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ADS Chapter 459

Development Leadership Initiative (DLI) Program

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ADS Chapter 459 – Development Leadership Initiative Program**

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ADS 459 – Development Leadership Initiative (DLI) Program

459.1 OVERVIEW

Effective Date: 07/21/2011

This ADS chapter outlines the mandatory policies and required procedures for USAID's Development Leadership Initiative (DLI) Program. The DLI Program is designed to increase USAID's overseas workforce in key technical areas. The DLI Program is implemented through the hiring and training of a cadre of junior Foreign Service Officers (FSOs) and a limited number of mid-career FSOs. The program provides Junior Officers (JOs) with individually adapted training that includes time in Washington followed by a two-year directed assignment overseas. Mid-Career Officers (MCOs) proceed directly to two-year directed assignments after completing orientation and any specific, gap-filling training that is needed.

Additional information on the DLI Program can be found in Mandatory Reference [459mad, DLI Reference Manual](#) and on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]

*459.2 PRIMARY RESPONSIBILITIES

Effective Date: 10/21/2011

This section summarizes the roles and responsibilities of the Bureaus/Independent Offices (B/IOs) and Missions concerning DLI Junior Officers (JOs) and Mid-Career Officers (MCOs). Please refer to the DLI Reference Manual for the specific responsibilities assigned to B/IO and Mission personnel, and to DLI Officers.

a. The **Office of Human Resources (OHR)** is responsible for overall management of the DLI Program. The program's smooth functioning and ultimate success, however, rests upon the cooperation of all USAID organizational units and personnel in carrying out their assigned responsibilities.

OHR staff with responsibilities for the DLI Program include:

1. The **Agency DLI Coordinator** is responsible for organizing and administering the program. The Coordinator reports directly to the **Deputy Assistant Administrator for Human Resources (DAA/OHR)**, who has primary responsibility for all aspects of human resources management for the Agency.
2. The **Foreign Service Personnel Special Programs Team (OHR/FSP/SP)** is responsible for handling administrative matters for DLI Officers before and during orientation, and for assigning each DLI Officer a coach.

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3. **Foreign Service Personnel Staffing Branch (OHR/FSP/FSS) Specialists** are responsible for arranging DLI Officers' transfers overseas and for processing administrative actions related to DLI Officers' assignments.
4. **Coaches** are responsible for advising DLI Officers as they prepare for their directed assignments and learn about the requirements for advancing in the Foreign Service.
5. **Training Advisors** are responsible for coordinating formal, on-the-job, language, and professional development mentoring for DLI Officers.
6. **Assignment and Performance Counselors** are responsible for coordinating, and chairing if required, the Technical Selection Panels that interview and select DLI candidates, as well as counseling and guiding DLI Officers on career development.
7. The **Administrative Promotion Panel** is responsible for reviewing DLI Officers' performance annually, based on their mandatory AID [461-1 Annual Evaluation Form \(AEF\)](#), and for making administrative promotion recommendations to the DAA/OHR.
8. The **Tenure Board** is responsible for examining DLI Officers to ensure they demonstrate aptitude and fitness for career service, as required by the standards of performance for tenured Foreign Service Officers (FSOs). See Mandatory Reference, [414mad, Tenuring of Foreign Service Career Candidates](#), for information on Tenure Boards.
9. **Performance Boards** are responsible for considering DLI Officers (FS-04 and above) for possible promotion to the next higher class, as well as other matters (see [ADS 414.2.e](#)).
10. The **Agency Social Worker** is responsible for providing counseling, crisis referral, and workplace wellness information to all employees.

