

Mandatory Reference: **463**
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FOREIGN SERVICE SKILLS MATRIX

QUALITY OF WORK: Effectively interprets, applies, implements, and communicates USAID’s strategies, goals, objectives, policies and procedures. Adapts the knowledge of respective discipline to the particular setting and translates this knowledge, using his/her technical, program and/or administrative skills into results that support program and organizational objectives. Remains abreast of developments in the discipline. Utilizes understanding of U.S. foreign policy and major global issues to promote sustainable development.

Sub-skills	Junior (FS-06 ,05, 04)	Mid-Level (FS-03)	Mid-Level (FS-02)
DEVELOPMENT ASSISTANCE KNOWLEDGE	Demonstrates knowledge of development theories and USAID strategies for sustainable development, including a working understanding of the importance of gender in development assistance.	Understands and applies development assistance theories and strategies to address major global issues in conducting work.	Has thorough and current knowledge of backstop. Translates knowledge into developing new strategies or program activities.
KNOWLEDGE OF USAID VALUES AND SYSTEMS	Learns basic USAID goals, objectives, policies, and procedures, including important cross-sectoral Agency priorities such as women in development. Demonstrates competence in Agency assistance and acquisition regulation.	Work demonstrates understanding of the USAID vision, core values, and regulations. Can explain USAID values and systems to others.	Actively keeps abreast of development theory and demonstrates increasing sophistication and creativity in advancing the Agency’s mission. Demonstrates USAID’s values. Serves as source of expertise for junior staff.
DATA GATHERING, ANALYSIS AND EVALUATION	Locates, evaluates and quickly assimilates concepts and data important to his/her position and demands of operating unit.	Assesses where development assistance can achieve sustainable development impact. Organizes data and translates into practical implications. Recognizes when additional information is required. Accurately judges when to consult with senior staff.	Problem solving well developed and applied across range of operating unit. Continues to acquire new analytical skills and apply them.
WRITTEN COMMUNICATION	Writes succinctly. Produces written material within established deadlines that are thorough and factually accurate. Obtains necessary edits and clearances.	Produces written materials that reflect all relevant views; conveys analysis that highlights essential points and clearly explains essence of subject to the intended audience.	Writes persuasively. Ensures that written products clearly link subject to USAID/USG policy and interests. Assists staff to develop effective writing skills.
TECHNICAL SKILLS	Identifies sources of guidance for accomplishing professional requirements. Develops own skill with tools needed for work assignments.	Applies content, policies and requirements of the professional discipline to achieve operating unit goals. Demonstrates increasing competency in professional field.	Displays expertise in own work. Actively seeks improvement in administrative and programmatic systems for increased effectiveness. Participates in design or revision of systems. Serves as an advisor to junior officers in operation of technical systems.

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Sub-skills	Senior (FS-01)	Executive (FE-OC)	Executive (FE-MC/CM)
DEVELOPMENT ASSISTANCE KNOWLEDGE	Utilizes broad knowledge of Agency policies and priorities to manage for results.	Formulates development assistance concepts, goals, and objectives and applies an understanding of global, economic, political, and social trends to guide the operating unit.	Recognized as knowledgeable senior policy advisor and implementer. Relates broad field of development to foreign and national security policy, and the perspective of Congress and other key partners.
KNOWLEDGE OF USAID VALUES AND SYSTEMS	Demonstrates effective application of operational, administrative and personnel systems. Understands most types of Agency programs through variety of assignments in Washington and overseas. Articulates role of strategic planning in carrying out effective development programs.	Implements Agency technical, management, or programmatic priorities, obtaining subordinates support. Able to express these to external clients and interagency fora. Effectively manages organizational and inter-organizational relationships.	Advises on and implements Administration priorities, ensures full staff support. Advocates USAID positions in senior level interagency, multi-donor fora.
DATA GATHERING, ANALYSIS AND EVALUATION	Assumes unit-wide analytical perspective. Proactive and creative in solving problems and seeking opportunities. Assists subordinates to acquire similar skills.	Analytical perspective integrates sectors and functions. Promotes innovative and critical analysis of local environment by subordinates and identifies gaps and information needed for senior management.	Ensures that operating unit applies innovative and critical analysis that comprehends external constraints and opportunities.
WRITTEN COMMUNICATION	Ensures that policy and operational issues are articulated in ways most helpful to decision-makers.	Demonstrates sophisticated ability to analyze, synthesize, and advocate in writing. Produces and elicits from staff clear, convincing and organized written products. Edits others’ texts judiciously.	Ensures that all written work of operating unit is concise, thorough, balanced and well organized, conveying all information necessary to support conclusions and is written in the style appropriate to the audience.
TECHNICAL SKILLS	Designs or revises systems. Applies content, policy and advanced requirements of a professional discipline to complex tasks. Undertakes review of skill base at the unit level and moves to fill gaps.	Ensures that technical skills within the operating unit are aggressively used to achieve agency objectives. Functions as a senior development expert to external organizations. Recognized as one of the few agency technical representatives.	Identifies present and future requirements for needed technical skills. Ensures that agency obtains appropriate mix of technical skills, adapted to present and future requirements. Keeps abreast of technological changes, developing strategies for using new technology to manage and improve program effectiveness, integrating technology into the workplace and understanding the impact of technological changes on the unit.

