



Development Leadership Initiative Reference Manual

A Mandatory Reference for ADS Chapter 459

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Development Leadership Initiative Reference Manual

- I. Roles and Responsibilities
 - A. DLI Coordinator
 - B. Supervisors
 - C. USAID/Washington Bureaus
 - D. Backstop Coordinators
 - E. Coaches
 - F. OHR Staffing Specialists
 - G. Assignment and Performance Counselors (APCs)
 - H. Counseling and Crisis Referrals Official
 - I. Missions

- II. USAID/Washington-Based Activities
 - A. Orientation
 - B. Individual Development Plans
 - C. Training
 - 1. Rotation/On-the-job training
 - 2. Formal Training
 - 3. Language Training
 - D. Assignments
 - E. Departing for Post

- III. Mission-Based Activities
 - A. Rotations/On-the-job training
 - B. Formal Training

- IV. DLI JO Evaluation and Promotion
 - A. Work Objectives and Performance Measures
 - B. Appraisal Input Forms
 - C. Rotational Memorandums
 - D. Mid-Point Progress Review
 - E. Annual Evaluation Form
 - F. Appraisal Committees
 - G. Administrative Promotions
 - H. Subsequent Promotions

- V. Annexes/References
 - A. Junior Officer Quarterly Progress Report
 - B. National Security Decision Directive (NSDD-38)
 - C. Memorandum of Agreement

This document provides information on how to navigate the Development Leadership Initiative (DLI). It is a reference document for both Junior Officers (JOs) and mid-level new hires, as well as supervisors and all those in Washington and in the Missions who supervise, mentor, and provide training to the new hires. We will update it as the Agency posts more DLI officers to Missions and establishes mechanisms to monitor and measure DLI officer progress toward achieving tenure.

For the purposes of the manual, the term DLI officers refers to JOs unless specifically indicated otherwise.

I. Roles and Responsibilities

A. DLI Coordinator

The DLI Coordinator is responsible for organizing and administering the planning, recruiting, hiring, assigning, training, coaching, and cost center management related to the initiative. The DLI 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

DLI JOs will have two types of supervisors, i.e., supervisors of record and rotation supervisors. Mid-level officers generally only have a supervisor of record. The supervisor of record is the DLI officer's supervisor from when they leave orientation until their departure to post, unless the supervisor leaves the Service or the Agency reassigns that person. In such cases, USAID assigns a new supervisor of record.

The Supervisor of Record is responsible for:

1. Office support: Ensuring that their assigned DLI officer has a work station, telephone, and computer by the fourth week of their orientation. It is the supervisor's responsibility to ensure that the Administrative Management Staff (AMS) in his or her Bureau has arranged for logistical support. Without these elements in place, the DLI officer's initial time in his or her USAID/W home Bureau will prove unproductive. When possible, DLI officers should be situated in as close proximity to their supervisor as possible so that the DLI officer can be included if an event or training activity arises that warrants their presence. Supervisors must also strive to promote a diverse and inclusive workplace.
2. Time & Attendance: Introducing the new employee to the Time & Attendance (Web TA) system and the timekeeper for the Operating Unit. The Bureau must transfer new employees from the OHR timekeeper to the Operating Unit timekeeper at the beginning of the first full pay period after orientation.

3. Individual Development Plan: Working with the newly assigned DLI officer and assigned coach, the supervisor assists the officer in formulating an Individual Development Plan (IDP).
4. Annual Evaluation Form (AEF) work plan: Establishing an AEF work plan with the DLI officer within 45 days of the conclusion of the individual's orientation class. The AEF must include the DLI officer's role in the organization, work objectives, and performance measures (see Section IV of this document and sections 6 and 7 of the Junior Officer Orientation Reference Manual for more information).
5. On-the-job training: Assigning work to the DLI officer. For example, work will include substantive matters such as writing briefings; reviewing plans, projects, and program documentation; and attending meetings where decisions are made. Seeking new opportunities that will broaden the DLI officer's USAID and technical knowledge base.
6. Evaluation: Evaluating their DLI officer at the end of the rating cycle or when the DLI officer transfers to an overseas assignment (see JO Evaluation section below).
7. Orientation to USAID: Helping DLI officers build professional networks and receive broad Agency exposure. Ensuring that the DLI officer arranges appropriate rotations. Encouraging DLI officer participation in a range of training opportunities (for example, F Bureau briefings, brown bag sessions, and formal training courses).
8. Delegating supervision when necessary: Arranging for and preparing someone to take over the role of supervisor when on temporary duty or leave. Few situations are as demoralizing as being left out in the cold in a new job when one has no supervisor to turn to or work to perform.

The Rotation Supervisor is responsible for:

1. Scope of Work: Working with the supervisor of record and DLI officer to define a scope of work for the rotation assignment, which addresses a specific skill or competency gap in the IDP.
2. Evaluation: Evaluating the performance of the DLI officer through a rotation memorandum or, if the rotation exceeds 30 days, an Appraisal Input Form (AIF).

C. USAID/Washington (USAID/W) Bureaus

1. Working with Backstop Coordinators to identify and assign DLI supervisors.
2. Working with Missions to regularly assess short and long term staffing needs, training capacity, and space availability.

D. Backstop (BS) Coordinators

Each Backstop (BS) Coordinator designates a senior Foreign Service Officer (FSO) to work with OHR and other Bureaus and Independent Offices to provide support for DLI recruitment, hiring, supervision, orientation, and guidance. BS Coordinators are responsible for:

1. Representing and supporting the BS in a variety of ways to ready the DLI. This includes coordinating the preparation of technical selection materials (case studies, interview questions, etc.); ensuring appropriate Technical Selection Panel participation; participating in DLI orientation sessions, as appropriate; and participating in workforce planning and first assignment meetings.
2. Ensuring that USAID/Washington Bureaus and Independent Offices have identified supervisors for all incoming DLI officers.
3. Coordinating the participation of supervisors in the DLI orientation.
4. Providing support, guidance, and quality control to supervisors and DLI officers in the development of Individual Development Plans (IDPs) and rotations.
5. Working with the various Bureaus, supervisors, and Administrative Management Services (AMSS) to ensure that DLI officers have the needed logistical support (such as work stations, computers, and telephones).
6. Working with other technical officers to develop and implement needed technical training for the DLI officers.

E. Coaches

In addition to their supervisor, HR/FS/Special Programs (HR/FS/FSP) assigns each new DLI officer a coach, who begins meeting with the DLI officer during orientation. Coaches are retired Foreign Service Officers (FSOs) that serve in an advisory role to support new DLI officers as they plan their training program and navigate through the USAID culture. Coaches are responsible for:

1. Supporting DLI outreach and recruitment efforts.
2. Attending designated DLI orientation classes to help DLI officers acclimate to USAID.
3. Reviewing the USAID promotion and tenure precepts with each newly assigned DLI officer early in orientation so that he or she is familiar with FSO requirements.

4. Assisting their assigned DLI officers with assessing their individual skills and competencies through the development of IDPs. (Coaches are also a good source of information and guidance for DLI supervisors on the IDP process.)
5. Assisting their assigned DLI officers with planning rotations and training courses.
6. Providing their assigned DLI officers with guidance on how to navigate and be successful in the USAID culture.

