should select student attributes which are specific, measurable, verifiable, and relevant to the target occupation or occupational family. Attributes should not be so narrowly defined as to be limited to a specialized academic program at one educational institution. The following list of attributes is not all-inclusive, and it may be used as a starting point for discussions between the HR specialist and the manager.

(1) Grade point average (GPA). EXAMPLE: Ideal > 3.5; Strong = 3.1 - 3.5; Eligible = 3.0.

(2) Academic standing (High School student, Freshman, Sophomore, Junior, Senior, Masters, Doctoral candidate, etc.). EXAMPLE: The manager would like to have an intern in place for 2-years before converting to the entry-level of GS-05 for an administrative or professional position. The ideal candidate may be defined as one entering their junior year of a baccalaureate program.

(3) Declared major. EXAMPLE: GS-0899 - The ideal candidate will have declared an intent to major in electrical engineering; eligible candidates will have declared an intent to major in another branch of engineering sciences.

(4) Membership in related professional or campus associations.

(5) Completion of core coursework. EXAMPLE: Calculus, generally required for engineering and science majors.

(6) Completion of related coursework generally considered elective. EXAMPLE: Organizational Communication, generally an elective for business majors.

(7) Completion of coursework with specific oral or written communication requirements. EXAMPLE: Presentation Strategies or Scientific Reason Communications or Oral Communications in Business.

(8) Proficiency with automation tools. EXAMPLE: Geographical Info Systems (GIS), any Microsoft Office software, or database software.

(9) Student, volunteer, or paid experiences with a nexus to federal service employment in general or to the specific occupation. EXAMPLES: Voluntary community service project, oral presentation in a classroom, leadership/participation in a fund-raising event, research project with written report, participation in a science fair or competition.

b. HR specialists will complete an Attribute Worksheet with a column for each category; the nexus of the category to the internship or RG opportunity; and the type of assessment question to be used. The Attribute Worksheet will be uploaded to the case file.

3.16. ASSESSMENT QUESTIONS AND SCORING.

a. Assessment questionnaires may include traditional task statements with default scale or customized responses; yes/no or true/false questions; multiple choice questions with single or multiple responses; or questions requiring short answers (under 250 characters). Narrative text boxes containing short answers should be limited to information useful to the manager after the certificate is issued, as short answer questions cannot be automatically scored.

b. As much as possible, questions should be combined into logical groupings (USA Staffing factors) of 3 to 5 items, such as academic coursework, extra-curricular activities, leadership, or automation tools. GPA, generally considered to be the strongest indicator of academic ability and achievement, may be a one-question factor to facilitate weighted-scoring.

c. The selecting official, with input from the HR specialist, should determine the relative value of the attributes in each factor, and assign an appropriate weight to the factor. For example, the manager may feel that the student's GPA is worth 50 percent, while academic coursework is worth 30 percent and automation tools is worth 20 percent. Traditionally, the value for each factor will be equally weighted. In this case, no additional documentation is required in the case file. On occasion, it might be determined that the value for each factor will vary with some being given more importance and some less importance. In this case, the weighted worksheet must be signed by the servicing HRO manager and included as part of the case file.

3.17. DETERMINING CATEGORY CUT-OFF VALUES. Pathways categories are based on a narrative description and documented in the Attribute Worksheet. In the Assessment Module, one test applicant will contain the lowest acceptable response to each question which meets the "Ideal Candidate" definition and one test applicant will contain the lowest acceptable response to each question which meets the "Strong Candidate" (if used). The scores for these two test applicants will be used to determine the cut-off values for the quality categories.

3.18. APPLYING VETERANS' PREFERENCE.

a. Under category-based procedures, qualified applicants are referred based on their assignment to a category, not based on a numeric rating. Therefore, preference eligibles do not receive points, as prescribed by Section 3309 of Title 5, United States Code (U.S.C.).

b. Veterans' preference is applied by listing preference eligibles above non-preference eligibles within the same quality category in which they are assigned. As a reminder, a selecting official may not pass over a preference eligible to select a non-preference eligible until all preference eligibles have been exhausted or the Agency has gone through the proper pass over procedures with respect to the preference eligibles who are remaining. Preference eligibles with a 10 percent or more disability are placed in the highest quality category (ahead of the non-preference eligibles). The Agency must make its selection from the highest quality category. The Agency cannot select a non-preference eligible over a preference eligible Veteran until the preference eligibles in the top category are exhausted, or the Agency has gone through the applicable pass-over procedures with respect to the preference eligibles that are remaining in that

top group. The Agency may select any preference eligible Veteran in the highest quality category.

3.19. NAMES REFERRED TO SELECTING OFFICIAL.

a. Eligible candidates should be listed alphabetically on the certificate as long as preference eligibles are listed ahead of non-preference eligibles. The decision to issue a Veterans-only certificate should be based on the number of candidates with veteran's preference in the highest category.

b. When providing the certificate to the selecting official, the HR specialist must:

(1) Certify all eligible candidates, or all eligible candidates with veteran's preference, in the highest quality category; or,

(2) If there are fewer than three eligible candidates in the highest quality category, see Paragraph 3.20.

3.20. MERGING CATEGORIES. HR specialists should refer to the Delegated Examining Operations Handbook for the procedures on merging categories. The following exceptions apply:

a. If there are fewer than three candidates in the highest quality category, discuss options with manager to include merging the highest quality category with the next lower category. If the categories are merged, be sure to certify all eligible candidates in the newly merged category because they will become the highest quality category.

b. Preference eligibles from both categories must be listed ahead of non-preference eligibles in the newly merged category. The selecting official may not select a non-preference eligible in the newly-merged category until all preference eligibles have been exhausted or the agency has gone through the proper pass-over procedures with respect to the preference eligibles who are remaining.

3.21. DOCUMENTING THE RATING PROCESS. The USA Staffing case file must include the following information in addition to standard case file documentation:

a. Identification of the target position upon conversion (for Interns) or the full performance level (for RG).

b. Position description numbers must be clearly documented to be readily found in the event of an audit.

c. The Attribute Worksheet.

d. A list of educational institution websites used to establish coursework requirements for specific majors/academic programs.

e. A weighting/scoring worksheet (if the online scoring tool was used, a screenshot of the scoring tool results).

f. Identification of those subject matter experts and HR specialists who participated in the development and application of the examining plan (i.e., name, title, series, and grade).

