

**SUBJECT:** New Senior Leadership Model and Senior Foreign Service (SFS) Skill Areas

**NEW MATERIAL:** This Notice introduces a new USAID senior leadership model which emphasizes character, interpersonal skills, management style, values, and leadership competencies – qualities required by new demands on Agency senior management. This model describes a set of skills and sub-skills that SFS Officers and candidates for promotion into the SFS are expected to demonstrate. The skill areas and sub-skills defined in the new USAID senior leadership model are set forth in the three tables that are attached to this Notice. The three tables that present the SFS skills and sub-skills that comprise the new senior leadership model will be incorporated, as an internal mandatory reference, in ADS 463, Foreign Service Boards.

**EFFECTIVE DATE:** 10/24/2005

**ATTACHMENT:** [Core Skill Areas](#)

POLICY

USAID/General Notice  
M/HR/EPM  
10/31/2005

**SUBJECT:** New Senior Leadership Model and Senior Foreign Service (SFS) Skill Areas

This Notice introduces a new USAID senior leadership model which emphasizes character, interpersonal skills, management style, values, and leadership competencies – qualities required by new demands on Agency senior management. This model describes a set of skills and sub-skills that SFS Officers and candidates for promotion into the SFS are expected to demonstrate.

The skill areas and sub-skills defined in the new USAID senior leadership model are set forth in the three tables that are attached to this Notice. The new skills and sub-skills apply for the 2005-2006 rating period, which began on April 1, 2005, and ends on March 31, 2006. Rating officials are required to address the new skills and sub-skills in evaluating the performance of SFS officers. Section 3 of this Notice provides specific guidance to rating officials.

The three tables that present the SFS skills and sub-skills that comprise the new senior leadership model will be incorporated, as an internal mandatory reference, in ADS 463, Foreign Service Boards. Additional information and specific guidance to rating officials regarding the new senior leadership model and skills areas are provided below.

## 1. Background

USAID leaders are called upon to play increasingly complex and important roles within the U.S. Government's (USG) foreign affairs interagency community. Development is now recognized, along with defense and diplomacy, as a key element in the U.S. National Security Strategy.

The USAID White Paper, the Fragile States Strategy, and the Conflict Mitigation and Management Policy have led to five core goals for USAID. (See USAID White Paper, "U.S. Foreign Aid: Meeting the Challenges of the Twenty-First Century," January 2004, located at: [http://www.dec.org/pdf\\_docs/PDABZ322.pdf](http://www.dec.org/pdf_docs/PDABZ322.pdf).)

- Supporting transformational development
- Strengthening fragile states
- Supporting U.S. geo-strategic interests
- Addressing transnational problems
- Providing humanitarian relief

To play an effective role within a changed international and U.S. foreign policy setting with other interagency actors, USAID requires leaders whose personal qualities, management styles, and leadership competencies enable them to lead effectively in the new roles and situations they will encounter as a Senior Foreign Service Officer.

## 2. Overview of New Senior Leadership Model

This document defines a set of three SFS skill areas and twelve sub -skills which, together, comprise the new USAID senior leadership model. This model builds on the knowledge, skills, and abilities (KSAs) that USAID officers have developed and have been evaluated against during their career. SFS Officers and candidates for promotion into the SFS are expected to demonstrate these strengths.

Rating Officials must evaluate the performance of all SFS Officers in the following three skill areas:

- Leadership. Specific sub-skills: strategic vision, building coalitions and partnerships, political astuteness, and credibility.
- Management for results. Specific sub-skills: accountability for results, substantive knowledge, and problem solving.

– Team-building and interpersonal skills. Specific sub-skills: team building, developing others, exhibiting integrity and honesty, interpersonal skills, and communication.

### 3. Guidance for Rating Officials

Effective for the 2005-2006 rating period, the annual evaluations of Senior Foreign Service (SFS) officers must describe at least one sub-skill for each one of the three SFS skill areas. Rating officials are required to provide a minimum of three detailed examples, carefully selected from among the twelve sub-skills to illustrate the strengths and/or weaknesses of the SFS officer's performance during the rating period.

This Notice and attachment will be posted on the Employee Evaluation webpage of the M/HR website, which is located at: <http://inside.usaid.gov/M/HR/eep.htm>. The attachment with the new SFS skill areas may also be accessed on the Agency forms page.

**POINT OF CONTACT:** Questions regarding this Notice may be directed to William Martin, M/HR/EPM, (202) 712-0373.

Notice 1098

<b>File Name</b>	<b>Notice Date</b>	<b>Effective Date</b>	<b>Editorial Revision Date</b>	<b>ADS CD No.</b>	<b>Remarks</b>
IU4_0515_110105_cd42	10/31/2005	10/24/2005		CD 42	This IU will be cancelled once the policy and procedures in it are incorporated into ADS 463.

Iu4\_0515\_110105\_w110305\_cd42