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Flexible Hiring Resources for Federal Managers
Introduction

From education to clean energy, immigration to wildfire resilience, and national security to fair housing, the American public relies on the federal government to deliver on critical policy priorities.

Federal agencies need to recruit top talent to tackle these challenges quickly and effectively, yet often are limited in their ability to reach a diverse pipeline of talent, especially among expert communities best positioned to accelerate key priorities.

FAS is dedicated to bridging this gap by providing a pathway for diverse scientific and technological experts to participate in an impactful, short-term “tour of service” in federal government. The Talent Hub leverages existing federal hiring mechanisms and authorities to place scientific and technical talent into places of critical need across government.

The federal government has various flexible hiring mechanisms at its disposal that can help federal teams address the complex and dynamic needs they have while tackling ambitious policy agendas and programs. Yet information about how to best utilize these mechanisms can often feel elusive, leading to a lack of uptake.

This resource guide provides an overview of how federal managers can leverage their available hiring mechanisms and the Talent Hub as a strategic asset to onboard the scientific and technical talent they recruit. The accompanying toolkit includes information for federal agencies interested in better understanding the hiring authorities at their disposal to enhance their existing scientific and technical capacities, including how to leverage Intergovernmental Personnel Act Mobility Program and Schedule A(r) fellowship hiring.

For more information on these resources and the Federation of American Scientists Talent Hub

Visit: dayoneproject.org/talenthub
Contact: talent@fas.org
Flexible Hiring Options for Federal Managers

Federal managers are overseeing increasing program responsibility, potentially large increases in funding, but do not have the people in place to fully meet this demand. Due to retirements, the pandemic, and the slow pace of hiring, along with increasing demand for technical skills that may not be available to current teams, managers may need to look for short-term, capacity-enhancing solutions - inside and outside government.

While overall workforce planning happens at the agency level, many of the talent needs and budgeting occur at the program manager level. Managers can initiate interest in and use various options for sourcing talent if they work with their human resources office. Below is information about flexible hiring options, internal government talent programs, and other resources that managers can leverage to build diverse, technically skilled, expert teams.

Why Should Agencies Consider Leveraging Outside Talent?

Flexible staffing models compliment federal workforce capacity and help accelerate work on mission critical priorities. Federal agencies benefit in many ways from bringing in outside talent for short term “tours of service” to drive progress on tailored projects. Hiring outside experts, especially at the mid-career and senior levels allows agencies to:

- Bring in emerging skill sets or fill technical skills gaps
- Tap into specialty skills
- Leverage diverse and innovative perspectives and experiences
- Identify talent for critical need projects and initiatives, especially when a surge is necessary to provide quick implementation
- Provide a customer perspective - from private sector, state/local and academia – on tackling challenges and implementing solutions
- Develop public-private partnerships and seeds cross-sector collaboration among experts in the field
- Build a professional and apolitical public service corps, pipeline and capacity dedicated to driving progress on agency missions

Types of Positions/Skills Agencies Source from Specialized Talent

The FAS’ Talent Hub helps agencies source mid to senior career experts who are at the intersection of policy, strategy, implementation, and S&T expertise that can help agencies drive forward on targeted priorities.

IPAs, Schedule A(r) and other hiring authorities are targeted mechanisms for agencies to bring in specific expertise, which can be especially helpful in the science, technology and innovation space. There are a variety of situations in which an IPA assignment can greatly benefit the hosting agency or office. Some scenarios for which agencies have found particular value in bringing in an IPA include but are not limited to:

- Conducting specialized research or evaluations
- Managing a new project or program that requires additional capacity
- Starting or conducting statutory obligations, programs, reports, or projects
- Providing technical assistance, especially in scientific or technical fields, especially in data analysis and AI fields
- Fulfilling “consultant-like” needs (i.e. conducting a specific service, like survey design)
Talent Authorities Overview for Innovative Staffing Options

The federal government sources talent in a variety of ways, primarily through competitive hiring. However, agencies often need short-term, surge, and specialized talent where use of a different hiring authority would better allow an agency to source talent. This is especially the case when an agency has a critical mission need or requires specialized science and technology skills.

The following are hiring mechanisms that agencies may consider when working to identify and onboard talent.

- Fellowships & Details – possible talent pools include the Presidential Management Fellows Program (PMF), the Presidential Innovation Fellows (PIF), White House Fellows, and White House Leadership Development Program, among others. Some agencies have agency-specific fellowships that may be options
- Intergovernmental Personnel Act (IPA) Mobility Program – allows temporary assignment of personnel between the federal government and state/local/tribal government, colleges/universities, FFRDCs, and approved non-profit organizations
- Schedule A(r) - term appointments for 1 to 4 years; specific limitations on applicability, but especially helpful for:
  - “Professional/industry exchange programs that provide for a cross-fertilization between the agency and the private sector to foster mutual understanding, an exchange of ideas, or to bring experienced practitioners to the agency.”
  - “Positions established in support of fellowship and similar programs that are filled from limited applicant pools and operate under specific criteria developed by the employing agency and/or a non-federal organization.” 5 CFR 213.3101
- Direct Hire Authority (DHA) – allows agencies to directly hire candidates for critical needs or when a severe shortage of candidates exists; DHA must be granted by OPM unless governmentwide authority already exists, such as for Information Technology Management, STEM, and Cybersecurity
- Experts & Consultants Authority – authority must be authorized by statute or appropriation; for a 1 year or intermittent basis.

