



USAID
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Reference Manual
for
New Entry Foreign Service Officers
A Mandatory Reference for ADS Chapter 459

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Reference Manual for New Entry Foreign Service Officers

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***Reference Manual for New Entry Foreign Service Officers**

*This Reference Manual provides important information on the Development Leadership Initiative (DLI), which enabled the Agency to rebuild its Foreign Service Officer (FSO) workforce between 2008 and 2012 and on USAID's Foreign Service Career Candidate Program that has evolved from the DLI. The Reference Manual provides detailed information on the roles and responsibilities of those connected with the program, as well as on the policies and procedures related to training, assignments, performance assessment, and promotion. It is designed for New Entry Junior Officers (JOs) and Mid-Career Officers (MCOs), as well as for individuals in Washington and USAID Missions who supervise, mentor, and train the new employees. The manual will be updated frequently as policies and procedures evolve to reflect current workforce needs.

Additional information about this program can be found on the Office of Human Resources (OHR) website at <http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]

I. Roles and Responsibilities

The roles and responsibilities described below apply to both JOs and MCOs.

A. Agency Career Candidate/ DLI Coordinator

The Agency Career Candidate/ DLI Coordinator is responsible for organizing and administering the planning, recruiting, hiring, assigning, training, coaching, and cost center management related to the DLI and Foreign Service (FS) attrition hiring. The Coordinator is located in the Office of Human Resources, Office of the Director (OHR/OD), and reports directly to the Deputy Assistant Administrator for Human Resources (DAA/OHR).

B. Supervisors

In Washington, JOs have two types of supervisors: a Supervisor of Record and Rotation Supervisors. MCOs generally have only a Supervisor of Record. Initially, the Supervisor of Record is the new employee's supervisor for the period between the completion of orientation until departure to post, unless the supervisor leaves the Foreign Service or is reassigned to another position. In such cases, USAID assigns a new Supervisor of Record.

The **Supervisor of Record** is responsible for:

- 1. Office Support:** Ensuring that the assigned new employee has a work station, telephone, and computer **before** he or she completes orientation. When possible, new employees should be situated in close proximity to their supervisors. The supervisor is ultimately responsible for ensuring that the Administrative Management Services (AMS) staff in his or her Bureau arranges

this logistical support. Supervisors must also strive to promote a diverse and inclusive workplace.

- 2. Time & Attendance:** Introducing the new employee to the Time & Attendance (WebTA) system and to the office's timekeeper. The supervisor must ensure that the new employee is transferred from the OHR timekeeper to the office's timekeeper at the beginning of the first full pay period after orientation.
- 3. Individual Development Plan (IDP):** Assisting the new employee in the formulation of an Individual Development Plan (IDP). The new employee and supervisor work closely with the assigned Coach and Backstop (BS) Coordinator to complete the IDP. Mission involvement in providing input and feedback on the IDP is encouraged as early as possible. (See section II.B below for discussion of IDPs.)
- 4. On-the-job Training:** Assigning work to the new employee. Tasks should contribute to the work of the Agency and help both JOs and MCOs better understand how the Agency functions internally and with our partners. Work should include substantive matters such as writing briefings or contributing to plans, projects, budget preparation, program documentation, and other Agency functions.
- 5. Annual Evaluation Form (AEF) Work Plan:** Putting in place the AEF with the Career Candidate within 45 calendar days of the conclusion of the employee's orientation class. The AEF must include the new employee's role in the organization, work objectives, and performance measures. (See JO Evaluation in Section IV and MCO Evaluation in Section V below.)
- 6. Evaluation:** Providing performance feedback to the new employee on a regular basis and preparing the formal AEF evaluation at the mid-point and end of the rating cycle. When the new employee transfers to an overseas assignment, the Supervisor of Record sends the appropriate evaluation form to the Supervisor of Record at post. (See JO Evaluation in Section IV and MCO Evaluation in Section V below.)
- 7. Orientation to USAID:** Helping the Career Candidate build professional networks and receive broad Agency exposure. This includes ensuring that the new employee arranges appropriate rotations and encouraging participation in a range of training opportunities (for example, technical briefings, brown bag sessions, and formal training courses).
- 8. Delegating supervision whenever necessary:** Arranging for and preparing someone to take over the role of supervisor when on temporary duty or leave.

The **Rotation Supervisor** is responsible for:

- 1. Rotation Memo:** Working with the Supervisor of Record and the new employee to complete a memo that defines a scope of work for the rotation assignment; addresses specific skills or competency gaps in the IDP; records the supervisor/supervisee relationship; and specifies the timing of the rotation.
- 2. Evaluation:** Evaluating the performance of the Career Candidate by completing a Rotation Evaluation Memorandum or, if the rotation exceeds 30 days, an [Appraisal Input Form \(AIF\), form a400-1B](#).
- C. USAID/Washington (USAID/W) Bureaus and Independent Offices (B/IOs)**

USAID/W B/IOs are responsible for:

- 1.** Working with Backstop (BS) Coordinators to identify and assign new employee supervisors; and
 - 2.** Working with Missions on a regular basis to assess short and long term staffing needs, training capacity, and space availability.
- D. Backstop Coordinators**

Senior management for each Backstop (BS) designates an experienced Foreign Service Officer (FSO) to serve as BS Coordinator. The BS Coordinator works with OHR and other B/IOs to provide support for Career Candidate recruitment, hiring, supervision, orientation, and guidance. New employees are informed of their BS Coordinators during orientation. BS Coordinators are responsible for:

- 1.** Representing and supporting the Backstop in a variety of roles to recruit, select, and orient the new employees for their assignments. This includes:
 - Coordinating the preparation of technical selection materials (case studies, interview questions, etc.);
 - Ensuring appropriate Technical Selection Panel participation;
 - Participating in orientation sessions, as appropriate; and
 - Participating in workforce planning and first assignment meetings.
- 2.** Selecting (as necessary) or verifying that USAID/W B/IOs have identified supervisors for all incoming new employees.
- 3.** Coordinating supervisors' participation in the new employee orientation.

4. Providing support, guidance, and quality control to supervisors and new employees in developing Individual Development Plans (IDPs) and rotations.
5. Working with the new employees' supervisors, various Bureau personnel, and Administrative Management Services (AMS) staff to ensure that new employees have necessary logistical support (such as work stations, computers, and telephones). BS Coordinators can be called upon as needed to make arrangements for this support.
6. Working with other technical employees to develop and implement necessary technical training for the new employees.

E. Coaches

The Office of Human Resources, Foreign Service Personnel Division, Special Programs team (OHR/FSP/SP) Specialist assigns a coach to each new Career Candidate (JO and MCO). The coach begins meeting with the new employee during orientation. Coaches are experienced Foreign Service Officers (generally retired FSOs) who advise new employees as they prepare for their directed assignments and navigate through the USAID culture. Coaches work with the new employees' supervisors and others to ready the new hires for their Foreign Service careers. Coaches are responsible for:

1. Supporting outreach and recruitment efforts.
2. Attending designated orientation classes to help new employees acclimate to USAID.
3. Reviewing the USAID promotion and tenure precepts with each newly hired employee early in the orientation so that he or she is familiar with FSO requirements.
4. Assisting their assigned new employees in assessing their individual skills and competencies as they develop their IDPs. (Coaches are also a good source of information and guidance for supervisors regarding the IDP process.)
5. Assisting their assigned JOs to plan rotations and training courses in Washington.
6. Providing their assigned new employees with guidance on how to navigate and be successful in the USAID culture.

F. Training Advisors

The Training Advisors work with the Agency Career Candidate/DLI Coordinator, Backstop Coordinators, the Office of Human Resources Foreign Service Personnel

Division (OHR/FSP), the Office of Human Resources Training and Education Division (OHR/TE), the Foreign Service Institute (FSI), USAID Mission staff, and others to plan, implement, and monitor efforts to prepare Career Candidates for their careers in USAID.

The Training Advisors coordinate the provision of formal training, on-the-job training, and professional development mentoring for the new employees. To accomplish these tasks, the Training Advisors are responsible for:

1. Working with staff in Washington and in the field to ensure that Career Candidates experience a smooth transition throughout their entire professional development experience.
2. Organizing and scheduling many of the post-orientation training courses required for new employees.
3. Working with the BS Coordinators and others to plan, organize, schedule, and track backstop-specific training for new employees.
4. Organizing and implementing program management training, such as "Introduction to USAID Programming."
5. Working with USAID language training staff to plan and implement required language training for Career Candidates.
6. Working with BS Coordinators, other trainers, and the new employees themselves to create and maintain training Web sites, wikis (social networking), and other tools.

G. Office of Human Resources (OHR) Staffing Specialists

Staffing Specialists located in two branches of OHR support new employees on personnel matters. These OHR Staffing Specialists are in the Foreign Service Personnel Division in the Special Programs team (OHR/FSP/SP) and in the Foreign Service Staffing Branch (OHR/FSP/FSS).

During orientation, the specialist on the Foreign Service Personnel Division Special Programs Team provides the staffing support. After the new employee completes orientation and is notified of his or her first overseas assignment, a Staffing Specialist from the Foreign Service Staffing Branch supports the new employee's transfer to post.

Before and during the new employee's orientation, the OHR/FSP/SP Specialist is responsible for the following staff support functions:

1. Serving as the initial point of contact on personnel matters related to becoming a USAID employee;

2. Setting salaries within the range of the position applied for (based on the applicant's qualifications, education; relevant experience as defined in the vacancy announcements for JO positions in each backstop, salary history and USAID's standard required procedures);
3. Extending the job offer;
4. Acting as point of contact for all administrative management (matters regarding insurance, residency, tax withholding, for example).
5. Entering the new employee's data into the payroll (National Finance Center) and WebTA systems; and
6. Reviewing and deciding on prior service credit for leave accrual.