3.22. APPOINTMENTS.

a. Pathways Program Summer Hire (with NTE) positions are for temporary, short-term, summer employment. NTE appointments may NOT exceed 120 days and should not extend past 30 September of the current year.

b. Pathways Program Intern appointments will be indefinite (i.e., without an NTE date), but the target end date will be the graduation date from a college or university.

c. Under the RG Program, individuals are given a 1-year appointment to an entry-level position designed to provide a developmental experience that will lead to a career and permanent position in the Federal Government, typically an entry level developmental Keystone position. The DCMA exception: positions in the all DAWIA occupations. This exception has OPM approval for a 24-month appointment in order to complete the training and/or certification requirements specific to each.

3.23. GRADE POINT AVERAGE FOR INTERNSHIP PARTICIPANTS. Interns must provide a copy of up-to-date transcripts (unofficial) at the end of each academic year, unless requested more frequently by the supervisor or servicing HRO, for verification of enrollment and academic standing as proof of continuing eligibility for participation in the Intern Program. Interns should remain in good academic standing as defined by their respective qualifying educational institution while participating in the program. The DCMA HQ Program Office requires an intern to maintain a 3.0 GPA. Not maintaining the appropriate GPA risks the possibility of being terminated.

3.24. SPECIAL HIRING PROGRAM CODING IN THE DEFENSE CIVILIAN PERSONNEL DATA SYSTEM AND DCMA APPROPRIATION CODES. The DCMA CMO/Center will initiate RPAs for training developmental positions and identify accurate Special Hiring Program (SHP) information related to funding to be coded in DCPDS. This is crucial information to ensure proper quality checks are performed, to ensure accuracy of data, as well as to trigger timelines of Quality Control (QC) tickets. The Keystone/Pathways Program Manager will review SHP data as QC to ensure the data is entered correctly in the personnel system.

Table 2. SHP and DCMA Appropriation Code Listing

SHP Codes	O&M or DAWDF	Type of Employee	Appropriation Code	Use Appendix
I	O&M	Keystone	69101	D
AI	DAWDF	Sustainment Intern	69103	F
AC	DAWDF	Sustainment Journeymen	69105	H
J	O&M	Pathways RGs	69106	I
M	O&M	Direct Hire Authority (DHA) & National Defense Authorization Act (NDAA) RG Pathways	69106	I
J	DAWDF	Pathways RGs	69107	I
O	O&M	Pathways Summer Hire NTE	66102	I
O	O&M	Pathways Program Intern without NTE	65101	I
O	DAWDF	Pathways Program Intern without NTE	65102	I

3.25. PROCEDURES AND PROCESS:

a. When initiating an RPA/AutoNOA ticket, Mission Support Offices and CMOs must identify the fiscal year of the allocation, as well as one of the following SHP codes, as defined in the chart above.

b. When coding the RPA for processing, the servicing HRO must code the SHP data fields in AutoNOA/DCPDS and appropriation code (AMS funding code), as indicated below for all Pathways employees:

(1) If the Special Hiring Indicator is J and the appropriation code is 69106 – Pathways RG.

(2) If the Special Hiring Indicator is M and the appropriation code is 69106 – Pathways RG hired through hiring authority NDAA/DHA.

(3) If the Special Hiring Indicator is O and the appropriation code is 66102 – Pathways Summer Hire (NTE) and 65101 Pathways Program Interns (without NTE).

c. As Pathways depart the program, the SHP data fields, Program Actual Departure Date and Employee Program Status fields must be updated accordingly.

3.26. ONBOARDING.

a. Activities will provide all Pathways Program participants with appropriate, meaningful onboarding and orientation for their specific program. The onboarding process must include orientation to DCMA and Federal employment, the CMOs, Pathways Program, office culture, etc. Onboarding must also include performance discussions, expectations, and rotational assignments, as applicable.

b. Key timeframes in the onboarding process.

(1) A Participant Agreement must be completed and endorsed by the participant, supervisor and the DCMA HQ Program Office and returned to the servicing HRO prior to making a final job offer.

(2) A Training Plan must be developed and assigned within 30 days of EOD. Pathways employees can start with the Pathways/Keystone Common Core learning map as a foundation in creating the training plan in Talent Management System (TMS).

(3) Mentors assigned within 30 days of EOD (Interns and RGs).

3.27. PARTICIPANT AGREEMENT.

a. Participant agreements are required for all Pathways positions. IAW Subpart 362.106 of Title 5, CFR, agreements must include the following:

(1) Description of duties.

(2) Work schedules (to include summer and winter breaks).

(3) Length of appointment, termination date, and/or expected date the student will graduate.

(4) Mentorship opportunities and training requirements (where applicable).

(5) Performance evaluation procedures.

(6) Program requirements for successful completion.

(7) Minimum eligibility requirements for conversion to the competitive service.

(8) Any other command or activity specific information necessary, such as an agreement with a school.

b. If any of these areas change over the course of the program, a new agreement must be completed. As necessary, the servicing HRO should remind managers that it is management's

responsibility to initiate and coordinate the agreement with the Pathways Participant. Refer to the Resource Page for an example of the program's Pathways Participant's Agreement.

3.28. LEARNING MAPS AND TRAINING PLANS. Training should reflect the competencies of the position and completion of the Training Plan should be a condition of promotion for participants. Within 30 days of EOD, the Interns, and RG must have an assigned Learning Map and Training Plan developed and approved by his or her supervisor. Training Plans include all training and development classes and programs. Opportunities may be both formal and informal. Employees and supervisors are responsible for developing, updating, and tracking Training Plan progress. Pathways Program Summer Hire Interns NTEs are not required to have Learning Maps or Training Plans. Refer to the Resource Page for an example of the program's Keystone and Pathways Common Core Learning Map.

3.29. TRAINING AND DEVELOPMENT.

a. Interns. DAWIA certification is not a requirement for Pathways Summer hires and Interns, but formal training related to their functional assignment should be assigned for both components. CMOs may use their discretion for providing training for these employees to include local rotational assignment opportunities.

b. RG. Directorates, CMOs and Centers are responsible for developing and providing opportunities for training to all RGs participants. The Pathways RG program requires 40 hours of formal training per year to advance the goals and competencies outlined in the participants Learning Map and Training Plan. The RG training may include classroom, online, Video Teleconferencing, projects and other developmental assignments.

c. This training must be in addition to mandatory training required annually for all DCMA employees. All training must be linked to program requirements within the employees training plan. Formal training will be documented in TMS or other approved tool. Supervisors will track participant's training records.