FOREIGN SERVICE SKILLS MATRIX

LEADERSHIP: Inspires, motivates, and guides others toward the achievement of USAID goals. Demonstrates ability to objectively evaluate and analyze new concepts; to understand the complexities and intricacies of the political, economic and cultural setting; and to develop effective and innovative operational and/or program strategies appropriate to the setting. Makes sound and well-informed decisions, with knowledge of impact and implications. Leads by example. Acknowledges and rewards superior performance.

Sub-skills	Junior (FS-06, 05, 04)	Mid-Level (FS-03)	Mid-Level (FS-02)
DIRECTION AND VISION	Understands USAID's vision and defines own role in it.	Helps team and unit to achieve Agency and operating unit vision. Offers constructive views on implementation.	Leads team to achieve Agency vision. Helps define consistent operating unit vision. Explains it for customers. Feeds back experience to team members and superiors.
INITIATIVE, CREATIVITY AND RISK-TAKING	Takes initiative to go beyond assigned tasks. Seeks increased job responsibility. Identifies opportunities for improvement of performance in own assignment.	Takes initiative in suggesting approaches and solutions to achieve results. Looks for ways to improve work processes and organizational performance.	Devises innovative approaches and solutions to make organizational improvements and policy adjustments. Takes calculated risks and encourages others to do the same.
MOTIVATING	Demonstrates enthusiasm for unit and USAID mission. Takes positive can-do approach to work. Energizes customers and team members toward goal achievement.	Offers advice and guidance to less experienced staff. Involves and motivates others to participate and contribute to activities by example	Establishes productive environment for team. Attentive to individual needs. Mentors team members and staff. Demonstrates concern for and develops staff. Gives staff a clear understanding of how their work fits into the priorities of the unit and contributes to USAID's mission.
PROBLEM-SOLVING AND DECISION-MAKING	Identifies issues within context of own job which requires decisions or other actions. Acts confidently and decisively within own purview, consulting others as appropriate.	Arrives at recommendations in a logical, orderly manner. Consults widely and integrates a broad range of factors into decision-making.	Makes reasoned, effective and timely decisions after considering all relevant factors and options. Displays consistency and resolve in implementing decisions.