A list of OHR/FSP/SP Specialists can be found here: http://inside.usaid.gov/HR/meet-ohr.cfm#CP_JUMP_12786. [Note: This Web site is only available on the USAID intranet.]

Once the Agency Coordinator approves overseas assignments, OHR assigns a Staffing Specialist from the Foreign Service Staffing Branch to support the new employee's transfer to his or her first overseas assignment. The OHR/FSP/FSS Specialist is assigned to the employee based on the country of assignment. After the new employee completes orientation and is notified of the Mission where he or she is assigned, the OHR/FSP/FSS Specialist who covers that country then becomes the point of contact for all administrative processing and logistical arrangements. The FSS Specialist has a Human Resources (HR) assistant who may be contacted in the absence of the specialist.

The OHR/FSP/FSS Specialist is responsible for the following staff support functions:

1. Sending out the official assignment cable to notify the new employee's Mission of the posting.
2. Counseling the new employee with regard to shipment of effects, passports, visas, allowances and benefits, travel authorization preparation and processing, medical clearance update, immunizations, and mandatory training. (See section II.C on training.)

The names and contact information for FSS Specialists can be found here: http://inside.usaid.gov/HR/services_a-z.cfm#F. [Note: this Web site is only available on the USAID intranet.]

H. OHR Assignment and Performance Counselors (APCs)

OHR Assignment and Performance Counselors (APCs) are FSOs who provide counseling and guidance to other FSOs on career development. The APCs are assigned specific responsibilities for backstops. The FSS specialist advises each new employee of his or her APC. The names and contact information for the APCs can be found here: http://inside.usaid.gov/HR/services_a-z.cfm. **[Note: This Web site is only available on the USAID intranet.]**

APCs are responsible for:

1. Coordinating and chairing, as required, the Technical Selection Panels for Career Candidate selection.
2. Providing new employees with information and direction concerning USAID Foreign Service policy directives and required procedures, including
 - Assignments;
 - Conduct and performance issues (employee and supervisor); and
 - Exceptions to Agency policy, tenure, promotion, and performance appraisals.

I. Counseling and Crisis Referrals Officials

USAID's Resident Professional Counselor/Social Workers have worldwide responsibilities relating to employee (including new employees) counseling, crisis response, and staff development. As such, they are responsible for:

1. Providing confidential, one-on-one private counseling and crisis referral services to all USAID employees and their families, whenever necessary and appropriate.
2. Providing technical expertise to Agency management on such issues as workplace stress and its effects on employees, particularly in high threat posts.
3. Providing information on the mental health implications of, and appropriate interventions for, a broadly dispersed, multi-cultural, globally deployed workforce.
4. Serving as a point of contact for resources both in the U.S. and in the field, including at the Department of State, Office of Medical Services (DoS/MED), State Employee Consultation Services (ECS), and other U.S. Government agencies with an overseas presence.

J. USAID Missions

OHR recommends that USAID Missions have a designated USAID Mission Coordinator for new Career Candidates.

The Mission Director and Mission staff members (often the Coordinator, if there is one) are responsible for:

- 1.** Making regular assessments of the Mission's short and long-term staffing needs, training capacity, and space availability (and reporting to USAID/W as noted in I.C.2).
- 2.** Working with the Agency Career Candidate/DLI Coordinator to ensure that the U.S. Chief of Mission has approved the new employee position(s) through the National Security Decision Directive 38 (NSDD-38).
- 3.** Working with the new employee, the Backstop Coordinator, and the Agency Coordinator – using the new employee's IDP - to establish a Memorandum of Agreement (MOA). The MOA serves as a deployment and training funding request memo for Career Candidate/DLI JOs (and MCOs when appropriate). (See section II.D. 3 and 4 below for information on the MOA.)
- 4.** Assigning USAID Mission supervisors and mentors during the new employee's overseas assignment to carry out the responsibilities outlined in I.B. above.
- 5.** Performing tasks necessary for establishing new employees in their assignment country, including helping them and their eligible family members settle into housing (when required), and submitting a budget request to USAID/W for their overseas support costs.
- 6.** Structuring a training program for new Junior Officers that includes:
 - Ongoing work assignments with the Mission home supervisors,
 - Formal training,
 - Rotation assignments, and
 - A full range of other professional development activities that will provide a challenging and professionally satisfying first-tour experience.

Some USAID Missions have developed Missions Orders, describing how the Career Candidate/DLI program is implemented. To create your Mission Order, please see the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm> for samples. **[Note: This Web site is only available on the USAID intranet.]**

***II. USAID/Washington-Based Activities**

Most new Career Candidates remain in USAID/W for a minimum of four months. All new employees begin their employment with an orientation course (generally four or five weeks), followed by approximately three to twelve months of rotations and training in USAID/W, including language training, as needed (see Section II.C.5 below for language training requirements).

*The new employee's home Bureau and Backstop Coordinator direct these trainings and rotations in accordance with the individual's level of prior USAID experience, personal training needs, and timing of language training. Once USAID/W training is complete, JOs deploy for a two-year directed assignment that allows them to continue their learning. MCOs deploy into established or newly created positions and follow the normal tour policy for the post of assignment, which may be for one or two tours, after which they follow the established Foreign Service career path.

A. Orientation

New Career Candidates join USAID in classes that provide an opportunity to bond and network as a group. During orientation, the Agency gives each new employee class a broad overview of Agency operations and programs that serves as the foundation for their upcoming training. Activities include:

- Swearing-in (induction) and benefits processing,
- Presentations on the USAID organizational structure, policies, programs, and operational issues;
- The Individual Development Plan;
- The Foreign Assistance Framework;
- The Agency's approach to strategic planning, programming, and performance accountability; and
- A seminar on interpersonal skills and business practices.

Orientation concludes with graduation and transition to home offices.

***B. Individual Development Plans**

The Individual Development Plan (IDP) is a written plan that lays out a two-year course of action so that each Career Candidate can develop or enhance essential skills to succeed as a journeyman FSO. As per [ADS 458.3.3.5](#), USAID requires that employees and supervisors must develop an IDP and update it annually. The IDP is not an official OHR document and will not be part of the employee's official file; it is intended primarily for the employee's own use in guiding and tracking his or her development.

Toward the end of orientation, each new employee evaluates his or her past experience and training against a list of "competencies" established at the appropriate grade level (FS 06-05 for JOs and FS 03-02 for MCOs). These competencies constitute the important skills that new employees should possess or otherwise acquire through practical experiences during training. The competencies relate to the Foreign Service (FS) Skills Matrix against which USAID evaluates FS employees. (See [USAID form a461-4](#).) The assessment of the new employee's existing skills, in relation to the Skills Matrix, shapes each employee's IDP.

*Shortly after orientation has concluded, each new employee works with his or her supervisor and coach to develop an IDP that addresses competency gaps – areas that need to be developed or strengthened. The IDP should include Agency core skills and occupational/technical field (backstop)-specific training, either required or recommended, during [the training period](#) for JOs and initial [orientation for MCOs](#). **The initial draft of the IDP should be completed within four weeks after orientation ends.** See the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm> for samples and additional guidance on writing the IDP. **[Note: This Web site is only available on the USAID intranet.]**

New employees should record all training, including rotations, in their IDPs. To develop the skills articulated in their IDPs, new JOs primarily:

- Attend both formal and informal, and limited on-the-job training while in Washington, followed by:
- More extensive on-the-job training and additional training as required at their Mission of assignment.

*OHR encourages all new employees to communicate early with their future field supervisors regarding their overseas work assignment. [This will help](#) JOs in planning work assignments, training, and rotations so that they are as well prepared as possible for their [training tour, and will help identify any skill gaps that may require additional USAID-specific orientation or training for an MCO.](#)

Once overseas, the new employee will work with his or her assigned Mission Supervisor to refine and update the IDP. Some Missions may develop their own training plans (for

example, the new employee checklist), which incorporate information contained in the new employee's IDP. (For a sample new employee checklist, see Attachment A, page 13, of USAID/Peru's Mission Order or USAID/Uganda's Mission Order on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>.) **[Note: This Web site is only available on the USAID intranet.]**

The supervisor's job is to help new employees assess their competencies and identify what they must do to develop them against the Skill areas listed in the FS Skills Matrix. The IDP is an evolving document dependent on the identified training needs and the intersection of training opportunities to meet those needs.

***C. Training**

*After orientation, new employees proceed to their home offices, initiate the first draft of their IDP, **work with their supervisor to** establish an Annual Evaluation Form (AEF) Work Plan, and start their work plan. (See section IV, JO Evaluation and section V, MCO Evaluation, for additional information on the AEF process.) All new employee training (on-the-job, formal, and e-training) should be focused on gaining proficiency in technical and Agency core skill sets required for the Career Candidates to be successful in their specific skill category (backstop).

It is important that, to the extent possible, the new JO attain a balance of both technical and Agency core skills during the limited time spent in Washington in order to provide a base foundation for training at post.

Depending on language training needs, new employees may spend up to an additional six to nine months in Washington, and then proceed to post shortly after completion of language training.

1. Rotations/On-the-Job Training – Junior Officer (JO)

See

http://developedia.usaid.gov/wiki/index.php?title=DLI_Rotation_Opportunities for a list of potential JO rotations.

[Note: This Web site is only available on the USAID intranet.]

*Supervisors work with their assigned new JOs to ensure that the employees undertake effective and appropriate rotations. The purpose of rotations is to attain required knowledge, skills, and abilities, and to establish professional networks. In general, there is only time for new employees to complete a maximum of two rotations while in USAID/W. These are best done in specific areas of their backstop; for example, **Career Candidates in the Program Officer backstop** should rotate in the Regional Program Office and with a USAID employee who covers a specific country or countries (the "desk" officer). Supervisors can arrange "mini" informational rotations of several days in areas considered important **to the new employee's overseas assignment.**

During the rotations, assigned tasks should emphasize strengthening weak points, rather than taking advantage of the employee's current expertise and knowledge.