3.30. MENTORS.

a. Interns. Mentors are not required for Pathways Program Summer Hires (NTE), but are required for Interns and should be assigned within 30 days of their EOD. Mentors should be outside the participant's chain of command and mentoring should be tracked on the Participant Agreement.

b. RG. Within 30 days following the appointment, each RG will be assigned a mentor. Mentors will be from outside the participant's chain of command, change as necessary with supervisory approval; and provide counseling on a specific career path and guidance on professional and educational questions.

3.31. PROGRAM EXTENSIONS.

a. Part 362.303(c) of Title 5, CFR, affords agency-approved extensions up to 120 days for Pathways Program participants in the RG Program to cover rare or unusual circumstances. Criteria for extensions should be decided on a case-by-case basis and should be limited to:

(1) Incident that is beyond the control of the organization (e.g., furlough, budget constraints).

(2) Incident that is beyond the control of the participant (e.g., illness, family emergency, military obligation).

b. Requests must be submitted through the chain of command, and then to the PPC for final decision. The request and supporting documentation must be submitted 60 days prior to the expiration of the participant's appointment. There are no provisions in the OPM regulations or the E.O.13562 for extensions beyond 120 days. Extensions will not be approved for additional training or administrative error.

3.32. TIME-IN-GRADE. Although time-in-grade requirements generally do not apply to employees in Pathways Program positions, according to OPM's Pathways frequently asked questions, Federal agencies must have an excepted service policy in place that covers promotions for positions in the excepted service. This eligibility requirement must be taken into account when determining eligibility for the promotion of employees within the Pathways Program.

3.33. PROMOTIONS.

a. Promotion and conversion opportunities may be provided during participation in the Pathways Program. The JOA must include the promotion potential while in the program; the anticipated grade upon conversion to a term or permanent position; and the full performance level (FPL) of the term or permanent position. Competitive procedures must be used to promote an employee to a higher grade or to place an employee in a career ladder position with a higher FPL, if participant has not previously competed for the higher grade.

b. Internship. The announcements for Internship must include details about promotion potential while in the program, otherwise, public notice will be required before a promotion (or conversion to position with higher FPL) can be considered for the intern. Summer Hires (NTEs) are not eligible for promotions under any circumstances.

c. RGs. An RG will be eligible for promotion only if his or her performance is at least at the Fully Successful level. There is no entitlement for a promotion. Additionally, the intent of the RG Program is to provide a developmental experience designed to lead to a career in the Federal service. Therefore, there is no provision for accelerated promotions under the RG Program. Additionally, the RG may be appointed to a position that has an established career ladder provided the JOA for the position states the career ladder.

3.34. BREAK-IN-PROGRAM FOR INTERNS.

a. A break-in-program is defined as a period of time when an Intern is working but unable to go to school, or is neither attending classes nor working at the Agency. Pathways Interns needing a break-in-program must submit a written request to their supervisor. The request must include:

- (1) Participant's name.
- (2) Reason for the break.
- (3) Estimated timeline as to when they would return.
- (4) Impact if the break is not granted.

b. Approval of such requests will take place at the organization level. All cases must be consistent with the determinations made on similar requests for breaks in the Pathways Internship Program. During periods of non-work, Interns may be placed in Leave Without Pay (LWOP) status.

c. Routine school breaks (summer, winter, etc.) are an exception and a break-in-program does not need to be requested during these times. Work schedules during these times should be outlined in the participant agreement.

3.35. MILITARY SERVICE CONVERSIONS. Uniform Services Employment and Reemployment Rights Act (USERRA) rules on Federal employment apply to Internships and RGs.

3.36. CONVERSIONS. Pathways Program participants will be converted/terminated as provided in Part 362 of Title 5, CFR.

a. Internship. An Intern may be non-competitively converted to a term or permanent appointment in the competitive service within 120 days of successful completion of the program. The position to which they are converted may be converted to positions at a higher grade (or to positions with a career ladder) provided the JOA for the position states the higher grade (or the career ladder). To be eligible for conversion, the Intern must:

(1) Not be a U.S. citizen to apply/accept the position, but must be a U.S. citizen to convert to a permanent position within the agency.

(2) Successfully complete all requirements of the Internship Program as defined in the agency-participant agreement.

(3) Complete at least 640 hours of work experience acquired through the Internship Program. Up to one-half (320 hours) may be waived when the Intern completes 320 hours of

career-related experience or other experience that may be credited IAW Subpart 362.204(c) or (d) of Title 5, CFR.

(4) Complete their degree or certificate requirements within the 120-day period preceding the conversion to the competitive appointment at a qualifying educational institution conferring a diploma, certificate, or degree.

(5) Receive a favorable recommendation for conversion from the work experience supervisor.

(6) Meet the OPM qualification standard including any applicable positive education requirements and/or selective placement factors and any other designated special qualifications requirements and conditions of employment (e.g., medical standards) appropriate to the specific competitive service position.

b. If the employing office wishes to convert an Intern to a competitive service upon successful completion of the Intern program, an RPA must be submitted to servicing HRO in order to process the conversion. As a condition of employment, a Pathways Intern appointment expires 120 days after completion of the designated academic course of study, if they are not non-competitively selected to a term or permanent appointment in the competitive service; or upon expiration of the temporary Pathways Internship appointment. Additionally, any Intern who fails to maintain eligibility to continue in the Intern Program (e.g., does not meet definition of student or fails to adequately progress toward completion of the academic program) must be terminated.

c. RGs. An RG may be non-competitively converted to a term or permanent appointment in the competitive service only within the employing agency. The noncompetitive conversion of a RG must be effective on or by the date the 1-year service requirement is met, or at the end of an agency-approved extension, if applicable. Positions covered under the DAWIA are an exception to the 1-year service requirement. Instead, positions in those areas have a 24-month service requirement in order to attain the necessary training, experience and developmental skills to be successful in those positions.

d. In order to be non-competitively converted, the RG must:

(1) Not be a U.S. citizen to apply/accept the position, but must be a U.S. citizen to convert to a permanent position within the agency.

(2) Successfully complete all requirements of the RG Program as defined in the Agency Participant Agreement.

(3) Demonstrate successful job performance as documented by a rating of record of at least Fully Successful or equivalent.

(4) Be recommended for conversion by the first-level supervisor.

