



International Development
Intern (IDI) Program:
Guidelines for Performance Reviews and
Administrative Promotions

A Mandatory Reference for ADS Chapter 459

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INTERNATIONAL DEVELOPMENT INTERN (IDI) PROGRAM

GUIDELINES FOR PERFORMANCE REVIEWS AND ADMINISTRATIVE PROMOTIONS

1. INTRODUCTION

These guidelines provide an overview of the newly established promotion consideration process for IDIs at grades 6 and 5. Because this promotion review process occurs largely independent of and at different times than the annual performance review for all Foreign Service Officers, careful attention must be devoted to ensuring timely IDI promotion reviews. In addition, because the Agency is in the process of reinstating a Tenure Board, it is important to recognize and appreciate the interplay between this promotion review process, FS Performance Boards and the Tenure Board.

The guidelines are divided into the following sections:

- Introduction,
- Training and Promotion Policy,
- Overview of the IDI Performance Review Process, and
- Administrative Promotion Actions and Procedures

2. TRAINING AND PROMOTION POLICY

Individuals entering the Foreign Service through the International Development Intern program (IDI) are in training for a 3-year period. At the end of the 3-year period and with AEF performance at the "B" level or better, the IDI will graduate from the program.

During the 3-year period, IDIs will be considered for two promotions via an administrative process linked to the IDI Program. Each IDI will have an initial performance review after the first 11 months and a second performance review 12 months after the initial review. Administrative promotions will be recommended after each satisfactory review.

Timing of the first two IDI performance reviews is determined by the IDI Entry on Duty (EOD) date and is therefore not consistent with the April through March Foreign Service Annual Evaluation (AEF) cycle.

3. OVERVIEW OF THE IDI PERFORMANCE REVIEW PROCESS

These guidelines will alert Principal Officers of their off-cycle evaluation program responsibilities and assist IDIs, their supervisors/raters, and standing Appraisal Committees in understanding the procedures for preparing and conducting the initial 11-month and second 12-month performance reviews.

3.1 Supervisors and Their Responsibilities

Each IDI will have an initial supervisor of record who is responsible for:

1. Ensuring that the Individual Development Plan (IDP) is established and carried out (detailed IDP information is provided to each IDI; supervisors are advised to consult with Human Resources regarding IDP questions) ;
2. Developing an Annual Evaluation Form (AEF) with at least one and not more than 2 AEF Work Objectives (WO) with one or two Performance Measures (PM) for each. (The WOs should be developed in collaboration with the IDI and his/her coach to cover the anticipated time period in USAID/W. The initial year's WOs are to be completed within 45 calendar days following the completion of orientation); and
3. Evaluating and documenting the IDI's performance at both the formal mid-point progress review (or immediately prior to the IDI's departure for post, whichever is earlier) and the 11 month mark as required by these guidelines.

If the IDI is assigned to a Mission during the initial 11 months, then the new post supervisor becomes the supervisor of record and is responsible for:

1. Supporting the IDI in fulfilling all IDP responsibilities;
2. Developing/changing post-specific AEF WO(s) and PM(s) to cover the remainder of time in the initial 11 month period (to be completed within 45 calendar days following arrival at post);
3. Evaluating and documenting the IDI's performance at the 11 month mark as required by these guidelines.

The supervisor at the end of the initial 11 month period is the Rater and thus responsible for writing the AEF.

The second AEF (spanning 12 months of performance) will follow the same process from the development of the work objectives and performance measures at the beginning of the rating period through the formal mid-cycle review to the end of the second year performance cycle. Apart from these formal steps, supervisors and employees are expected to frequently communicate throughout the rating period. Any

adjustments to work objectives and/or performance measures should, of course, be appropriately documented on the AEF.

3.2 Guidance on the Development of Work Objectives and Performance Measures

Work Objectives, Performance Measures and the Foreign Service Skills Matrix (see **AID Form 461-4**) serve as the bases for evaluating all Foreign Service Officer (FSO) employees' performance. [Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].

Supervisors and IDIs must discuss, develop and document appropriate WOs and PMs within 45 calendar days from the end of the orientation program. IDIs should consider their Individual Development Plan part of their **continuing responsibilities** and, as such, it should be included in the "Role in the Organization" section of the AEF (see **Section 4 of AID Form 461-1**). [Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy]. While language acquisition is not an acceptable WO, it is appropriate to include time spent at FSI for language training in the "Role in the Organization" section.

