

## FOREIGN SERVICE SKILLS MATRIX

**RESOURCE MANAGEMENT:** Manages one or more of the following Agency resources to maximize organizational performance and/or produce development results: Financial, Personnel, Contracts/Grants or Physical Assets. Leverages Agency resources to achieve Agency's objectives.

Sub-Skills	FS-06 - FS-04 (Apprentice)	FS-03 (Journey)	FS-02 (Master)	FS-01 (Teacher)
<b>Budgeting and Financial Management</b>	Masters USAID's budgetary cycle and financial management procedures.	Prepares accurate and timely budget analyses for area of responsibility. Tracks obligation, commitment and expenditure or deobligation of funds accurately and timely. Identifies potential opportunities to leverage donor and private sector resources.	Balances resource requirements for area of responsibility with those of other operating units. Manages and tracks budget and financial management functions relevant to area of responsibility. Provides advice on proper procedures and standards. Negotiates with other donors and private sector representatives to maximize contributions to common goals.	Ensures optimal resource allocation across strategic objectives and operating units. Seeks out most cost-effective ways to utilize budgetary resources. Sets standards for efficient, transparent financial management. Forges alliances and leverages resources to further the objectives of operating unit.
<b>Human Resource Management</b>	Participates in preparation of own work objectives. Manages time and monitors own progress toward accomplishing work objectives. Prepares self-assessment and provides 360 degree-feedback on team members as requested. Respects role of all categories of employees, whether local or expatriate.	Participates in preparation of own work objectives. Works with staff in preparing their work requirements. Provides formal and informal feedback on performance and potential. Completes employee evaluations or memoranda of performance in accordance with standards and deadlines.	Establishes performance targets for unit. Allocates work optimally among team members. Manages employee performance throughout the rating cycle. Ensures that performance of team members is managed and evaluated objectively.	Balances performance targets for operating unit with overall Mission, office or bureau goals. Ensures that staffing is in line with program/Mission size and complexity and deployed to support most critical work. Ensures that staff is appropriately trained, utilized, appraised and rewarded. Works to prevent and resolve personnel problems in a timely manner.
<b>Procurement and Contract/Grant Management</b>	Plans and assists in preparation of statements of work, training requests and commodity procurement requirements. Manages implementing partner teams and other inputs judiciously. Monitors compliance and applies broader statutory requirements to work.	Prepares statements of work, training requests and commodity procurement requirements. Participates in contractor/bid selection. Manages contracts, grants and other inputs with minimal supervision. Monitors compliance with contract/grant terms. Participates in resolving issues of performance. Assesses effect of activities.	Implements strategy through judicious, timely procurement planning and execution. Leads review of proposals, bid applications and unsolicited proposals. Guides contractor work plans. Monitors performance, resolving complex issues as they arise. Balances Agency, customer and partner interests to resolve issues.	Selects acquisition or assistance instruments most likely to accomplish strategic/work plan objectives. Ensures transparency and integrity in procurement and contractor/grantee management. Cultivates relationships with implementing partners based on shared objectives and mutual respect.
<b>Asset Management</b>	Assists in assessing needs and preparing specifications for procurement. Understands and applies accountability requirements for property held in USAID or contractor/grantee custody. Reconciles procurement records with physical inventories.	Assesses needs and prepares for specifications for procurement of property. Recommends and implements cost savings or efficiency measures. Monitors utilization of program/OE property and assets.	Analyzes OE and/or program support needs in order to determine specific, real, expendable and non-expendable property acquisition requirements. Reviews and approves disposition methods for excess/used property.	Develops and implements systems for monitoring and evaluating effective use of physical assets. Ensures accurate preparation and timely submission of mandatory reports.

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**LEADERSHIP:** Assesses the environment and draws upon staff input to establish direction and vision for the operating unit. Builds consensus to implement vision. Motivates and empowers staff to solve problems and delegates decision making as appropriate. Takes responsibility for own professional development. Mentors and guides staff to assume increasing levels of responsibility in the organization.