(5) Meet the OPM qualification standard including any applicable positive education requirements and/or selective placement factors and any other designated special qualifications requirements and conditions of employment (e.g., medical standards) appropriate for the competitive service position to which the RG may be converted.

e. IAW Subpart 361.301 of Title 5, CFR, Pathways RG appointments may not exceed 2 years, plus any agency-approved extension of up to an additional 120 days. As a condition of employment, Pathways RG appointments expire at the end of the agency-prescribed Program period, plus any agency-approved extension, unless they are non-competitively converted to a term or permanent position in the competitive service.

3.37. TERMINATION. Pathways Program participants will be converted/terminated as provided in Part 362 of Title 5, CFR.

a. The appointment of a Pathways Program participant may be terminated at any time for reasons which include those relating to misconduct, poor performance, suitability, or lack of funds or mission. **NOTE:** Directorates, CMOs and Centers should work with their local Management, Labor and Employee Relations (LER) Specialist, and the DCMA HQ PPC if a Pathways Program appointment is to be terminated.

b. Organizations must work through their chain of command with the DCMA PPC if they anticipate any termination due to internal circumstances (e.g., budget) where the participant has satisfactorily completed the program requirements and would otherwise have converted to the competitive service. The PPC must receive notification and supporting documentation at least 90 days prior to program completion. If these participants cannot be placed within their command, or another in DCMA, they may be allowed to convert to another organization within the DoD. The DCMA PPC will contact other agency CMOs and DoD regarding possible placement.

3.38. REPORTING REQUIREMENTS. DCMA (all activities) must submit the required information, to include any and all data calls to DCMA, HQ PPC in support of the DoD.

3.39. PROGRAM ASSESSMENT. OPM, DoD, and the DCMA PPC may perform program assessments to ensure proper use of Pathways Program to maintain use of the authority. Assessments may include:

- a. Review of the number of participants.
- b. Review of number converted to competitive service.
- c. Review of number terminated.
- d. Extension requests.
- e. Participant agreements.
- f. Learning Maps, Training Plans, and mentors in place.

SECTION 4: KEYSTONE PROGRAM

4.1. PURPOSE. The Keystone Program is a 3-year (36 months) entry-level developmental program. The Keystone Program establishes an avenue to hire internal and external applicants using various competitive and noncompetitive special appointing authorities to include Subpart 213.3402 (a), (b) and (c) of Title 5, CFR, “Entire Executive Civil Service; Pathways Program” for Pathways Interns, and E.O. 13562, “Recruiting and Hiring Students and RGs.”

4.2. ESTABLISH PERSONNEL REQUIREMENTS AND POSITION FUNDING.

a. DCMA Keystone employees are used by the Agency primarily as part of Agency succession planning and to fill shifts in projected workloads caused by organizational change and mission increase. Keystone allocations are determined and managed based on analysis involving the following criteria:

(1) Historically high turnover rate experienced at a location.

(2) Above-average retirement eligible workforce at a location.

(3) Adequate infrastructure to support the training of a new Keystone employee (e.g., experienced trainers, reasonable supervisor-to-employee ratio, desks, computers, etc.) at a location.

(4) Identification of emerging workload that has not been previously planned in the current fiscal year’s Operations and Maintenance (O&M) or DAWDF budget at a CMO location.

b. The Executive Director, TF will consider requests for entry-level developmental positions General Schedule (GS-05 or GS-07) for acquisition positions outside the Keystone Program.

c. Non-acquisition developmental positions will only be established as part of the Keystone Program with prior approval from the Executive Director, TF.

4.3. RECRUITING KEYSTONE PERSONNEL.

a. The marketing and promotion of DCMA Keystone positions is led by the Total Force Diversity, Inclusion and Recruitment Division. Hiring managers desiring to hold or participate in a recruiting event must coordinate and gain concurrence from the Director, Total Force Diversity, Inclusion and Recruitment Division.

b. Keystone applicants must meet the qualification requirements outlined in the OPM Operating Manual, “Qualification Standards for General Schedule Positions,” and DoD qualification standards for hiring into positions in the competitive and excepted services.

c. DCMA may recruit Keystones using various competitive and noncompetitive special appointing authorities. DCMA Keystone recruiting targets highly qualified internal and external applicants, as well as candidates in the Pathways Intern or RG Program. Refer to the DCMA

Hiring Guide for Managers and the DCMA Recruitment Strategy (see Resource Page for instructions regarding the various hiring authorities and the Keystone recruitment process for all Keystone positions).

4.4. RECRUITMENT INCENTIVES. Relocation and recruitment incentives are determined by the agency and may be available for hard to fill or specialty positions, negotiated prior to the individual EOD. Please refer to DCMA-MAN 4201-11 for additional guidance and specific eligibilities.

4.5. CONDITIONS OF EMPLOYMENT. All Keystone Program applicants must meet all pre-employment criteria and sign a Keystone Program Mobility Agreement (a condition of employment) before a final job offer is made by the servicing HRO. The Keystone Program Mobility Agreement is a mandatory requirement of the Keystone Program. The HRO and Keystone's duty station organization (e.g., CMO) will maintain copies. The Keystone Program Mobility Agreement for the Keystone Program remains in effect until the Keystone officially graduates from the Program. Refer to the Resource Page for an example of the program's Conditions of Employment Agreement (Mobility Agreement).

4.6. SECURITY REQUIREMENTS. All Keystones are required to obtain and maintain at a minimum, eligibility for a SECRET security clearance. The level and type of security clearance will be based on the requirement of the target grade. Failure to obtain or maintain eligibility for a security clearance may result in removal from the Keystone Program and Federal Service.

4.7. DRUG TESTING. By regulation, drug testing will only be conducted for Keystones in job series and positions performing functions for which drug testing is required. These positions will be identified by CMO management prior to the submission of the recruitment action.

4.8. GRADE LEVELS AND PAY SETTINGS.

a. Keystones may be initially hired at the GS-05 or GS-07 levels to meet hiring goals. Employees who enter the DCMA workforce based on demonstrated academic achievement may be selected at the higher grade level of GS-07. Selection at this grade level allows DCMA to be more competitive with other government and private sector employers for Keystone candidates.

b. Pay retention is appropriate for Federal employees who accept a change to a lower grade to participate, and whose salary cannot be accommodated within the rate range of the grade to which they are currently assigned. IAW DCMA-MAN 4201-06, "Compensation and Incentives," pay retention will apply to employees selected for positions under formal training agreements.

c. Target grades for Keystone Program positions are established based on the nature of the work and the job series. Achievement of the final target grade is determined by satisfactory completion of the Program and time-in-grade requirements.

