

DEVELOPING THE NEXT GENERATION OF PUBLIC SERVICE LEADERS

The federal government offers an array of fellowships, scholarships, and specialized pipelines for students, recent graduates, and rising professionals. With just six percent of the federal workforce under the age of 30, these programs are not fulfilling their intended purpose. Too few qualified recent graduates consider and have access to public service employment at a time when high percentages of employees at many local, State, and Federal agencies are eligible to retire.

RECOMMENDATIONS

The Commission's proposals would revamp student and recent graduate hiring, remove barriers of entry, better organize developmental opportunities to meet evolving workforce needs, and create new pipelines to public service.

- **Revamp Student and Recent Graduate Hiring Systems.**
 - Establish statutory authority for Pathways Programs, modifying these programs to increase hiring of postsecondary students and recent graduates.
 - Increase the statutory cap on direct-hire authority for students and recent graduates.
 - Authorize agencies to hire high-performing Pathways interns after a typical, 10-week full-time internship and issue guidance on best practices for campus outreach.
 - Pilot new hiring programs for students and recent graduates with critical skills.
 - Create a new statutory goal of hiring no fewer than 50,000 student and recent graduates into term or permanent competitive service positions per year by 2031.
- **Streamline and Expand Fellowship and Scholarship Programs.**
 - Create a Federal Fellowship and Scholarship Center within the Office of Personnel Management to manage in one location all of the government's developmental opportunities, adjusting them periodically to meet evolving workforce needs.
 - Award noncompetitive eligibility to all individuals who have successfully completed federal fellowship and scholarship programs.
 - Operate a robust virtual service, including the Virtual Student Federal Service.
- **Create New Pipelines from Post-Secondary Institutions to Public Service.**
 - Create a Public Service Corps, similar to the military's Reserve Officer Training Corps, where government agencies fund scholarships for service commitments.
 - Create Public Service Academy grant program, facilitating educational and experiential opportunities and support the development of public service leadership training.
 - Integrate a cohort of public service cadets at military academies, subject to a service commitment in the public sector.