How to Get Started

1. Identify the skills/positions needed. Is this an emerging skill or job that requires shorter-term, specialised talent?
2. Determine when to reach out to your agency HR office
3. Draft a job description
4. Make the case for the position and hiring authority chosen
5. Work with internal agency partners, such as the CXO Councils (CHCOC, CFOC, CIOC, PIC) and external partner organizations to do broad recruiting and outreach to diverse candidates
6. Assess and select talent
7. Use your agency’s process to vet and onboard individuals into the position

Note: If the position or skills needed do not lend themselves to bringing on external talent, agencies have a variety of other internal mechanisms to use including details, fellowships, and traditional hiring authorities.
Fellowships in the Federal Government Overview

Fellowships within the federal government are a helpful way to bring in highly-skilled talent and promote interindustry learning. The hiring authority best suited for facilitating fellowships is an excepted service hiring authority, Schedule A(r), which is used to hire individuals in support of fellowships and similar programs. The primary purpose of the Schedule A(r) authority is to, “provide for cross-fertilization between an agency and the private sector to foster mutual understanding, an exchange of ideas, or to bring experienced practitioners to the agency.”

Scenarios in which agency leaders may find Schedule A(r) to be most beneficial include (but are not limited to):

- Internship or fellowship programs that provide developmental or professional experiences to individuals who have completed their formal education
- Training and associateship programs designed to increase the pool of qualified candidates in a particular occupational specialty
- Residency programs through which participants gain experience in a federal clinical environment
- Programs that require a period of government service in exchange for educational, financial or other assistance

AAAS Science & Technology Policy Fellows Program

The AAAS Science & Technology Policy Fellowships program (STPF) provides an opportunity for highly skilled, doctoral-level (with a few exceptions) scientists and engineers to contribute to the policymaking process. The program fosters evidence-based policy and practice and builds leadership for a policy-savvy science and technology enterprise that benefits society. They represent a vast spectrum of scientific disciplines including behavioral/social, biological, health/medical, physical and computational sciences, and all fields of engineering.

In addition to providing a pathway for highly-skilled talent, fellowship programs can serve as a strategy for federal agencies to build public-private partnerships with academic institutions, nonprofits, and other civil society organizations, as well as provide mutual professional development to federal teams as they onboard individuals with in-demand skill sets and expertise.

The authority provides agency officials with additional flexibility in terms of eligibility and selection criteria and the manner in which agencies choose to post the opportunity or advertise it, though veterans’ preference must still be applied. Appointments under Schedule A(r) are limited to a four-year maximum and individuals cannot convert to their appointment to a full-time civil service position. Fellowships agreements are most often established through a memorandum of understanding between an agency and the partnering organization and include information such as the nature of the fellowship, the individual selected, eligibility criteria, and administrative and compensation details (see appendix for template).
The Intergovernmental Personnel Act (IPA) Mobility Program Overview

The Intergovernmental Personnel Act, or IPA, Mobility Program, is a hiring tool that gives world-class experts the opportunity to undertake a “tour of service,” serving their country “on loan” from their home university, nonprofit, or state/local government. While IPAs are frequently used by some agencies to onboard subject matter expert talent through dedicated programs (e.g., NSF “rotators”), most agencies do not have established mechanisms to onboard such talent.

The IPA hiring mechanism allows for experts and federal agencies to enter into intermittent, part-time, or full-time assignments and offer a flexible onramp for highly-skilled experts to enter government service with either private or federal funding. Even in instances where agencies cover the costs of IPA assignments, they are often more economical and less burdensome than comparable processes, like cooperative agreements or requests for proposals. While many agencies may consider pursuing IPAs for deep research projects, there are myriad, untapped opportunities for science and technology experts to contribute to a federal agency’s goals.

Scenarios in which agency leaders have found IPAs to be most beneficial include (but are not limited to):

- Conducting specialized research or evaluations
- Managing a new project or program that requires additional capacity
- Starting or conducting statutory obligations, programs, reports, or projects
- Providing technical assistance, especially in scientific, data or technical fields
- Fulfilling “consultant-like” needs (i.e. conducting a specific service, like survey design)

Office of Evaluation Sciences at GSA

The Office of Evaluation Sciences (OES) at GSA is a team of interdisciplinary experts that works across government to help agencies build and use evidence. OES provides government-wide expertise and support on leading practices for evidence-building and evaluations, and partners with Federal agencies to answer priority questions using rapid and rigorous evaluation. The team is a mix of Federal employees, Fellows and Academic Affiliates, often on loan from a university or research institution via the IPA mobility program. While OES has a small core team, they are able to leverage the IPA authority at scale to provide academic expertise on critical topics across government.

Still, the program remains dramatically underutilized: too few agencies have the capacity to navigate its requirements without assistance and many of the most compelling candidates (including scientists, technologists, and entrepreneurs) for IPA “tours of service” are unaware such a program even exists. Most researchers find it hard to navigate traditional hiring models (political appointments, civil service positions), but eagerly apply when opportunities exist. For example, the Office of Evaluation Sciences (housed in GSA) received more than 500 applications for 5 IPA positions in 2020. Overall, IPAs have the power to unlock greater capacity and expertise within government teams and introduce fresh perspective, knowledge and skills.
What is the Intergovernmental Personnel Act (IPA) Mobility Program?

The Intergovernmental Personnel Act (IPA) Mobility Program provides an opportunity for a temporary assignment of personnel between the federal government and one of the following partners: 1) state and local governments, 2) colleges and universities, 3) Indian tribal governments, 4) federally funded research and development centers, and 5) other eligible organizations, namely 501(c)3 nonprofits.

What organizations and employees are eligible for detailing an IPA assignment?

According to the Office of Personnel Management (OPM), employees of state and local governments, colleges and universities, Indian tribal governments, federally funded research and development centers, and nonprofit organizations are eligible to engage in IPA assignments.

An employee must be employed by their home organization for at least 90 days in a career position before entering into an IPA agreement. Elected state/local government officials or employees serving under time-limited, temporary or term appointments are ineligible to enter into IPA agreements, as are students employed in research, graduate, or teaching assistant and similar temporary positions.

What circumstances are conducive to hosting an IPA assignment?

There are a variety of situations, in which an IPA assignment can greatly benefit the hosting agency or office. Some scenarios for which agencies have found particular value in bringing in an IPA include but are not limited to:

- Conducting specialized research or evaluations
- Managing a new project or program that requires additional capacity
- Starting or conducting statutory obligations, programs, reports, or projects
- Providing technical assistance, especially in scientific or technical fields
- Fulfilling “consultant-like” needs (i.e. conducting a specific service, like survey design)

What are the benefits to bringing in S&T talent via IPA assignments versus other flexible hiring authorities?