F. Office of Human Resources (OHR) Staffing Specialists

At least two staffing specialists from the Office of Human Resources (OHR) will support DLI officers. During DLI orientation, the specialist on the Special Programs team provides the staffing support. After orientation and notification of their first overseas assignment, staffing specialists from the Foreign Service (FS) Staffing Branch provide the support.

These OHR specialists are located in the Office of Human Resources, Foreign Service Personnel Division, under the Special Programs team (OHR/FSP/SP), and in the Foreign Service Staffing Branch (OHR/FSP/FSS).

Before and during the DLI orientation, the OHR/FSP/SP specialist is responsible for:

1. Providing all in-processing staffing support: setting salary, extending the job offer, conducting the swearing-in, and acting as point of contact for all administrative forms (insurance, residency, taxes, etc.).
2. Entering the new officer's data into the payroll (National Finance Center) and Time & Attendance systems.
3. Reviewing and deciding on prior service credit for leave accrual.

Once the DLI Coordinator approves overseas assignments, the DLI officer's country of assignment determines the OHR/FSP/FSS specialist assigned to the officer. The specialist then becomes the point of contact for all administrative processing and logistical arrangements. The FSS specialist has a Human Resource (HR) assistant who may be contacted in the absence of the specialist. The FSS specialist is responsible for:

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

G. Assignment and Performance Counselors (APCs)

Assignment and Performance Counselors (APCs) are FSOs assigned to OHR to provide counseling and guidance to FSOs on career development. The APCs are assigned specific backstop responsibilities. The servicing staffing specialist advises each DLI officer of his or her APC.

Under the DLI, APCs are responsible for:

1. Coordinating and chairing the Technical Selection Panels for the selection of pre-employment candidates for the DLI.
2. Providing DLI officers with information and direction concerning Agency Foreign Service policy and procedures, including assignments, conduct and performance issues (employee and supervisor), and exceptions to Agency policy, tenure, promotion, and performance appraisals.
3. Answering questions concerning DLI language assignment.

H. Counseling and Crisis Referrals Official

USAID's Resident Professional Counselor/Social Worker has worldwide responsibilities relating to employee (including new entry DLI officers) orientation and counseling, crisis response, and staff development. As such, he or she:

1. Provides confidential, one-on-one private counseling and crisis referral services to all USAID employees, as well as their families, whenever necessary and appropriate.
2. Is responsible for providing technical expertise to Agency management on such issues as workplace stress and its effects on employees in high threat posts.
3. Has knowledge of the mental health implications and appropriate interventions for a broadly dispersed multi-cultural, globally deployed workforce.
4. Is 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), the Foreign Service Institute (FSI) and other U.S. Government agencies with an overseas presence.

I. Missions

1. Make regular assessments of the Missions' short and long term staffing needs, training capacity, and space availability.

2. Work with the DLI Coordinator to ensure that the U.S. Chief of Mission has approved the DLI officer position through the National Security Decision Directive-38, or other effective mechanism.
3. Work with the DLI Coordinator to establish a Memorandum of Agreement (MOA) and funding request memo for DLI officers' deployment and training.
4. Conduct tasks related to establishing DLI officers in their post country, including helping them to find and settle into housing (when required) and providing funding to cover costs associated with bringing the DLI officer to post.

II. Washington-Based Activities

Most new hire DLI officers will remain in USAID/W for a minimum of four months. All DLI officers will begin their employment with a five-week orientation course, followed by four to twelve months of rotations and trainings in USAID/W, including language training if needed. The individual's home Bureau and Backstop Coordinator directs these trainings and rotations, in accordance with the individual's personal training needs and timing of language training. Once training, including language training, is complete, DLI officers will deploy for two additional years of training in the field. In some cases, DLI officers will also take language training in the field.

A. Orientation

DLI officers (JOs and mid-levels officers) join USAID in class groups. During the five-week orientation, the Agency gives DLI officers 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, performance accountability, and business practices. Orientation concludes with transition to home offices and graduation from the orientation.

B. Individual Development Plans

During the DLI orientation, the Agency evaluates each new DLI officer's past experience and training against a list of "competencies" established at the appropriate grade level (FS 06 for JOs and FS 04-02 for mid-level officers). These competencies constitute the important skills that a new DLI officer should possess or otherwise will acquire through practical experiences over the course of the three-year training period. The competencies relate to the Foreign Service (FS) Skills Matrix against which USAID evaluates FS employees (see USAID Form **a461-4**, <http://www.usaid.gov/policy/ads/400/461.pdf> . Note: This form is only available on the USAID intranet. Please contact ads@usaid.gov if you need a copy.) This document is not an official OHR document and will not be part of the employee's official file.

Shortly after orientation has concluded, each DLI officer, with his or her supervisor and coach, will develop an Individual Development Plan (IDP) to address competency gaps - areas that need to be developed or strengthened for the particular individual. The IDP is a framework and tool to identify and detail training needs. The assessment of the DLI officer's existing skills in relation to the Skills Matrix shapes each officer's IDP. The IDP should include Agency core skills and occupational/technical field (backstop)-specific training either required or recommended during the three-year JO training period. To develop the skills as articulated in their IDP, new officers primarily attend formal, informal, and limited on-the-job training while in Washington, D.C., followed by extensive on-the-job training and additional formal and informal training over a two-year period at their Mission of assignment. DLI officers will record all training, including rotations, in their IDPs, which should be updated at least quarterly and shared with their supervisors as the training and completion of assignments progress. More information on the IDP can be found in the DLI Orientation Handbook, including a sample plan.

While JOs will likely require an IDP that incorporates the full Skills Matrix, officers hired under the DLI program at the mid-level (FS-4 or higher) prepare a modified IDP that takes into account their experience and knowledge. The supervisor's job is to help DLI officers assess their competencies and identify what they must do to develop them against the 12 IDP skill areas. This support is particularly essential because, simply put, DLI officers with limited USAID experience frequently do not know what they need to know. Typically, IDP specifics can only be projected in detail for about two months and therefore, 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, DLI officers proceed to their home offices, initiate the first draft of their IDP, establish an Annual Evaluation Form (AEF) Work Plan (see section IV, DLI JO Evaluation and Promotion for additional information on the AEF process) and start their initial training phase, which may last up to three months exclusive of language training. All DLI training (on-the-job, formal, and e-training) should be focused on gaining proficiency in technical and Agency core skill sets required for the DLI officers to be successful in their specific skill category (backstop). It is important that, to the extent possible, the DLI officer attains 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 DLI officers may spend up to an additional six to nine months in Washington, D.C., and then proceed to post shortly after completion of language training.

1. Rotations/On-the-Job Training

Supervisors will work with DLI officers to ensure their charges receive effective and appropriate rotations. The purpose of rotations is to attain required knowledge, skills, and abilities, and to establish professional networks. In general for JOs, there is only time to complete a maximum of two rotations while in USAID/W. These are best done

in specific areas of their backstop; for example, program officers 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 country assigned to the DLI officer. Tasks given during the rotations should emphasize strengthening weak points, rather than taking advantage of the officers’ current expertise and knowledge.

