



Civil Service, Foreign Service, and Foreign Service National Competency and Proficiency Catalog

Human Capital and Talent Management (HCTM)

September 2017

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Section I: Proficiency Map Job Aid

WHAT IS A PROFICIENCY MAP?

A **competency** refers to the observable and measurable knowledge, skills, abilities, and behaviors essential to an individual's or organization's occupational job functions. Note that competencies are high-level areas of expertise; they describe the work and the requirements for successful completion of the work, but do not describe how well the employee performs in that area. Competencies are meant to focus on the larger results of the work rather than the processes used to obtain those results.

Proficiency levels describe employee performance levels on tasks or behaviors associated with the competency. Higher proficiency levels indicate increasing complexity in which the employee performs:

1. A greater **number of tasks**;
2. Tasks in **increasingly difficult** situations;
3. Tasks more **effectively and efficiently**; or
4. Tasks with **increasing independence** of guidance from others

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
1. Family Planning and Reproductive Health (FP/RH): Expertise in population, family planning, and reproductive health strategies, interventions, policies, and issues throughout the world and how they relate to health programs, other sectors, and broader development goals.	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. 	<ul style="list-style-type: none"> Manages programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds.

An employee with **basic proficiency** in a competency will:

- Demonstrate familiarity with or awareness of the concepts and processes;
- Apply the competency in the simplest situations; and
- Require frequent and extensive guidance.

An employee with **intermediate proficiency** in a competency will:

- Demonstrate understanding of the concepts and processes;
- Apply the competency in somewhat difficult or difficult situations; and
- Require occasional guidance.

An employee with **advanced proficiency** in a competency will:

- Demonstrate comprehensive and expert understanding of the concepts and processes;
- Apply the competency in exceptionally difficult situations; and
- Serve as a resource and mentor to others.

WHAT IS THE BIGGER PICTURE?

A **competency management approach** to workforce planning:

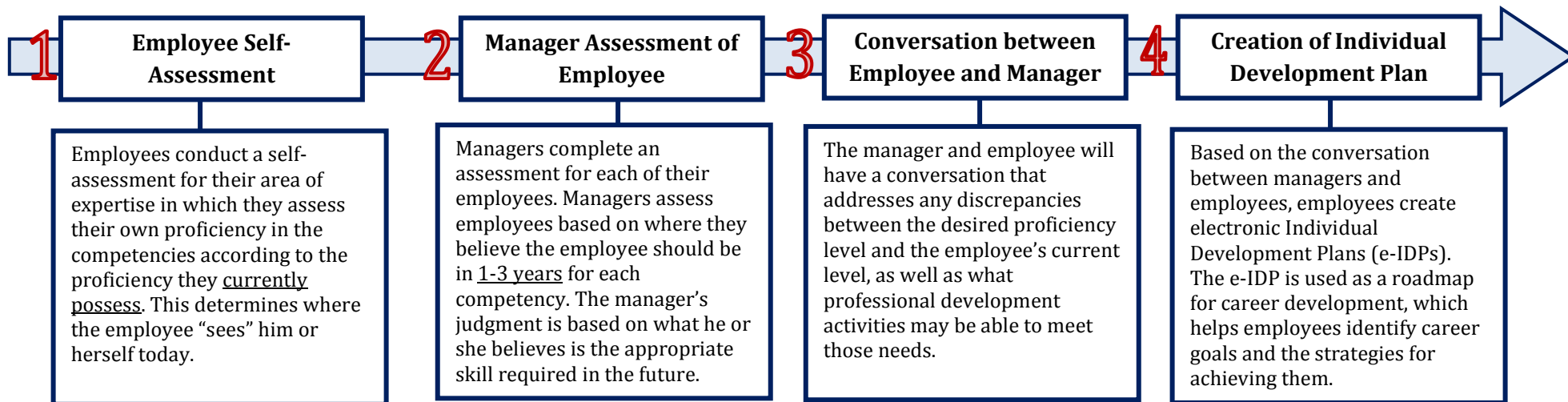
1. Helps ensure the alignment of talent to current and future work requirements;
2. Supports a corporate culture that champions and rewards continuous learning;
3. Allows managers to better assess staff development needs and create appropriate training opportunities; and
4. Provides the opportunity to discuss career goals with managers and enables the alignment of development to those goals.