Depending on your goals, IPA assignments can allow for more flexibility than other hiring authorities. Unlike fellowship models that might require a recruitment strategy and tie an office to an application cycle, IPA assignments can be arranged at any time and may be intermittent, part-time, or full-time depending on the agreement. IPA assignments can also be cost-neutral to federal agencies if funding can be provided by an employee’s organization or a third-party.

How long are IPA assignments?

Assignment agreements can be made for up to two years, and may be intermittent, part-time, or full-time. The agency head, or their designee, may extend an assignment for an additional two years if both organizations agree.
Arranging an IPA Assignment

How is an IPA assignment funded?

The cost-sharing arrangements involved in a mobility assignment are worked out between the participating organizations. The federal agency may agree to pay all, some, or none of the costs of an assignment. A reimbursable IPA assignment is one in which the federal agency covers the cost of the assignment; a non-reimbursable IPA assignment is one in which funding for the role is covered by the employee’s home institution or a third-party funder (i.e. philanthropic institution).

According to OPM, cost-sharing arrangements should be based on the extent to which the participating organizations benefit from the assignment. The larger share of the costs should be absorbed by the organization which benefits most from the assignment. Exceptions might occur when an organization’s resources do not permit costs to be shared on a relative benefit basis. The payment arrangement is specified as part of the IPA agreement.

Beyond salary the agency and organization should consider who will be responsible for costs like fringe benefits, relocation costs, and travel and per diem expenses.

How can I fund a reimbursable IPA assignment?

Funds for a reimbursable IPA assignment may be covered through an agency’s salary and expenses account or by using program funds for covering the costs of FTEs. Whether or not programmatic dollars can be used for funding talent is often dependent on how the statute establishing the program is phrased or the budget examiner’s interpretation of a program’s needs.

How can I fund a non-reimbursable IPA assignment?

Non-reimbursable IPA assignments are cost-neutral to hosting agencies because funding for the employee is covered either by their home institutions or a third-party funder (i.e. philanthropic institution).

In deciding funding arrangements, part-time assignments, sabbatical status, or agreed upon outputs of mutual interest (e.g., white papers, academic reports) can be helpful in negotiating costs.

How do I create an IPA agreement with another organization?

Agencies do not need OPM approval to make assignments under the IPA authority. Federal agencies and the participating organization must simply enter into a written agreement. If the participating organization is a 501(c)3 institution (excluding institutes of higher education), it must first have its eligibility certified by the federal agency with which they are entering into an agreement (more information below). After the eligibility of the participating non-federal organization is certified, the agency and organization can enter into the written IPA agreement. When those parties are satisfied with the agreement, the main agency point of contact must then get internal agency approval.

While this internal agency process varies depending on agency, this often includes some form of review by the human resources office and office of general counsel to ensure the propriety of the arrangement. Some agencies require authorization by their Chief Human Capital Officer (CHCO) or an employee with delegated CHCO authority. If you are unsure of the internal process for IPA approval within your federal agency, you can begin by contacting the office responsible for human resources and asking if there is a designated IPA coordinator or employee with delegated CHCO authority who could support your process.
What should an employee’s home institution prepare to certify their eligibility to engage in an IPA agreement?

Nonprofit institutions (excluding institutes of higher education and state/local governments) interested in participating in the IPA program must have their eligibility certified by the federal agency with which they are entering into an agreement. If an organization has already been certified by an agency, this certification is permanent and may apply throughout the federal government. Another agency can accept this certification or require an organization to submit the appropriate paperwork for review. OPM does not certify organizations for participation in an IPA agreement.

Requests from organizations for certification with a federal agency should include a copy of:

- The organization’s articles of incorporation
- Bylaws
- Internal revenue service (IRS) letter of nonprofit status
- Any other information describing the organization’s activities as they relate to the public management concerns of governments or universities

What needs to be included in the written agreement for an IPA?

Most agencies use the OF-69 form to conduct IPA agreements, although agencies can use their own form for recording the agreement, and the specific content of the agreement may vary according to the assignment. Agency forms should provide, at a minimum, the following information:

- Name, social security number, current job title, salary, classification, and address of the employee
- Parties to the agreement (both federal and non-federal organizations)
- Position information, including organizational location of both the original position and the position entered into under the agreement
- Type of assignment (e.g., Detail or leave without pay; non-federal to federal; federal to non-federal), and period covered by the assignment agreement
- Goals of the assignment and a brief statement of how the goals are to be achieved
- Relative benefits accruing to each organization and the cost-sharing arrangement based on these benefits
- How increased knowledge, skills and abilities gained by the employee during the assignment will be utilized at the completion of the assignment
- Applicability of federal conflict-of interest laws
- Decisions of the federal agency and the non-federal organization concerning the employee’s salary, supervision, payment of travel and transportation expenses, supplemental pay, entitlement to leave and holidays, provisions for reimbursement and the method of reimbursement
- Arrangements for maintaining leave records
- Employee benefits that will be retained
- Privacy act statement
The agreement should also make clear that if an employee is paid allowable travel, relocation, and per diem expenses, he or she must complete the entire period of the assignment or one year, whichever is shorter, or reimburse the Government for those expenses.

The General Services Administration Offices of Evaluation Sciences also provides a guided template for completing the OF-69 form within its IPA Toolkit.

**What is the difference between creating an IPA assignment by appointment vs. by detail?**

IPA arrangements can be created to onboard non-federal talent as either an appointment or a detail, which has some implications for the individual’s HR processes, such as how one requests paid leave and can be given raises. In most cases, a detail assignment is far more common. OPM has provided the following information regarding federal appointment vs. detail assignments:

**Federal Appointment**

A non-federal mobility assignee may be given a temporary appointment for up to 2 years and may be extended for not more than 2 additional years. Normally, a non-federal employee is appointed at the minimum rate of the grade; however, if an agency wants to pay an advanced step rate for a position at GS-11 through GS-15 based upon superior qualifications of the applicant, it may do so. IPA assignees appointed for more than one year are eligible for within-grade increases. They are entitled to cost-of-living allowances and other pay differentials, and are allowed to accumulate and use leave to the same extent as other federal employees.