2. Formal Training, Including Technical and On-line Training

OHR will be responsible for the management of all core training requirements under the DLI Program. The responsible Bureaus/Independent Offices will manage backstop-specific, technical training. OHR, in consultation with backstop offices, will ensure that the appropriate curriculum is available to trainees. Each DLI trainee will be responsible for preparing the necessary enrollment documents for all training.

OHR has identified a curriculum of required courses for DLI officers. The current list of required courses, in addition to backstop specific training, includes:

Required Course	Registration Mechanism	Where
DLI Orientation	OHR	Washington
Working Across Cultures	Orientation	Washington
Global Development Alliance (GDA)	Office of Development Partners and OHR	Washington
Equal Employment Opportunity (EEO) Diversity Training	Office of Equal Opportunity Programs	Washington
Security Overseas Seminar (SOS)	FSS Specialist	Washington
Introduction to Working in an Embassy (online)	FSS Specialist	Washington
Programming Foreign Assistance (PFA)	USAID University	Post (1 st year)*
Supervision Seminar	USAID University	Post (1 st year)
Project Design and Management (PDM)	USAID University	Post (1 st year)
Acquisition and Assistance for Contracting Officer’s Technical Representative or Agreement Officer’s Technical Representative COTR/AOTR	USAID University	Post (2 nd year)

*Select DLIs may take the Programming Foreign Assistance (PFA) course before going to post, if they have sufficient USAID experience to benefit from the course.

In addition, optional courses and other resources DLI officers may wish to take advantage of are listed below.

Informal, Optional Training, Mentoring, Resources	Registration Mechanism	Where
Brown Bag Luncheons	Nancy McKay	Washington
Working Across Cultures	FSS Specialist	Washington
Realities in Foreign Service Life	FSS Specialist	Washington
Post Options for Employment and Training (employees' spouses eligible)	FSS Specialist	Washington
Blacks in Government (BIG)	Melvin Porter	Washington/Post
Hispanic Employee Council for Foreign Affairs Agencies (HECFAA)	Francisco Zamora	Washington/Post
Employees With Disabilities (EWD)	Janet Allem	Washington/Post
Asian Pacific American Employee Committee (APAEC)	Bhavani Pathak	Washington/Post
Gays and Lesbians in Foreign Affairs Agencies (GLIFAA)	Michelle Schohn	Washington/Post
American Foreign Service Association (AFSA)	Francisco Zamora	Washington/Post
Ethics Discussion Group	Neil Levine	Washington

USAID offers the PFA, PDM, COTR/AOTR, and Supervision courses in both Washington, D.C. and in the field. Agency core courses and many Bureau technical courses can be found at the USAID University intranet at <http://inside.usaid.gov/M/HR/lsd/>. Not included in the schedule are the Agency core courses provided by individual Missions or Bureaus. Please check the USAID University Web page for the FY 2010 course schedule. When registering for courses at USAID University, note that supervisors must give online approval before registrants may take a course. For registration for overseas regional course offerings, you must complete the online registration no later than 45 days prior to the course start date in order to allow for finalization of arrangements, including shipment of course materials.

With respect to non-language, backstop-specific training, DLI officers should work with their supervisors, Backstop Coordinators, and Bureau technical offices to identify training. With the exception of Foreign Service Institute (FSI) courses noted in the subsection below, when individual Bureaus request funding for training, the DLI Coordinator is responsible for approving funding to the technical office in the requesting Bureau. The DLI Coordinator must approve and OHR Budget must review the request. The technical office in the Bureau is responsible for processing training requests and sending notification of completion of courses to HR's Training and Education Division (HR/TE) of the approved training requests and completion reports.

3. Language Training

The purpose of USAID's Foreign Language Program is to strengthen the ability of FS officers to implement USAID's programs as mandated by Congress. The Program objectives are to ensure that: 1) employees who fill overseas language-designated positions meet the positions' language requirements; and 2) employees meet language requirements for tenure. Officers must meet foreign language proficiency requirements for tenure and for assignment to Language-Designated Positions (LDPs).

To meet language tenure requirements, career candidates must achieve an FSI-tested proficiency of S-3/R-3 if the language is French, Spanish, or Portuguese. For tenure qualification using other languages on USAID's tenure languages list, career candidates must achieve an FSI-tested proficiency of S-2/R-1 or S-2/R-0, depending on the language. For more information on USAID foreign language programs, see USAID Policy Notice titled "Responsibilities for USAID's Foreign Language Program" dated 5/4/2009.

If DLI officers require language training, they may remain in USAID/W up to an additional seven months for it. Each DLI officer will provide the Office of Human Resources, Foreign Service Personnel Division (OHR/FSP), with a self appraisal of foreign language skills. The Agency will test those DLI officers with language proficiency at FSI shortly after orientation. Based on the rated levels, the availability of training options, and the DLI Coordinator's recommendation, the appropriate OHR/FSP Special Programs staffing specialist will register the officers for training in a USAID-useful language, until the officer achieves the language designation of the position, achieves the tenure requirement, or exhausts the allotted training time. We will schedule and hold most foreign language training in the United States prior to a DLI officer departing for his or her initial assignment. The DLI Coordinator and respective Bureaus will make every effort to insure DLI officers are proficient in a language for tenure prior to leaving for post.

D. Assignments

1. Determining Assignments

The DLI Coordinator works with Operating Units (Bureaus, Independent Offices, and Missions) to identify the first overseas assignment for each new DLI officer. The Office of Human Resources (OHR) accommodates tandem couples and Member of Household (see D3 below for MOH definition) considerations when possible. DLI officers will have the opportunity to notify the DLI Coordinator of their family situation.

2. Memorandum of Agreement (MOA)

Once the DLI officer has completed orientation training and the Agency has assigned the officer's first post, OHR and the Office of Administrative Services (M/AS) will administer the normal overseas deployment processes and logistical support for the DLI

officer. In addition, a Memorandum of Agreement (MOA) for the DLI officer's deployment and training, and roles and responsibilities at the Mission, is created. The Deployment MOA should contain the following information:

- A clear delineation of the responsibility of the supervisor to support the employee's Individual Development Plan (IDP) and the Agency's annual evaluation process;
- Identification of the coach or mentor and responsibilities;
- Identification of the trainee's responsibilities; and
- Delineation of the trainee's support budget for the duration of the assignment.

The MOA also documents the Mission's understanding that the DLI officer is in training status and is not expected to fill a vacant position at the Mission. The DLI Coordinator, the Deputy Mission Director, the supervisor, and the trainee should sign the Deployment MOA. (See Attachment C to the DLI Implementation Guidance for a sample MOA, found at http://inside.usaid.gov/M/HR/dli/dli_implementation_guidance.pdf). [Note: This document is only available on the USAID intranet. Please contact ads@usaid.gov if you need a copy.]

3. 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](#).

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." In addition, an MOH Resource Guide can be found at inside.usaid.gov/M/AS/OMS/MOHResourceGuide.doc. [Note: This document is only available on the USAID intranet. Please contact ads@usaid.gov if you need a copy.]

3 FAM 4180 gives each country's Chief of Mission (COM) flexibility and leeway in how to interpret the regulation. Therefore, when bidding on a post, it is in your best interest to look into the post's specific MOH policy. This information is often listed on the post's intranet. If not, you may have to contact the post directly. Please note that unlike EFM status, which automatically follows an EFM from post to post, a DLI officer must designate his or her MOH(s) each time he or she moves to a new post.