4.9. TRAINING AND DEVELOPMENT.

a. The Keystone Program Manager will develop and maintain the Keystone Development Program. The Keystone Program development process is comprised of a combination of formal classroom training, computer based training (CBT), on-the-job training (OJT) at the assigned duty station, and rotational assignments. Training requirements have been developed by agency subject matter experts based on full-performance level requirements for each acquisition series.

b. Keystone Program training and development consists of several components, all vital to the overall development of the individual Keystone. The Keystone Program is structured so that years one and 2 concentrate on classroom instruction, and year three is dedicated to mandatory experiential training. All Keystone personnel must complete the following:

(1) Boot Camp, New Employee Orientation. Keystones will attend an initial Boot Camp, a new employee orientation session at DCMA HQ at the beginning of the career development process. The session will include: Expectations of the Keystone program; DCMA functional organization (i.e., Technical, Contracting, Financial and Business Operations, Total Force); an overview of DCMA and its role in the DoD; leadership competencies; Defense Travel System; safety and occupational health; and various basic new employee required training. The Keystone Boot Camp orientation normally begins within four weeks of the Keystone's EOD or assignment to a Keystone Program position.

(2) Formal Classroom Instruction. Specific functional courses that provide the essential knowledge required for successful performance in the target position and reinforce core curriculum skills will consist of formal classroom instruction. The DCMA Learning Campus is the primary host for DCMA acquisition courses.

(3) Rotational Assignment Developmental Training. Planned work assignments are designed to help the Keystone apply the knowledge gained from classroom or CBT training, and to develop the functional competencies required for satisfactory completion of all program requirements at the full performance level. Rotational Assignment developmental training occurs at the PDS or other CMO locations when required to meet the Agency's goals and the Keystone's competency development as outlined in the Learning Map and Training Plan. Additional workplace specific job safety training may be required based on hazardous exposure.

c. The Keystone Program uses a Learning Map which includes common core and functional training requirements. Learning Maps contain the minimum training and competency levels required for all Keystone functional career fields. Keystone supervisors will use the appropriate Learning Map as the basis for developing a DCMA Training Plan for each Keystone. Refer to the Resource Page for an example of the program's Keystone and Pathways Common Core Learning Map.

d. DCMA's Training Plan is designed to identify and require specific needs of each Keystone participant to include the DAWIA certification requirements for Levels I and II and any additional functional and professional development training requirements. DCMA Keystone Training Plans will have the appropriate Learning Maps assigned to them in the TMS DCMA's

Learning Management System by the Keystone supervisor within the first 30 days of the Keystone's report date to their PDS. The Keystone and supervisor should review the Training Plan quarterly and make modifications as necessary. The DCMA Training Plan will include detailed descriptions with dates, durations, and locations of:

- (1) Developmental assignments, including rotational assignments.
- (2) Competencies, skills, and other objectives to be attained through each developmental assignment.
- (3) Defense Acquisition University (DAU) courses, technical training, and required colleges/university graduate level courses.
- (4) Equivalencies and/or course completions.

Refer to the Resource Page for an example of the program's Training Plan in TMS.

e. Program assigned rotational assignments are temporary, planned assignments for a specific purpose and period with a required evaluation of the results upon completion. A rotational assignment must be identified in the Keystone's Learning Map and Training Plan. During a rotational assignment, Keystones remain assigned to their PDS supervisor. A rotational assignment supervisor will be assigned to ensure management oversight and continuity during the rotation. A rotational assignment request should contain the following:

- (1) A written plan in place prior to the rotation with specific work objectives for the rotation.
- (2) Keystone receipt of pre-assignment information from the rotational supervisor (i.e., who to report to, the date and time to report, where to report, and what the assignment and duty station will be).
- (3) Identification of a specific job for the Keystone during the assignment.
- (4) Identification of emergency equipment and procedures, evacuation rally points, and methods of personnel accountability.
- (5) Rotational supervisor or designee being readily available to the Keystone.
- (6) Organizational orientations provided at the beginning of the Keystone tour.
- (7) Facility requirements explained at the beginning of the assignment, including but not limited to: workspace, telephone, laptop, permits, passes, etc.
- (8) During assignment, develop proficiency in competencies as outlined in the Training Plan.

(9) Assignment of tasks that are meaningful and relate to the career field requirements and the Keystone's Learning Map and Training Plan.

(10) Keystone receipt of regular feedback on his or her performance from the rotational supervisor.

(11) Opportunities will be provided for the Keystone to meet senior leadership and observe senior staff meetings.

(12) Upon completion of assignment, a final evaluation between the Keystone, the rotational supervisor, and the PDS supervisor must be completed.

Refer to the Resource Page for an example of the program's Keystone rotational assignment request forms.

f. Keystones should not be considered for an overseas CRF duty with deployment. Overseas CRF deployment assignments will be rare and subject to availability of funds. All assignments must be coordinated and funded with Overseas Contingency Operations Funds provided by the Combat Support Center, and will be funded 100 percent for the deployment assignment costs. RPAs must be completed reflecting the proper cost code for the assignment.

g. Training opportunities such as the Defense Civilian Emerging Leader Program (DCELP) and other similar professional development and leadership training outside of the Keystone Program will be considered/approved on a case-by-case basis.

4.10. KEYSTONE EMPLOYEE PERFORMANCE AND PROGRESS ASSESSMENT.

a. The Keystone appraisal system has the following objectives:

(1) To assess the degree of proficiency acquired in preparation for further development and eventual performance in the target position.

(2) Determine whether the Keystone's target assignment is appropriate.

(3) Assess the Keystone's written and oral skills.

(4) Identify professional developmental needs of the Keystone.

(5) Determine whether the Keystone's performance is sufficient to merit continuance in the Keystone program or whether termination is necessary.

b. Performance Plan, Appraisal, and Promotion:

(1) Keystones are covered by the DCMA-MAN 4201-13, "Performance Management." Supervisors must establish a Keystone employee performance plan in the MyPerformance

Appraisal Tool IAW the DoD Performance Management and Appraisal Program (DPMAP) and DCMA-MAN 4201-13.

(2) Each Keystone, upon appointment, must be assigned a PDS supervisor or team leader of record who is on-site (same duty location as the Keystone) and will be responsible for the day-to-day supervision, safety and health, and management of the Keystone. Exceptions will be considered and approved by the Director, DCMA or designee.

(3) The supervisor of record will be the Keystone's rating official. If the Keystone is reassigned to a different CMO, team or organization, a new supervisor of record will be assigned. Keystone supervisors in rotational assignments must not be assigned as the supervisor of record.