However, employees appointed to successive temporary appointments of one year or less may not earn a within-grade increase, even if the time under the successive temporary appointments exceeds one year. A non-federal employee given a federal appointment earns annual and sick leave on the same basis as other federal employees.

**On Detail**

Detailees may be assigned to an established, classified position in the federal agency, or may be given a set of ad hoc, unclassified duties, relevant only to the specific assignment project. If the assignment is detailed to a classified position, the individual is entitled to earn the pay that the duties of the assignment position warrant under the applicable classification and pay provisions of the federal agency. If the assignee is detailed to a set of unclassified duties, the assignee continues to be paid directly by the non-federal organization at a rate of pay based on the assignee's non-federal job. If the assignee's non-federal salary is less than the minimum rate of pay for the federal position, the agency must supplement the salary to make up the difference. Supplemental pay may be paid directly to the employee or reimbursed to the non-federal organization. Detailees will usually have the same workweek and hours of duty as federal employees in the agency to which they are assigned. However, if the workweek of the permanent employer is, by law or local ordinance, shorter than the federal workweek, the employee’s workweek should be adjusted as needed. Detailees are eligible to participate in alternative work schedule arrangements of the federal agency to which they are assigned. Detailees are covered under their permanent employer’s leave system. The assignment agreement will specify how the permanent employer will be notified of leave taken and how the use of leave will be approved. The agreement will also spell out what holidays will be observed by the assignee. Detailees are ineligible for awards granted under the incentive awards programs.
An IPA assignment will require a security clearance. What are the requirements and considerations?

An employee assigned by detail to a federal agency may be assigned to an established, classified position in the federal agency, or may be given a set of ad hoc, unclassified duties, relevant only to the specific assignment project. Typically, employees on IPA assignment are subject to the same security clearance process as would be expected of other agency employees or contractors (for example, this is the case within the Department of Energy guidance).

Can an IPA assignment supervise other employees?

According to OPM, a non-federal employee who is assigned to a federal position, either by detail or appointment, may exercise supervision over federal employees. However, federal agencies may have differing policies as to the supervisory capabilities an IPA assignment may possess.

Can an IPA assignment convert into full-time employment with the federal government?

According to OPM, agencies should not offer permanent appointments to non-federal employees assigned to them. Bringing in non-federal employees through the IPA Mobility Program can help agencies meet their needs for “hard-to-fill” positions and facilitate shorter-term opportunities for highly qualified individuals to lend their expertise to the agency.

What if I need to terminate an IPA assignment?

According to OPM, an assignment may be terminated at any time at the option of the federal agency, non-federal organization, or participating individual. Where possible, the party terminating the agreement before the original completion date should give a 30-day notice to all parties involved. This notification should be in writing and should include the reasons for the termination. The Office of Personnel Management may terminate an assignment or take other corrective actions when an assignment is found to violate the Intergovernmental Personnel Act regulations. A mobility assignment must be terminated immediately whenever the assignee is no longer employed by his or her original employer, regardless of whether the assignment is a detail or an appointment.

Who do I ask if I have a question?

Your agency’s Human Resources office should be able to answer questions about IPA agreements, and some agencies will have a designated IPA coordinator who can serve as a resource or point person throughout the IPA process.
The following are resources on authorities as well as inside government talent programs that provide another mechanism to sourcing talent. For detailed information applicable to your agency, please consult your agency human resources team.

Resources

- Schedule A(r) regulations - https://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=5:1.0.1.2.22#se5.1.213_13101

Government Talent Programs

- PMF Program - https://www.pmf.gov/
- PIF Program - https://presidentialinnovationfellows.gov/
- WH Fellows - https://www.whitehouse.gov/get-involved/fellows/
- White House Leadership Development Program - https://www.pic.gov/whldp/
● 18F - https://18f.gsa.gov/
OPM Schedule A(r) Guidance

Fellowships and Industry Exchange Programs Hiring Authority

5 CFR 213.3102 (r)

What is the Fellowships and Industry Exchange Programs hiring authority?

The Fellowships and Industry Exchange Programs hiring authority is a Government-wide excepted service hiring authority under 5 CFR 213.3102(r) that can be used to hire for fellowships and similar programs when recruitment is from limited applicant pools. It is sometimes referred to as the ‘r’ authority.

What positions can be filled under this Authority?

✓ Agencies may use this authority for positions in support of fellowship or professional/industry exchange programs. Fellowship programs are programs that provide developmental or professional experiences to individuals who have completed their formal education. Professional/industry exchange programs are programs that provide for cross fertilization between industry and the private sector to foster mutual understanding, an exchange of ideas, or bring experienced people into Government.

✓ Positions may be filled at any grade level up to the GS-15 level, as well as Senior Level (SL) positions.

How does it work?

✓ Agencies may make appointments lasting up to 4 years.

✓ No public notice (posting on USAJOBS.gov) is required; however, agencies can advertise if they choose and should use other appropriate recruiting activities.

✓ Veterans preference applies.

✓ Agencies must have excepted service policies in place prior to using this (or any) excepted service authority, which govern the process for receiving/processing applications; making qualification determinations; rating and ranking applicants; and the application of veterans preference.
Are employees hired under this Authority eligible for benefits and leave?

Employees hired on appointments that are expected to last for at least 90 days are generally eligible for health insurance coverage and also earn annual and sick leave.

Employees hired for periods longer than 1 year are eligible for the following benefits:

✓ Health Insurance
✓ Annual and Sick Leave
✓ Long Term Care Insurance
✓ Life Insurance
✓ Flexible Spending Accounts
✓ Retirement and Thrift Savings Plan

What else do I need to know?

