

U.S. Agency for International Development - USAID
ANNUAL EVALUATION FORM - CIVIL SERVICE PERFORMANCE STANDARDS FEEDBACK WORKSHEET
Privacy Act Statement

PRIVACY ACT STATEMENT: Pursuant to the Privacy Act of 1974, 5 U.S.C. § 552a, USAID furnishes the following statement to individuals supplying information in connection with the civil service performance evaluation process.

AUTHORITY: CFR-title 5-vol 1 Subpart B

PURPOSE: USAID collects this information from Supervisor/Managers which will be used to evaluate civil service employees during the annual assessment period.

ROUTINE USES: USAID collects and maintains this information as part of the employee's system of record. This information is not shared outside of USAID.

DISCLOSURE: Disclosure is voluntary. However, without the requested information, USAID will not be able to process the employee's performance evaluation and the performance evaluation is not eligible to be waived.

SORN: Other routine uses are published in OPM/GOVT-2

Employee's Name (Last, First, MI):	Email Address:	Annual Evaluation Period	
Typed Rating Official Name:	Rating Official Signature/Date:	Start:	End:

This form is an optional tool to help rating officials provide employee feedback.

EXECUTION OF DUTIES AND DELIVERY OF ASSIGNMENTS: Carefully researches and analyzes assignments. Work product supports the office/bureau's strategic and annual goals. Products and services meet performance expectations as defined by the organizational structure and final work product addresses organization, quality, quantity, and timeliness. Appropriately handles and protects classified national security information (CNSI), and information designated as Sensitive but Unclassified (SBU) (i.e., PII, FOUO, etc.) in accordance with applicable laws, executive orders, directives, and agency-wide policies.

PRODUCES DESIRED RESULTS AND OUTPUTS

- Completes assignments and tasks in a professional and accurate manner commensurate with the level of the position
- Asks questions and gets clarification if assignments or tasks are unclear
- Manages time to meet established deadlines
- Achieves results and outputs at the quality and level of completeness expected
- Exhibits initiative and strong work ethic while carrying out the duties of the position
- Accepts responsibility and accountability for task and assignments
- Is dependable and reliable
- Achieves results in changing conditions and works well under pressure

Outstanding
 Exceeds Fully Successful
 Fully Successful
 Minimally Successful
 Unacceptable
 N/A

EXHIBITS PROBLEM SOLVING AND DECISION-MAKING SKILLS

- Identifies problems, issues and obstacles that may affect completion of work
- Works through problems, identifying causes and determining solutions
- Makes decisions and effectively implements solutions
- Uses evaluation and analytical skills to evaluate progress
- Asks for help from supervisor and/or peers when needed

Outstanding
 Exceeds Fully Successful
 Fully Successful
 Minimally Successful
 Unacceptable
 N/A

MANAGES RESOURCES

- Manages resources (financial and material) in accordance with Federal and USAID regulations, policies, and guidelines
- Is a good steward of the taxpayer's money and resources; uses resources responsibly and in accordance with the applicable regulations and policies
- Demonstrates mastery of financial management and budget skills commensurate with the position and level of responsibility
- Provides technical and regulatory oversight to contracts and grants as applicable

Outstanding
 Exceeds Fully Successful
 Fully Successful
 Minimally Successful
 Unacceptable
 N/A

Comments

TECHNICAL EXPERTISE: Maintains a broad and detailed knowledge of field essential to performing responsibilities of the position, including regulations, rules, policies, procedures, and technologies.

DEMONSTRATES PROFESSIONAL AND TECHNICAL SKILLS

- Demonstrates the professional and technical skills to perform the work at the level of the position
- Demonstrates the skill to effectively perform the work

Outstanding
 Exceeds Fully Successful
 Fully Successful
 Minimally Successful
 Unacceptable
 N/A

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<p>POSSESSES THE KNOWLEDGE OF THE AGENCY, UNIT, AND CAREER FIELD</p> <ul style="list-style-type: none"> • Possesses the knowledge of the Agency, operating unit and occupational regulations, rules, and policies that apply to the employee's work • Effectively applies the knowledge of the Agency, operating unit, and career field to accomplish the work 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>DEMONSTRATES THE ABILITIES TO SUCCESSFULLY ACCOMPLISH THE WORK</p> <ul style="list-style-type: none"> • Demonstrates the abilities to perform the work at the level of the position • Demonstrates the abilities to accomplish the objectives and tasks of the work 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>ADVANCES KNOWLEDGE, SKILLS, AND ABILITIES</p> <ul style="list-style-type: none"> • Seeks out and participates in training and mentoring opportunities • Accepts and participates in assignments that enhance learning to advance knowledge, skills, and abilities • Submits an Individual Development Plan to supervisor for approval 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>Comments</p>	
<p>PLANNING AND ORGANIZING WORK: Takes initiative to meet goals. Plans and prioritizes effectively. Adapts to available resources, changing assignments, and multiple responsibilities. Applies diversity, equity, inclusion, and accessibility lens when planning and organizing work.</p>	
<p>PLANS WORK</p> <ul style="list-style-type: none"> • Determines necessary steps or phases to successfully complete assignments/tasks while taking into consideration the due date and resources needed • Anticipates potential barriers to completing the work 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>PRIORITIZES WORK</p> <ul style="list-style-type: none"> • Prioritizes multiple tasks and assignments independently or in concert with supervisor • Manages multiple tasks and assignments 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>ADAPTS TO CHANGE MANAGEMENT</p> <ul style="list-style-type: none"> • Adjusts to changing priorities • Adjusts plans as resources (people, materials, funding) change 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>Comments</p>	