HOW DOES THIS FIT INTO USAID’S TALENT MANAGEMENT SYSTEM?

USAID’s **Talent Management System (TMS)** supports a productive workforce by:

1. Helping employees create future opportunities and remain competitive in the market;
2. Encouraging development discussions between employees and managers; and
3. Allowing USAID to rapidly and fully leverage the capabilities of its workforce to fulfill its mission.

The general process is structured in the following manner:



WHAT ARE THE PROFICIENCY MAPS USED FOR?

The proficiency maps lay the groundwork and provide structure to each step of the talent management process in the following ways:

1 Offer a skill assessment benchmark

The proficiency maps aid employees with their self-assessments because they describe the breadth and depth of knowledge necessary in each competency and provide employees with explanations of the various proficiency levels so that they can more accurately assess their current expertise. The proficiency maps are benchmarks of skill, not career benchmarks. The proficiency maps help employees answer:

- What is my current skill level?
- What can I do this year to maintain my skills?
- What can I do this year to enhance my knowledge?
- What competencies support my career goals?

2 Provide common language

The behavioral proficiency statements are inserted into the Talent Management System. The statements lend a common understanding between employee and manager regarding what constitutes proficiency at each of the levels. This improves the comparison of competency needs across the agency and ensures employees and managers are on the same page in terms of proficiency level requirements.

3 Guide conversations with managers

The proficiency maps serve as an orienting device to facilitate fruitful conversations about professional development. During the conversations, employees may discuss aspirations and opportunities for professional growth. Employees can use the proficiency maps to guide the following questions:

- At what point in my career should I be at an intermediate level of proficiency? Advanced level of proficiency?
- How should I close the gap between my current level of proficiency and my desired level of proficiency?
- What training opportunities are currently available to improve my skills in ____ competency?

4 Establish developmental opportunities

The proficiency maps outline the knowledge, skills, and abilities necessary for expertise in each competency, and as such provide an outline for where employees might seek training opportunities. The discrepancies between the current and desired proficiency levels will provide the bases for the Individual Development Plans. The proficiency maps guide the IDP process by helping to:

- Identify short-term and long-term goals based on proficiency gaps
- Hone in on the developmental objectives needed to enhance or excel in an employee's current position
- Identify how employees will need to achieve proficiency for future roles

Section II: Leadership/Core Competencies

Leadership/Core Competency Definitions

Competency	Definition
Accountability for Results	Exhibits personal courage in willingness to express dissenting views; is responsible for finding new solutions. Answerable for results and performance, measured through monitoring and evaluation methods. Insists on effectiveness and transparency in the use of U.S. government resources. Deals decisively with workplace issues including employee performance and conduct problems.
Building Coalitions and Partnerships	Influences, persuades, and negotiates to find consensus. Pursues traditional and non-traditional partnerships. Builds alliances with partners and stakeholders.
Change Management	Applies knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the Agency.
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
Credibility	Commands confidence and trust. Earns respect by leading by example. Listens actively and is unafraid to incorporate diverse styles and ideas.
Cultural Sensitivity	Demonstrates awareness of cultural differences; is able to succeed in new and different cultural contexts.
Customer Focus	Makes customers and their needs a primary focus of one's actions; develops and sustains productive customer relationships.
Decision-making	Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solution; taking action that is consistent with available facts, constraints, and probable consequences.
Developing Others	Mentors, coaches, teaches, and empowers staff. Provides negative as well as positive feedback;