JOs with significant prior USAID experience (for example, JOs who worked in USAID/W as direct-hire, Civil-Service employees, or at overseas USAID Missions as U.S. Personal Services Contractors or as Foreign Service Limited employees) may not be required to participate in Washington rotations except for "gap-filling" training needed for professional development. OHR makes this determination on a case-by-case basis, in coordination with the Backstop Coordinator.

At times JOs, their supervisors, or Mission staff may identify a unique rotation or on-the-job training opportunity that would require the new JO to travel to an overseas Mission on temporary duty (TDY). See **Section 4 below** for further discussion of these opportunities. (Guidance regarding USAID/W funding for such rotation opportunities can be found at <http://inside.usaid.gov/HR/fso/dli.cfm>.) **[Note: This Web site is only available on the USAID intranet.]**

2. Rotations/On-the-Job Training – Mid-Career Officer (MCO)

Depending on identified training needs, an MCO may participate in rotations as described in the JO Rotations/On-the-Job Training section above. However, rotations will not be required of many MCOs. Mid-Career Officers are expected to place priority on carrying out the duties of the positions to which they are assigned while completing only "gap-filling" training needed for their professional development.

***3. Formal Training, Including Technical and Online Training**

OHR is responsible for managing all core training requirements for career candidate employees. The responsible B/IOs manage backstop-specific technical training. Each employee is responsible for preparing the necessary enrollment documents for all training. New employees should consult their supervisors and AMS staff in their home office for information on the process for completing and approving training requests.

OHR has identified a curriculum of required courses for new employees. The current list of required courses with instructions for enrolling can be found on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

Training plans are meant to meet the needs of the new employee and the assigned Mission. To that end, OHR offers the Programming Foreign Assistance, Program Design and Management, Contracting Officer's

Representative/Assistance Officer's Representative (COR/AOR), and Supervisory Skills courses both in Washington and in the field.

*Decisions about when to take each of these courses are based on the length of time needed to identify an assignment as well as the needs and schedules of the individual employee and the Mission to which he or she will be assigned. Therefore, timing of training will vary among the new employees. Some will take most of these courses after arriving at post. Others will complete some of the courses, particularly the Programming Foreign Assistance training, before departure to their assigned Missions. In certain cases, **when assignment decisions are delayed or when so directed** by the Backstop Coordinator **and/or** the Mission supervisor, the new employee may complete all of these courses before departure.

Agency core courses and many Bureau technical courses can be found at the USAID University intranet at <http://inside.usaid.gov/HR/university/index.cfm>.

Note: Users need a password to log in to the USAID University. Instructions for obtaining a password and logging in are found at the bottom of the "Welcome to USAID University" link on the home page.

A link to course schedules can also be found on the USAID University homepage at <http://inside.usaid.gov/HR/university/courseSchedules.cfm>. **[Note: This Web site is only available on the USAID intranet.]** This information is updated on a regular basis.

When registering for courses at USAID University, note that supervisors must give online approval before registrants can take a course. For registration for overseas regional course offerings, the new employee must complete the online registration **no later than 45 calendar days prior to the course start date** to allow for finalization of arrangements, including shipment of course materials.

With respect to non-language, backstop-specific training, new employees should work with their supervisors, Backstop Coordinators, and Bureau technical offices to identify training. The current list of required and recommended training for all backstops may be found on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

For courses that are not required, individual Bureaus and relevant Independent Offices must request funding for training from the Agency DLI/Career Candidate Coordinator while the new employee is posted to Washington. The Training Advisor and Budget Analyst must review the request, and the Agency Coordinator must give his or her approval.

Upon approval, OHR notifies the technical office in the requesting Bureau that funding has been transferred for the training. The technical office in the Bureau is then responsible for processing training requests and sending notification of completion of courses to OHR's Training and Education Division.

***4. Unique Rotation/Training Opportunities**

*At times JOs, their supervisors, or Mission staff may identify a unique rotation or training opportunity that would require the new employee to travel to an overseas Mission or training site in the United States on temporary duty (TDY) while still in Washington. Funds to support this travel can be requested from the DLI cost center; however, such TDYs will only be approved in exceptional circumstances. The proposed TDY must provide a unique opportunity for learning that the new JO cannot gain either in Washington or during the first directed assignment. The request must have a strong justification that the specific FS Skills and competencies the employee will gain cannot be provided by the B/IO or the training mission.

*The process for requesting TDY funds for such training opportunities is:

- *The new employee must prepare an action memo in consultation with his or her Washington-based supervisor and the supervisor at Post. The action memo must describe in detail the proposed TDY and how the training will contribute to the new employee's skills as listed in the IDP.
- *The memo must also contain discussion of why the TDY is a unique rotation or training opportunity that cannot otherwise be obtained.
- *The action memo must attach a budget, a copy of the new employee's IDP and training calendar showing the TDY; and confirmation from the mission that the TDY is approved, including identifying who will mentor the JO during the TDY.
- *The memo must be reviewed and signed by the Backstop Coordinator.
- *The memo is then submitted to the Training Coordinator and Budget Analyst for their review.
- *The new employee makes any changes required and resubmits the memo for final review and possible approval by the Agency Coordinator who makes the final decision.
- *If approved, the Budget Analyst transfers funds to the B/IO budget.

*TDYs for MCOs for training are approved only in very exceptional circumstances, since MCOs enter duty with USAID with the required skills and need only USAID-specific training to fill gaps in their knowledge. If an exceptional opportunity that will not be available to the MCO at post is identified, the MCO follows the procedure outlined above.

*The criteria for approving such TDYs and a sample action memo can be found on the OHR 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.]

***5. Language Training**

*USAID's Foreign Language Program strengthens the ability of employees to implement USAID's programs as mandated by Congress. The Agency DLI/Career Candidate Coordinator and respective Bureaus make every effort to ensure that Career Candidates meet language requirements prior to leaving for post.

The USAID Foreign Language Program objectives aim to ensure that:

- a. Career candidate employees meet language requirements for tenure; and
- b. Overseas Language Designated Positions (LDPs) are staffed with employees who meet position language requirements.

*If OHR/FSP determines that a Career Candidate does not already meet one of these objectives, the employee must complete foreign language training prior to departing for the initial assignment. Language training is provided at the [Foreign Service Institute](#) or a USAID-contracted training facility. Language training for tenure for all Foreign Service Career Candidates should **not** be postponed, curtailed, or interrupted. Thus, USAID expects that the new employee will only take leave before language training begins or after language training has been completed, not during.

*Should an exceptional or emergency circumstance occur during language training, a request for leave may be granted. The employee must obtain the approval of his or her supervisor/leave approving official, following the procedures in [ADS 480](#), Leave. The Chief, OHR/FSP, must also approve.

Generally, the determination of which language is to be studied or whether a Career Candidate requires language training involves multiple factors:

- a. Language designation of positions at post;
- b. Languages the Career Candidate previously studied;
- c. Self-Assessment of proficiency in languages; and
- d. Language spoken in the country to which assigned.

*To meet language tenure requirements, Career Candidates must achieve an FSI-tested proficiency of S-3/R-3 for French, Spanish, or Portuguese. For tenure

qualification for other languages on USAID's [language tenure list](#). Career Candidates must achieve an FSI-tested proficiency of S-2/R-1 or S-2/R-0, depending on the language. The proficiency requirements for Language Designated Positions are provided on the Major Listing of Positions and its Updates during the Foreign Service Assignment Cycle.

The language requirement for tenure is mandatory and cannot be waived. Failure to meet the language requirement is cause for not being tenured. It is important to note also that appointments will not be extended beyond five years to assist career candidates in meeting their language requirements for tenure.

OHR/FSP staff will register employees for training and testing in a USAID-useful language until each employee:

- a. Achieves the tenure requirement; or
- b. Achieves the required level of proficiency in the designated language; or
- c. *Exhausts the allotted training time (**not to exceed 40 weeks**).

*OHR/FSP staff schedule and provide funding for training in Washington. Employees must submit online an [SF-182, Request, Authority, and Certification of Training](#). Please note that OHR/FSP schedules tests at FSI at least 3 weeks before a test date. Since the test schedule is normally full at FSI, a testing team will only wait 10 minutes past the scheduled time for an examinee to arrive. Employees must notify OHR/FSP of an appointment cancellation or an appointment that needs to be changed enough in advance to enable OHR/FSP to give FSI 24 hours' notice of the requested change; otherwise, USAID will be charged for the testing appointment.

*USAID provides each Career Candidate a maximum of 40 weeks of language training to achieve the proficiency required for tenure or a Language Designated Position. Not all employees are projected to require the full 40 weeks; the training generally can be completed in 24-36 weeks or less, depending on the student's prior proficiency. FSI provides each student an estimate of the amount of training that he or she will need to achieve the required proficiency, based on FSI's standards for each language category (see page 157 of FSI's [course catalog](#) for the current standards).

*During language training, FSI conducts progress reviews at intervals of six weeks to determine whether the employee is on track for meeting the required proficiency level. FSI prepares these progress reports regularly and the employee (student) signs them and receives copies from FSI. If FSI determines that the student may have difficulty reaching the required proficiency level by the

end of 40 weeks, FSI will advise both the student and OHR/FSP. Students may be allowed additional training up to 40 weeks; after 40 weeks OHR/FSP will terminate training.

*FSI performance standards and retention/termination criteria are applicable to all employees assigned to full-time language training at FSI. Similar periodic reviews are applied to employees trained in USAID-contracted training facilities to determine retention/termination for marginal students.