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COMMUNICATIONS: Oral and written communications are clear, concise, grammatically correct, and exhibit behavior that supports the vision, philosophy, and values of the Agency.	
DEMONSTRATES ORAL AND WRITTEN COMMUNICATION SKILLS <ul style="list-style-type: none"> Communicates complex, technical, or sensitive information in a clear, succinct, and understandable manner Uses well-developed, professional, and business-like vocabulary commensurate with the level of the position Uses effective communication to build rapport among internal and external stakeholders in support of formal and informal partnerships Uses a variety of communication forms to communicate message(s) in ways that are professional and culturally appropriate. 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
DEMONSTRATES WRITTEN COMMUNICATION SKILLS <ul style="list-style-type: none"> Writes free of structural, grammatical, and punctuation errors Uses correct USAID correspondence formats on official correspondence Writes in a concise, factual, and well-organized manner Writes in a well-developed, professional, and business-like manner commensurate with level of position 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
DEMONSTRATES PRESENTATION SKILLS <ul style="list-style-type: none"> Conducts presentation in a professional and well-organized manner Presents with confidence and expert knowledge Prepares for presentation in advance Uses professional techniques and materials to convey message 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
Comments	
PROFESSIONALISM AND TEAMWORK: Performs in a professional and cooperative manner when interacting with co-workers and the public. Willingly initiates and responds to collaborative efforts with co-worker(s). Treats others with respect and reinforces their efforts. Contributes to team building and team results. Accepts and offers team direction.	
DEMONSTRATES TEAMWORK AND COLLABORATIVE SKILLS <ul style="list-style-type: none"> Creates and maintains effective working relations with team members Supports and actively contributes to the work of the team Communicates with team members; uses active listening, tact, diplomacy Demonstrates openness to ideas from other team members Negotiates with team members to reach consensus and results Exhibits adaptability and flexibility 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
EXHIBITS INTERPERSONAL SKILLS <ul style="list-style-type: none"> Exhibits high personal integrity and ethical standards Maintains a professional demeanor with peers, customers, and superiors Exhibits the ability to work in a culturally diverse environment Demonstrates sensitivity and respect of individual differences 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
Comments	

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CUSTOMER SERVICE: Provides quality customer service and results to clients, both internal and external, in a professional, competent, and timely manner in accordance with the USAID Customer Service Standards.	
ASSESSES CUSTOMER NEEDS <ul style="list-style-type: none"> Identifies and clarifies the needs of the customer Works diligently to find a solution(s) or alternate solution(s) Provides customer with solutions and alternatives in a timely manner 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
EXHIBITS CUSTOMER SERVICE SKILLS <ul style="list-style-type: none"> Provides high quality customer service on a consistent and regular basis Provides professional customer service to internal and external customers Provides consistent and accurate answers and information Follows thorough consistently on customer requests Treats customers with respect and is courteous regardless of position in the Agency, race, creed, color, sex, disabling condition, religion, etc. 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
Comments	
LEADERSHIP: Leads by example and promotes respectful, cooperative, and productive working relationships among individuals including persons with cultural and individual differences. Consults, collaborates, and builds partnerships with all stakeholders and takes decisive action, in accordance with law, regulation, and Agency policy. Uses financial, material, and human resources effectively to accomplish the mission of the work unit. Communicates organizational goals to subordinates, delegates authority to the appropriate level, sets appropriate priorities, and ensures that the work of the unit is accomplished.	
LEADS BY EXAMPLE <ul style="list-style-type: none"> Sets the standard for accomplishing the work of operating unit Uses effective communication skills – oral and written Demonstrates flexibility and openness Exhibits high personal integrity and ethical standards for self and others Demonstrates self-confidence, self-control, honesty, and adaptability Accepts responsibility for the performance of the operating unit Fosters the integration of diverse experiences, skills, and perspectives of individuals in the work environment 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
OPERATIONAL AND/OR PROGRAM STRATEGIES <ul style="list-style-type: none"> Develops innovative and effective operational and/or program strategies to accomplish the objectives of the operating unit Involves employees and superiors in the development of strategies Understands and anticipates impact of strategy from an operational, policy, and Agency perspective 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
DEMONSTRATES PROBLEM SOLVING AND DECISION-MAKING ABILITIES <ul style="list-style-type: none"> Involves employees, and superiors, when necessary, in the problem solving and decision-making process Demonstrates the ability to objectively evaluate and analyze problems Makes sound, well-informed decisions with knowledge of impact and implications Is decisive – can articulate a decision and knows when to stay or alter the course Accepts accountability for decisions 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A
BUILDS COALITIONS IN AND OUTSIDE OPERATING UNIT <ul style="list-style-type: none"> Influences, persuades, and negotiates to find consensus Uses effective conflict resolution techniques Partners with other operating units and/or organizations, as necessary, to accomplish the operating unit's goals and objectives 	Outstanding Exceeds Fully Successful Fully Successful Minimally Successful