Please refer to Mandatory Reference [459mad, DLI Reference Manual](#) for specific responsibilities of OHR staff.

b. Bureaus and Independent Offices (B/IOs) are responsible for informing OHR of short and long term staffing needs, training capacity, and space availability, and for coordinating with OHR on all other aspects of the DLI Program. B/IOs with DLI Officer employees must assign specific staff to each officer as follows:

1. **Supervisors of Record/Rating Officials** responsible for orienting the DLI Officers to the B/IO; helping prepare Individual Development Plans (IDPs) and mandatory AID [461-1, Annual Evaluation Form \(AEF\)](#) Work Plans;

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providing on-the-job training; and evaluating each officer at the mid-point and end of the rating cycle, in accordance with [ADS 461.3.1.3](#).

2. **Rotation Supervisors** responsible for developing scopes of work for rotation assignments and evaluating the DLI Officer at the end of each assignment.
3. **Backstop Coordinators** responsible for coordinating technical training and all information related to the backstop.

Please refer to the Mandatory Reference [459mad, DLI Reference Manual](#) for a complete description of B/IO staff responsibilities.

c. The **Bureau for Management, Office of Management Policy, Budget, and Performance (M/MPBP)** is responsible for reviewing and approving Mission budget requests for the DLI Program.

d. The **Bureau for Management, Office of Management Services, Travel and Transportation Division (M/MS/TTD)** is responsible for processing DLI Officers' travel orders and arranging for packing and shipping their household effects overseas.

e. The **Office of Civil Rights and Diversity (OCRD)** is responsible for working with OHR to ensure that the DLI Program contributes to a fully diverse workforce.

*f. **USAID Missions** are responsible for implementing the DLI Program in country in accordance with the guidance in this chapter, the DLI Implementation Guidelines, and other related directives. The DLI Implementation Guidelines are available at http://inside.usaid.gov/HR/fso/dli.cfm#CP_JUMP_32896. [Note: This Web site is only available on the USAID intranet.] The DLI Implementation Guidance is available at <http://inside.usaid.gov/ADS/400/459sap.pdf>. [Note: This Web site is only available on the USAID intranet.]

Missions must assign staff to the program as follows:

1. A **DLI Coordinator** responsible for overseeing the program, including preparing Mission Orders, Memoranda of Agreement and budget requests, and ensuring all logistical arrangements are in place for the DLI Officers to successfully complete their first directed assignments. If a dedicated DLI Coordinator position is not possible or necessary, this function may be assigned to the Deputy Director or other senior staff.
2. **Supervisors** responsible for helping DLI Officers settle into the country and for providing on-the-job training, preparing AEF Work Plans and revising IDPs, and rating the officers.

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3. **Mentors** are responsible for advising the DLI Officers on professional development. Mentors do not have to be the DLI Officer's supervisor; any Mission employee with appropriate skills and experience may assume this role.

Please refer to the Mandatory Reference [459mad, DLI Reference Manual](#) for additional details on Mission responsibilities.

- f. **DLI Officers** are responsible for adhering to the policies and procedures of the DLI program as found in this chapter and in [459mad, DLI Reference Manual](#) and other mandatory references and also on the DLI Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]

459.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

Effective Date: 07/21/2011

459.3.1 Recruitment and Selection

Effective Date: 07/21/2011

The Agency's policy is to recruit and select the best qualified candidates available for DLI appointments, without regard to race, gender, sexual orientation, color, age, (except as limited by [Section 812 of the Foreign Service Act of 1980, as amended](#)) religion, ethnic origin, marital status, political affiliation, or physical disability.

USAID considers the fact that an applicant for appointment as a DLI Officer candidate is a veteran or disabled veteran (a preference eligible under [5 U.S.C. 2108\(3\), subparagraphs \(A\), \(B\), and \(C\)](#)) as an affirmative factor in the selection of applicants for initial appointment to the USAID Foreign Service (FS) (see [Section 301 of the Foreign Service Act of 1980, as amended](#)).