✓ Individuals hired under this authority are subject to the same suitability/background investigation process as other employees.

✓ Agencies may use this Government-wide hiring authority without additional approvals from OPM.

✓ Appointments under this authority do not lead to permanent employment.
MEMORANDUM OF UNDERSTANDING
BETWEEN THE
[TALENT ORGANIZATION] AND THE
[FEDERAL AGENCY]

The [FEDERAL AGENCY/OFFICE], based on authority in 5 CFR Part 213.3102(r)[1], hereby establish a Fellowship Program wherein [FEDERAL AGENCY/OFFICE] will appoint [FELLOW’S NAME] in conjunction with [TALENT ORGANIZATION] to the [FELLOWSHIP PROGRAM NAME].

[Provide information about the TALENT ORGANIZATION, including its mission, tax status, any other information describing the organization's activities as they relate to the public management concerns of governments or universities.]

[TALENT ORGANIZATION], in partnership with [PARTNER ORGANIZATIONS], conducts the [FELLOWSHIP PROGRAM NAME].

[Provide information about the fellowship program and how it aligns with the intent of the Schedule A(4) authority.]

**Appointments**

[FELLOW’S NAME] has been selected to participate in the [FELLOWSHIP PROGRAM NAME]. Documentary evidence of the individual’s selection as a Fellow must be provided to [FEDERAL AGENCY/OFFICE] prior to the appointment date.

The duration of this Fellowship is through [DATE]. The fellowship may be extended for up to one additional year based on mutual written agreement between [TALENT ORGANIZATION] and the [FEDERAL AGENCY/OFFICE]. Any agreement to extend the Fellowship must be executed no later than nine months into the initial term.

The individual selected for the [FELLOWSHIP PROGRAM NAME] at [FEDERAL AGENCY/OFFICE] may receive a full-time Schedule A excepted service appointment in the Federal Government. Service under a 5 CFR 213.3102(r) appointment confers no rights to further Federal employment in either the competitive or excepted service upon expiration of the appointment. The Fellow may not be non competitively converted to another appointment within the Federal Government after the appointment ends.

The Fellow is subject to all laws, regulations, and policies governing Federal employees, including all [FEDERAL AGENCY/OFFICE] policies and applicable ethics rules and laws. All appointments are subject to clearance approval and budgetary limitations.

The Fellow will report to a Senior Executive or a supervisor agreed to by [FEDERAL AGENCY/OFFICE] and the [TALENT ORGANIZATION]. Appointments are made under Schedule A, section 213.3102(r), and should cite legal Authority Code W9S on the SF 50, Notification of Personnel Action.
Eligibility

Candidates must meet the following criteria:

[Describe eligibility criteria]

Professional Duties and Responsibilities

The Fellow’s duties and responsibilities while they are appointed to [FEDERAL AGENCY/OFFICE] will include but are not limited to the following:

[Describe anticipated Fellow’s anticipated duties and responsibilities]

Salary and Benefits

[TALENT ORGANIZATION] will provide a salary in the amount of $XXXXX per year, funds for travel to meetings and conferences, and health insurance and life insurance for the Fellow. [TALENT ORGANIZATION] will assume full responsibility for the Fellow’s compensation, with no financial obligation whatsoever for [FEDERAL AGENCY/OFFICE]. Fellows are not eligible for the Federal Employees Health Benefits Program, Federal Employees Group Life insurance, or any other benefit programs available to Federal employees.

Hours of Duty, Leave, and Performance Appraisal

- The workweek and hours of duty will be determined by [FEDERAL AGENCY/OFFICE] subject to [FEDERAL AGENCY/OFFICE] policy and applicable Federal regulations.
- Work location and arrangement will be determined by the designated [FEDERAL AGENCY/OFFICE] Supervisor. The Fellow being appointed to [FEDERAL AGENCY/OFFICE] will be subject to the same policies that apply to all [FEDERAL AGENCY/OFFICE] employees, including the telework policy.
- Use of leave will be approved by the designated [FEDERAL AGENCY/OFFICE] Supervisor, in accordance with [FEDERAL AGENCY/OFFICE] leave policies for Fellows. During the length of the Fellowship, Fellows will advise [TALENT ORGANIZATION] and their [FEDERAL AGENCY/OFFICE] Supervisor in a timely manner by phone or by electronic mail of any leave taken.
- Upon request from [TALENT ORGANIZATION], the appointed Fellow’s [FEDERAL AGENCY/OFFICE] Supervisor will prepare and forward an evaluation of performance based on mutually agreed upon criteria.

Other Administrative Matters

- [FEDERAL AGENCY/OFFICE] will provide appropriate workspace and support to the Fellow to include communications access and normal and appropriate office equipment and supplies. At the completion of the Fellowship, the Fellow will return any equipment,
as appropriate, to [FEDERAL AGENCY/OFFICE].

- The Fellow is subject to the Federal statutory and regulatory provisions which govern ethical and other standards of conduct, suitability, and limitations on political activities.
- The Fellow is subject to the Federal security provisions which govern the use of secure data.
- [FEDERAL AGENCY/OFFICE] will release and hold harmless [TALENT ORGANIZATION] from any claims arising from the Fellow’s actions, activities, and placement within [FEDERAL AGENCY/OFFICE].
- The Fellow is subject to all other rules and policies that govern the internal operations and management of [FEDERAL AGENCY/OFFICE], including rules of behavior for government-issued IT equipment.
- This MOU may be modified at [FEDERAL AGENCY/OFFICE]'s sole discretion in the event of a furlough, government shutdown, or other similar event, or to the extent necessary to comply with statutes, regulations, executive orders, etc.

**Term**

This MOU shall be effective upon the date of the last signature and remain in effect until [DATE]. [FEDERAL AGENCY/OFFICE] or [TALENT ORGANIZATION] may unilaterally terminate this MOU with or without cause upon providing seven (7) days written notice, when reasonable, to the non-terminating party.