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	Unacceptable N/A
Comments	
<p>STAFF DEVELOPMENT AND PERFORMANCE MANAGEMENT: Effectively motivates, trains, and develops subordinates. Provides appropriate coaching and feedback throughout the year. Completes performance evaluations and related obligations within prescribed timeframes and in accord with Agency guidance. Encourages two-way communications. Takes into account employee perspective and encourages employees to develop creative and effective ways to successfully accomplish organization's goals and objectives. Accurately evaluates and rewards employees' contributions to organization unit's accomplishments. Applies Merit System principles for assigning work or making promotion, training, and developmental assignments and award decisions.</p>	
<p>FOSTERS CONTINUAL LEARNING</p> <ul style="list-style-type: none"> • Supports employee's professional and personal growth and development • Establishes an Individual Development Plan for all employees • Recommends employees for training and supports attendance at training • Provides challenging assignments for employees to enhance and grow skills 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>PROVIDES COACHING, MENTORING, AND FEEDBACK</p> <ul style="list-style-type: none"> • Equitably serves as a mentor and coach to employees • Provides constructive feedback equitably to all employees on a regular basis 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>RECOGNIZES AND REWARDS EMPLOYEE CONTRIBUTIONS</p> <ul style="list-style-type: none"> • Recognizes and rewards outstanding performance • Uses a variety of methods – verbal recognition, monetary, Agency Awards Program, etc. – to recognize employees • Acknowledges and recognizes the contributions, unique skills, abilities, and achievements of employees from diverse backgrounds and beliefs 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>EVALUATES EMPLOYEE PERFORMANCE</p> <ul style="list-style-type: none"> • Adheres to the policies of the Agency EEP and completes AEFs within the established timeframe for submission • Provides constructive and honest employee performance feedback throughout the evaluation period • Offers assistance to improve performance problems or deficiencies through training, coaching, and mentoring • Conducts the mandatory performance counseling at the begin, middle, and end of evaluation period • Addresses poor performance early, provides employee with an opportunity to improve, and takes action if performance does not improve 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
Comments	

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<p>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. 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, promotions, and recognition.</p>	
<p>POSSESSES KNOWLEDGE OF EEO/AA</p> <ul style="list-style-type: none"> • Demonstrates knowledge of the USAID EEO/AA and diversity programs • Implements the EEO/AA and diversity programs within operating unit • Sets the example by fostering and promoting an environment free of discrimination, bias, unfairness, maltreatment, and harassment 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>EXHIBITS CULTURAL SENSITIVITY</p> <ul style="list-style-type: none"> • Demonstrates sensitivity and respect of individual customs, mores, and beliefs • Exhibits the ability to work in a culturally diverse environment • Actively participates in and encourages employee participation in initiatives/programs that promote diversity and equal employment in the workplace 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>TAKES ACTION</p> <ul style="list-style-type: none"> • Hears employees concerns and complaints on EEO/AA/diversity issues • Takes immediate action on incidents - reported or suspected • Fosters safe, inclusive, accessible and supportive environments without fear of retaliation 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>Comments</p>	
<p>ACCOUNTABILITY: Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for organizational goals and objectives. Ensures that projects within areas of specific responsibilities are completed in a timely, efficient, and effective manner that meets objectives. Monitors and evaluates the organization, focuses on established organizational goals and results, and measures the attainment of outcomes. Promotes the importance of the Employee Performance Appraisal program with cascaded organizational mission requirements for managers and employees. Ensures all employees are properly evaluated on an annual basis.</p>	
<p>ORGANIZATIONAL EFFECTIVENESS</p> <ul style="list-style-type: none"> • Adheres to laws and regulations concerning merit system principles and prohibitions against commission of prohibited personnel practices • Promotes a performance culture in which the performance and contributions of the workforce are recognized and rewarded more accurately and fully. • Clearly communicates performance expectations and holds employees responsible for accomplishing them • Attends all mandatory supervisory training • Effectively administers all Agency rules, regulations, and policies 	<p>Outstanding Exceeds Fully Successful Fully Successful Minimally Successful Unacceptable N/A</p>
<p>Comments</p>	