E. Departing for Post

DLI officers should communicate with their post of assignment prior to departure. Typically, the Executive Officer 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, medical services, and other relevant information. Officers should also communicate with their supervisor at post to begin discussing their training program.

PRIOR TO TRAVEL THE DLI OFFICER MUST ALLOW SUFFICIENT TIME TO UNDERTAKE AND COMPLETE THE FOLLOWING STEPS:

- The DLI officer will meet with his or her OHR staffer 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 transferring 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.
- OHR prepares TAs contingent on Mission written approval and OHR funding citations for the funds to be obligated and the travel and shipping arrangements. Note that you may need to pay for the cost of the passport (and visas, if necessary) upfront and request reimbursement if the TA will not be ready in time for departure.
- After preparing the TA, OHR sends it to the USAID Travel Office for processing.
- You must begin making travel and shipping arrangements immediately. Even while awaiting the issuance of your TA, you can make tentative travel reservations through the Carlson-Wagonlit Travel Office.
- For all official travel, DLI officers and any eligible, U.S. citizen family members listed on the employee's travel orders must have a diplomatic passport. You must initiate the process to obtain your diplomatic passport (at <http://www.usaid.cibt.com>) and visas immediately upon assignment to post. 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 will return the completed application(s) for processing by CIBT Passport and Visa Services in the Carlson-Wagonlit Travel Office, located in room C1-7 on the concourse level of the Ronald Reagan Building. The process of obtaining passports and visas routinely takes from four to six weeks. The transaction fee for passports and visas is a separate authorization included on the assignment-to-post TA.
- DLI officers must pick up the completed TA from their HR staffer. The completed TA allows Carlson-Wagonlit Travel to issue your tickets.
- Employees must work with the Management/Administrative Services/Travel and Transportation Division (M/AS/TT) 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. The employee is responsible for contacting and making the arrangements with the packer. During the summer,

packers are busy so employees need to make an appointment well 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 10 days of temporary lodging prior to departure to accommodate them once their household goods are packed. Note that the authorized funding through your 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 your household goods.

- The DLI officer should also contact his or her Shipping Counselor in M/AS/TT to assist in scheduling the move. **Contact should be made at least 60 days before departure (90 days if the departure is between May 1 - September 30).**
- Employees may ship one personal vehicle to post as authorized by your TA . You may need to coordinate arrangements to have your vehicle shipped to post with the Travel.

Here are some useful links providing more detailed guidance:

“It’s Your Move” – a guide to moving. We recommend that you read this prior to packing!

It’s Your Move:

On the Internet: <http://logistics.state.gov>. Password: logistics

On the intranet: <http://lm.a.state.gov>, than click “Services A-Z”

The USAID transportation page:

<http://inside.usaid.gov/M/AS/TT/transportation.htm> [Note: This home page is only available on the USAID intranet.]

III. Mission-Based Activities

The guidance in this section does **not** apply to DLI mid-level hires.

The new DLI Junior Officer (JO) will work with his or her Mission supervisor of record to refine the two-year Individual Development Plan (IDP). Mission management must ensure that DLI JOs have the opportunity to implement their training plans through rotations to other offices and formal training, including on-line training. In order to gain a comprehensive understanding of how the Agency conducts its business as well as how to operate in a Mission environment, rotations should include most Mission offices. DLI JOs are trainees and not regular staff members of the Mission, and as such do not perform a standardized set of duties at post.

A. Rotations/On-the-Job Training

Overseas, the bulk of the training and learning for DLI JOs will be through well-programmed rotations in various Mission offices. There must be flexibility built into the rotations. It is important that the DLI JO be in the rotation office when an activity takes place from which they can gain requisite skills and competencies. In many instances, a JO will gain these skills and competencies in offices outside their typical assignment, as they are exposed to learning experiences across the widest range of activities.

For example, program officers can work on an Operational Plan while in the program office and participate on a Technical Selection Panel while in the technical office. Similarly, a technical officer can 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 or work on a pipeline analysis of the home technical office's portfolio while in the Financial Management Office.

To the extent possible, the JO should be physically located in the office where the rotation is taking place. The JO should also have a fixed desk in the home office.

Regular feedback sessions among the JO, the supervisor, and the Deputy Mission Director (DD) are essential to the training process. The sessions should be frank. There should be a one-on-one between the JO and the DD at least once per quarter during which the DD reviews the JO's performance and solicits the officer's views on the training experience.

Supervisors must be mindful not to use DLI JO trainees to perform perceived high priority work directives from the home backstop office in lieu of training. DLI JO trainees should contribute to the work at the post where they are being trained, but the top priority is to train them to assume a position of responsibility in their next post.

The DLI JO should attend at least one country team meeting. He or she should also attend all meetings that the supervisor of record attends.

A good opportunity for DLI JOs to gain the needed training is a rotation in the Mission's front office. In such a role, the DLI JO could review incoming programming documents and executive correspondence sent to the Director or DD (with the exception of personnel and other sensitive matters). The Director and the DD could ask the JO to comment on documents, as appropriate, and shadow them at meetings.

Finally, field trips and contacts with implementing contractors and host country counterparts are important for gaining Mission experience. The DLI JO should be taken along to meetings with these players, when appropriate, in order to expose the officer to the negotiating process and the dynamics of working with host country counterparts.

B. Formal Training

USAID expects DLI officers 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 Foreign Service Officer (FSO) duties after their first overseas tour. Most of the DLI officers will not take the Programming Foreign Assistance (PFA) course in USAID/W, and none will have taken the Project Design and Management (PDM) and Contracting Officer's Technical Representative/Agreement Officer's Technical Representative (COTR/AOTR) courses before going to post. These courses need to be scheduled into the JO's two-year Mission training.

Approximately five to six weeks of formal training courses should be built into the IDP while at the Mission. The Mission should include funding for these courses in the DLI JO support cost budget submitted to the DLI Coordinator. When possible, the DLI officer should take these courses at a regional site to get good, relevant examples and to have this opportunity to establish important regional social networks. Each Mission's support costs budget will include the necessary travel expenses for the DLI officer's training.

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.

IV. DLI JO Evaluation and Promotion

(The following guidelines do **not** apply to DLI mid-level hires, who fall under the regular Foreign Service Performance System.)

Individuals entering the Foreign Service (FS) through the DLI JO Program are in training status for approximately three years. Provided the DLI JO maintains a satisfactory level of performance throughout his or her first overseas tour or throughout the three years of service beginning with the Entrance on Duty (EOD) date, whichever comes first, and successfully meets all program requirements, the DLI JO will have completed and will graduate from the DLI training program.

USAID generally hires DLI JOs at the FS-06 level. During the training period, the Agency will consider them for two promotions via an administrative process that uses the same procedures used for junior officers hired prior to the DLI. The DLI JO performance reviews are not consistent with the April through March FS Annual Evaluation Form (AEF) cycle. Rather, the DLI JO's EOD date determines the timing of the JO AEF cycle; consequently, each DLI class will be on its own AEF cycle.