Prospective DLI Officers submit applications in the Agency's electronic employment system in response to announcements of openings in each skill category, based on Mission demand and the Agency work force planning model. Candidates who pass OHR's screening undergo a comprehensive interview and testing by technical selection panels composed of senior officials who are expert in the technical specialties of the position. The Agency DLI Coordinator makes final selection decisions. For detailed information about the recruitment and selection process for FSOs, see [ADS 468, Foreign Service \(FS\) Personnel Recruitment](#).

459.3.2 Appointment Conditions

Effective Date: 07/21/2011

The conditions and requirements of [ADS 414, Foreign Service Appointments](#) apply to new appointees participating in USAID's Development Leadership Initiative (DLI) Program.

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OHR/FSP appoints DLI Officers as career-candidate Foreign Service Officers (FSOs) either as Junior Officers (DLI JOs) or Mid-Career Officers (DLI MCOs). OHR assigns JOs to their first tour assignments based on the Agency's needs and, to the extent possible, the JO's professional experience, language capability, and personal needs.

OHR/FSP assigns DLI MCOs only to unfilled, appropriately graded positions (sometimes in critical priority countries) that have been available for bid but not filled by career or career-candidate eligible bidder FSOs on the Major Listing or any subsequent updates. On an exceptional basis, in consultation with American Foreign Service Association (AFSA), a limited number of MCO assignments may be made to fill positions that were not advertised due to time constraints in key backstops in which the Agency has a critical shortage of mid-level personnel.

Career-candidate appointments are time-limited, must not exceed five years, and may not be extended or renewed except as provided in [Section 309\(b\)\(3\) of the Foreign Service Act](#) and [38 U.S.C. 43](#), which pertains to employee rights under the [Uniformed Services Employment and Reemployment Rights Act of 1994 \(USERRA\)](#).

459.3.3 Pay and Benefits

Effective Date: 07/21/2011

Policy directives and required procedures for Foreign Service pay for new appointees and USAID FS employees are located in [ADS 470, Pay Under the Foreign Service](#), and [Sections 307, 311, 403, 407, 408, and 503 of the Foreign Service Act, as amended](#). OHR/FSP determines the appointment salary for all categories of Foreign Service employees, in accordance with the policy directives and required procedures established in **ADS 470**.

USAID is authorized to appoint DLI career candidates to salary classes FS-06 and FS-05, depending on the candidate's qualifications, education, and experience, in accordance with [Section 307 of the Foreign Service Act, as amended](#). Mid-Career FS career candidates are appointed to classes FS-04, FS-03, and FS-02.

See also [ADS 414.3.7-11](#) and its references for detailed information on Foreign Service pay and benefits, such as retirement coverage and allowances and differentials to which DLI Officers are entitled.

Additional information on benefits, such as health and life insurance, annual and sick leave, can be found at <http://inside.usaid.gov/HR/benefits/index.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

459.3.4 Training

Effective Date: 07/21/2011

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The DLI training program includes formal, instructor-led training courses, on-the-job training, language training, and e-learning. Each DLI Officer's training is based on an Individual Development Plan (IDP) created cooperatively by the officer and his or her supervisor with input from OHR training staff. (See Section II.B of the Mandatory Reference [459mad, DLI Reference Manual](#) for more information on the IDP.)

The DLI training program is carried out in two stages:

- a. **Stage One** is in USAID/W. This stage consists of a five-week orientation program, after which the DLI Officer is assigned to a Regional or Pillar Bureau/Independent Office (B/IO). These B/IOs provide a series of rotational assignments across technical skill areas with a view to providing the DLI Officer a broad foundation and understanding of the Agency and its procedures. In coordination with training and rotations in B/IOs, DLI Officers may undertake language training at the [Foreign Service Institute](#) [Note: Clicking "Cancel" at this link will allow the page to open] or other training facilities as necessary.