IDIs in Administrative Backstops (Financial Management (04), Executive (03) and Contracting (93) Officers) may focus on the successful completion of the established, backstop-specific training requirements for the target positions in place of the IDP.

WOs and PMs should be results or outcomes-focused and reflect the major individual competency requirements identified in the IDP. Work Objectives will specify Agency work that will provide IDIs with an opportunity to learn, develop, and demonstrate the skill levels required of an FS 06 and above in line with the IDP.

It is recommended that IDIs have only one WO while in USAID/W and a second WO at post. Under each work objective are set PMs that are objective measurable statements of standards that an employee is expected to meet. These are normally written in terms of quality, quantity, timeliness and cost-effectiveness. IDIs must have no more than two corresponding PMs for each WO. The development, maintenance and accomplishment of the overall IDP are considered continuing responsibilities of each IDI and should not be included as a WO (e.g. do not list "Implement IDI Plan" or "Implement IDP" as WOs or PMs). WOs and PMs should be directly tied to rotations carried out in both USAID/W and in field missions.

IDIs and supervisors are to consider the Foreign Service Skills Matrix when developing WOs and PMs. The FS Skills Matrix establishes skill standards by grade that employees are expected to demonstrate they meet as they develop skills for higher grades. Work Objectives complement the IDP by identifying relevant and meaningful work within the Agency that will allow the IDI to demonstrate and/or develop the required competencies and skills.

IDI work assignments within the IDI's home office are an integral part of his/her overall training. The achievement of a broad competency-based workload through a series of rotations is the premise upon which IDPs and resultant WOs are established and evaluated during the rating cycle. The workload of the Supervisor's operating unit is a secondary concern in establishing Work Objectives.

3.3 When and How are IDIs Evaluated?

Each IDI's supervisor of record at the end of the 11th month in the Foreign Service is responsible for evaluating performance under the AEF covering the initial 11 months from Entry on Duty (EOD) date. The supervisor of record at an IDI's 22nd month in the Foreign Service is responsible for preparation of the second evaluation, which will cover a 12-month period beginning at the end of the first evaluation cycle.

For example, an EOD date of March 1, 2004 would result in an initial evaluation period of March 2004 through January 2005 (11 months). The second evaluation will cover a period from February 2005 to January 2006 (12 months). The next regular FS evaluation cycle will end on March 31, 2006, and no additional AEF is required to cover the February/March 2006 period, since it is less than 120 days. Performance in this period is reflected in the next AEF/Appraisal Input Form (AIF). The chart below further illustrates the timing of IDI evaluations:

<u>IDI EOD Date</u>	<u>1st and 2nd Year IDI Review AEF Due Dates</u>
January	November 30 th
March	January 31 st
May	March 31 st
September	July 31 st

Each rotation and interim supervisor is responsible for completing an AIF prior to the IDI leaving an assignment (see ADS [461.3.1.2](#)). For a period of less than 30 days, a Rotation Memorandum is acceptable in lieu of the AIF. It is the responsibility of each supervisor to submit the AIF or Rotation Memorandum directly to the IDI's supervisor of record prior to the beginning of the 11th month of service, to allow timely and accurate preparation of the AEF.

It is the IDI's responsibility to provide the Rating Official with a written self-assessment of performance. IDIs are strongly encouraged to complete the Employee Statement in the AEF (see **AID Form 461-2**). [Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].

3.4 Evaluating the IDI at Mid-Point and End of the Rating Period

In addition to the ongoing feedback expected from supervisors, there are two points at which the supervisor and IDI must discuss progress: at the Mid-Point Formal Progress Review and during the completion of the AEF just prior to the end of the rating period.

The AEF Mid-Point Formal Progress Review (see **Section 6 of AID Form 461-1**) is mandatory. [Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy]. The absence of this important and documented event reflects negatively on the employee, the rater, and the Appraisal Committee. Since most IDIs will remain in Washington for at least six months, the Mid-Point review is the responsibility of the initial Washington-based supervisor. Supervisors at post must always confirm with incoming IDIs that a Mid-Point Progress Review was conducted and documented in USAID/W.

3.5 What Will Be Evaluated?

IDIs will be evaluated on performance and achievement with respect to meeting the established standards of their class (after the initial orientation) on all rotations within USAID/W, on overseas assignments, Temporary Duty (TDY) assignments to overseas missions, and on language training progress/results, as documented in their official Evaluation Files.