The timeline for the performance reviews of the first four DLI Classes are as follows:

DLI Class	EOD Date	Mid-point Review (180 Days)	First AEF Due	Second AEF Due
1	27-May-08	27-Nov-08	27-Apr-09	27-Apr-10
2	07-Jul-08	7-Jan-09	7-Jun-09	7-Jun-10
3	15-Sep-08	15-Mar-09	15-Aug-09	15-Aug-10
4	10-Nov-08	10-May-09	10-Oct-09	10-Oct-10

Management will conduct an initial performance review of the DLI JO at 11 months following the EOD date so that a promotion (from FS-06 to 05) with a satisfactory review can be effective after 12 months in grade. Management will conduct the second performance review 12 months after the initial review (23 months following the EOD date) so that a second promotion (from FS-05 to 04) with a satisfactory review can be effective after 24 months in grade. Thus, assuming satisfactory performance reviews, the DLI JO will receive two administrative promotions and grade increases in 24 months. The first performance review will encompass 11 months and the second one will encompass 12 months.

A. Work Objectives and Performance Measures

Work Objectives (WOs), Performance Measures (PMs), and the Foreign Service Skills Matrix (see AID Form **a461-4**. Note: This form is only available on the USAID intranet. Please contact ads@usaid.gov if you need a copy.) serve as the basis for evaluating a Foreign Service Officer (FSO)'s performance. Given the short time period spent in USAID/W, DLI JOs should have only one WO while in USAID/W. The USAID/W supervisor inserts the OHR mandated work objective and performance measures into the Annual Evaluation Form (AEF) within 45 days following orientation. (The supervisor adds a second WO at post.) The mandated work objective and performance measures cover the rating period are as follows:

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 undertaken in USAID/W.

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

The DLI JO's supervisor at post will establish Mission-specific WOs and PMs within 45 calendar days following the JO's arrival.

WOs and PMs should be outcome-focused and reflect the major competency requirements identified in the IDP. WOs will specify Agency work that will provide DLI

JOs with opportunities to learn, develop, and demonstrate the skill levels required of an FS 06 and above.

Additionally, each WO will have corresponding PMs that are objective, measurable standards that the Agency expects the DLI JO to meet. These are normally written in terms of quality, quantity, timeliness, and cost-effectiveness. JOs must have no more than two corresponding PMs for each WO.

The Agency considers the development, maintenance, and accomplishment of the overall IDP as a DLI JO's continuing responsibility. The IDP cannot be included as a WO. WOs and PMs should be directly tied to rotations carried out in both USAID/W and in Missions.

While foreign language proficiency acquisition does not qualify as a WO either, it is appropriate to include time spent at the Foreign Service Institute for language training under the "Role in the Organization" section of the AEF. If a DLI JO is in language training at the end of the rating period, the officer will not receive an AEF. Rather, the employee's evaluation file will note that fact, and the employee will receive an automatic "B."

B. Appraisal Input Form

The Rating Official uses an Appraisal Input Form (AIF), **AID 400-1B** (02/03) [Note: This form is only available on the USAID intranet. Please contact ads@usaid.gov if you need a copy), when there is an official change of supervisor of record for an employee within an evaluation period. The AIF conforms to the performance plan in the AEF and documents the employee's performance during the rating cycle if the cycle lasts 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.

C. Rotation Memorandums

DLI JOs will 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 DLI JO will attain the competencies and skills needed to be a successful FSO in their backstop. The rotation memorandum sets out the responsibilities, deliverables, and skills to be addressed. All parties will agree to the scope of the assignment beforehand. Rotation assignments can range from days to months, and do not necessarily conform to the AIF. A sample rotation memo can be found in the Junior Officer Orientation Handbook under Tab 4.

We recommend that for a rotation lasting fewer than 30 days, rotation supervisors use the rotation memo to document the DLI JO's performance in lieu of the AIF, as the memo is

more specific to the deliverables and skill development goals. Remember, **if a rotation exceeds 30 days, an AIF is required instead of a rotation memo.**

D. Mid-point Progress Review

The supervisor of record is responsible for completing a mid-point progress review (section 6 of the AEF form) 180 days following the DLI JO's EOD date. If a DLI JO will depart for post before the 180 days have passed, the USAID/W supervisor should provide an AIF two weeks before departure to the supervisor at post or before the supervisor of record departs, whichever comes first. 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, in lieu of a mid-point review, the supervisor of record will document this in Section 6 of the AEF.

E. Annual Evaluation Form

The supervisor will conduct an initial performance review of the DLI JO at 11 months following the EOD date. Management will conduct the second performance review 12 months after the initial review. Submit this final Annual Evaluation Form (AEF) in PDF format to HR/FSP/SP. Using comments from peers, supervisors and subordinates (360-degree input), rotation memos, the DLI JO's self-assessment of performance, the mid-point progress review, Appraisal Input Forms, and his or her own independent assessment, the supervisor will prepare a written appraisal of the DLI JO's performance against Work Objectives and Performance Measures for the rating period. However, the supervisor may not include the DLI JO's coach in the AEF process.

If DLI JOs are enrolled in language training at the end of the rating period, they should receive an AEF if they have been performing under a work plan for at least 120 days during the rating period. The AEF should note that the employee was in language training the balance of the rating period. If DLI JOs have not been performing under a work plan for 120 days during the rating period, they will receive an AIF and the evaluation file will note that they were in language training. In this circumstance, the employees will receive an automatic satisfactory rating.

After the first two performance reviews, the Agency will proceed to review DLI JOs as part of the regular FS evaluation cycle. DLI JOs are eligible for subsequent promotions after the first full year in the regular FS AEF cycle (April 1- March 31). The supervisor will continue to document a DLI JO's performance through normal AEF evaluations. We do not require an AEF in the regular FS AEF cycle for those who receive their second promotion between December 1 and March 31.

Rating Officials must use the Foreign Service Skills Matrix to prepare the AEF. The skill areas define the performance expertise the Agency expects of the employee according to his or her personal grade level. [ADS 461.3.6.1](#) provides guidance for Rating Officials on the use of the Skills Matrix. The Matrix consists of four skill areas with four to five sub-

skills each. The four skill areas are: Resource Management, Leadership, Technical and Analytical, and Teamwork and Professionalism.

In preparing the AEF, Rating Officials must not make recommendations for promotion or tenure. Instead, they should discuss all four skill areas in relation to the employee's rank/grade, along with 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.

Rating Officials must also highlight at least one sub-skill area from the next higher grade level. The purpose of this is to identify additional, specific competencies that if acquired, would benefit the DLI officer's career. In addition, Rating Officials will complete the mandatory Skills Feedback Worksheet (**AID Form 461-3**. Note: This form is only available on the USAID intranet. Please contact ads@usaid.gov if you need a copy). To that end, raters should consult [ADS 461.3.6.2, Skills Feedback Worksheet](#) and [ADS 461.3.7, Employee Feedback Sessions](#).

AEF SECTION 4: ROLE IN THE ORGANIZATION – SAMPLE TEXT

Mr./Ms. (insert name), a new Foreign Service Officer (FSO) in Backstop (list) joined USAID on (insert date). S/he is participating in a three-year 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 support 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.

F. Appraisal Committees

All JO AEFs must be established, monitored, and reviewed with support from an Appraisal Committee (AC). ACs also provide the final quality control review before the supervisor submits an AEF to the OHR Review Panel. The AC provides an organizational perspective to the DLI 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 appropriate language, the Principal Officer of the Operating Unit 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 DLI 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 DLI JO being reviewed by the Committee, but at least one member must be directly familiar with the work of each DLI JO under review.