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Sub-skills	Senior (FS-01)	Executive (FE-OC)	Executive (FE-MC/CM)
DIRECTION AND VISION	Oversees formulation and implementation of operating unit's programmatic, technical or administrative vision consistent with Agency vision and U.S. national interest.	Ensures that operating unit's strategy and collective work effort are consistent with Agency vision. Ensures technical, administrative, or programmatic soundness.	Defines and articulates Agency's and operating unit's vision. Provides advice to Agency leadership on effectiveness of vision.
INITIATIVE, CREATIVITY AND RISK-TAKING	Creates a work environment that encourages creative thinking and intelligent risk taking. Develops and implements new processes and programs.	Proactively identifies and communicates to staff the trends that affect USAID/USG mission and policy. Examines policy issues and strategic planning from a short and long term perspective and makes adjustments as needed. Acts as catalyst for change.	Creates an environment, which encourages innovation. Conceives and institutes organization wide policy and program initiatives. Anticipates and plans for the future.
MOTIVATING	Manages work relationships with objective of career development and achievement of operational objectives. Creates a supportive environment in which work assignments are interesting, challenging and provide learning opportunities; feedback is specific, positive and consultative; recognizes and rewards good performance.	Provides enthusiastic and energetic leadership of staff toward shared goals. Identifies and uses resources to reward and inspire key performers.	Leads by example. Develops open channels of communication, which encourages employees to speak out and make suggestions.
PROBLEM-SOLVING AND DECISION-MAKING	Makes effective and timely decisions even when data are limited or conflicting or will produce unpleasant consequences. Implements decisions and evaluates their impact and implications, making adjustments as needed.	Integrates policy and administrative factors into problem solving and decision-making in a manner enhancing the entire organization.	Accepts ultimate authority for decisions made and implemented in operating unit. Knows when it is appropriate to take risks and does so. Ensures senior USAID and USG management is aware of significant solutions/decisions.

FOREIGN SERVICE SKILLS MATRIX

RESOURCE MANAGEMENT: Understands and effectively implements USAID business processes. Exercises good judgment while insuring that resources are used effectively to produce results. Allocates and monitors usage of financial and physical resources within actual span of control. Anticipates future requirements, develops plans and establishes priorities. Manages resources within a well-planned approach and considers immediate and long term needs to make good use of resource allocation. Uses resources within framework that includes clear goals and objectives to assure that available resources are efficiently devoted to priority and critical issues. Develops sound management controls and takes personal responsibility for reducing agency vulnerability.

Sub-skills	Junior (FS-06, 05, 04)	Mid-Level (FS-03)	Mid-Level (FS-02)
STRATEGY DEVELOPMENT AND IMPLEMENTATION	Plans and designs individual work in the context of strategic objectives for unit. Demonstrates increasing understanding of the Agency’s strategic planning cycle.	Contributes to strategy formulation in own backstop area and team. Takes on increased level of implementation responsibility.	Ensures consistent implementation of strategy at team level. Motivates team to think and act strategically.
RESULTS ACHIEVEMENT, PROGRAM MONITORING AND EVALUATION	Can define measurable results for programs in his/her sector. Attentive to the need to do so. Contributes to design and implementation of program evaluations.	Defines measurable results at team or multi-activity level and devises effective methods for data collection. Manages R4 process. At team level masters performance monitoring and evaluation planning and implementation.	Keeps focus of team on results formulation, measurement, and achievement consistent with strategy.
BUDGETING AND FINANCIAL MANAGEMENT	Learns USAID’s budgeting cycle. Provides accurate and timely budget data for area of responsibility.	Understands USAID budget and financial management. Prepares final management requirements for results packages.	Manages and tracks budget and financial management functions relevant to position. Provides advice on proper procedures and standards. As team leader, ensures effective operation of program management and evaluation.