(4) The supervisor of record will develop the DPMAP Performance Plan together with the Keystone and, as necessary, with rotational supervisors under whom the Keystone works during the period covered by the Performance Plan.

(5) The supervisor must discuss the approved plan with the Keystone at the beginning of the rating period, and will adjust the plan as required during the rating period.

(6) The Keystone, the supervisor of record, and each rotational supervisor will maintain a copy of the current rotational assignment Performance Plan.

(7) The annual appraisal must be completed by the supervisor of record IAW DCMA-MAN 4201-13. The appraisal will be based on the supervisor's observations and assessment of the Keystone's achievement against measurable and verifiable results on tasks, performance goals, and training requirements. The supervisor of record will also consider including input to the appraisal from all rotational assignment supervisors.

(8) Supervisors will conduct initial meeting to discuss performance expectations, two interim progress reviews and the final discussion to communicate the rating record each calendar year. Supervisors are required to document these actions using MyPerformance Appraisal Tool authorized under the DPMAP. Refer to the Resource Page for an example of the program's DPMAP rating form.

(9) Promotions during the Keystone development program must be based on achievement of performance, training and development goals, and completion of time-in-grade requirements. Keystones must satisfactorily meet all program requirements to be recommended for promotion. Supervisors are responsible for submitting promotions via AutoNOA a minimum of 45 days prior to the anticipated promotion date. Retroactive promotions will not be processed. Promotions will take effect on the first day of the next full pay period following the effective date of the promotion eligibility date, provided the promotion action was submitted timely. Promotions involving highest previous rate, special salary rate, or requiring attached performance appraisals must be processed by submitting a RPA through DCPDS vice AutoNOA. Refer to the Resource Page for an example of the program's Keystone Promotion Process and for an example of the program's AutoNOA Promotion Process

4.11. KEYSTONE EMPLOYEE DPMAP. DPMAP is the required performance assessment process and rating tool used by the Keystone Program.

a. The DPMAP objective is to assess the Keystone's progress and determine if the training plan is meeting the Keystone's needs.

b. DPMAP (a copy is located on the Resource Page for this Manual) must be completed quarterly with reference to the Keystone's Learning Map and Training Plan.

c. The supervisor and the Keystone must complete DPMAP. The supervisor will retain a copy for their records and provide copies to the Keystone.

4.12. RECOGNITION. Recognition of Keystone performance is administered IAW DCMA-MAN 4201-25, "Awards and Recognition."

a. Monetary recognition as a performance-based award process is part of the CMO awards and recognition budget. Awards are contingent on the CMO budget and supervisors' approval. In cases where the CMO would like to recognize a Keystone for exceptional performance with an award, this action is an independent process of the HQ Program Office.

b. Time-off, On-the-Spot, or Special Act or Service Awards may be appropriate to recognize a Keystone's unusual or extraordinary contributions that are over and above normally expected performance.

c. All awards must be approved by management at the PDS of the Keystone. For accountability and visibility purposes, all RPAs to initiate all awards will be submitted via AutoNOA.

4.13. ASSIGNMENT OF MENTORS.

a. Supervisors of keystones must ensure that each Keystone has a mentor within 30 days of their EOD. The mentor is a volunteer, normally not in the Keystone's chain-of-command, but within the same career field, who provides keystones with another way to connect with DCMA during the formative stage of their careers. The mentor must assist the Keystone in understanding protocol within the government and the DCMA culture and provide advice and counsel regarding career development, leadership, and technical assistance in the Keystone's functional area. When the mentor is the primary individual providing guidance in the technical area, they must be co-located with the Keystone. In cases in which the mentor is not in the same career series, another individual within the same job series will be assigned to provide OJT, assistance, and oversight.

b. Effective mentors must understand the uniqueness of the mentoring relationship, be able to connect personally with the assigned Keystone, and be readily available and responsive to the Keystone's needs.

c. Assignment of a specific person as a mentor must be with the approval of the Keystone and must, if at all possible, be at the request of the Keystone. Career employees are available to mentor Keystones. The mentoring relationship can be either formal or informal. The person who serves in this capacity may be the Keystone Coordinator or another employee. It is not advisable for the immediate supervisor to perform as a mentor. There may be times when the Keystone needs advice about how to handle a particular issue with their supervisor and would need counsel from a different employee.

d. If the mentor and Keystone wish to establish a more formal relationship, the Keystone Program Manager is available to assist in developing guidelines that address such things as goals, expectations, desired outcomes, the length of time, frequency, and location of meetings/communications, the qualities of both the Keystone and mentor, and periodic assessments. Skillport CBTs covering mentoring are available to enhance the Keystone/mentor relationship and are located on the Keystone Program DCMA360 site.

4.14. TELEWORK.

a. Telework is a discretionary workplace flexibility. Keystones serving in a probationary period, needing direct observation and mentoring on a regular basis should not be encouraged to telework during their 3-year program.

b. Keystones are discouraged from participating with telework IAW the DCMA Collective Bargaining Agreement (CBA) and DCMA-MAN 4201-23, "Telework." Normally when someone is new to the Agency or new to their position, recently hired into federal government or newly appointed to a trainee/entry level position (i.e., Keystone), it may be inappropriate to consider telework options. After the probationary time is complete, it may be more appropriate to start with an AdHoc telework schedule before approving a recurring telework schedule. The approval for both AdHoc and recurring telework is at the supervisor's discretion.

c. AdHoc Telework is defined as approved telework performed on an occasional or irregular basis. AdHoc and recurring telework requires that the supervisor approve a telework agreement.

4.15. RELOCATION AND REASSIGNMENTS. In certain circumstances, Keystones may need to be relocated within the Agency during their training program based on mission-essential requirements.

a. Mission-essential reassignments must be initiated by management. Keystones are hired and placed at locations based on the Agency Director's delegated determination for mission need and developmental opportunities for Keystones. Reassignments are based on documented current or projected changes in manpower requirements. Mission essential relocations are funded by HQ, DCMA.

b. A relocation or reassignment does not nullify the Keystone's Mobility Agreement. It remains in effect throughout the duration of the Keystone Program.

c. As members of the bargaining unit, Keystones will follow the process for relocations/reassignments as outlined in Article 40 of the CBA. All Keystone relocations must be coordinated with the Region and Keystone Program Manager to ensure the accurate accounting of Keystone positions.