All DLI Officers must achieve an FSI-tested proficiency of S-3/R-3 for French, Spanish, or Portuguese for tenure. For tenure qualification for other languages on USAID's tenure list, DLI Officers must achieve an FSI-tested proficiency of S-2/R-1 or S-2/R-0, depending on the language. These requirements are mandatory; failure to meet them is cause for termination. For more information on USAID's Foreign Language Program, see Mandatory Reference [459mae, Responsibilities for USAID's Foreign Language Program](#).

- b. **Stage Two** is a 24-month directed assignment at a USAID/Mission. During the 24 months, the DLI Officer completes trainings and rotations geared toward gaining on-the-job experience in field operations and Mission policies. The DLI Officer's assignments during this period should build a foundation in the officer's own skill areas and the competencies needed to function successfully as a journeyman FSO in the next overseas assignment.

Additional information on DLI training can be found in the Mandatory Reference [459mad, DLI Reference Manual](#) and on the DLI Web site at http://inside.usaid.gov/HR/fso/dli.cfm#CP_JUMP_32897. [Note: This Web site is only available on the USAID intranet.]

459.3.5 Evaluation

Effective Date: 07/21/2011

USAID uses the mandatory AID [461-1, Annual Evaluation Form \(AEF\)](#) to evaluate DLI Officers at the mid-point and end of each rating cycle. Informal evaluation in the form of feedback should be ongoing between supervisors and DLI Officers throughout the rating cycle. DLI JOs' rating cycles are tied to the entry-on-duty (EOD) date of their DLI class.

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Although a full evaluation rating period is 12 months, DLI JOs receive their first rating 11 months after the EOD date of their class, and their second rating 12 months after that (see http://inside.usaid.gov/HR/fso/dli.cfm#CP_JUMP_32900.) **[Note: This Web site is only available on the USAID intranet.]** DLI MCOs' appraisal periods follow the regular Foreign Service evaluation cycle from April 1 through March 31.

The supervisor of record at the end of the rating period is responsible for completing the DLI Officer's AEF. If the rating period includes a change of supervisors or rotations for periods lasting more than 30 days, the initial supervisor or rotation supervisor must submit a mandatory AID [400-1B, Appraisal Input Form \(AIF\)](#) to the next supervisor (for use by the person who is the supervisor/rating official at the end of the rating period). For rotations lasting fewer than 30 days, rotation supervisors may use a rotation memo to document DLI Officers' performance. (A sample DLI Officer Rotation Memo can be found at http://inside.usaid.gov/HR/fso/dli.cfm#CP_JUMP_32900. **[Note: This Web site is only available on the USAID intranet.]**)

The AEF Work Objectives (WOs) and Performance Measures (PMs) and the [Foreign Service Skills Matrix \(mandatory AID Form 461-4\)](#) serve as the basis for evaluating a DLI Officer's performance. Rating Officials must use the Foreign Service Skills Matrix to prepare the AEF. The skill areas define the performance expertise the Agency expects of the employee according to his or her personal grade level. [ADS 461.3.6.1](#) provides guidance on the use of the Skills Matrix.

Though not required, DLI Officers are encouraged to provide the AID [461-2, Employee Statement Form](#) on their AEFs. The Employee Statement allows the DLI Officer to augment statements made in the AEF, as well as add other supporting information, such as accomplishments the Rating Official may not have included.

Additional information on evaluation policy for DLI Officers is contained in Sections IV and V of the Mandatory Reference [459mad, DLI Reference Manual](#). The complete requirements of the Foreign Service Employee Evaluation Program are set forth in [ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service](#), and [ADS 414](#). Additional information about the Foreign Service Employee Evaluation Program is contained in the Mandatory Reference [461maa, Employee Evaluation Program \(EEP\) Guidebook Part 1, Foreign Service](#).

459.3.6 Performance Assessment and Promotion

Effective Date: 07/21/2011

Performance assessment in the USAID Foreign Service is a rigorous process and does not always result in an officer's promotion to the next level. Promotion for DLI JOs occurs through an administrative review based on the AEF process. DLI MCOs fall under the regular Foreign Service evaluation and promotion system described in the links above.