An AC will have no fewer than three members. The Agency encourages Principal Officers to name alternate members to ACs. The AC should consist of career U.S. direct-hire (USDH) staff from the Operating Unit who are familiar with the Unit's assistance objectives and have knowledge of the performance of the employees under review. The Agency encourages Principal Officers to name alternate members. USAID/W ACs may consist of both Civil Service (CS) and FS employees to the extent that the Operating Unit has both categories of employees.

In a typical Mission, the AC might consist of the Mission Director as Chairperson, the Deputy Mission Director, and Office Directors. For a small Mission, where there are less than three U.S. direct-hire staff, the AMS in the relevant geographic Bureau will form an AC in USAID/W consisting of members who know the post's program. On occasion, however, it may be necessary for a USAID employee outside a post to serve on the post's AC.

Criteria and Attributes for DLI JO AC Membership:

- U.S. Direct Hires – FS tenured and CS employees; no probationary CS employees. Approved by the Principal Officer.
- At least one member directly familiar with the work of the employee under review and the Operating Unit, and how the DLI JO's work relates to overall Agency functions.

- Demonstrated ability to exercise judgment and discretion.
- Demonstrated trustworthiness, fairness, and objectivity, and the willingness to take on responsibility.
- Enjoy the confidence and respect of peers.
- The AC's composition must reflect the Agency's commitment to diversity.

AC Duties and Responsibilities:

- Reviews and signs performance plans when Rating Official or employee makes request.
- Ensure that the performance plan is consistent with employee's pay grade.
- AC reviews and signs mid-cycle review when Rating Official or employee makes request.
- Works with Rating Official on performance problems when Rating Official makes request.
- Mandatory review and discussion of draft AEF with Rating Official. Deletes inadmissible comments. Documents recommended changes to AEF when Rating Official rejects them.
- Signs final AEF.

G. Administrative Promotions

During the three-year training period, DLI JOs will be considered for two promotions. To expedite the administrative process for promotional decisions, each DLI JO's first two AEFs will be evaluated by a DLI JO Review Panel (similar to the Foreign Service Performance Boards). OHR/FSP/SP establishes the DLI JO Review Panel at appropriate intervals for each DLI JO class prior to the first and second anniversaries of entry into the Foreign Service. The Panel will consist of the Chief of the Foreign Service Personnel Division (OHR/FSP) Chairperson, or designee, an Assignment and Performance Counselor, the OHR Special Programs Team Leader, and one senior FSO from outside HR with expertise in the DLI JO backstops under review.

Promotions are based on demonstrated ability against the standards of the skills matrix, and in competition with a peer group. The DLI JO Review Panel will determine which candidates meet or exceed the standards of their current class and deserve promotion to the next Foreign Service class. The Panel's determination may include periods of language training and/or time on overseas assignments as a DLI JO in a field Mission.

The Review Panel will also determine which DLI JOs meet or fail to achieve the standards of their current class. To those individuals, the Panel will issue a Counseling Letter from the APC outlining corrective actions to improve performance. This letter will not be included in the DLI JO's Performance File. Panel decisions will be by majority vote.

F. Subsequent Promotions

Subsequent to the year two review, the supervisor of record will evaluate DLI JOs during the normal Foreign Service AEF cycle from April through March, and a Performance Board will review them against their peers. Foreign Service Officers can only be promoted once in any 12-month period. Therefore, JOs receiving their second administrative promotion will not be promoted by the subsequent Performance Board in the same 12-month period. However, new employees often need to demonstrate abilities for a sustained period in Mission work environment in order to prove they deserve promotion. Promotions are not automatic.

Attachment A
DEVELOPMENT LEADERSHIP INITIATIVE
JUNIOR OFFICER TRAINING
QUARTERLY PROGRESS REPORT

Each DLI JO must complete and submit a quarterly training report to OHR throughout their three-year training, after the supervisor has approved and signed off on it.

FROM: DLI JO Name & Backstop Date
 DLI Group #:
 Date of Entry to USAID:
 Date Mission Assignment Began:

TO: DLI Coordinator
 THROUGH: DLI JO Supervisor

QUARTERLY REPORT											
(Check applicable box for reporting period)											
1 st 3 mos.	2 nd 6 mos	3 rd 9 mos	4 th 12 mos	5 th 15 mos	6 th 18 mos	7 th 21 mos	8 th 24 mos	9 th 27 mos	10 th 30 mos	11 th 33 mos	12 th 36 mos

1. Please assess skill proficiency against the 12 IDP skill areas of:

SKILL AREAS	SKILL PROFICIENCY (check appropriate box)		
	Limited	Satisfactory	Proficient
1. USAID Vision, Goals & Directives			
2. Strategy and Policy Development			
3. Activity Design, Implementation Management, Monitoring & Evaluation, and Reporting			
4. Program Budgeting and Financial Management			
5. Procurement			
6. Technical Skills			
7. Human Relations			
a. Teamwork/Interpersonal Skills			
b. Leadership			
c. Customer Focus			
d. Human Resources Management			
e. Supervision			
f. Negotiation and Diplomacy			
g. Effective Communication Skills			
8. Understanding How a Mission Works			

9. Foreign Language			
10. Ethics Standards			
11. EEO Diversity			
12. Computer Applications			

Attachment B – National Security Decision Directive (NSDD)-38

PROPOSAL

1. DATE:

2. USG DEPARTMENT:

U.S. Agency for International Development (USAID)

3. ACTIVITY: Bureau for Africa (AFR)

4. LOCATION:

5. ACTIVITY'S TOTAL CURRENT POSITIONS:

Ex. 8 U.S. Direct Hires, 3 U.S. PSCs

6. TYPE, TITLE, GRADE, AND NUMBER OF POSITION(S) TO BE ADDED (OR ABOLISHED):

U.S. Direct-Hire (USDH): One full-time, permanent FS-02 Deputy Health and Population Officer for HIV/AIDs.

U.S. PSC: One USPSC Health and Population Officer

Other:

One USDH New Entry Professional (NEP) Agricultural Development Officer (two-year limit)

One USDH International Development Intern (IDI) Health Officer (two-year limit)

7. JUSTIFICATION:

For Increases: include a clear, specific, and detailed discussion of

- (a) What duties/functions are to be performed;*
- (b) How these functions support your department's/activity's goals and objectives;*
- (c) Whether the most recent Mission Performance Plan justifies the proposed position. If yes, under which goal? If not, what circumstances have changed to justify the new position?*
- (d) Why resources already present at post cannot perform the function;*
- (e) Why the function cannot be accomplished from the United States or through the use of TDY, contract, or other personnel vehicle;*
- (f) If a regional position, the reasons for selecting this post; and*
- (g) How the benefits of increasing USG staffing overseas outweighs the inherent security risks associated with additional overseas personnel.*

For Decreases: explain

- (a) What event(s) changed the need for the position;*
- (b) How the position's functions will be met in the future; and,*
- (c) Who will be responsible for any residual workload.*

8. SUPPORT IMPLICATIONS:

If requesting position increases, provide detailed and specific information regarding:

- (a) The administrative support expected at the post (e.g., office space, housing, pouch or check cashing services, Army Post Office/Fleet Post Office (APO/FPO), or classified equipment.)*
- (b) Any administrative support and funding (direct-charge or reimbursement) arrangements that have been made for the increase in staffing; and*
- (c) Whether your agency will provide any other support/resources to the post.*

If requesting reductions, a six month notice is required to withdraw from ICASS.