**Administrative Contacts**

[TALENT ORGANIZATION] Contact Information:

[CONTACT'S NAME]
[ADDRESS/PHONE NUMBER]

[FEDERAL AGENCY/OFFICE] Contact Information:

Designated Supervisor:
[SUPERVISOR NAME]
[ADDRESS/PHONE NUMBER]

**Approving Officials**

[SIGNING OFFICIAL NAME]  
[TALENT ORGANIZATION]  
[TITLE]
### Flexible Hiring Resources for Federal Managers

**Assignment Agreement**


**INSTRUCTIONS**

This agreement constitutes the written record of the obligations and responsibilities of the parties to a temporary assignment arranged under the provisions of the Intergovernmental Personnel Act of 1970.

The term "State or local government," when appearing in this form, also refers to an institution of higher education, and Indian Tribal government, and any other eligible organization.

Copies of the completed and signed agreement should be retained by each signatory.

**PART 1 - NATURE OF THE ASSIGNMENT AGREEMENT**

1. Check Appropriate Box: 
   - [ ] New Agreement
   - [ ] Modification
   - [ ] Extension

**PART 2 - INFORMATION ON PARTICIPATING EMPLOYEE**

2. Name (Last, First, Middle)

3. Social Security Number

4. Home Address (Street, City, State, Zip Code)

5. A. Have you ever been on a mobility assignment? 
   - [ ] Yes
   - [ ] No

6. B. If "YES", date of each assignment (Month and Year)

7. From

8. To

**PART 3 - PARTIES TO THE AGREEMENT**

9. Agency (Check appropriate box)
   - [ ] Federal Agency (Name of agency, bureau or organizational unit which is party to the agreement)
   - [ ] Institution (Academic, non-profit, local gov)

10. 7. State or Local Government (Identify the governmental agency)

**PART 4 - POSITION DATA**

11. Employee's Position Title

12. Office Telephone Number (Include the Area Code)

13. Immediate Supervisor (Name and Title)

**PART 5 - TYPE OF CURRENT APPOINTMENT**

14. Original Date Employed by the State or Local Government (Month, Day, Year)

15. Career Competitive

16. Grade Level

17. State or Local Annual Salary

**PART C - POSITION TO WHICH ASSIGNMENT WILL BE MADE**

18. Employment Office Name and Address (Street, City, State and ZIP Code)

19. Aspirant's Position Title

20. Office Telephone Number (Include the Area Code)

21. Immediate Supervisor (Name and Title)

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### PART 5 - TYPE OF ASSIGNMENT

<table>
<thead>
<tr>
<th>15. Check Appropriate Boxes</th>
<th>20. Period of Assignment (Month, Day, Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>On detail from a Federal agency</td>
<td></td>
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<tr>
<td>On leave c from a Federal agency</td>
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<tr>
<td>On detail to a Federal agency</td>
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<tr>
<td>On appointment to a Federal agency</td>
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<tr>
<td>Full Time</td>
<td>Part Time</td>
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<tr>
<td>Part Time</td>
<td>Intermittent</td>
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<tr>
<td>intermittent</td>
<td></td>
</tr>
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### PART 6 - REASON FOR MOBILITY ASSIGNMENT

21. Indicate the reasons for the mobility assignment and discuss how the work will benefit the participating governments. In addition, indicate how the employee will be utilized at the completion of this assignment.

### PART 7 - POSITION DESCRIPTION

22. List the major duties and responsibilities to be performed while on the mobility assignment.

(Include percentage of time at Agency and roles and responsibilities here)

### PART 8 - EMPLOYEE BENEFITS

23. Rate of Basic Pay During Assignment

24. Special Pay Conditions (Indicate any conditions that could increase the assigned employee's compensation during the assignment period)

25. Leave Privileges (Indicate the annual and sick leave benefits for which employee is eligible. Specify the procedures for reporting, requesting and recording such leave.)

The Home Institution will maintain records for the participant, including official time and attendance. Fellow will coordinate use of leave with the agency supervisor and will provide approved time and attendance to the Home Institution for recording.
### PART 9 - FISCAL OBLIGATIONS

Identify, where appropriate, the office to which invoices and time and attendance records should be sent.

The fiscal obligation to (agency) associated with this agreement is $XX,XXX.00 (including total cost here excluding travel)

### PART 10 - CONFLICTS OF INTEREST AND EMPLOYEE CONDUCT

- **28.** Applicable Federal, State or local conflict-of-interest laws have been reviewed with the employee to assure that conflict-of-interest situations do not inadvertently arise during this assignment.

- **29.** The employee has been notified of laws, rules and regulations, and policies on employee conduct which apply to him/her while on this assignment.

### PART 11 - OPTIONS

- **29.** Indicate coverage "NA" if not applicable.
  - A. Federal Employee Group Life Insurance
    - Covered: **X** (NA)
  - B. Federal Civil Service Retirement System or Federal Employee Retirement System
    - Covered: **X** (NA)
  - C. Federal Employee Health Benefits
    - Covered: **X** (NA)

**30.** State or Local Agency Benefits indicate all State employee benefits that will be related by the State or local agency employee being assigned to a Federal agency. Also include a statement certifying coverage in all State and local employee benefit programs that are elected by the State and local agency employee on leave without pay from the Federal agency to a State or local agency.

**31.** Other Benefits indicate any other employee benefits to be made part of this agreement.

Specify whether benefits are associated with this position or not.

### PART 12 - TRAVEL AND TRANSPORTATION

- **30.** Indicate: (1) Whether the Federal agency or State or local agency will pay travel and transportation expenses to, from, and during the assignment as required in Chapter 844 of the Federal Personnel Manual; and (2) which travel and relocation expenses will be included.