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During their training period, DLI JOs are eligible for two administrative promotions (from FS-06 to FS-04). These promotions are contingent upon satisfactory AEF ratings and are only granted if the DLI JO is judged by OHR's Administrative Promotion Panel to have met all the skill standards of his or her class, as well as the AEF work objectives and performance measures. For further discussion of DLI JO and MCO promotion policies, see Section IV.G and Section V of Mandatory Reference [459mad, DLI Reference Manual](#).

Once promoted to FS-04, DLI JOs' performance appraisal and promotion requirements switch to the Agency's April through March Foreign Service Performance Evaluation System (the same process as for MCO promotions). At that point the annual Foreign Service Performance Boards (convened each summer) evaluate the performance of all FSOs and make promotion determinations. (This assumes that a DLI JO has served at the FS-04 level for at least 120 calendar days as of the end of the April through March rating cycle that precedes the Performance Boards.)

This promotion process is highly competitive, as Performance Boards consider all candidates in all backstops against the Foreign Service Skills Matrix and performance objectives. OHR/FSP bases actual promotions on the candidate's rank on a promotion list and the number of positions available. OHR/FSP recommends further review and possible separation for candidates who fail to meet work objectives or perform poorly in accord with skills expectations. For those employees who exceed the standards of their class, OHR/FSP recommends and rank-orders them for possible promotion.

For a promotion, an employee must meet eligibility criteria (overseas service, worldwide availability, etc.), have a recommendation by a board for promotion, and rank highly enough for inclusion within the number of individuals that the Agency will promote in each class.

Foreign Service Performance Board policies and procedures are found in [ADS 463, Foreign Service Boards](#), and its mandatory references. For details on the Foreign Service Employee Evaluation Program, see [ADS 461](#) and the Mandatory Reference [461maa, Employee Evaluation Program Guidebook \(EEP\), Part 1, Foreign Service](#).

459.3.7 Assignments

Effective Date: 07/21/2011

DLI JOs' first overseas postings are directed assignments, that is, determined by the Agency DLI coordinator in consultation with B/IOs and Missions. While the Agency makes these assignments based on programming priorities and the training capacity of the Missions, the DLI Officer's background, language capabilities, and personal situation are taken into account as much as possible.

DLI MCOs' first postings are also directed; however, they are not training assignments. DLI MCOs go directly into unfilled, appropriately graded positions (sometimes in Critical

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Priority Countries) that have been available for bid but not filled by career or career-candidate eligible bidder FSOs on the Major Listing or any subsequent updates.

The onward assignment process for all DLI Officers is covered in [ADS 436, Foreign Service Assignments and Tours of Duty](#). The Open Assignment Cycle runs from January 1 to December 31 each year. The assignment and bidding process begins in May of the year preceding the current assignment cycle. The process includes the following key steps:

1. OHR/FSP issues an Assignment Calendar listing important FS Assignment Cycle deadlines and events;
2. Bureaus/Independent Offices (B/IOs) and Missions validate positions that will be open;
3. OHR/FSP issues a Major Listing of Positions for employee bidding;
4. Eligible bidders submit an Employee Bidding Form, an automated Web form in the Employee Information Management System (EIMS/FSAS) available at <http://uxapprd001.usaid.gov/EIMS/>. **[Note: This Web site is only available on the USAID intranet.]**
5. OHR/FSP issues Position Certificates of Eligible Bidders (CERTs) to Selecting Officials for selection consideration and decision;
6. Operating Units select bidders;
7. The Assignment Team, which includes the Chief, OHR/FSP, B/IO management and technical staff, and the Foreign Service exclusive bargaining unit, makes assignment recommendations;
8. The Chief, OHR/FSP, approves assignments; OHR/FSP notifies bidders of their assignments in a General Notice of assignment decisions; and
9. OHR/FSP issues Update Listings of Available Positions and Bidding Instructions by General Notices throughout the year as unfilled or other positions become available.

