



Functional Series [400](#)
Personnel

INTERIM UPDATE 07-04

SUBJECT: Performance Management Systems Enhancements; Mid-Cycle Reviews

NEW MATERIAL: This Interim Update details important changes in portions of the framework for both Foreign Service (FS) and Civil Service (CS) performance evaluations, institutes a new requirement that 360 feedback for all FS, CS, and Senior Executive Service (SES) employees, establishes a deadline for Civil Service mid-cycle reviews, and emphasizes the importance of raters and employees reviewing and, as appropriate, discussing these changes.

EFFECTIVE DATE: June 1, 2007

ATTACHMENTS: [USAID – Annual Evaluation Form – Civil Service](#)

[Civil Service Performance Standards Feedback Worksheet](#)

[Foreign Service Skills Feedback Worksheet](#)

[Sr. Foreign Service Skills Model](#)

[Foreign Service Skills Matrix](#)

[Diversity Checklist](#)

POLICY

USAID/General Notice
M/HR/ELR
06/28/2007

Subject: Performance Management Systems Enhancements; Mid-Cycle Reviews

THIS NOTICE SHOULD BE READ BY ALL FOREIGN AND CIVIL SERVICE DIRECT-HIRE EMPLOYEES

The Agency continually seeks to improve the transparency, value and effectiveness of its several performance evaluation systems. This Notice:

(a) details important changes in portions of the framework for both Foreign Service (FS) and Civil Service (CS) performance evaluations;

(b) institutes a new requirement that 360 feedback for all FS, CS, and Senior Executive Service (SES) employees who supervise, manage or otherwise oversee the work of other employees, including FSNs, be gathered from subordinates using a specific set of questions;

(c) establishes a deadline for Civil Service mid-cycle reviews; and

(d) emphasizes the importance of raters and employees reviewing and, as appropriate, discussing these changes.

A. Framework Modifications

In close consultation with the Diversity Council, the American Foreign Service Association (AFSA) and the American Federation of Government Employees (AFGE), the Agency has determined that its ability to efficiently and effectively manage performance requires structural and clarifying modifications to the Foreign Service and Civil Service evaluation systems. These changes are designed to accentuate the criticality of diversity-enhancing awareness and attentiveness to successful performance. Skills requirements and essential performance elements requiring focus include active support for valuing diversity and promoting employee dignity and respect. Agency objectives focusing on valuing diversity, promoting equal opportunity, and treating all employees with respect and dignity will be more straightforwardly realized through the modifications detailed below. In some cases these enhancements supplement, and in others revamp, existing performance expectations and requirements.

A "one size fits all" solution for two differently structured performance evaluation systems is not feasible in every respect. Therefore, customized changes to the following forms have been made to emphasize equal employment opportunity, diversity, supervisory leadership, and staff development obligations for both Civil Service and Foreign Service employees.

All pre-existing guidance referring to the referenced performance evaluation program documents can be found on the Human Resources website within: ADS 462, Employee Evaluation Program, Civil Service; ADS 461, Employee Evaluation Program, Foreign Service; Employee Evaluation Program Guidebook, Part 2, Civil Service, and Employee Evaluation Program, Foreign Service. This notice contains supplemental guidance.

The following five forms have been revised for the 2007/2008 rating cycle for FS and for the 2007 rating cycle for CS:

(1) CS Annual Evaluation Form (AEF), AID-462-1; (2) and (3) Civil Service Performance Standards Feedback Worksheet (CS PSFW), AID-462-2, and Foreign Service Skills Feedback Worksheet (FS SFW), AID 461-3; (4) Senior Foreign Service Skills Model, AID 461-5; and (5) Foreign Service Skills Matrix, AID 461-4.

(1) CIVIL SERVICE ANNUAL EVALUATION FORM - AID-462-1

The Supervisory/Managerial Critical Elements have been revised to read as follows:

Leadership - Leads by example and promotes respectful, cooperative and productive working relationships among individuals, including persons with cultural and individual differences. Uses financial, material and human resources effectively to accomplish the mission of the work unit. Communicates organizational goals to subordinates, delegates authority to the appropriate level, sets appropriate priorities and ensures that the work of the unit is accomplished.