*USAID will pay for a maximum of 40 weeks of language training for tenure (other than the Post Language Training Program) and for **FSI language testing** only. Any additional expenses (including but not limited to language instruction, travel costs, living expenses, and leave) must be paid by the employee.

*Career Candidates who do not achieve the required language proficiency for tenure in 40 weeks must sign a Language Training Policy Memorandum of Agreement (MOA) confirming that additional language training for tenure purposes will be at their own expense. (However, all employees can and are encouraged to participate in the Post Language Training Program if it is available.)

*Employees who have not achieved language proficiency for tenure cannot proceed to post without Mission approval and signature on the MOA. See http://inside.usaid.gov/HR/fso/dli.cfm#CP_JUMP_32897 [Note: This Web site is only available on the USAID intranet] for a sample Language Training Policy MOA. The original of the MOA is retained by the FS Staffing Specialist with copy to the employee, the Mission, and the employee's work file. (Note that USAID's policy is that Candidates not go to post without having achieved language proficiency for tenure; Candidates should be carefully advised of the implications of a decision to go to post without the required language proficiency.)

*On an exceptional basis, OHR/FSP may authorize an employee an additional amount of USAID/W funded language training (beyond the maximum of 40 weeks) for a documented compelling personal or compassionate reason or for a critical foreign policy need of the Agency. In such a circumstance (such as serious illness of the employee or immediate family member), the employee must notify his or her supervisor and the Chief, OHR/FSP, in writing if possible, of the emergency and need for additional language training. When the employee is ready to resume training, he or she must obtain from FSI or the USAID-contracted language facility, as appropriate, an estimate of the amount of additional time necessary to meet the language requirement. The employee then submits the estimate along with documentation of the reason for the request to the Chief, OHR/FSP, for approval.

*Lastly, FS employees may receive language incentive payments if they have a current (within the last five years) FSI-tested proficiency of S-3/R-3 or higher in an incentive language of the post to which they are assigned. **The current list of USAID Incentive Languages is available at <http://notices.usaid.gov/notice/22376>. [Note: This document is only available on the USAID intranet.]**

D. Assignments

1. Determining Assignments – Junior Officers (JOs)

The Agency Career Candidate/DLI Coordinator, in consultation with Regional Bureaus, field Operating Units, and technical offices, determines a JO's first tour, directed assignment overseas. Information the JO provides on professional experience, language capabilities, and other personal factors that might affect assignments is usually considered.

The goal is to assign entry-level employees to well-staffed Missions (both bilateral and regional) with experienced employees who can develop and supervise assignments, mentor, and evaluate the progress of the JOs. Initial assignments are based primarily on Operating Unit capacity to develop Career Candidates.

***2. Determining Assignments – Mid-Career Officers (MCOs)**

*The first overseas posting for Mid-Career Officers is also a directed assignment (that is, determined by OHR). **This directed assignment follows the regular tour length of the assigned post. MCOs go for their initial overseas assignments into unfilled, appropriately graded positions (sometimes in Critical Priority Countries or countries experiencing emergencies or critical needs). MCOs may be directed to advertised positions under the following guidelines:**

- ***To Critical Priority Country positions at any time as needed.**
- ***During the Major Listing round and subsequent Updates, when no eligible career or career candidate FSO bidder has bid on the position, is technically unqualified for such a position, or has been selected for a higher priority bid.**
- ***Selecting officials must justify in writing why eligible bidders who are not selected do not meet the advertised criteria for the position.**

***MCO assignments may be at one-year, one-tour, or two-tour posts.**

While an appropriate period of orientation may be required, MCOs are not considered trainees. OHR works closely with BS Coordinators, Regional Bureaus, and Missions to identify MCO assignments.

***3. Deployment Memorandum of Agreement (MOA) – Junior Officers (JOs)**

Before a new JO is deployed to the field, Mission and Washington staff, including the new JO, collaborate to create a Memorandum of Agreement (MOA) to document the new employee's deployment and training expectations and the Mission roles and responsibilities.

The MOA also documents the Mission's understanding that the new employee is not expected to fill a vacant position and will need to complete required training. The MOA should include information from the new employee's IDP and, at a minimum, should outline the rotations, trainings, and possible Temporary Duty (TDY) rotations that the new employee may expect throughout his or her first tour. Development of the MOA should be a collaborative effort among the new employee, his or her Washington supervisor and Backstop Coordinator, and the Mission.

As soon as the new employee receives the assignment country, he or she should send the Mission Supervisor and the Mission's New FSO Coordinator the IDP. Ideally, this should be done before the Mission has begun to prepare the initial MOA. (The IDP should have been drafted within four weeks after orientation ends.)

*The new employee then consults with his or her Mission Supervisor and Backstop Coordinator to agree on the employee development plan that will form the basis for the MOA. **The Mission New FSO Coordinator or other responsible official then drafts the MOA and sends it to the new employee ideally within one month of receiving the IDP.**

The new employee reviews, signs, and returns the MOA to the Mission within one week of receiving it. (Any revisions to the MOA should be agreed upon within this week, if possible.)

*The Mission Director (or designee) then signs the final Deployment Memorandum of Agreement and forwards it with a budget and Action Memo to USAID/W for review by the OHR Budget Analyst and final approval by the Agency Career Candidate/DLI Coordinator. **Remember, each MOA must be signed by the Career Candidate Officer before sending back to USAID/W!**

The OHR Budget Analyst sends copies of the executed MOA back to the Mission and to the Bureau AMS Employee and Controller within one week of receipt of the returned MOA. Ideally the MOA approval should be completed four to six months prior to the Career Candidate's arrival at post. For help in preparing your MOA, see the Memorandum of Agreement Checklist on the OHR Web site at

<http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]

The Memorandum of Agreement should contain the following information:

- A clear delineation of the responsibility of the Mission supervisor to support the employee's Individual Development Plan (IDP) and the Agency's annual evaluation process;
- Identification of the new employee's USAID Mission coach or mentor and their responsibilities;
- Identification of the new employee's responsibilities;
- Delineation of the new employee's support budget for the duration of the assignment; and
- *Illustrative training and rotation plan to justify the funding requested. (Be sure to consult the list of required and recommended courses for all Career Candidates and by Backstop at <http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]

***NOTE:** New employees do not control funds transferred to their Missions to support training and other costs associated with their assignments. Once the employee begins his or her assignment, those funds become part of the Mission's overall Operating Expense (OE) budget controlled by Mission management. The Mission will fund all required trainings for which funding was requested in the Deployment Memorandum. Note, however, that the Mission may not be able to allocate funds for a new employee to make up a mandatory training offered at post that he or she has missed (for example, by scheduling annual leave during a time when the Mission offered the training). Further, training availability sometimes changes over time; if a particular required training is not available, it is no longer considered required for completion of the program.

Refer to the sample MOA on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm> for an example of a deployment and training MOA. [Note: This Web site is only available on the USAID intranet.]

***4. Deployment Memorandum of Agreement (MOA) – Mid-Career Officers (MCOs)**

Mission and Washington staff members collaborate to prepare the Memoranda of Agreement for Mid-Career Officers (MCOs) in much the same fashion as for JOs. Although MCOs in their first assignment may be provided some additional orientation or training on Agency-specific policies and operations, the text of the

MOA will not include a training and rotation plan. MCOs are expected to carry out the duties and responsibilities required of the position they fill as soon as practicable.

There are two different program support scenarios for an MCO's first assignment. These depend upon whether the MCO is assigned to an existing position that is already in the Mission's staffing plan, or will be one of the very small number of new permanent FSO positions created under the DLI in key backstops in which the Agency has a critical shortage of mid-level personnel. The appropriate scenario will be described in the MOA.

Scenario 1:

***When an MCO is to encumber** an existing position, the MOA should provide only for the **agreed-upon** additional orientation or Agency-specific training that the MCO will need to **perform the functions of the position** at post.

Scenario 2:

***When an MCO is to encumber** a new position, the DLI program support costs should include full, standard, overseas support costs. This applies both to a new position that is unfunded but validated and to a new position established in consultation with AFSA to meet a critical Agency need for which no qualified regular FSO is available. Support costs should also include the agreed-upon appropriate Agency-specific orientation or training required for the MCO at post.

While the MOA for MCOs utilizes the same template, format and process as the JO MOA, the references to JOs in the template should be deleted, and the MOA template should be customized as above. (See the sample MOA template on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>.) **[Note: This Web site is only available on the USAID intranet.]** The Mission Director (or designee) signs the MOA and forwards it to USAID/W for the OHR Budget Analyst's review and the Agency DLI/Career Candidate Coordinator's final approval.

5. Eligible Family Members (EFMs) and Members of Household (MOHs)

Information on Eligible Family Members can be found in the Foreign Affairs Manual (FAM) at [3 FAM 7121](#). Information on Members of Household can be found at [3 FAM 4180](#) and also at [12 FAM 442](#). See also [ADS 436, Foreign Service Assignments and Tours of Duty](#), and Agency Notice 1070 at <http://iapp1.usaid.gov/notices/notDetail.cfm?msgid=19433&currmo=10&curryr=2010&prevnext=no> for information on assignment of Foreign Service couples (including both married and same-sex domestic partners). **[Note: This document is only available on the USAID intranet.]**

3 FAM 4180 defines MOHs as “those persons who have accompanied or join an employee assigned abroad and who the employee has declared to the Chief of Mission are part of his or her household, who will reside at post with the employee, and who are other than legitimate domestic staff. MOHs do not include those persons who are ‘family members’ or ‘eligible family members’ within the meaning of the FAM.” For additional information, see the MOH Resource Guide on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

***E. Departing for Post**

New employees should communicate as closely as possible with their post of assignment prior to departure. Typically, the Executive Officer or Mission DLI/New Entry FSO Coordinator at a post initiates contact with newly assigned staff to share critical information on

- Travel to post,
- Housing,
- Schooling for dependent children,
- Spousal employment opportunities, and
- Medical services and other relevant information.