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Sub-skills	Senior (FS-01)	Executive (FE-OC)	Executive (FE-MC/CM)
STRATEGY DEVELOPMENT AND IMPLEMENTATION	Manages strategy implementation using all resources available. Skilled at developing sectoral strategies. Identifies alternative approaches to achieve strategic goals.	Guides strategy development for operating unit that is consistent with unit goals and resource constraints. Maintains balance between competing sectoral priorities. Demonstrates a comprehensive perspective spanning backstops and customers. Demonstrates broad strategic thinking.	Lead contributor to Agency, interagency, other donor, strategy development and implementation. Ensures his/her operating unit is contributing to overall Agency and USG national security objectives.
RESULTS ACHIEVEMENT, PROGRAM MONITORING AND EVALUATION	For operating unit, ensures that strategy and results are formulated. Measures and reports and takes corrective action as needed. Directs the development of program performance indicators and uses program evaluation and monitoring to improve program.	Ensures that all relevant staff and customers are working together toward valid set of results that will achieve strategic objectives. Carries out comprehensive program performance monitoring and evaluation for operating unit.	Oversees effective system to formulate and measure results within strategic framework. Ensures that senior management in Washington, Embassy, and host country officials informed and their views reflected. Ensures the formulation and implementation of program performance monitoring and evaluation.
BUDGETING AND FINANCIAL MANAGEMENT	Manages implementation of budget and financial management system in operating unit. Provides input to R4 and reports and incorporates financial data and plans in operational activity. Plans for audits, recommends management decisions, and closes findings expeditiously.	Implements effective budget and financial management system, R4 process, and vulnerability assessment in operating unit.	Ensures budget and financial management systems, R4 process, are effective and all internal controls are of highest quality.

FOREIGN SERVICE SKILLS MATRIX

STAFF DEVELOPMENT: Takes action to develop and strengthen employee skills, abilities, and professional knowledge. Utilizes formal and informal techniques of staff development, making good use of special assignments, team participation, formal short and long-term training, personal-career counseling through mentoring, and on-the-job training to develop staff. Establishes and communicates work objectives. Provides and receives effective, constructive, and ongoing performance feedback. Prepares accurate and timely performance evaluations.

Sub-skills	Junior (FS-06, 05, 04)	Mid-Level (FS-03)	Mid-Level (FS-02)
ENHANCEMENT OF SUBORDINATE GROWTH	Recognizes own strength and weaknesses and pursues self-development.	Develops plans to broaden own job-related knowledge and skills; shares knowledge with others in the workplace.	Identifies new work-related information or knowledge and communicates it to staff. Mentors and assists staff to develop work-related skills and expertise.
DIVERSITY, EQUAL EMPLOYMENT OPPORUTNITY (EEO) KNOWLEDGE AND IMPLEMENTATION	Acts in compliance with USAID EEO policies and core values.	Treats all people fairly and without regard to race, color, gender, religion, ethnic origin, age, sexual orientation, or any other factor unrelated to job performance.	Supports and implements fair personnel practices, which foster an inclusive, non-discriminatory work environment.
PERFORMANCE MANAGEMENT	Participates in preparation of work requirements for self. Develops plans to accomplish work requirements. Monitors and evaluates own work progress towards performance measures. Provides candid 360-degree feedback.	Works with staff in preparing work requirements. Gives staff both formal and informal feedback on performance and potential. Completes employee evaluations in accordance with standards and deadlines.	Establishes broad performance expectations for unit. Manages staff effectively, focusing on results. Ensures that the evaluation process is properly conducted and that counseling occurs throughout the rating year. Serves effectively on an Appraisal Committee.

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Sub-skills	Senior (FS-01)	Executive (FE-OC)	Executive (FE-MC/CM)
ENHANCEMENT OF SUBORDINATE GROWTH	Continuously enhances level of own and staff's work-related skills and expertise. Gives constructive and instructive, informal and formal, feedback.	Assesses unit's development needs and provides development opportunities. Develops leadership in others through coaching and mentoring.	Ensures that training and work assignments opportunities are made available to staff to develop job knowledge, skills and expertise.
DIVERSITY, EQUAL EMPLOYMENT OPPORUNTIIY (EEO) KNOWLEDGE AND IMPLEMENTATION	Ensures by example and instruction and verifies through monitoring and follow-up, that all employees are treated in a fair manner. Applies EEO and merit principles consistently.	Identifies and addresses situations giving rise to complaints and grievances based on issues of fairness in the workplace.	Provides personal leadership and support for equal employment opportunity by vigorously enforcing EEO and merit principles.
PERFORMANCE MANAGEMENT	Creates a productive work environment in which the contributions of individuals are valued and encouraged. Ensures that staff are appropriately utilized, appraised, and rewarded. Ensures the professional development and mentoring of staff. Works to prevent and resolve personnel problems in a timely manner.	Establishes organization-wide performance expectations. Overseas possible improvements in human resources management.	Makes sound hiring and capital resource decisions to address staff training and development needs. Ensures that the evaluation and counseling process is conducted in accordance with standards and deadlines. Oversees and ensures that effective incentive systems are established to reward performance.