4.16. RECLASSIFICATIONS. Series reclassifications are not encouraged, but may be considered and approved on a case-by-case basis by the Keystone Program Manager. If an individual is approved or selected for a position series/position title in the Keystone Program, then they will start at the entry level of the new classification.

4.17. INTERNATIONAL ROTATIONS. The Keystone Program Manager and the International Command may consider a 90-day rotational assignment for up to 10 Keystones annually (contingent on funding). Upon notification that an international rotation is open, interested third year Keystones may complete an application, which must include endorsements from their supervisor and CMO Commander/Director/Center Director. DCMA International will review the applications and select the participants. DAWDF will be used to cover international rotational assignment costs. Refer to the Resource Page for an example of the program's International Rotational Assignment Application Process.

4.18. TRAINING DEVELOPMENT FUNDING. DCMA TF will budget for and provide central management and control of Keystone employee training (tuition, travel, and per diem), incentives, and other costs to manage and operate the Keystone Program. Items specifically funded by DCMA TF include the Boot Camp (new employee orientation), HQ approved rotational assignments, and Region Hub Cohort sessions.

4.19. GRADUATION ASSESSMENT AND REVIEW. A total evaluation of the Keystone's skills and competencies must be conducted by the supervisor and certified prior to submission of the request for graduation to ensure all training requirements are completed, primarily the DAWIA Level 1 certification and that there are no performance or conduct concerns.

4.20. GRADUATION REQUIREMENTS. The Keystone Program is a 3-year (36 months) entry-level developmental program. Refer to the Resource Page for an example of the program's Keystone's graduation application and the most recent RIP. To complete the program and graduate, Keystones must:

- a. Successfully complete all mandatory training requirements identified on their Training Plan.
- b. Provide a properly documented Keystone Learning Map and Training Plan to be retained on file.
- c. Receive certification from their supervisor in all core competencies on their Training Plan, meeting at least the minimum certification requirements for the position they will occupy upon graduation and be eligible for DAWIA certification at Level II in their functional specialty.

d. Obtain DAWIA certification at Level I and eligibility for Level II certification. Obtain the appropriate security clearance for the permanent position they will occupy upon graduation.

4.21. PROGRAM MANAGER. The Keystone Program Manager must review and approve completed Keystone Program graduation packages submitted to the program inbox, 60 days prior to graduation. Refer to both the Supervisor and Keystone Coordinator's Handbooks for specific guidelines.

a. Graduation package required documentation:

(1) Completed graduation application form with all signatures/projected completion dates for incomplete/remaining training requirements. (The mailing address must be the physical address of the CMO; the certificate will not be sent directly to the Keystone).

(2) Copy of the Level I DAWIA certificate is required.

(3) Completion certificate for the required Report Writing course (i.e., HBS 444 (Skillport)) or approved equivalency waiver form if the individual has proof of completing ENGL 101 and 102 (or equivalent) determined by the Keystone Program Manager.

(4) Completed copy of the RIP from the Supervisor's and Keystone Coordinator's Handbook (copies of these documents are located on the Resource Page for this Manual). The RIP is a document used to identify position changes and the latest version can be found on the TF 360 site.

b. The Program Manager or RHC will work with servicing HRO to change the cost code to O&M upon completion.

Refer to the Resource Page for an example of the program's Keystone's graduation process.

4.22. REQUIRED TRAINING. In the event required training courses cannot be completed through no fault of the Keystone, and there is reasonable expectation that the Keystone must successfully complete the course, the Keystone must be:

a. Reassigned to a permanent position.

b. Scheduled into the required courses as soon as possible.

c. Formally graduated from the program provided that all other program requirements are successfully met.

4.23. NON-COMPLETION OF REQUIREMENTS. Failure to successfully complete all requirements for graduation from the Keystone Program within the specified timeframe, with the exception noted above, may constitute grounds for removal from the program or from Federal Service.

4.24. EARLY GRADUATION REQUESTS. Early graduation requests will be considered on a case-by-case basis, provided the Keystone has spent time training in a Pathways Program Intern/RG position in addition to Keystone training and provides evidence of accelerated training and completion of all Learning Map, Training Plan, and DAWIA Level Certification requirements. Requests for early graduation will be submitted to the Keystone Program Manager and require the justification of the first-line supervisor and endorsement by the CMO Commander. Final approval authority is the Keystone Program Manager.

4.25. GRADUATION ASSIGNMENT. The PDS organization will submit graduation applications to the Keystone Program Manager no later than 60 days prior to the end of the Keystone's 3rd year in the program, and after all requirements have been met. Keystones entering at a GS-5 level with a target GS-11 or GS-12 level may be placed in a career or career-conditional permanent position at the GS-11 or GS-12 level at the end of the 3-year program. After successfully completing 1-year in the career or career-conditional position at the GS-11 level, they may be non-competitively promoted to the target GS-12 grade, provided their original job offer stated GS-12 as the FPL and performance is satisfactory or fully successful.

4.26. PERMANENT PLACEMENT. The DCMA regions in concert with the Keystone Program Manager, will develop permanent placement strategies for Keystones based on Agency mission needs no later than the beginning of their third year of training. Placement strategies will be driven by the Agency's mission requirements. The intent of the program is that Keystones will remain at their PDS after completion of the program. However, every effort will be made to take into account relocation costs as well as the affected Keystone's geographic location preference if placement outside the PDS is necessary.

4.27. UNAVAILABILITY OF PERMANENT PLACEMENT. When placement within the current PDS is not possible, the PDS determination will be IAW the following placement strategies:

a. At least 6 months prior to a Keystone graduating the program, they will contact their RHC and/or Keystone and Pathways Program Manager for a list of available positions and/or locations. The RHC and/or Keystone and Pathways Program Manager will also provide a list of available positions to the CMO in order to coordinate placement of the Keystones.

b. If the Keystone does not voluntarily accept the permanent assignment offered, the Mobility Agreement will take effect and the Keystone will be reassigned to any available permanent position within the Agency. PCS costs associated with a permanent relocation will be paid by HQ, DCMA.

4.28. DCMA EMPLOYEE UNABLE TO COMPLETE PROGRAM. If a Keystone who held a career or career-conditional appointment in DCMA immediately before entering the Keystone Program is unable to complete the program within 3 years for any reason except conduct or performance (i.e., health, extreme personal, family or financial hardship, or other exigent conditions), the Keystone may request to withdraw from the program for compassionate reasons. The request is approved/disapproved by the Keystone Program Manager. If approved,

the Keystone may be placed in a position equal to the grade held prior to entering the Keystone Program.