If this does not happen, the new employee should initiate contact. New employees should also communicate with their supervisor at post to begin discussing their MOA, as noted in paragraph II.D.4.

PRIOR TO TRAVEL, THE NEW EMPLOYEE MUST ALLOW SUFFICIENT TIME TO UNDERTAKE AND COMPLETE THE FOLLOWING STEPS NECESSARY FOR OBTAINING A TRAVEL AUTHORIZATION:

1. Once the country of assignment is determined, the new employee meets with his or her OHR staffer in the Foreign Service Personnel Division to discuss the timeline for departure to post.

The staffer will prepare the travel authorization (TA) and explain the range of benefits and allowances that are available when a Foreign Service employee transfers to an overseas assignment.

A TA is the official document that funds

- The travel to post,
- Diplomatic passports,
- Visas,
- Storage of household goods,
- Shipment of air and sea freight, and

- A personal vehicle for the posting.

OHR staffers usually prepare TAs approximately four to six weeks prior to departure.

2. OHR prepares TAs contingent on written Mission approval and assurance of funds availability to cover the travel and shipping arrangements. **The new employee should verify with the Mission that it has sent the required approval to OHR.**

3. After preparing the TA, the OHR staffer sends it to the USAID Travel Office for processing.

4. The new employee may begin making travel and shipping arrangements even while awaiting issuance of the TA. The new employee should contact USAID's contracted travel management center (TMC) to make tentative reservations. (Tickets will not be issued until the contracted TMC receives the approved TA – see #6 below). Information about booking travel may be found on the USAID intranet at:

<http://iapp1.usaid.gov/notices/notDetail.cfm?msgID=18243&currmo=3&urryr=2010&prevnext=no>. For more information about arranging official travel see the guide "Arranging Official Travel and Hotel" on the OHR Web site at **<http://inside.usaid.gov/HR/fso/dli.cfm>**. **[Note: This Web site is only available on the USAID intranet.]**

5. New employees and any eligible U.S. citizen family members listed on the employee's travel orders must have a diplomatic passport. The new employee may want to initiate the process to obtain the diplomatic passport immediately upon receiving his or her post assignment. (See the [Classified VPS Web site](#) for guidance on obtaining diplomatic passports.) The passport process can take four to six weeks for routine requests (possibly longer during the heavy transfer season between May and October).

The employee must return the completed application(s) for processing by Classified Visa and Passport Services in the USAID Travel Management Center, located in room C1-7 on the concourse level of the Ronald Reagan Building. The transaction fee for passports and visas is a separate authorization included on the assignment-to-post TA.

Note: the new employee may be required to pay upfront for the cost of the passport (and visas, if there is a concern about the time required to obtain visas) and request reimbursement on the travel voucher if the TA will not be ready in sufficient time.

6. New employees must pick up the completed TA from their OHR staffer and deliver it to the USAID Travel Agent. The completed TA allows the USAID Travel Agent to issue the tickets.

7. New employees must work with the Office of Management Services/Travel and Transportation Division (M/MS/TTD) to arrange for packing of their household goods, shipping them to post, and storage of those goods left in the U.S.

The Travel Office will assign a moving contractor for these tasks and can provide guidance for employees on specific transportation related questions. A pack-out can be scheduled without a Travel Authorization (TA); however, the final TA must be provided **five days** prior to the actual pack-out date.

The employee is responsible for contacting and making the arrangements with the moving contractor. During the summer season (May 1st to September 30th), employees need to make pack-out arrangements six to eight weeks in advance of their departure date.

Typically, employees pack one to two weeks prior to actual departure. USAID authorizes a per diem for employees and family members to cover up to 10 days of temporary lodging prior to departure to accommodate them once their household goods are packed.

Note that the authorized funding through the TA for lodging must be in place, and the packer must have all the necessary documents issued by the Travel Office to pack, store, and ship household goods.

Read the guide, "It's Your Move," prior to packing! The guide is available on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.] Please also note that this booklet was created for Department of State employees; therefore, some of the information it contains, particularly on shipping allowances and transit times, does not apply to USAID employees.** Questions on Transportation Regulations should be referred to the respective USAID Transportation Specialist for further guidance/clarification.

***8.** The new employee should also contact his or her Transportation Specialist in M/MS/TTD to assist in scheduling the move. **The names and contact information for USAID's Transportation Specialists can be found at <http://inside.usaid.gov/M/MS/TTD/whoswhointt.htm>. [Please note: This Web site is only available on the USAID intranet.] Contact should be made at least four to five weeks before departure (six to eight weeks if the departure is between May 1 and September 30).**

In most instances, employees may ship one personal vehicle to post as authorized by the TA. The new employee will need to coordinate arrangements with the Travel and Transportation Division to have the vehicle shipped to post.

9. *Employees and dependents must have a valid medical clearance in order to depart for post. Employees should initiate the process for obtaining medical clearance for themselves and their families a full four months (at a minimum) before departing for post. Employees should have the State Department Medical Unit confirm their medical clearance and forward it to their OHR specialist. Answers to frequently asked questions about medical clearance can be found at <http://careers.state.gov/fags/fags-wiki?func=byKeyword;keyword=Medical%20Clearance>.

A comprehensive checklist of all the steps to be completed before leaving for post can be found at the “Getting to Post” guide on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]

III. Mission-Based Activities (Junior Officers Only)

The guidance in this section does **not** apply to Mid-Career Officers (MCOs). Most MCOs fill existing vacancies, often in critical priority countries, and do not encumber training positions. (MCOs can, however, complete training identified in their Individual Development Plan/Memorandum of Agreement.)

The new Junior Officer (JO) works with his or her Mission Supervisor of Record to refine the two-year Individual Development Plan (IDP) or incorporate it into the Mission’s own training plan for new employees.

Mission management must ensure that JOs have the opportunity to implement their training plans through rotations to other offices and through formal training, including online and flexible on-the-job training.

To gain a comprehensive understanding of how the Agency conducts its business, as well as how to operate in a Mission environment, the new employee should be exposed to multiple Mission functions and responsibilities. (For more information, see Section IV below about Work Objectives.)

***A. Rotations/On-the-Job Training**

Overseas, the bulk of the training and learning for new JOs is through well-programmed on-the-job training and/or rotations in various Mission offices. Flexibility should be built into the rotations. *It is important that JOs be assigned rotations to offices that have activities underway from which the JOs can gain requisite skills and competencies. In many instances, JOs will gain these skills and competencies in offices outside their typical assignments.

For example, a Career Candidate in the Program Officer backstop might work on an Operational Plan while in the program office and participate on a Technical Selection Panel while in the technical office.

Similarly, a Career Candidate in a technical backstop could work on a large strategic Scope of Work in a technical office and sit in on a contract negotiation during a rotation to the Contracting Office. A new employee in a technical backstop might also work on a pipeline analysis of the home technical office's portfolio while in the Financial Management Office.

Recognizing that new JOs assigned to smaller Missions might not be exposed to broad technical and support office portfolios, OHR suggests that these employees complete rotations to regional support Missions where they could rotate through offices such as Contracting, Executive, and Financial Management. Conversely, new JOs assigned to large or regional Missions might benefit from exposure to operations at smaller posts. While new employees may request and propose temporary duty (TDY) opportunities to other USAID Missions, all TDY requests must be coordinated through the supervisor, the Mission DLI/New FSO Coordinator, and the Mission front office.

Regular feedback sessions among the JO, the supervisor, and the Mission DLI/New Entry FSO Coordinator are essential to the training process. The sessions should be frank. Some Missions have found it useful to schedule a one-on-one between the JO and the Mission DLI/New Entry FSO Coordinator at least once per quarter. Such interaction provides an opportunity for the Mission DLI/New Entry FSO Coordinator to review the JO's performance and solicit the employee's views on the training experience.

Missions have found the following practices useful for structuring JOs' rotations and on-the-job training:

- Meetings: New JOs have attended country team meetings and staff meetings of other offices and have accompanied the Supervisor of Record to as many of his or her meetings as possible.
- Mission Front Office: JOs have shadowed the Mission's Director and Deputy Director from time-to-time, and reviewed executive correspondence (with the exception of personnel and other sensitive matters). JOs have also attended front office meetings and traveled to site visits with the Director or Deputy Director.
- *Contacts with Implementing Partners and Host Country Counterparts: JOs have attended meetings with these players, when appropriate, and in some cases have been embedded with implementers and host government ministries for an "outside" perspective on USAID work (see examples below).

- ***Other External Partners:** Some USAID Missions have arranged JO rotations at the U.S. Embassy, other U.S. Government agencies at post, or with other donors. New employees could also gain useful experience through rotations on capacity building and alliance building teams or other types of cross-cutting efforts to meet Agency objectives. **These are some examples:**
 - ***A Health JO might be placed at a Ministry of Health for a period of time to work on a malnutrition strategy that would involve donor assistance.**
 - ***A Democracy & Governance JO might be placed at the office of another bilateral or multilateral donor for several weeks to work on a conflict mitigation project that complements a USAID conflict mitigation activity.**
 - ***An Environment JO might be assigned to a mining company for a short period to work on a public-private partnership with USAID.**
 - ***A Financial Management JO might be placed at the host government's auditing office to help establish procedures for auditing NGOs.**

***Rotations such as these must be approved by the JO's supervisor, the USAID Mission Director or designee, and must be cleared by GC (either RLA or AID/W as appropriate). The Regional Security Office should also be consulted to determine whether security implications or concerns exist.**

It is important to recognize that new employees can hone their skills in many different ways and should be given a variety of opportunities to undertake initiatives that will increase their learning (such as organizing brown bag sessions, working with Congressional delegations, and assuming other specific post responsibilities).