FOREIGN SERVICE SKILLS MATRIX

PROFESSIONALISM: Exhibits responsibility for achieving results, not just performing tasks. Demonstrates knowledge of USAID vision and core values in representing the U.S. Government, Operating Unit, and/or team. Demonstrates reliability, accepts responsibility and acts ethically. Anticipates, appreciates, and responds to the challenges of serving internal and external customers, clients and stakeholders. Is responsive to pressing and changing customer needs. Is committed to improving customer service.

Sub-skills	Junior (FS-06, 05, 04)	Mid-Level (FS-03)	Mid-Level (FS-02)
CUSTOMER SERVICE	Demonstrates quality of service by responding professionally and competently to both internal and external customers.	Effectively balances the interests of a variety of customers. Anticipates and meets the needs of customers.	Readily adjusts priorities to respond to pressing and changing customer needs and demands. Encourages and assists staff to maintain and strengthen service orientation.
PROFESSIONAL CONDUCT	Holds oneself accountable for duties and responsibilities. Is dependable and conscientious. Conducts oneself in an ethical manner. Is relied on by colleagues, team members and superiors to meet work requirements and deadlines.	Strives to deepen understanding of the Foreign Service as a profession. Is self-motivated and reliable. Publicly supports team, unit or organizational positions, even when disagreeing with them.	Deals effectively with pressure and encourages others to persevere in trying circumstances. Works effectively independently and as part of a team to achieve goals.

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Sub-skills	Senior (FS-01)	Executive (FE-OC)	Executive (FE-MC/CM)
CUSTOMER SERVICE	Ensures staff meets or exceeds customer expectations.	Ensures commitment to continuing service improvements.	Fosters a customer-oriented focus throughout the unit.
PROFESSIONAL CONDUCT	Assists staff to develop their professional skills. Accepts and gives orders courteously. Expresses own differing views respectfully and guides staff to do the same.	Uses expertise to evaluate policies and programs and to advise and develop others. Maintains focus and intensity and remains optimistic even under adversity.	Demonstrates own and fosters commitment, pride and trust in staff. Values well founded dissent and defends its appropriate expression.

FOREIGN SERVICE SKILLS MATRIX

TEAMWORK/INTERPERSONAL SKILLS: Works in a collaborative, inclusive, team-oriented manner, valuing diversity and equal opportunity. Fosters a climate of trust and respect. Demonstrates sensitivity to individual and cultural differences and ensures that all views are taken into consideration. Is open to change and new information, adapting work behavior and methods accordingly. Demonstrates capacity to effectively interact with other people. Creates and maintains effective working relations with team members, other USAID staff, host country citizens, other U.S. and foreign government organizations, and representatives of donor institutions and non-governmental organizations. Communicates effectively utilizing foreign language ability as appropriate.