Sub-Skills	FS- 06 - FS-04 (Apprentice)	FS-03 (Journey)	FS-02 (Master)	FS-01 (Teacher)
<b>Direction and Vision</b>	Plans and carries out individual work in the context of Agency vision, strategic/management objectives of operating unit and assigned activities.	Contributes to team achievement of Agency vision. Contributes to formulation of strategic or management plans.	Leads team to achieve Agency vision and goals of operating unit. Thinks and manages strategically. Takes calculated risks. Develops alternate vision as needed.	Formulates vision and strategic management plan for operational unit consistent with Agency vision and U.S. national interest. Creates a work environment that encourages innovation and risk-taking.
<b>Consensus Building</b>	Presents positions in non-confrontational way. Is open to views of others. Acts confidently and decisively within own purview. Supports team consensus and moves to implement it.	Considers alternative solutions to problems. Utilizes interest-based negotiation skills to help team, partners, and customers reach agreement.	Guides team through differences, encouraging members to objectively weigh alternatives. Encourages constructive dissent. Reaches operational agreement. Leads implementation of decisions.	Creates linkages among teams. Confronts and resolves conflict among competing interests or priorities.
<b>Motivation and Empowerment</b>	Demonstrates enthusiasm for unit and Agency mission. Takes positive can-do approach to work.	Involves and motivates others to participate and contribute to work of team. Recognizes contribution of all team members. Delegates meaningful work to subordinates.	Encourages team to define problems and motivates members to explore alternative solutions. Generates enthusiasm for work of the team or operating unit. Delegates appropriate responsibilities and accountability to teams and team members.	Creates work environment where assignments are interesting, challenging and provide learning opportunities. Inspires teams to new responsibilities and challenges.
<b>Staff Development</b>	Recognizes own strengths and weaknesses. Seeks out opportunities for training and on-the-job experience to fill own skill gaps. Gives and accepts feedback tactfully.	Identifies opportunities for professional growth for self and team members. Provides constructive 360 degree-feedback to aid in professional development of team members.	Objectively assesses staff skill levels and expertise. Identifies areas for professional growth. Seeks out training and on-the-job experiences to foster team members' professional development.	Creates team/office structure that fosters job enrichment, skill development and professional growth. Actively mentors staff through performance management, constructive feedback and formal and non-formal training.
<b>Cultural Sensitivity and Respect for Diversity</b>	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 the workplace and development.	Actively assists team members understand the value of differing cultural perspectives in carrying out the work of the team. Assists local employees to understand U.S. culture and ensures that local cultural 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 values diversity of views and competencies.	Fosters the integration of diverse experience, skills, and perspectives of individuals in the work environment. Builds team based on diversity of experience and skills. Takes positive steps to promote sensitivity to cultural and individual differences in the work environment. Takes full advantage of diverse perspectives and skills and customer input.

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**TECHNICAL AND ANALYTICAL SKILLS:** Blends knowledge of technical, program or administrative disciplines with knowledge of USAID values and business processes and applies them to the particular setting to solve problems, meet customer needs and achieve results that support Agency objectives. Remains abreast of developments in the discipline and trends in U.S. foreign policy.

Sub-Skills	FS-06 - FS-04 (Apprentice)	FS-03 (Journey)	FS-02 (Master)	FS-01 (Teacher)
<b>Professional Expertise</b>	Is conversant with development theories, including sectoral strategies or approaches to work as well as cross-cutting themes such as gender and institutional development. Identifies personal skill gaps and builds knowledge.	Understands development theories and is gaining practical experience in applying technical, programmatic or administrative approaches relevant to backstop to conduct work. Actively seeks to gain knowledge to achieve expertise in backstop.	Has thorough, current knowledge of backstop. Translates technical, programmatic or administrative expertise in developing new strategies or innovations to work. Demonstrates full mastery of skills in backstop.	Uses in-depth knowledge of technical, programmatic or administrative specialty coupled with broad knowledge of Agency policies and priorities to manage for results. Represents organization as a professional expert. Demonstrates mastery of skills and knowledge beyond personal backstop and actively fosters corporate value of continual learning.
<b>USAID Values and Business Processes</b>	Is conversant with Agency core values. Learns basic goals, policies, regulations and business processes relevant to backstop, including information technology.	Applies core values in daily work. Actively seeks opportunities to broaden and deepen knowledge of policies, regulations and business processes.	Work demonstrates internalization and mastery of Agency core values, goals, policies, regulations and business processes.	Demonstrates sophisticated understanding of Agency vision and values. Serves as role model for junior officers and development partners. Suggests innovations in business processes or development practices.
<b>Information Gathering Analysis, and Problem Solving – includes Knowledge Management</b>	Locates and effectively analyzes data or information. Assesses reliability and accuracy of information. Accurately summarizes findings and conclusions verbally or in writing appropriate to audience. Is conversant with applications of collaborative technologies such as internal virtual networks and teleconferencing. Knows which applications are available in the Agency. Networks formally and informally into communities of practice that focus on the technical areas and portfolio of the officer. Participates effectively in monitoring and evaluation activities.	Organizes data and information and translates into practical or policy applications. Recognizes when additional information or consultation with senior officers is required. Participates in weighing alternatives and implementing solutions. Shares alternatives and recommended solutions with appropriate parties, seeking guidance on information to share with communities of practice. Utilizes collaborative technologies in identifying best practices and relating lessons learned in the technical area and portfolio of the officer. Leads monitoring and evaluation activities.	Identifies development or administrative problems and seeks information/data relevant to their solution. Objectively weighs input from multiple sources, analyzes data and recommends appropriate course of action. Shares solutions with appropriate parties, including communities of practice. Executes and manages solutions. Formulates major components of overall policy. Leads communities of practice in one or more functional specialties. Coordinates component policy into overall policy framework. Effectively applies lessons and best practices to inform or redirect activities.	Identifies development or management problems. Guides operating unit in gathering information, weighing alternative solutions, reaching consensus and implementing solutions. Devises and shares solutions with appropriate parties, including communities of practice. Leads and guides communities of practice in the formulation of policy and associated budget decisions. Leads communities of practice networks in new applications. Disseminates new applications. Synthesizes an array of information to create new approaches to meet emerging challenges or policy directions.
<b>Customer Service</b>	Identifies customers, both internal and external. Works with more senior officers to prioritize work. Meets established deadlines or negotiates them in face of constraints.	Is accessible and available to multiple customers. Establishes priorities and communicates rationale and time frame clearly to customers. Overcomes constraints to meet established deadlines.	Effectively balances competing customer demands. Sets priorities for self and assists in setting priorities for operating unit. Uses forward planning to meet or beat deadlines.	Instills sense of customer service in operating unit. Plans work of unit such that deadlines are met or surpassed. Formulates creative approach to improving customer service.