Finally, on-the-job training, particularly during the JO's second year, should include the opportunity to gain direct experience in managing USAID activities in both technical and support backstops. This could include serving as an alternate COR/AOR or other types of duties depending on the learning objective.

B. Formal Training

Any required and recommended training must be included in each new employee's updated IDP and the Memorandum of Agreement.

USAID expects JOs to take Agency training courses during their Mission training, as part of their skill building effort, and to prepare them to take on the full range of FSO duties after their first overseas tour.

Other required formal training courses should be built into the new employee's training plan while at the Mission. The Mission should include funding for these courses in the

new employee support-cost budget the Mission submits to the Agency Career Candidate/DLI Coordinator.

The USAID Office of Human Resources Training and Education Division (OHR/TE) provides a wide variety of e-learning courses through USAID University's Learning Management System. More than 2,500 courses are available to Agency employees at no cost. (See <http://inside.usaid.gov/HR/university/index.cfm>.) [Note: This Web site is only available on the USAID intranet.]

***C. Unique Rotation/Training Opportunities**

*At times JOs, their supervisors, or other Mission staff may identify a unique rotation or training opportunity that would require the JO to travel to another USAID Mission or training site in the United States on temporary duty (TDY) from their overseas directed assignment. These opportunities should be combined with other training opportunities for cost effective purposes and the use of alternative lodging accessed whenever possible.

*For example:

*A Junior Officer is in the second year of the overseas assignment in the Dominican Republic. The JO is recommended to enroll in the A&A 104 course in Dakar, Senegal rather than San Salvador, because a follow-on TDY opportunity with the Regional Food for Peace Office in Dakar has been identified for the JO to learn PL 480 Food Aid Program Management. The Supervisor XXX Chief notes that the TDY is a **critical learning opportunity** for the JO since exposure to emergency and non-emergency food aid programming is an **essential Skill area for BS-76 officers** to master given the frequent assignment of these officers to conflict, complex emergency, related Humanitarian Assistance portfolios.

*The USAID/Senegal mission has confirmed the availability of a guest apartment for the JO's lodging in Dakar to offset MIE costs associated with the TDY. The opportunity for the JO to participate in both the mandatory A&A training and the funded 3 week TDY in the same location will allow the Agency to benefit from two very valuable training opportunities with a single airline cost and build the capacity of the JO in a high priority area BS-76.

*As in the case of TDYs from USAID/W, such training opportunities will only be approved in exceptional circumstances and must provide critical competencies that the new JO cannot gain otherwise during the first directed assignment.

*The process for requesting and approving TDY funds for such training opportunities is left to Mission discretion. The following is a suggested process in use by some Missions:

- *The Career Candidate must prepare an action memo in consultation with his or her Mission-based supervisor and the Mission DLI/Career Candidate Coordinator. The action memo must describe in detail the proposed TDY and how the training will contribute to the new employee's skills as listed in the IDP.
- *The memo must also contain discussion of why the TDY is a unique rotation or training opportunity that cannot otherwise be obtained.
- *The action memo must attach a budget, a copy of the new employee's IDP and training calendar showing the TDY; and confirmation from the hosting Mission that the TDY is approved, including identifying who will mentor the JO during the TDY.
- *The memo is then submitted to the Controller and/or Budget Analyst for their review.
- *The new officer makes any changes required and submits the memo for review and approval by the Mission Director who makes the final decision.
- *If approved, the Controller and/or Budget Analyst transfers funds for travel.

***IV. Career Candidate Junior Officer (JO) Evaluation and Administrative Promotion**

(The following guidelines do **not** apply to Career Candidate MCOs, who fall under the regular Foreign Service Evaluation System as discussed in Section V.)

*During their training period, Career Candidate JOs are eligible for administrative promotion up to level FS-04. Administrative promotion and assignment to the first non-directed posting are contingent on meeting all the requirements of the FS Career Candidate Program, including most importantly, meeting all the skill standards of the JO's FS class, as well as all Work Objectives and Performance Measures. Therefore, performance appraisal is an important factor in new employees' success in USAID. JOs' performance appraisal is accomplished through an administrative review based on the Agency's AEF process (see Section IV.E below).

The JOs' administrative review and promotion cycles are not linked to the career Foreign Service performance evaluation cycle, but are based on the Entry on Duty (EOD) date of their class. Consequently, each class will be on a different administrative review and promotion cycle. The different class cycles with the AEF due dates for both the administrative review cycles and regular FS cycles are listed on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

OHR management will conduct an initial administrative review of the Junior Officer 11 months following the EOD date of the class so that a promotion (from FS-06 to FS-05 or FS-05 to FS-04) can be effective after 12 months in grade. The promotion is based on a determination that the DLI JO has met all work objectives and the skill standards of his or her FS class.

*Management will conduct the second review 12 months after the initial review (23 months following the EOD date of the class) so that a second promotion (from FS-05 to FS-04) can be effective after 12 months in grade and 24 months after EOD for those JOs who entered on duty at FS-06 and have a satisfactory rating.

*JOs who entered on duty at FS-05 and are promoted to FS-04 after the first administrative review switch to the normal April through March Foreign Service Performance Evaluation System (the same process as for MCO promotions – see [ADS 461](#) and [ADS 463](#)). Under this system, the annual Foreign Service Performance Boards (convened each summer) evaluate the performance of all eligible career and career candidate FSOs and make promotion determinations. (Eligibility for review by the Performance Board assumes that a JO has served at the FS-04 level for at least 120 calendar days by the 31st of March preceding the Performance Boards.)

*Thus, assuming satisfactory performance appraisals and entry on duty at the FS-06 level, a Career Candidate JO would receive two administrative promotions (with corresponding grade/salary increases) in 24 months.

These promotions are not automatic; the JO must have met all the skill standards for his or her class and must have met all Work Objectives in order to receive an administrative promotion. (See further discussion of promotion criteria in the sections G and H, below.)

***A. Work Objectives and Performance Measures**

*Work Objectives (WOs), Performance Measures (PMs), the [Foreign Service Skills Matrix \(mandatory AID Form 461-4\)](#), and [the Foreign Service Skills Feedback Worksheet \(mandatory AID Form 461-3\)](#) serve as the basis for evaluating a Foreign Service Officer's performance. Given the focus of time spent in USAID/W initially, new JOs should have only one OHR Mandated WO for the first performance cycle (from EOD through month 11 after EOD). This Mandatory WO is not used in the second AEF.

Mandated Work Objective: Demonstrate understanding and working knowledge of USAID programming processes and [list backstop] technical areas through completion of formal and informal trainings, e-learning opportunities, and rotations.

Performance Measures: (1) Participate in formal and informal training, including required Agency training; and (2) Complete [list backstop] technical training and demonstrate understanding of key backstop programming priorities.

*The new employee should work with his or her USAID/W supervisor to insert this OHR Mandated WO and PMs into Section 5 of his or her first Annual Evaluation Form (AEF). The AEF must also include Section 1 and Section 4, Role in the Organization. The following is a suggested outline for Section 4, which should be modified to match the new employee:

Mr./Ms. (insert name), a new Junior Foreign Service Officer (FSO) in Backstop (list backstop) joined USAID on (insert date). S/he is participating in a Career Candidate training program designed to prepare her/him to assume full FSO duties. While in USAID/W, (insert name) is assigned to the (insert) Bureau during training. S/he will then proceed to her/his first posting for the remaining two years of her/his training. In collaboration with her/his supervisor, s/he designed and initiated a customized Individual Development Plan (IDP). The IDP, based on a competency-oriented framework for new FSOs and Agency Foreign Service employee performance standards, focuses on mastering competencies, working knowledge, and skills in the following 12 areas:

1. USAID vision, goals and directives,
2. USAID strategy and policy development,
3. Activity design, implementation management, monitoring, evaluation and reporting,
4. Program budgeting and financial management,
5. Procurement procedures,
6. Backstop technical skills,
7. Human relations skills including teamwork, leadership, customer focus, human resources management, supervision, negotiations and diplomacy, and effective communication,
8. Mission structure and functions,
9. Foreign language proficiency, for tenure and assignment, if required,
10. USAID ethics standards,
11. USAID EEO policies and values,
12. Computer applications.

Mr./Ms. (insert name)'s key continuing responsibility during this rating period is to develop and make progress toward implementation of her/his training plan. Training is accomplished through formal and informal training courses and seminars, self-paced training and a two-year assignment to an overseas USAID mission. (Insert as appropriate: During this rating period, Mr./Ms. xxx will also spend time developing his/her language competency at the Foreign Service Institute.)

The AEF form must be completed within the first 45 calendar days following orientation. A sample JO initial AEF can be found on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. **[Note: This Web site is only available on the USAID intranet.]**

If relevant, the JO's supervisor at post may establish Mission-specific WOs and PMs within 45 calendar days following the JO's arrival. These additional WOs pertain to the remainder of the JO's first performance rating cycle, or to the second rating cycle, whichever is appropriate.

*For example, a JO who entered on duty in March 2010 and arrived at post in July 2010 would have at least two WOs for the first performance cycle (i.e., the Mandatory WO and one or more Mission-specific WOs established within 45 days of arrival in July 2009). A JO who entered at the same time, but did not arrive at post until January 2011 would have only the Mandatory WO for the first performance cycle (since the end of the performance period in February 2011 is fewer than 45 days after arrival at post).

*For the second rating cycle, all JOs should have a professional development-related WO instead of the Mandatory WO from the first rating cycle. They must also have at least one other WO and PM.

