



USAID Performance Management Standards for Promoting a Respectful, Safe, Healthy, and Inclusive Work Environment

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USAID is committed to fostering a respectful, safe, healthy, and inclusive work environment. This includes promoting USAID's zero tolerance vision for sexual misconduct in any form, including sexual harassment and discrimination, as well as eliminating other toxic behaviors, such as bullying (including cyberbullying), intimidation, incivility, violence, threats, and any other inappropriate or disruptive verbal, nonverbal, or physical behavior.

Performance management plans for USAID staff should reflect, and staff should be held accountable for, achieving these outcomes. This document identifies elements from USAID's primary performance management systems that pertain to the achievement of such a workplace. Supervisors and employees are encouraged to consider the elements below when developing new performance plans.

Senior Foreign Service and Foreign Service Officers

ADS Chapter 464 Performance - Based Actions - Foreign Service

This new ADS chapter provides additional guidance on how misconduct should be addressed within performance management of Senior Foreign Service and Foreign Service Officers. The new chapter requires rating officials to seek guidance on misconduct issues from HCTM's Office of Employee and Labor Relations (HCTM/ELR), which will provide appropriate guidance based on the specific situation.

Foreign Service Skills Framework

Professionalism:

"... Facilitates a productive working environment with colleagues where conflicts are addressed quickly."

(Sub-Skill) Interpersonal Skills: "Anticipates, strives to mitigate, and effectively handles sensitive, controversial, and difficult interpersonal situations and resolves them in a positive and constructive manner."

Talent Management:

"Creates a productive and supportive environment where conflicts are addressed quickly and personnel problems are resolved in a fair and transparent manner."

(Sub-Skill) Supervision and Human Resource Management: “Addresses issues of poor conduct and performance in a straightforward and constructive manner.”

Senior Executive Service and Politically Appointed Administratively Determined (AD) I8 Executives

[Form AID 421-I](#)

Leading People Mandatory Performance Requirement:

“...fosters high ethical standards in meeting the organization's vision, mission, and goals. Demonstrates inclusive workplace practices, fosters behaviors aligned with agency values, and provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork; and, supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization’s mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct...”

Senior Level (SL) and Scientific or Professional (ST)

[Form AID 425-I](#)

Leadership Critical Element:

“Promotes workplace diversity and ensures the recruitment and retention of a diverse workforce, complies with merit system principles, and avoids prohibited personnel practices. Promotes respectful, cooperative, and productive working relationships. Monitors work environment to prevent instances of discrimination and harassment and resolves conflicts in a positive and constructive way.”

Civil Service Supervisors and Managers

[Form AID 462-I, Section 4](#)

Leadership:

“Leads by example and promotes respectful, cooperative and productive working relationships among individuals including persons with cultural and individual differences.”

Equal Employment Opportunity:

“Ensures a climate of fairness and respect for human worth in the workplace. Eliminates bias or harassment in the operating unit. Contributes to unit cohesiveness/morale.”

Civil Service Non-Supervisory Positions

[Form AID 462-1, Section 5](#)

Professionalism and Teamwork:

Performs in a professional and cooperative manner when interacting with coworkers and the public. Willingly initiates and responds to collaborative efforts with coworker(s).
Treats others with respect and reinforces their efforts.