9. REQUESTING OFFICIAL: *(The requesting official must have sufficient authority to commit these resources on behalf of the requesting agency.)*

10. POINT OF CONTACT: *Name, office symbol, phone number, and e-mail address.*

11. TIMING: (ICASS charges are tied to this date.)

The NSDD-38 Proposal should be e-mailed to Antoinette (Toni) M. Ponce at the Department of State, Office of Rightsizing the USG's Presence Overseas (M/R) (PonceA@state.gov). Ms. Ponce's phone number: (202) 647-4184, fax number: (202) 647-0667. Her back-up is Bob West, (202) 647-4199. We will use your distribution address on the outgoing telegram to send you a comeback copy.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

**DEVELOPMENT LEADERSHIP INITIATIVE
DEPLOYMENT AND TRAINING SAMPLE MEMORANDUM OF
AGREEMENT**

BETWEEN THE

DLI COORDINATOR

AND THE

USAID/*(fill in country)* MISSION DIRECTOR

The U.S. Agency for International Development (USAID) Office of Human Resources (OHR), through the Development Leadership Initiative Coordinator (“DLI Coordinator”) hereby enters into this Memorandum of Agreement (“MOA”) with USAID/Peru, through USAID/Peru’s Mission Director, for the deployment of -----, a USAID direct-hire employee, (the “Assignee”) to USAID/Peru for training (DLI Coordinator, USAID/Peru, and Assignee will be collectively referred to as the “Parties”). This assignment will be made on a cost-covered basis in accordance with the provisions set forth herein. This MOA does not create any legal obligations (financial or otherwise) on the behalf of any of the Parties, but merely states the intention of the Parties to work together toward common goals. Funding for the activities described in this agreement is provided as set forth the Agency Notice titled “Development Leadership Initiative,” dated ----- , ----- .

I. PURPOSE

The ability of the United States to demonstrate and convey the merits of good governance, economic development, and social progress to developing countries in the global community is critical to achieving national security objectives. USAID recognizes that any effort to improve development initiatives will require a significantly increased overseas presence, together with expanded technical and stewardship capabilities.

The Development Leadership Initiative (DLI) aims to significantly increase the size of USAID’s permanent Foreign Service Officer (FSO) corps in order to strengthen the Agency’s capacity to deliver U.S. foreign assistance overseas. An enhanced and well-trained FSO corps, with strengthened technical capabilities in agriculture, health, economic development, and governance, as well as management and administration, will enable the U.S. Government (USG) to improve performance and more effectively meet our foreign assistance goals.

A critical component of the DLI process is to train and mentor newly hired FSOs in order to create the critical technical, administrative, and management skills needed to function successfully in the USAID Foreign Service.

In order to customize training for each new hire, DLI FSO's past experience and training is evaluated against a list of competencies established at the FS-06 level. These competencies relate to the Foreign Service Skills Matrix against which all FS employees are evaluated. Based on this information, each DLI FSO and his or her supervisor develops an Individual Development Plan (IDP) to address competency gaps. IDPs are inherently different for each employee, as requirements for backstops and the skill levels of each individual differ. The IDP will be modified with field supervision throughout the duration of the DLI's time in the field.

Once basic orientation and core training, including language training, are completed in Washington, D.C., DLI FSOs are assigned to a Mission for further implementation of the IDP through formal and on-the-job training and mentoring over a two-year period.

II. SCOPE OF WORK

- A. Duties and Responsibilities of Assignee: Note: DLI FSOs in training are not expected to fill a vacant position in the Mission. It is expected that subject to the availability of funding and appropriate approvals, Assignee will:
- **Planning and Development.** Play a lead role in the planning and development of a new activity in the democracy office to enable him or her to learn how USAID moves from the concept paper stage to program design, launch, and implementation.
 - **High-Level Visitors.** Provide support for high-level visits, including Congressional Delegations, Staff Delegations, Asian-Pacific Economic Cooperation, etc.
 - **Donor Coordination.** Attend and actively participate in donor coordination meetings to develop a better understanding of how international donors coordinate on democracy-related matters.
 - **Civil Society Roundtables.** Participate in, and then lead civil society roundtables to better understand different perspectives on important development issues from a wide array of organizations while building his network of contacts in Peru.
 - **Field Trips.** Undertake field trips to monitor and evaluate USAID/Peru's democracy programs and gain a better understanding of how USAID coordinates with partners, government officials and other stakeholders in the field.
 - **Senior Staff.** Attend USAID/Peru Senior Staff Meetings to better understand the issues USAID grapples with overseas, as well as overall Mission management

structures. Assignee also will attend and participate in the Mission Democracy Working Group chaired by the Deputy Chief of Mission.

- **Temporary Duty Assignment.** Conduct one Temporary Duty Assignment (TDY) in the Latin America and Caribbean (LAC) region to gain experience from another bilateral program and expand his or her network of contacts. The TDY will give Assignee exposure to both a technical office in another LAC Mission, as well as a support office.
- **Rotations.** Complete rotations to other offices including the USAID Program Office, USAID Executive Office, and the U.S. Embassy/Peru Political Section, subject to the approval of the Embassy.
- **Training.** Will complete the following required trainings:
 - (1) *CTO Certification Course:* Provides a comprehensive overview of the knowledge and skills needed to effectively manage USAID grants and contracts.
 - (2) *Programming Foreign Assistance:* Provides an overview of USAID business operations, programming policies, and practices.
 - (3) *Programming Design and Management:* Provides skills to effectively manage USAID programs and projects, including an introduction to program analysis, project design, performance monitoring and evaluation, use of obligation instruments, project cost estimation, project approval documentation, collaborative management with implementing partners, financial management, portfolio review, modification of program design, performance audit, and project close-out.
 - (4) *Supervision Seminar:* Provides the interpersonal, supervisory, and leadership skills supervisors and team leaders need to be effective. Topics include situational leadership, motivating employees, delegating responsibility, managing employee performance, managing conflict, building and managing teams, managing change, communication, and workplace diversity.

Assignee also will attend GLAAS training and gain exposure to the full range of Democracy and Governance (DG) areas including rule of law, elections and political processes, decentralization and local governance, anti-corruption, and civil society.