JOs who are still in training status after their second performance review should have WOs and PMs related to the significant trainings and rotations to be accomplished during the rating period. They should also have at least one other WO with PMs that reflect other work and accomplishments. These WOs and PMs should be based on the Foreign Service Skills Matrix and the specific tasks assigned by the supervisor(s).

WOs and PMs should be outcome-focused and reflect the major competency requirements identified in the IDP (though the IDP cannot be included as a WO). Each WO will have corresponding PMs that are objective, measurable standards that the Agency expects the JO to meet. These are normally written in terms of quality, quantity, timeliness, and cost-effectiveness. There must be no more than three WOs at any one time, and no more than two corresponding PMs for each WO.

The Agency considers the development, maintenance, and accomplishment of the overall IDP as a JO's continuing responsibility. WOs and PMs should be directly tied to tasks and rotations carried out in both USAID/W and in Missions. While foreign language proficiency acquisition does not qualify as a WO, it is appropriate to include time spent in language training under the "Role in the Organization" section of the AEF.

B. Appraisal Input Form (AIF)

The Rating Official uses an [Appraisal Input Form \(AIF\)](#) when there is an official change of Supervisor of Record for an employee within an evaluation period. The Rating Official uses an AIF whether this change is for a limited time period for a rotation or a permanent change of supervisor. (When required, the AIF is also used by current supervisors to document an employee's performance at the end of the 60-day notification period for corrective actions – see [ADS 450.3.5.1](#))

The [AIF](#) conforms to the performance plan in the AEF and documents the employee's performance during the rating cycle for periods lasting 30 days or more, including rotations. The Rating Official forwards the AIF, with optional employee response, to the employee's next Rating Official (or Administrative Officer or Executive Officer). The next Rating Official will consider and incorporate AIF information into the final AEF at the end of the rating cycle.

New employees whose AEFs are due shortly after arrival at post should ensure that their Supervisor of Record in USAID/W sends a completed [Appraisal Input Form](#) and any rotation memos to the Mission supervisor for use in preparing the AEF.

C. Rotation Memoranda

JOs spend some time while in USAID/W and considerable time while overseas in rotational assignments to other offices. These rotations align with the IDP so that the JO will attain the competencies and skills needed to be a successful career FSO in his or her backstop. The rotation memorandum sets out the responsibilities, deliverables, and skills to be addressed. All parties must agree to the scope of the assignment beforehand. For guidance on writing a rotation memo, see the sample new employee Rotation Memo on the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet.]

Rotation assignments can range from days to months. For rotations exceeding 30 days, rotation supervisors must document JOs' performance on an AIF. For rotations lasting fewer than 30 days, rotation supervisors may use the rotation memo to document JOs' performance. Remember, **when a rotation exceeds 30 days, an [AIF](#) is required instead of a rotation memo.**

***D. Mid-point Progress Review**

The Supervisor of Record 180 days following the JO's Entry on Duty (EOD) date at USAID is responsible for completing a mid-point progress review (section 6 of the AEF form). ***JOs are encouraged to take the lead as needed to schedule their mid-point progress reviews. The timing of the reviews will vary by EOD date. For example,**

***A JO who entered duty with USAID on 24 May 2009 would be rated at these times:**

- ***First rating cycle 24 May 2009 to 26 April 2010 with the mid-point review on/about November 2009;**
- ***Second rating cycle 27 April 2010 to 28 April 2011 with the mid-point review on/about October 2010; and**
- ***Third rating cycle 29 April 2011 to 31 March 2012 with the mid-point review on/about October 2011.**

***A JO who entered duty with USAID on 01 August 2010:**

- ***First rating cycle 01 August 2010 to 01 July 2011 with the mid-point review on/about December 2010;**
- ***Second rating cycle is 01 July 2011 to 01 July 2012 with the mid-point review on/about December 2011;**
- ***Third rating cycle 01 July 2012 to 31 March 2013 with the mid-point on/about November 2012.**

If a JO will depart for post before the 180 days have passed, the USAID/W supervisor should provide to the supervisor at post an AIF two weeks before the JO's departure. The supervisor at post is then responsible for preparing the mid-point progress review.

If the JO is in language training at the 180 day mark, the Supervisor of Record will document this in Section 6 of the AEF and will use any other training activities, rotations, etc., as the basis for discussing the JO's mid-point progress.

*Because the new employees' rating cycles vary from class to class and include varying periods of language training, rotations, and different transfer to post dates, supervisors may opt to deviate more than a month from the actual mid-point of the rating cycle. Supervisors should only do so, however, for a benchmark such as the completion of language training or the transfer to post.

***E. Annual Evaluation Form**

USAID uses the [Annual Evaluation Form \(AEF\)](#) to determine an employee's performance, skills, and potential. OHR retains the first two JO AEFs in the employee's Evaluation file and they become a part of the documents used by the Foreign Service Tenure Board.

It is imperative that all new employees develop a strong understanding of the nuances of the AEF process during the training program. This training program allows new employees to develop critical skills and knowledge that will be greatly beneficial when they enter the regular evaluation system.

Though not required to prepare an [Employee Statement, form AID 461-2](#), employees are strongly urged to do so and to submit one along with their AEF. Foreign Service Performance Boards place great value on the Employee Statement, and the administrative reviews (FS-06 and 05) provide a good opportunity for employees to get into the practice of preparing substantive and AEF-additive comments.

*The Supervisor of Record will conduct the initial AEF administrative review of the JO at 11 months after the EOD date of the DLI class. The second review will be conducted 12 months after the initial review. The person who is the new employee's Supervisor of Record on the last day of the rating period is responsible for preparing the 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). A complete AIF or even a draft AEF is especially necessary when a Washington supervisor is transferring responsibility to a supervisor at post shortly before the end of the rating period.

The supervisor will prepare a written appraisal of the JO's performance against Work Objectives and Performance Measures for the rating period. For this written appraisal, the supervisor uses:

- Comments from peers, supervisors, and subordinates (360-degree input),
- Rotation memos,
- The JO's self-assessment of performance,
- The mid-point mandatory Progress Review,
- Appraisal Input Forms, and
- His or her own independent assessment.

The supervisor must not include the JO's coach in the AEF process.

*Rating Officials must use the [Foreign Service Skills Matrix](#) and [Skills Feedback Worksheet](#) (SFW) 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. Rating Officials must clearly describe in the AEF the impact and results of the employee's performance relative to the Skill areas, Work Objectives, and the employee's current grade level. [ADS 461.3.6.1](#) provides guidance for Rating Officials on the use of the Skills Matrix. The Matrix consists of four Skill areas with four to five Subskills each.

*The [SFW](#) is a useful tool that guides the Rating Official during the employee feedback session. The Rating Official uses the SFW to provide performance feedback to the employee on the subskills in the Skills Matrix. It is mandatory to use at the end of the FS evaluation period and should be used as appropriate to provide feedback at other points during the rating cycle. The AC reviews the SFW only when requested by the Rating Official or employee. However, it is not part of the official rating of record.

In preparing the AEF, Rating Officials

- Must not make recommendations for promotion or tenure;
- Should discuss all four Skill areas (Resource Management, Leadership, Technical and Analytical, and Teamwork and Professionalism) in relation to the employee's rank/grade;
- Should discuss comments from peers, supervisors, and subordinates (360-degree input); and

- Show how the employee made an impact on the overall office, Mission, or sector.

Rating Officials should also discuss the employee's willingness to be innovative, take on non-traditional or hardship assignments, and take calculated risks. Raters should consult [ADS 461.3.6.2, Skills Feedback Worksheet](#) and [ADS 461.3.7, Employee Feedback Sessions](#).

JOs should receive an AEF at the end of each rating period. If a JO has not been performing under an AEF work plan for at least 120 consecutive calendar days during the rating period, he or she will receive an AIF for that period. This AIF will be used, along with any other AIFs and rotation memos, as the basis for the final AEF.

If a JO is enrolled in language training at the end of the rating period, the supervisor of record should prepare the AEF as stated above, noting that the employee was in language training for the balance of the rating period. The Mission Executive Officer or USAID/W Supervisor of Record will submit the final AEF in PDF format to OHR/FSP/SP.

Given that each new entry class is on a different AEF cycle for administrative promotions, some JOs will have gaps between their training period AEFs and their first regular FSO AEFs. Others will have a shortened period for their first regular Foreign Service performance cycle.

*For example, a JO class that entered on duty at FS-06 in January 2010 and reached FS-04 in January 2012 would fall under the regular FS Evaluation cycle April 1, 2012 through March 31, 2013, and would have a Performance Plan/AEF and a rating for that period. These employees are not required to have an AEF for the period January 1, 2012 through March 31, 2012, since that period is less than 120 days.

*A JO class that entered on duty at FS-06 in June 2010 and reached FS-04 in June 2012 would fall under the same Foreign Service rating cycle April 1, 2012 through March 31, 2013, but would have a shortened rating period from June 2012 through March 31, 2013, since there are at least 120 calendar days in the regular FS rating cycle following their promotion to FS-04 in June 2012.

F. Appraisal Committees

All JO AEFs must be established, monitored, and reviewed with support from an Appraisal Committee (AC) either at the Mission or the home Bureau. ACs provide the final quality control review before the supervisor submits an AEF to the OHR JO Administrative Promotion Panels.

The three-or-more-member AC provides an organizational perspective to the JO AEF process and ensures accuracy and objectivity. The AC can recommend changes to the AEF, but if the AC and the Rating Official cannot agree on language, the Principal

Officer of the Operating Unit (typically the Mission Director) must attempt to resolve differences. If the Rating Official and AC still do not agree, the AC may document its recommendations in the AEF, Section 8b.