For both the initial and second annual performance review, the IDI's supervisor will solicit 360 input from rotational supervisors and others, but must **not** include the IDI's coach as part of the AEF process. Using 360 input, the IDI's self-assessment of performance, and his/her own independent assessment, the supervisor will prepare a written appraisal of the IDI's performance against WOs and PMs for the rating period.

Rating Officials must use the Skills Matrix to prepare the AEF. ADS 461.3.6.1 provides guidance for Rating Officials on the Skills Matrix. The Matrix consists of four skill areas with four to five sub-skills. The four skill areas are

- Resource Management,
- Leadership,
- Technical and Analytical, and
- Teamwork and Professionalism.

Each skill area defines what is expected of the employee according to his or her personal grade level.

When Rating Officials prepare the AEF, they must not make recommendations for promotion or tenure. Instead, they should discuss all four skill areas in relation to rank/grade along with 360 degree quotes, and show how the employee made an impact on the overall mission or sector. They should also discuss the employee's willingness to be innovative, take on non-traditional or hardship assignments, or take calculated risks.

Rating Officials must highlight at least one sub-skill area from the next higher level for the employee to develop further. This will include areas of excellence or potential for developing specific FS competencies that might positively affect career development. Rating Officials are also encouraged to consult ADS 461.3.6.2 regarding the mandatory

Skills Feedback Worksheet (see AID Form 461-3) and ADS 461.3.7 Employee Feedback Sessions.

4. ADMINISTRATIVE PROMOTION ACTIONS AND PROCEDURES

4.1 IDI Review Panel and Process

In order to be promoted administratively, IDIs must demonstrate satisfactory performance, i.e., they must meet the standards of their class. **Meeting work objectives and demonstrating requisite skills proficiency meets class standards.**

To expedite administrative promotional decisions, each IDI's first two AEF's will be evaluated by an IDI Review Panel. Established by M/HR/POD at appropriate intervals for each IDI class, prior to the first and second anniversaries of entry into the Foreign Service, the IDI panel will consist of four members. Chaired by the Chief of the Personnel Operations Division (M/HR/POD) or designee, the Panel will also include an Assignment and Performance Counselor, the M/HR/POD Special Projects Team Leader and one senior FSO from outside HR with expertise in the IDI backstops under review. The Panel's review may include periods of language training and/or time on overseas assignments as an IDI in a field mission.

The IDI Review Panel will determine which IDIs meet or fail to achieve the standards of their class. Individuals who meet (or exceed) the standards of their current class will be recommended for administrative promotion to the next Foreign Service class.

Those who are determined by an IDI Review Panel not to meet class standards will not be recommended for promotion and will be issued a Counseling Letter from the IDI Review Panel outlining corrective actions to improve their performance. This letter will not be included in the IDI's Performance File.

4.2 Additional Review

IDIs who have been determined by the Review Panel not to be meeting the standards of their class will have their evaluation files referred to the next regularly scheduled Foreign Service Performance Boards. Those who were not recommended for promotion by the Panel may be so recommended by the Board. IDIs who appear to the Performance Board to be failing to meet the standards of their class will be referred to the Tenure Board rather than the Performance Standards Board. The Tenure Board may recommend one of two actions for pre-tenure eligible career candidates:

1. Return the recommendation to the Performance Board noting non-concurrence with recommendation (the determination giving specifics regarding the Board's decision).
2. Terminate the IDI from service.

4.3 Effective Dates of Administrative Promotions

Where an administrative promotion is recommended from FS 06 to FS 05, upon approval by the Director of Human Resources, the effective date will be the anniversary of the IDI's Entry on Duty (EOD) date. Second administrative promotions from FS 05 to FS 04 will, upon approval, be effective on the second anniversary of the IDI's Entry on Duty (EOD) date.

REFERENCES

- a. [ADS 461, Employee Evaluation Program, Foreign Service and Senior Foreign Service](#)
- b. [Employee Evaluation Program Guidebook, Part 1 \(Foreign Service\)](#)
- c. **USAID General Notice 0877 dated 8/22/05, Foreign Service Performance Evaluations – Board Observations and Comments**
[Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].

MANDATORY FORMS

- a. **AID Form 400-1B, Appraisal Input Form**
[Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].
- b. **AID Form 461-1, AEF Foreign Service Form**
[Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].
- c. **AID Form 461-2, AEF Foreign Service Employee Statement**
[Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].
- d. **AID Form 461-3, AEF Foreign Service Skills Feedback Worksheet**
[Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].
- e. **AID Form 461-4, Foreign Service Skills Matrix**
[Note: This document is only available on the USAID Intranet. Please contact ads@usaid.gov if you need a copy].