Sub-skills	Junior (FS-06, 05, 04)	Mid-Level (FS-03)	Mid-Level (FS-02)
SENSITIVITY AND RESPECT FOR DIVERSITY	Seeks information and opportunities to learn about different cultures, customs, beliefs and the perspectives of partners. Demonstrates an appreciation for the views of others in the team context. Has a working understanding of the importance of gender in development assistance.	Actively assists team members understand the value of differing cultural perspectives in carrying out the work of the team. Assists local employees understand USG culture and insures that local culture norms are taken into consideration in defining activities and results to be produced by the team.	Effectively leads team with different customs, mores, and beliefs. Demonstrates sensitivity to individual and cultural differences and insures that all views are taken into consideration in team decision-making.
CONSENSUS BUILDING	Presents a position in non- confrontational way. Sees others' positions objectively and is open to them. Contributes to environment of trust and respect. Supports team consensus. Is aware of his/her impact on others.	Helps members and customers reach agreement. Utilizes interest based negotiation skills in work situations.	Leads team through differences. Promotes discussion of divergent views and reaches operational agreement or consensus on issues.
ADAPTABILITY AND FLEXIBILITY	Accepts the constancy of change and adapts behavior and work methods accordingly. Demonstrates aptitude to work effectively in overseas environment.	Enthusiastically takes on new tasks and performs them effectively. Pays particular attention to teaching less experienced members and ensuring that staff in different employment categories participates fully. Adjusts quickly and demonstrates versatility to new work environment and responsibilities.	Guides staff to respond quickly and appropriately to new opportunities and risks, changing conditions or unexpected obstacles.
COLLABORATION AND EMPOWERMENT	Works collaboratively with team members toward established results. Actively participates in team. Understands one's responsibilities and expectations.	Consistently develops and sustains cooperative working relationships. Demonstrates and fosters commitment to team and development of its members.	Allows team to define problems, develop solutions to accomplish goals. Builds a climate of trust and respect.
ORAL COMMUNICATION	Seeks to improve foreign language skills. Speaks clearly and communicates ideas in a concise, organized, effective, and culturally appropriate manner.	Uses foreign language skills to enhance job performance. Speaks persuasively in both formal and informal communications, before groups and in individual discussion.	Uses foreign language skill during foreign language designated assignments to effectively communicate USAID's policies and interests and to exercise influence. Able to convey relevant information understandably even when speaking extemporaneously.

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Sub-skills	Senior (FS-01)	Executive (FE-OC)	Executive (FE-MC/CM)
SENSITIVITY AND RESPECT FOR DIVERSITY	Cultivates cultural diversity in operating unit. Builds team based on diversity of experience and skills. Takes full advantage of diverse perspectives and skills and customer input. Councils team members, assisting them to develop an appreciation of the value of diversity.	Ensures cultural diversity in operating unit and that diverse individuals have sufficient opportunity to contribute to sound strategy and program development. Manages entire workforce, capitalizing on individuals' strengths and skills.	Establishes cultural sensitivity tone and work environment within the operating unit. Ensures that individuals throughout the organization demonstrate sensitivity for and value diversity of views. Ensures systems are in place to obtain optimum results from a diverse work force working in teams. Ensures recruitment of diverse staff and effective team management practices.
CONSENSUS BUILDING	Manages unit's work collaboratively, resolves problems quickly and constructively. Ensures the appropriate handling of administrative, personnel management and EEO issues, recommending disciplinary actions as appropriate. Mediates and negotiates outcomes that support USAID goals and objectives.	Anticipates divergent views, examines the options and is sensitive to the need to bring all stakeholders on board to a common position.	Ensures that consensus-building techniques are used throughout the unit and in all external relations on programmatic and operational activities.
ADAPTABILITY AND FLEXIBILITY	Anticipates and manages change effectively. Develops programmatic, operational or procedural methodologies as necessary.	Demonstrates broad functional versatility or ability to adapt world class technical expertise to diverse settings.	Leads organization unit in the effective achievement of results under the most complex and difficult conditions.
COLLABORATION AND EMPOWERMENT	Manages results-oriented teams with open feedback and effective communication between them. Balances workload associated with multiple teams. Delegates appropriate authorities and responsibilities to teams. Provides linkages with other teams or units to ensure effective coordination.	Provides direction, guidance and support for actions of team leaders. Ensures that various teams are working toward shared goals. Encourages and provides upward and downward feedback.	Ensures that operating unit's relationships internally and externally are collaborative, well developed, and functioning smoothly. Demonstrates openness to criticism and corrective actions. Advises senior Agency leadership and others concerning policies and regulatory changes needed for effective empowerment.
ORAL COMMUNICATION	Speaks authoritatively to all audiences; makes public presentations on USAID perspective.	Demonstrates ability to represent USAID's interests and interact with high level USG and host country officials with purpose, tact, and diplomacy. Effectively argues and defends Agency positions.	Deals comfortably with the media and senior levels of government and society. Acts as principal spokesperson for USAID abroad and for unit when domestically assigned. Formulates and manages public affairs for operating unit.