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**TEAMWORK AND PROFESSIONALISM:** Conducts self professionally, fostering an organizational environment characterized by open communication, cultural sensitivity and respect for divergent employee backgrounds, management styles and point of view. Inculcates respect for equal employment opportunity principles and ensures their uniform application in the workplace.

Sub-Skills	FS-06 - FS-04 (Apprentice)	FS-03 (Journey)	FS-02 (Master)	FS-01 (Teacher)
<b>Communication</b>	Speaks clearly and persuasively. Permits others to express views. Writes succinctly. Produces written material within established timeframes that are thorough and factually accurate.	Articulates point of view tactfully. Practices active listening. Facilitates communications in group settings. Produces written materials that reflect relevant views; highlights essential points and clearly explains essence of subject to intended audience.	Fosters, by example, open communications among team members. Accurately summarizes group consensus. Speaks effectively in public to small groups. Represents operating unit at external functions. Writes persuasively. Ensures that written products clearly link subject to USAID/USG policy and interests.	Conducts negotiations effectively and diplomatically. Chairs meetings skillfully and expeditiously, fostering expression of diverse points of view. Represents operating unit effectively in public fora. Ensures that policy and operational issues are written in ways most helpful to decision-makers.
<b>Professional Conduct</b>	Holds self accountable for duties and responsibilities. Is dependable and conscientious. Conducts self in an ethical manner. Is relied on by colleagues, team members and superiors to meet work requirements and deadlines.	Is self-motivated and reliable. Publicly supports team, unit or organizational positions, even when disagreeing with them. Evinces growing understanding of ethics regulations.	Deals effectively with pressure and encourages others to persevere in trying circumstances. Works effectively independently and as part of a team to achieve goals. Behavior exemplifies ethical standards.	Sets highest standards of advancing Agency's goals. Ensures that operating unit conducts business transparently and impartially. Behavior exemplifies impeccable ethical standards and coaches subordinate(s).
<b>Adaptability and Flexibility</b>	Accepts the constancy of change and adapts behavior and work methods accordingly. Demonstrates aptitude to work effectively in overseas environment. Volunteers for activities outside of team.	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. Volunteers to help others achieve organizational goals working outside of operating unit.	Anticipates and manages change effectively. Develops programmatic, operational or procedural tools and methodologies to confront new challenges. Works with external partners to achieve organizational goals.
<b>Diversity, Equal Employment Opportunity Knowledge and Implementation</b>	Demonstrates thorough knowledge of Equal Employment Opportunity (EEO) policies and their application to the USAID workplace.	Treats all people fairly and without regard to race, color, gender, religion, ethnic origin, age, sexual orientation, any other factors unrelated to job performance.	Supports and implements fair personnel practices, which foster an inclusive, non-discriminatory work environment.	Ensures by example and instruction that all employees are treated in a fair manner. Applies EEO merit principles consistently. Verifies through monitoring and follow-up to assure that employees are provided appropriate accommodations, skills are fully utilized and they receive full consideration for career-enhancing assignments and promotions.