4.29. GRADUATION. After graduation, supervisors will transfer all records pertaining to the graduate to the PDS Keystone Coordinator. The records must be maintained and available for review for not less than 3 years following the graduation date.

4.30. KEYSTONE WAIVERS. Submitting a Keystone entry level grade waiver for consideration prior to EOD, may be considered if the candidate is rated qualified by the HRO. All requests for entry level grade waivers must include the individual's transcripts/certificates of completion of courses taken at an accredited college or university, letters of recommendation, and any other documentation that may result in the individual being qualified for the higher graded position. If the waiver is approved, notification will be made to the CMO Commander with recommendations on how to proceed regarding the candidate in question.

Refer to the Resource Page for an example of the program's Keystone's waiver in lieu of being GS 5/7 current entry level requirement

4.31. PROGRAM REVIEW PROCESSES. The Keystone Program Manager, in conjunction with Directors/Regions and TF, and an Inspections and Evaluation Team (IET) IAW DCMA Instruction (DCMA-INST) 933, "Inspector General: Inspections, Assessments, and Evaluations," will conduct periodic reviews to ensure the quality and effectiveness of the program.

4.32. ASSESSMENT AND PERFORMANCE REPORTING.

a. DCMA will periodically conduct an assessment of the implementation of the Keystone Program. The DCMA IET will conduct external and internal assessments of the implementation and execution of the Keystone Program as a special focus area on their reviews. The IET will, at a minimum, review and ascertain the Component's ability to provide the following information:

- (1) Identified Keystone Coordinator for each CMO with Keystone personnel.
- (2) Logistical support of desks/cubicles, computers, phones, materials, etc.
- (3) Completed in-processing checklist.
- (4) Individual Training Plan completed by supervisor for each Keystone, with specific OJT, rotational assignments, classroom and CBT training.
- (5) Identified functional mentor/coach for each Keystone at duty location.
- (6) OJT and rotational assignments that support the development of assigned Keystones.
- (7) Completed assessments for each Keystone (quarterly and semi-annual).

(8) DPMAP Performance objectives for each Keystone with documented receipt by each Keystone within the first 30 days of entry on duty.

(9) DPMAP (initial/quarterly/midpoint/annual discussion) performance assessments will be completed within required time limit required for each Keystone.

(10) Copies of RPAs to show timely submission of Keystone promotions.

b. Performance reporting requirements by the Keystone PDS supervisor are the following:

(1) Assess Keystone's completion of training and performance on a quarterly basis via DPMAP process during all three career development years in the Keystone program. Quarterly assessments and discussion will be completed with every Keystone regarding performance. Feedback and reporting completion will be provided to the local Keystone Coordinator and the Regional Hub Coordinator no later than 7 days following the end of the quarter.

(2) Complete and submit an annual performance appraisal by the end of the closeout periods. Appraisals will take into consideration input from rotational supervisors during the rating period.

(3) Maintain documentation of any formal counseling sessions conducted with Keystones.

GLOSSARY

G.1. DEFINITIONS.

Approval Authority. Component Head responsible for contributing to and implementing policies and guidance/procedures pertaining to his/her functional area including hiring and extending annuitants.

Best Qualified. A candidate that possesses knowledge, skills, abilities, and competencies comparable to others who meet the competitive referral criteria for the specific position.

Civil Service Retirement System (CSRS). The Civil Service Retirement Act, which became effective on August 1, 1920, established a retirement system for certain Federal employees. It was replaced by the Federal Employees Retirement System (FERS) for Federal employees who first entered covered service on and after January 1, 1987.

Commuting Area. Distance within a 50 mile radius of the CMO.

Continuing Position. A position filled without time limitation.

DCMA-MAN. Policy establishing responsibilities, procedures and other guidance pertaining to a particular topic.

Family Member. A family member is the spouse or unmarried dependent child, including stepchildren, adopted children, and foster children not more than 23 years of age residing with a member of the U.S. Armed Forces or a U.S. citizen employee of a U.S. government agency whose duty station is in the foreign area.

FERS. Congress created the FERS in 1986, and it became effective on January 1, 1987. Since that time, new Federal civilian employees who have retirement coverage are covered by FERS.

Non-continuing Position. A position filled by a temporary or term appointment.

Operational Unit. DCMA organizational entity charged with ensuring mission accomplishment for their organization. For purposes of this Manual only, Operational Units include: East, Central and West Regions, International, Special Programs, and Cost & Pricing.

Same Organization. Is a position in the same HQ, Component, Region, or CMO, and in the same geographical location in which the retiring employee is currently employed.

Veteran's Preference Eligible. Preference provided to a person who has been discharged or released from active duty in the Armed Forces under Honorable conditions.

GLOSSARY

G.2. ACRONYMS.

ACWA	Administrative Careers of America
AOC	Area of Consideration
AutoNOA	Automatic Nature of Action
CBA	Collective Bargaining Agreement
CBT	Computer Based Training
CFR	Code of Federal Regulations
CMO	Contract Management Office
CRF	Contingency Response Force
DAWDF	Defense Acquisition Workforce Development Fund
DAWIA	Defense Acquisition Workforce Improvement Act
DCPDS	Defense Civilian Personnel Data System
DCMA-INST	DCMA Instruction
DCMA-MAN	DCMA Manual
DHA	Direct Hire Authority
DPMAP	Defense Personnel Management Appraisal Program
E.O.	Executive Order
EOD	Entry on Duty
FERS	Federal Employees Retirement System
FPL	full performance level
FWS	Federal Wage Schedule
GPA	Grade Point Average
GS	General Schedule
HQ	Headquarters
HR	Human Resources
HRO	Human Resources Office
IAW	in accordance with
IET	Inspections and Evaluation Team
JOA	Job Opportunity Announcement
MOU	Memorandum of Understanding
NDAA	National Defense Authorization Act
NTE	Not to Exceed
O&M	Operations & Maintenance

OPM	Office of Personnel Management
OJT	On-the-Job Training
PPC	Pathways Program Coordinator
PDS	Permanent Duty Station
PPP	Priority Placement Program
POC	point of contact
QC	Quality Control
RG	Recent Graduate
RIP	Recruitment Information Package
RHC	Regional Hub Coordinator
RPA	Request for Personnel Action
SHP	Special Hiring Program
TMS	Talent Management System
TC	Training Coordinator
TF	Total Force Directorate
TFS	Total Force Field Support Center

REFERENCES

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