Tentative Rotation Schedule 2008 – 2010

<i>Office</i>	<i>Dates</i>
Democratic Initiatives (Home)	9/22/08 – 2/20/09
CTO Training	2/23/09 – 3/06/09
Democratic Initiatives (Home)	3/09/09 – 3/31/09
TDY Bolivia (DG and Program Office)	4/01/09 – 5/01/09
Democratic Initiatives (Home)	5/02/09 – 7/10/09
Programming Foreign Assistance Training	7/13/09 – 7/17/09
Democratic Initiatives (Home)	7/20/09 – 10/01/09
Political Section (Embassy)	10/01/09 – 11/13/09
Democratic Initiatives (Home)	11/16/09 – 11/24/09
Home Leave or RR [note: home leave must be at least 20 work days]	11/25/09 – 12/14/09
Democratic Initiatives (Home)	12/16/09 – 4/30/10
Controller	5/03/10 – 5/17/10
Democratic Initiatives (Home)	5/18/10 – 7/30/10

- B. **Controls over Work:** During the period of assignment, Assignee will report to and receive supervision from -----, Special Project Officer, unless the USAID/Mission Director designates another supervisor. Mr./Ms. ----- will meet regularly with Assignee to evaluate progress towards the successful completion of the customized training program. Mr./Ms. ----- will also lead the annual evaluation process for Assignee, which includes completing an Annual Evaluation Form (AEF). More specifically, it is expected that Mr./Ms. ----- will provide the following support to Assignee:
- **Political Party Program.** Mr./Ms. ----- will provide ongoing assistance to Assignee as he learns the systems and procedures for becoming an effective CTO. Mr./Ms. ----- will empower Assignee to play a leadership role, but will attend all high-level meetings with Assignee, as appropriate, and provide guidance to Assignee on how to manage the day-to-day responsibilities of being a CTO, as well as broader-level strategic guidance for working with political parties in Peru. Mr./Ms. ----- review all sensitive written correspondence between Assignee and the implementer and will assist in coordination matters with other stakeholders.
 - **Bi-weekly Meetings.** In addition to his regular ongoing coordination with Assignee, Mr./Ms. ----- will schedule bi-weekly meetings to address any of Assignee's operational, strategic, or programmatic concerns.
 - **Rotations.** Mr./Ms. ----- will help Assignee negotiate rotations and ensure that rotation supervisors are helping to aid in his career development. Prior to approving rotations, Mr./Ms. ----- will ensure that a scope of work is agreed upon by all parties (Assignee, Mr./Ms. -----, and the respective rotation supervisor) and that the rotation will enable Assignee to build upon his IDP (attached).

- **High-Level Visits.** Mr./Ms. ----- will provide ongoing guidance to Assignee on how to most effectively manage high-level visits.
 - **Internal Processes.** Mr./Ms. ----- will arrange opportunities for Assignee to meet regularly with support office staff (program, controller, executive and regional legal advisor) to better understand USAID's rules, regulations, and internal processes.
 - **Training.** Mr./Ms. ----- will ensure that Assignee's training agenda adequately reflects his IDP, as well as the needs of the Mission.
 - **Guidance.** Mr./Ms. ----- will provide Assignee will clear guidance on a range of programmatic and administrative issues.
 - **Evaluation.** Mr./Ms. ----- will meet regularly with Assignee to evaluate progress and will lead the annual evaluation process for Assignee, which includes completing an AEF. Mr./Ms. ----- will solicit 360-degree input from rotational supervisors and others as part of the annual evaluation process. Using this 360-degree input, along with Assignee's self assessment of performance provided in writing, Mr./Ms. ----- will prepare a written appraisal of his performance against work objectives and performance measures for the rating period.
- C. Mentor: During the period of his assignment, Assignee will receive mentoring support from -----, Supervisory General Development Officer or her successor as the Chief of the Office of Democratic Initiatives ("ODI Chief"). The ODI Chief will serve as an advisor to support Assignee with his/her transition into the USAID Foreign Service. The ODI Chief will meet with Assignee on a quarterly basis to discuss progress towards meeting development goals and objectives as outlined in the IDP. More specifically, the ODI Chief is expected to provide the following support to Assignee:
- **Guide.** The ODI Chief will help Assignee navigate the inner workings of USAID, including the special procedures, guidelines, and policies an office follows.
 - **Sponsor.** The ODI Chief will identify opportunities for Assignee that relate directly to the job or Assignee's overall professional development.
 - **Advisor.** The ODI Chief will help Assignee develop professional interests and set realistic career goals. The ODI Chief also will be available to discuss programmatic and administrative challenges or developments throughout Assignee's training period.
- D. Mission Director. During the period of his assignment, Assignee will meet periodically with his supervisor and the Mission Director to discuss progress toward meeting development goals. The Mission Director will provide guidance to Assignee on how to become an effective USAID Foreign Service Officer USAID, communicating the vision and values of the Agency. The Mission Director will offer both constructive criticism and advice to Assignee on a range of issues, including

interaction with host-country counterparts, program management, and tools for becoming an effective leader within USAID.

E. Support Budget:

[Budget not attached in this sample Memorandum].

III. DURATION, EXTENSION AND TERMINATION OF ASSIGNMENT

- A. Assignee's tour is a two-year assignment, commencing on September 19, 2008 and terminating on or about September 19, 2010 (as set forth in the Automated Directives System or "ADS").
- B. This Agreement may be amended by mutual consent of both parties, with reasonable notice to the Assignee.
- C. This Agreement may be extended or terminated in accordance with Agency policies related to assignments.

IV. RIGHTS AND BENEFITS

- A. Until commissioned, Assignee is entitled to all rights and benefits accorded to a noncommissioned member of the Foreign Service, including entitlement to premium pay as set forth in the ADS.
- B. Upon commissioning, Assignee will be entitled only to those rights and benefits accorded to a commissioned FSO.

V. RULES, REGULATIONS, AND POLICIES

- A. The Assignee is subject to the Federal statutory and regulatory provisions that govern ethical and other standards of conduct, conflicts of interest, suitability, security, and limitations on political activity ([18 U.S.C. 203](#), [205](#), [208](#) and [209](#), and [5 CFR 735](#)); and to any applicable state and local government statutory and regulatory provisions.
- B. The rules and policies that govern the internal operation and management of the gaining Mission are applicable to the Assignee.

VI. CONTACTS AND DELEGATION OF AUTHORITY

Personnel Matters:
Office of Human Resources (OHR) or
Development Leadership Initiative Coordinator
1300 Pennsylvania Ave., N.W.
Washington, DC 20523

In an Agency Notice dated January 18, 2008, the USAID Administrator appointed the DLI Coordinator Janet Ballantyne as the Agency’s Senior Advisor for Workforce Initiatives. In another Agency Notice dated March 31, 2008, the USAID Administrator charged Ms. Ballantyne with the task of implementing the DLI program, giving her the authority to “articulate specific actions, which Bureaus, Missions, and Independent Offices must take to implement these priorities.”

VII. SIGNATURES

This Agreement is entered into on behalf of the USAID DLI Coordinator and the Mission Director by the undersigned duly authorized officials.

USAID/HR:

(Print Name)
Development Leadership Initiative Coordinator

Date: _____

USAID/(fill in country)PERU:

(Print Name)
Mission Director

Date: _____

ACKNOWLEDGED BY:

-----, DLI Supervisor

Date: _____

-----, DLI FSO

Date: _____

CLEARANCE PAGE: Deployment and Training Sample Memorandum of Agreement

Clearances:

*(fill in country)*Peru/ODI: _____ Date: _____

*(fill in country)*Peru/RLA: _____ Date: _____

*(fill in country)*Peru/CONT: _____ Date: _____

*(fill in country)*Peru/EXO: _____ Date: _____

*(fill in country)*Peru/DD: _____ Date: _____

HR/OD: _____ Date: _____

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