Bidding takes place throughout the year based on the Assignment Calendar and the steps above. Additional information and helpful tools on the assignment and bidding process, including tips for first-time bidders, can be found at http://inside.usaid.gov/HR/fso/foreign_service_assignments.cfm. **[Note: This Web site is only available on the USAID intranet.]**

Since DLI Officers may not arrive at or depart from their first directed assignments during the assignment and bidding cycle, they may have to curtail or extend to to meet

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summer/fall transitions out of their directed assignment posts. In these cases, DLI Officers must request an extension or curtailment from OHR, following the procedures in Section VII of the Mandatory Reference [459mad, DLI Reference Manual](#).

459.3.8 Tenure

Effective Date: 07/21/2011

DLI Officers' career candidate appointments are converted to career appointments through the Foreign Service "tenuring" process. That process changes a career candidate from limited to career status after a successful trial period with the Agency. Tenure decisions in USAID are based on recommendations by the Foreign Service Tenure Board, which meets twice each year.

DLI Officers are eligible for tenure if they:

1. Attain class FS-04;
2. Complete 36 months of continuous service in USAID as a Foreign Service career candidate;
3. Serve a minimum of 18 months overseas as a U.S. direct hire career candidate in USAID (Temporary duty for continuous and consecutive periods of at least six months or more may count toward the 18-month requirement if performing the work directly relates to the employee's occupational specialty);
4. Satisfy foreign language proficiency requirements as stated in ADS [414.3.4](#) and Mandatory Reference [459mae, Responsibilities for USAID's Foreign Language Program](#); and
5. Satisfy other conditions regarding tenure eligibility, for example, medical and security clearances, the absence of any unresolved administrative or Office of the Inspector General (OIG) investigations, and completed certification as to availability for worldwide service (see [ADS 463](#)).

All requirements must be fully satisfied prior to the date that the Tenure Board convenes. Except in certain limited circumstances described in the references to [ADS 414.3.2.1](#), tenuring must occur within the DLI Officer's five-year career-candidate appointment.

For further discussion of tenure policies and eligibility requirements, see [ADS 414.3.6, Tenuring of Career Candidates](#), Mandatory Reference [414mad, Tenuring of Foreign Service Career Candidates](#), and Mandatory Reference [414mac, Precepts for USAID's Tenure Board](#).

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459.3.9 Termination

Effective Date: 07/21/2011

DLI Officers must meet the skill standards associated with their class (FS-04, FS-03, etc.), as well as meet all the other requirements necessary for careers in the Foreign Service. DLI Officers who fail to meet the requirements after opportunity for corrective action will be separated from the Agency. USAID's termination policies and procedures are detailed in [ADS 414.3.10](#) and its mandatory references and [ADS 450, Termination of Time-Limited Appointments - Foreign Service \(FS\)](#).

459.4 MANDATORY REFERENCES

Effective Date: 07/21/2011

459.4.1 External Mandatory References

Effective Date: 07/21/2011

- a. [5 U.S.C. 2108, Veterans; Disabled Veteran; Preference Eligible](#)
- b. [5 U.S.C. 3328, Selective Service Registration](#)
- c. [5 U.S.C. 3597, Reemployment Following Limited Appointment in the Foreign Service](#)
- d. [38 U.S.C. 43, Employment and Reemployment Rights of Members of the Uniformed Service](#)
- e. [Foreign Service Act of 1980, as amended; sections 301, 302, 303, 306, 307, 308, 309, 310, 403, 404, 406, 610, 612, 702, 805, 806, 812, 815, 816, 823, 824, 825, and 904](#)
- f. [Foreign Service Institute](#) [Note: Clicking "Cancel" at this link will allow the page to open]
- g. [Uniformed Services Employment and Reemployment Rights Act of 1994](#)