The Principal Officer of the Operating Unit is responsible for establishing and determining the number of JO ACs for the unit, and the members and chairpersons of each AC. The Principal Officer is accountable for ensuring that the Operating Unit adheres to the Employee Evaluation Program (EEP) policies and procedures in relation to JO reviews and schedules.

Ideally, all AC members will have first-hand knowledge of the performance of every JO being reviewed by the committee. At least one member must be directly familiar with the work of each JO under review. Full discussion of AC duties and responsibilities and criteria for selecting AC members is in [ADS 461.3.1.4](#).

***G. Administrative Promotions**

*To expedite the administrative process for promotion decisions, an OHR JO Administrative Promotion Panel will evaluate each JO's AEFs (prior to promotion to FS-04 when Career Candidates become subject to the Performance Boards).

*OHR/FSP/SP establishes the JO Administrative Promotion Panel at appropriate intervals for each JO class prior to the first and second anniversaries of entry into the Foreign Service (see again Section IV above and to the OHR Web site at <http://inside.usaid.gov/HR/fso/dli.cfm>. [Note: This Web site is only available on the USAID intranet] for information on JO evaluation cycles). The OHR/FSP designates the panel.

Promotions are based on the Career Candidate's success in meeting work objectives and demonstrated ability against the standards of the Skills Matrix. Promotions are only granted if the JO is judged to have met all the skill standards of his or her class, as well as the AEF Work Objectives and Performance Measures.

The JO Administrative Promotion Panel determines which candidates meet or exceed the standards of their current class and deserve promotion to the next Foreign Service class. The Panel's basis for determination may include periods of language training and/or time on overseas assignments as a JO in a field Mission.

*Once JOs have attained promotion to FS-04, their 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 as described in [ADS 461](#) and [ADS 463](#)). Under this system, the annual Foreign Service Performance Boards (convened each summer) evaluate the performance of all eligible career and career candidate FSOs and make promotion determinations. (Eligibility for review by the Performance Board assumes that a JO has served at the FS-04 level for at least 120 calendar days by the 31st of March preceding the Performance Boards.)

*As per [ADS 470.3.9.3](#), the DLI JO's salary level after administrative promotion will be at the lowest rate of the class to which promoted that exceeds the employee's existing rate by at least two within-class increases. If the employee is at the maximum rate of the current class, Step 14, the salary after promotion will increase by at least four percent of the current within-grade level pay. Pay cannot exceed the rate range of the class. (See the current salary charts on the OHR Web site at http://inside.usaid.gov/HR/regulations/payadmin.cfm#CP_JUMP_31847 [Note: This Web site is only available on the USAID intranet.]

*The Administrative Promotion Panel also determines which Career Candidate JOs fail to achieve the standards of their current class (based on the FS Skills Matrix and Work Objectives and Performance Measures discussed in the AEF). **In order to ensure fair and accurate reviews, JOs' raters must closely monitor and document performance during the training period. Supervisors and raters must strive to identify problems as early as possible in the rating period and attempt to resolve performance or conduct issues before the end of the rating cycle. All such actions must be clearly documented in keeping with [ADS 461](#).**

If a majority of the Administrative Promotion Panel votes that a JO does not meet the skill standards and that performance does not warrant a promotion, then the JO is not promoted to the next grade. Dissenting voices document their perspective for the file.

*When a JO is judged by the Administrative Promotion Panel not to have performed satisfactorily, a Panel representative, in coordination with the employee's APC, documents the Panel's determination in a counseling letter to the JO with a copy to his or her supervisor. The supervisor must then counsel the employee and document in writing to the employee, with copy to the file, the corrective actions the employee must take to improve performance during the next rating period. The next opportunity for administrative promotion will be at the end of the next 12-month period.

JOs' supervisors must closely monitor and document performance (particularly in cases where corrective actions are needed) to ensure fair and accurate reviews.

*In those instances when a JO is not promoted with his/her class, review of performance during the next rating period will take place at the end of the next 12-month period as indicated above. A JO must attain a satisfactory rating at class FS-06 and FS-05 in order to be promoted to class FS-04. If a JO fails to perform at an acceptable level after three administrative reviews, he or she will be subject to the Agency's separation process (see [ADS 414.3.10](#) and its mandatory references and [ADS 450, Termination of Time-Limited Appointments – Foreign Service \(FS\)](#) for discussion of termination policies and procedures).

*The new employee's onward assignment to the first non-directed posting is based on USAID/W receipt of the required AEFs and corresponding **satisfactory reviews and**

promotion to FS-04. At that point, all Career Candidates become subject to the Agency's April through March Foreign Service performance evaluation cycle.

The 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, Foreign Service Appointments](#). Additional information about the Foreign Service Employee Evaluation Program is contained in the [Employee Evaluation Program Guidebook Part 1, Foreign Service](#).

***H. Subsequent Promotions**

*After reaching FS-04, Career Candidates' promotions occur through the Foreign Service performance evaluation system. Under this system, the annual Foreign Service Performance Boards (convened each summer) evaluate the performance of all eligible career and career candidate FSOs and make promotion determinations. (Eligibility for review by the Performance Board assumes that a JO has served at the FS-04 level for at least 120 calendar days by the 31st of March preceding the Performance Boards.)

*The Performance Boards will review AEFs and provide ratings of record (that is, "report cards") for JOs who been at FS-04 for at least 120 days as above; however, the Board will not necessarily recommend those JOs for promotion. New employees need to demonstrate performance at the higher level for a sustained period in the Mission work environment— promotions are not automatic. In addition, there are various waiting periods for promotion eligibility between classes.

*See [ADS 414.3.5](#) and [414.3.6](#) for further discussion of Foreign Service Performance Evaluation and Promotion and Tenuring. (As noted in the introduction to Section IV., above, the requirements of the Foreign Service Employee Evaluation Program are contained in [ADS 461](#) and in the [Employee Evaluation Program Guidebook, Part 1, Foreign Service](#). The Foreign Service promotion eligibility requirements are contained in [ADS 463.3.4](#).)

V. Mid-Career Officer (MCO) Evaluation and Promotion

Although MCOs are Career Candidates rather than tenured FSOs, they fall under the regular Foreign Service Evaluation System. As such, they are evaluated on the same basis as other USAID Foreign Service Officers. (See links in Section IV.H, above for complete details.) Because MCOs are ranked with other USAID Foreign Service Officers, MCOs must:

- Have an Annual Evaluation Form (AEF) Performance Plan with Work Objectives and Performance Measures within 45 calendar days of the conclusion of their orientation;
- **Not** have a Mandatory Work Objective or any Work Objective that refers to training; and

- Ensure that the Work Objectives and Performance Measures contribute to the work of the organization.

In other words, gaps are identified in the employee's Individual Development Plan and/or Memorandum of Agreement, not in the Performance Plan.

While required trainings and work assignments might be identified to help enhance the MCO's competency, the initial Supervisor of Record and the MCO should work closely to develop a Performance Plan that will allow the MCO to gain knowledge and skills while performing his or her job. The Supervisor of Record should ensure that the Performance Plan is at a level that will allow the MCO's performance to be ranked against others in his or her backstop and grade level.

If the MCO is still in USAID/W when the end of the rating period occurs, and the individual has been working under the Performance Plan for at least 120 days, the Washington supervisor will complete an AEF.

Just as for other Foreign Service Employees, if the MCO transfers to an overseas assignment before the end of the rating period, the initial supervisor forwards a completed [Appraisal Input, form a400-1B](#) to the supervisor at post for use in completing the MCO's AEF at the end of the rating period.

While a Foreign Service employee is not required to have an AEF for a period of less than 120 days, USAID encourages documentation of performance through Appraisal Input Forms or other means during such periods. This is helpful in making Missions and others aware of the MCO's performance; the MCO may not be proficient in USAID procedures upon arrival at post and will need continued guidance. The promotion policies for MCOs are contained in [ADS 463](#), Foreign Service Boards.

VI. Completion of the Career Candidate Program

Career Candidate JOs are considered to have graduated from the program when they have been promoted to FS-04 and have served their first 24-month directed tour of duty. (Note that first tours for some JOs might be more or less than 24 months depending on the date of the DLI JO's onward assignment or if promotion to FS-04 has been delayed).

Since MCOs are generally assigned to existing positions and immediately function as part of USAID's normal performance management system, they do not "complete" the program but proceed to their first overseas assignment when they are ready.

***VII. Extensions and Curtailments**

The following are the procedures for requesting an extension or curtailment of the directed assignment. (See [ADS 436.3.11.5](#) and [436.3.11.6](#) for full discussion of the policy regarding overseas tours.)

1. The Office of Human Resources (OHR) must process all requests or notifications for an extension or curtailment of a JO's training tour. Requests should be referred to the appropriate Staffing Specialist within the Foreign Service Staffing Branch (OHR/FSP/FSS).
2. *Consistent with [ADS 436.3.11.5b](#) a tour may be extended for up to three months by Mission management without OHR's approval. The Mission must notify OHR/FSP/FSS before such an extension so that the extension can be taken into consideration in planning for training and onward assignments.
3. *Consistent with [ADS 436.3.11.6](#), overseas tours may be shortened (curtailed) for programmatic reasons as identified by the Mission, or for personal, compassionate reasons of the employee. The Mission Director can approve employees' requests to shorten a tour by 30 calendar days or less. The Mission Director must notify OHR/FSP/FSS before such an action so that it can be considered in planning for training and onward assignments.
4. For extension requests that exceed three months but are less than one year and curtailment requests that exceed 30 days, the Chief of the Foreign Service Staffing Branch will schedule and present the request for discussion at the next meeting of the Exceptions Committee. As part of the discussion, the presenter indicates if the request is within the timeframe to allow for proper consideration in planning for training and onward assignments.
5. The Foreign Service Staffing Specialist will communicate to the Mission the decision of the Exceptions Committee.

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