Staff Development - Effectively motivates, trains and develops subordinates. Provides appropriate coaching and feedback throughout the year. Encourages two-way communications. Accurately evaluates and rewards employees' contributions to organizational unit's accomplishments. Applies Merit Systems principles for assigning work or making promotion, training and developmental assignments and award decisions.

Equal Employment Opportunity - Ensures a climate of fairness and respect for human worth in the workplace. Eliminates bias or harassment in the operating unit. Contributes to unit cohesiveness/morale. Verifies through monitoring and follow-up to assure that employees are provided appropriate accommodations, skills are fully utilized and they receive full consideration for career-enhancing assignments and promotions.

Skills Feedback Worksheets

Skills Feedback Worksheets (SFW) are intended to assist raters and employees in the evaluation process. These Worksheets form a portion of the evaluation conversation during FS and CS mid-cycle and final reviews. They are modified as summarized here:

(2) CIVIL SERVICE PERFORMANCE STANDARDS FEEDBACK WORKSHEET (CS PSFW)- AID 462-2

Supervision/Leadership under sub-skill, Leads By Example - another example bullet has been added, "Fosters the integration of diverse experience, skills, and perspectives of individuals in the work environment."

Staff Development under sub-skill, Recognizes and Awards Employee Contributions - another example bullet has been added, "Acknowledges and recognizes the contributions, unique skills, abilities and achievement of employees from diverse backgrounds and beliefs."

Equal Employment Opportunity under sub-skill, Exhibits Cultural Sensitivity - another example bullet has been added, "Actively participates in and encourages employee participation in initiatives/programs that promote diversity and equal employment in the workplace."

(3) FOREIGN SERVICE SKILLS FEEDBACK WORKSHEET (FS SFW) - AID 461-3

The sub-skill, "Cultural Sensitivity and Respect for Diversity" has been repositioned

from the skill area of "Teamwork and Professionalism" to the skill area of "Leadership." Two example bullets have been added: "Fosters the integration of diverse experience, skills, and perspectives of individuals in the work environment"; and "Takes positive steps to promote sensitivity to cultural and individual differences in the work environment."

The sub-skill, "Diversity, Equal Employment Opportunity (EEO) Knowledge and Implementation" under the skill area, "Teamwork and Professionalism" has been expanded to include, "Verifies through monitoring and follow-up to assure that employees are provided appropriate accommodations, skills are fully utilized and they receive full consideration for career-enhancing assignments and promotions."

SFS Skills Model and FS Skills Matrix

The Model and Matrix specify skills, sub-skills and competencies required for acceptable performance at the various FS and SFS levels. Each is an integral component of the FS performance evaluation process.

(4) SENIOR FOREIGN SERVICE SKILLS MODEL - AID-461-5

The sub-skill, "Developing Others" under the core skill area, "Team Building and Interpersonal Skills" has been modified. The "Values and Seeks Diversity" competency within this sub-skill has been repositioned within the core skill area, "Leadership" as a sub-skill. It is now presented as follows:

Values and Seeks Diversity

Provides constructive feedback on employee performance

Takes positive action to promote teamwork that includes diverse groups of individuals.

Promotes inclusiveness and ensures supervisors/managers fully utilize and reward all employees consistent with their levels of performance in the work environment.

(5) FOREIGN SERVICE SKILLS MATRIX - AID-461-4

The sub-skill, "Cultural Sensitivity and Respect for Diversity," within the skill, "Teamwork and Professionalism" has been repositioned within the "Leadership" skill area. In addition, the sub-skill amplification for the FS-01 (Teacher) level has been revised as follows:

Fosters the integration of diverse experience, skills, and perspectives of individuals in the work environment. Builds teams based on diversity of experience and skills. Takes positive steps to promote sensitivity to cultural and individual differences in the work environment. Takes full advantage of diverse perspectives and skills and customer input.