Specify whether travel funds will be allocated or not.
PART 13 - APPLICABILITY OF RULES, REGULATIONS AND POLICIES

### 34. Check Appropriate Boxes.
- [ ] A. The rules and policies governing the internal operation and management of the agency in which my assignment is made under this agreement will be observed by me.
- [ ] B. I have been informed that my assignment may be terminated at any time at the will of the federal government or the state of local government.
- [ ] C. I have been informed that any travel and transportation expenses incurred from Federal agency appropriations may be recoverable as a debt due the United States, if I do not serve until the completion of my assignment (unless terminated earlier by either employer at one year whichever is shorter).

### 35. Certification of Assigned Employee

- **Location of Assignment (Name of Organization)**
- **Date (Month, Day, Year)** From To

### 36. Certification of Approving Officials

- [ ] The description of duties and responsibilities is current and fully and accurately describes those of the assigned employee.
- [ ] This assignment is being entered in to serve a sound, mutual public purpose and not solely for the employee's benefit.
- [ ] At the conclusion of the assignment, the participating employees will be returned to the position he or she occupied at the time this agreement was entered into or a position of equal pay.

<table>
<thead>
<tr>
<th>State or Local Government Agency</th>
<th>Federal Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature of Authorizing Officer</td>
<td>Signature of Authorizing Officer</td>
</tr>
<tr>
<td>Date of Signature (Month, Day, Year)</td>
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</tr>
<tr>
<td>Typical Name and Title</td>
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</tr>
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</table>

### PRIVACY ACT STATEMENT

Sections 2073 and 3374, Assignment of Employees To or From State or Local Governments, of Title 5, U.S. Code, authorizes collection of this information. The data will be used primarily to formally document and record your temporary assignment to, or from, a state or local government, institution of higher education, Indian tribal government, or other eligible organization. This information may also be used as the legal basis for personal and financial transactions to identify you when requesting information about you, e.g., from prior employers, educational institutions, or law agencies, or by states, local or federal income taxing agencies.

[Signature]

[Name]

[Title]

[Date]

[City, State, Zip]

[Signature]

[Name]

[Title]

[Date]

[City, State, Zip]

[Signature]

[Name]

[Title]

[Date]

[City, State, Zip]

[Signature]

[Name]

[Title]

[Date]

[City, State, Zip]

[Signature]

[Name]

[Title]

[Date]

[City, State, Zip]
**Assignment Agreement**


**INSTRUCTIONS**

This agreement constitutes the written record of the obligations and responsibilities of the parties to a temporary assignment arranged under the provisions of the Intergovernmental Personnel Act of 1970. Within 30 days of the effective date of the assignment, two copies of this form must be sent to:

U.S. Office of Personnel Management
Personnel Mobility Program
Staffing Operations Division/CEG
1900 E street, NW
Washington, D.C. 20415

The term "State or local government," when appearing in this form, also refers to an institution of higher education, and Indian tribal government, and any other eligible organization.

Procedural questions on completing the assignment agreement form or on other aspects relating to the mobility program should be addressed to either mobility program coordinators in each Federal agency or to the staff of the Personnel Mobility Program is the U.S. Office of Personnel Management.

Copies of the completed and signed agreement should be retained by each signatory.

**PART 1 - NATURE OF THE ASSIGNMENT AGREEMENT**

1. Check Appropriate Box  
   - New Agreement  
   - Modification  
   - Extension

**PART 2 - INFORMATION ON PARTICIPATING EMPLOYEE**

2. Name (Last, First, Middle)  

3. Social Security Number

4. Home Address (Street, City, State, Zip Code)

5. A. Have you ever been on a mobility assignment?  
   - YES  
   - NO

6. If "YES", date of each assignment (Month and Year)  
   - From  
   - To

**PART 3 - PARTIES TO THE AGREEMENT**

6. Federal Agency (List office, bureau or organizational unit which is party to the agreement)

7. State or Local Government (Identify the governmental agency)

8. Is assignment being made through a faculty fellows program?  
   - YES  
   - NO

9. Employment Office Name and Address (Street, City, State and ZIP Code)

10. Employee's Position Title

11. Office Telephone Number (Include the Area Code)

12. Immediate Supervisor (Name and Title)

**PART 4 - POSITION DATA**

**A - Position Currently Held**

9. Employment Office Name and Address (Street, City, State and ZIP Code)

10. Employee’s Position Title

11. Office Telephone Number (Include the Area Code)

12. Immediate Supervisor (Name and Title)

**B - Type of Current Appointment**

13. Federal Employees (Check appropriate box.)  
   - Career Competitive  
   - Other (Specify):

14. State and Local Employees

   Original Date Employed by the State or Local Government (Month, Day, Year)

**C - Position To Which Assignment Will Be Made**

15. Employment Office Name and Address (Street, City, State and ZIP Code)

16. Assignee’s Position Title

17. Office Telephone Number (Include the Area Code)

18. Immediate Supervisor (Name and Title)

Previous edition is usable 50 69 - 105
21. Indicate the reasons for the mobility assignment and discuss how the work will benefit the participating governments. In addition, indicate how the employee will be utilized at the completion of this assignment.

22. List the major duties and responsibilities to be performed while on the mobility assignment.

23. Rate of Basic Pay During Assignment

24. Special Pay Conditions (Indicate any conditions that could increase the assigned employee’s compensation during the assignment period)

25. Leave Provisions (Indicate the annual and sick leave benefits for which employee is eligible. Specify the procedures for reporting, requesting and recording such leave.)
PART 9 - FISCAL OBLIGATIONS

Identify, where appropriate, the office to which invoices and time and attendance records should be sent.

26. Federal Agency Obligations (If paying more than 50 percent of a Federal employee's salary beyond a 6-month period, specify rationale for cost-sharing decision.)

27. State or Local Government agency Obligations

PART 10 - CONFLICTS OF INTEREST AND EMPLOYEE CONDUCT

☐ 28. Applicable Federal, State or local conflict-of-interest laws have been reviewed with the employee to assure that conflict-of-interest situations do not inadvertently arise during this assignment.

☐ 29. The employee has been notified of laws, rules and regulations, and policies on employee conduct which apply to him/her while on this assignment.