459.4.2 Internal Mandatory References

Effective Date: 07/21/2011

- a. [ADS 414, Foreign Service \(FS\) Appointments](#)
- b. [414mab, Medical Clearances and Waivers at the Time of Appointment and at Tenuring in the USAID Foreign Service](#)
- c. [414mac, Precepts for USAID's Tenure Board](#)
- d. [414mad, Tenuring of Foreign Service Career Candidates](#)

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- e. [414mae, List of Employment Forms](#)
- f. [414maf, USAID Tenuring Languages](#)
- g. [ADS 436, Foreign Service Assignments and Tours of Duty](#)
- h. [ADS 450, Termination of Time-Limited Appointments - Foreign Service \(FS\)](#)
- i. [459mad, the DLI Reference Manual](#)
- j. [459mae, Responsibilities for USAID's Foreign Language Program](#)
- k. [ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service](#)
- l. [ADS 463, Foreign Service Boards](#)
- m. [ADS 468, Foreign Service \(FS\) Personnel Recruitment](#)
- n. [ADS 470, Pay Under the Foreign Service](#)
- o. [ADS 476, Benefits](#)
- p. [ADS 477, Allowances and Differentials](#)

459.4.3 Mandatory Forms
Effective Date: 07/21/2011

- a. [AID 400-1B, Appraisal Input Form \(AIF\)](#)
- b. [AID 461-1, Annual Evaluation Form](#)
- c. [AID 461-2, Employee Statement](#)
- d. [AID 461-4, Foreign Service Skills Matrix](#)

***459.5 ADDITIONAL HELP**
Effective Date: 10/21/2011

- a. **DLI Implementation Guidelines (See http://inside.usaid.gov/HR/fso/dli.cfm#CP_JUMP_32896.) [Note: This Web site is only available on the USAID intranet.]**

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- *b. **DLI Implementation Guidance** (See <http://inside.usaid.gov/ADS/400/459sap.pdf>. [Note: This Web site is only available on the USAID intranet.]
- c. [Employee Bidding Form Access](#)
- d. **Sample DLI Officer Rotation Memo** (See http://inside.usaid.gov/HR/fso/dli.cfm#CP_JUMP_32900. [Note: This Web site is only available on the USAID intranet.]
- e. **Tips for All First Time Bidders** (See: http://inside.usaid.gov/HR/fso/foreign_service_assignments.cfm. [Note: This Web site is only available on the USAID intranet.]

459.6 DEFINITIONS

Effective Date: 07/21/2011

Annual Evaluation Form (AEF)

The form used to evaluate employees under the Employee Evaluation Program (EEP). (Chapters [415](#), [461](#), [462](#), [463](#))

appointment - limited

An appointment of a specified duration from one to five years. (Chapter [414](#))

Appraisal Input Form (AIF)

An evaluation form covering a period of performance that is long enough to require written documentation of performance against an established performance plan but not long enough to be considered representative of the employee's performance for the entire annual rating cycle. (Chapters [461](#), [462](#))

backstop

Numeric code used to identify the skill category of a particular position. (Chapters [414](#), [415](#))

career candidate appointment

An employee hired for a time-limited appointment that is intended to lead to a full career with the Agency following successful completion of tenure requirements. (Chapters [412](#), [414](#), [415](#))

career appointment

A career appointment is an appointment given to tenured employees. Individuals appointed or converted to career appointments are subject to Time-in Class (TIC) limitations and mandatory retirement rules. (Chapters [412](#), [414](#))

tenure

A process that changes a career candidate from limited or conditional to career status. (Chapters [414](#), [463](#))

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Tenure Board

A Board established by the Foreign Service Act of 1980, as amended, to review all career candidates who meet eligibility for conversion to career status. In USAID, the Tenure Board also reviews career candidates, not eligible for tenure review, who are identified by Performance Boards as employees who appear to be failing to meet the standards of their class. (Chapter [414](#), [463](#))

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