The sub-skill, "Diversity, Equal Employment Opportunity Knowledge and Implementation," within the "Teamwork and Professionalism" skill area for the FS-01 (Teacher) level has been revised as follows:

Ensures by example and instruction that all employees are treated in a fair manner.

Applies EEO merit principles consistently. Verifies through monitoring and follow up to assure that employees are provided appropriate accommodations, skills are fully utilized and they receive full consideration for career-enhancing assignments and promotions.

B. New "Diversity Checklist" 360 Requirement for CS, FS, and SES (AID 400-27)

A new survey form has been created as the lead vehicle for acquiring 360 degree information from subordinates for their supervisors and managers. This form must be used as a tool for gathering useful perspectives on supervisor and manager performance with respect to two core values: valuing diversity and ensuring that employees are treated with dignity and respect. The Agency is fully committed to guaranteeing that all managers and supervisors actively establish and maintain a work atmosphere marked by mutual respect and energized by leaders who work to promote and recognize each employee's development and success. This questionnaire, currently titled "Diversity Checklist," uses a rating scale and encourages employee comments to provide raters with additional information. Responses are voluntary and anonymous. Supervisors and managers remain required to receive feedback from at least two (2) subordinates. The "Diversity Checklist" is to be used to solicit that feedback and may be employed to solicit and help frame feedback from others. As always, raters should be seeking performance information from a wide variety of sources.

Because the CS performance evaluation system requires the solicitation of 360 feedback during the mid-cycle review period, the "Diversity Checklist" is to be instituted immediately for all CS supervisors and managers. The questionnaire can readily be attached to email soliciting performance feedback on all critical performance elements. As FS raters and employees approach the mid-cycle of their rating period, the "Diversity Checklist" is to be incorporated as a major centerpiece of 360 degree outreach.

C. CS Mid-Cycle Reviews Completed by End of July; FS in September

The revisions of the referenced forms and the institution of the Diversity Checklist do not interfere with the cycle of mid-year reviews. Civil Service mid-cycle reviews should be completed no later than the end of July 2007 and FS mid-cycle reviews should be completed by no later than the end of September 2007. Evaluation forms for CS managers and supervisors are to be revised as part of the mid-cycle review to incorporate the new critical element and performance standard language in Section 6.

Substitution of the new page 6 within the existing 8 page form will suffice. Alternatively, an entirely new form, incorporating revised Section 6, may be created and substituted. No change in the AEF for FS employees is required. The mid-cycle review for all FS employees and CS managers and supervisors, however, is to incorporate reference to and consideration of the changes applicable within the respective evaluation systems.

D. Substance as Well as Form

The systems and forms modifications detailed above are important advances in emphasizing the Agency's performance management expectations and molding its systems to align with expectations. Their value, however, will only be realized through careful review and consideration. The success of redirecting rater and employee attention to essential elements of quality job performance throughout USAID will depend on each rater and

each employee appreciating the importance to Agency success of their genuine and daily attentiveness to valuing diversity and ensuring that all employees are focused on job performance in a supportive, respectful work environment.

All forms referenced in this Notice will shortly be found at the HR website and are also attached to this notice:

(1) CS Annual Evaluation Form (AEF), AID-462-1; (2) Civil Service Performance Standards Feedback Worksheet (CS PSFW), AID-462-2; (3) Foreign Service Skills Feedback Worksheet (FS SFW), AID 461-3; (4) Senior Foreign Service Skills Model, AID 461-5; (5) Foreign Service Skills Matrix, AID 461-4; (6) Diversity Checklist, AID-400-27.

When completing the forms, please make sure you use the appropriate form with the revision date of June 28, 2007.

Point of Contact: Any questions concerning this Notice may be directed to: Melissa Jackson, M/HR/ELR, 202-712-1781, or Frank McDonough, M/HR/ELR, (202) 712-1826.

Notice 0692

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