PART 11 - OPTIONS

30. Indicate coverage "N/A", if not applicable.

A. Federal Employees Group Life Insurance

☐ Covered ☐ N/A

B. Federal Civil Service Retirement system or federal Employees Retirement System

☐ Covered ☐ N/A

C. Federal employee Health Benefits

☐ Covered ☐ N/A

31. State or Local Agency Benefits (Indicate all State employee benefits that will be related by the State or local agency employee being assigned to a Federal agency. Also include a statement certifying coverage in all State and local employee benefit programs that are elected by Federal employee on leave without pay from the Federal agency to a State or local agency.)

32. Other Benefits (Indicate any other employee benefits to be made part of this agreement)

PART 12 - TRAVEL AND TRANSPORTATION

33. Indicate: (1) Whether the Federal agency or State or local agency will pay travel and transportation expenses to, from, and during the assignment as specified in Chapter 3344 of the Federal Personnel Manual, and (2) which travel and relocation expenses will be included.
PART 13 - APPLICABILITY OF RULES, REGULATIONS AND POLICIES

34. Check Appropriate Boxes.

☐ A. The rules and policies governing the internal operation and management of the agency to which my assignment is made under this agreement will be observed by me.

☐ B. I have been informed that my assignment may be terminated at any time at the option of the Federal agency or the State or local government.

☐ C. I have been informed that any travel and transportation expenses covered from Federal agency appropriations may be recoverable as a debt due the United States, if I do not serve until the completion of my assignment (unless terminated earlier by either employer) or one year, whichever is shorter.

☐ D. I have been informed of applicable provisions should my position with my permanent employer become subject to a reduction-in-force procedure.

☐ E. I agree to serve in the Civil Service upon the completion of my assignment for a period equal to that of my assignment. Should I fail to serve the required time, I have been informed that I will be liable to the United States for all expenses (except salary) of my assignment. (For Federal Employees only).

PART 14 - CERTIFICATION OF ASSIGNED EMPLOYEE

In signing this agreement, I certify that I understand the terms of this agreement and agree to the rules, regulations and policies as indicated in Part 13 above.

35. Location of Assignment (Name of Organization)

36. Date (Month, Day, Year)

37. Signature of Assigned Employee

38. Date of Signature (Month, Day, Year)

PART 15 - CERTIFICATION OF APPROVING OFFICIALS

In signing this agreement, we certify that,

- the description of duties and responsibilities is current and fully and accurately describes those of the assigned employee;

- this assignment is being entered in to to serve a sound, mutual public purpose and not solely for the employee's benefit;

- at the completion of the assignment, the participating employee will be returned to the position he or she occupied at the time this agreement was entered into or a position of like seniority, status pay.

39. Signature of Authorizing Officer

40. Signature of Authorizing Officer

41. Date of Signature (Month, Day, Year)

42. Date of Signature (Month, Day, Year)

43. Typed Name and Title

44. Typed Name and Title

Veta Hurst, Acting Human Capital Director, OMB

PRIVACY ACT STATEMENT

Sections 3373 and 3374, Assignment of Employees To or From State or Local Governments, of Title 5, U.S. Code, authorizes collection of this information. The data will be used primarily to formally document and record your temporary assignment to or from a State or local government, institution of higher education, Indian tribal government, or other eligible organization. This information may also be used as the legal basis for personal and financial transactions, to identify you when requesting information about you, e.g., from prior employers, educational institutions, or law agencies, or by State, local, or Federal income taxing agencies.

Solicitation of your Social Security Number (SSN) is authorized by Executive Order 9397, which permitted by use of the SSN as an identifier of individual records maintained by Federal agencies. Furnishing your SSN or any other data requested is voluntary. However, failure to prove any of the requested information may result in your being ineligible for participation in the Intergovernmental Assignment Program.
Assignment Agreement

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<tr>
<td>5.- A. Have you ever been on a mobility assignment?</td>
</tr>
<tr>
<td>☐ YES</td>
</tr>
<tr>
<td>☐ NO</td>
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<tr>
<td>5.- B. If &quot;YES&quot;, date of each assignment (Month and Year) From To</td>
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<td>7. State or Local Government (Identify the governmental agency)</td>
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<td>8. Is assignment being made through a faculty fellows program? If &quot;YES&quot;, give name of the program.</td>
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<td>☐ YES</td>
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<tr>
<th>PART 4 - POSITION DATA</th>
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<tbody>
<tr>
<td>A - Position Currently Held</td>
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<tr>
<td>9. Employment Office Name and Address (Street, City, State and ZIP Code)</td>
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<td>B - Type of Current Appointment</td>
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<td>Original Date Employed by the State or Local Government (Month, Day, Year)</td>
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<td>C - Position To Which Assignment Will Be Made</td>
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<td>18. Immediate supervisor (Name and Title)</td>
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</table>

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PART 5 - TYPE OF ASSIGNMENT
19. Check Appropriate Boxes

- [ ] On detail from a Federal agency
- [ ] On leave c from a Federal agency
- [ ] On detail to a Federal agency
- [ ] On appointment in a Federal agency

20. Period of Assignment (Month, Day, Year)

<table>
<thead>
<tr>
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PART 6 - REASON FOR MOBILITY ASSIGNMENT
21. Indicate the reasons for the mobility assignment and discuss how the work will benefit the participating governments. In addition, indicate how the employee will be utilized at the completion of this assignment.

PART 7 - POSITION DESCRIPTION
22. List the major duties and responsibilities to be performed while on the mobility assignment.

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23. Rate of Basic Pay During Assignment

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   ☐ Covered ☐ N/A

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35. Location of Assignment (Name of Organization)

37. Signature of Assigned Employee

36. Date (Month, Day, Year)

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State or Local Government Agency

39. Signature of Authorizing Officer

41. Date of Signature (Month, Day, Year)

43. Typed Name and Title

Federal Agency

40. Signature of Authorizing Officer

42. Date of Signature (Month, Day, Year)

44. Typed Name and Title

Veta Hurst, Acting Human Capital Director, OMB

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