	fosters continued learning. Recognized and rewards staff.
Exhibiting Integrity and Honesty	Exhibits high personal integrity and ethical standards. Fosters integrity and ethical standards in others. Admits own mistakes and confronts ethical problems. Defends staff and core values of team.
Flexibility/Adaptability	Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
Interpersonal Skills	Works harmoniously with others. Demonstrates empathy and places others at ease. Uses imagination in dealing with problem cases. Uses self-disclosure, feedback, listening, and questions to achieve satisfying work relationships.
Leadership	Inspires and motivates others through communication and leading by example to inspire, direct and develop others and accomplish mission. Promotes respectful, cooperative, and productive relationships within and external to USAID including persons with cultural and individual differences.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Professional Conduct	Represents the U.S. Government and the Agency appropriately and responsibly
Strategic Vision	Formulates and implements compelling organizational vision. Communicates organizational goals and objectives effectively, demonstrating understanding of local realities (whether in Washington or the field). Translates Agency mission and strategies into employee work objectives and daily operations.
Teambuilding	Fosters team identity, commitment, and spirit. Promotes initiative, innovation, creativity, and cooperation. Manages conflict, successfully integrating opposing views and personalities. Identifies mission-critical competencies needed in the current and future workplace to recruit and retain high-performing teams.
Values and Seeks Diversity	Takes positive action to promote teamwork that includes diverse groups of individuals. Promotes inclusiveness and ensures supervisors/managers fully utilize and reward all employees consistent with their levels of performance in the work environment. Provides constructive feedback on employee performance.

Section III: Cross-Functional Competencies and Proficiency Maps

Cross-Functional Competencies and Proficiency Maps

Competency	Proficiency Level		
	Basic	Intermediate	Advanced
<p>1. Agency Expertise: Demonstrates Agency and organizational technical knowledge. Utilizes knowledge of U.S. foreign policy objectives and foreign environments to meet organizational goals. Leads cutting edge applications of new concepts based on knowledge of developments in relevant fields.</p>	<ul style="list-style-type: none"> Demonstrates understanding of USAID mission and foreign policy objectives by participating in the implementation of new applications to achieve agency objectives. 	<ul style="list-style-type: none"> Demonstrates knowledge of USAID mission and foreign policy objectives by developing and implementing new applications to achieve agency objectives. 	<ul style="list-style-type: none"> Applies knowledge of USAID mission and foreign policy objectives by overseeing the development and implementation of new applications to achieve agency objectives.

<p>2. Business Acumen: Understands and responds to internal and external strategy, policies and regulations that impact USAID and opportunities to increase scope, knowledge, and effect of USAID mission.</p>	<ul style="list-style-type: none"> • Applies understanding of internal and external agency strategies when performing daily work. • Incorporates business needs of the agency by assisting colleagues in making decisions that impact USAID missions. • Demonstrates understanding of organizational strategy and business needs of the agency by conducting work that assists in broadening the abilities and effect of USAID missions. 	<ul style="list-style-type: none"> • Communicates internal and external agency strategies to colleagues. • Applies the agency business needs when making decisions that impact USAID missions. • Applies understanding of organizational strategy and business needs by managing projects and opportunities that broaden the abilities and effect of USAID missions. 	<ul style="list-style-type: none"> • Participates on strategy discussions to develop internal and external agency strategies. • Identifies and directs the business needs of the agency that will expand the scope and effect of USAID missions. • Oversees the application of organizational and business strategy by providing guidance and advice on opportunities that broaden the abilities and effect of USAID missions.
<p>3. Climate Change and Development Integration: Mainstreaming global climate change considerations (including adaptation and mitigation) into development</p>	<ul style="list-style-type: none"> • Displays understanding of basic climate change concepts, including sector-specific climate change impacts, sources of GHG emissions and related challenges and opportunities¹ • Displays understanding of the climate risk 	<ul style="list-style-type: none"> • Communicates the importance of climate-resilient, low emissions development for development goals across sectors and benefits for the host country, especially poverty reduction and economic growth¹ 	<ul style="list-style-type: none"> • Facilitates incorporation of climate change considerations in host countries' agendas and development efforts, including adaptation and mitigation² • Provides guidance to others on integrating climate change adaptation and mitigation considerations into sector programming, including climate

¹ Applies to all backstops/technical areas regardless of hiring mechanism: Program Analysis (BS-2), Operations/Administrative Management (BS-3), Financial Management (BS-4), Agriculture (BS-10), Economics (BS-11), General Development Officers (BS-12), Private Enterprise Development (BS-21), Engineering (BS-25), Environment/Natural Resource Management (BS-40), Health, Population, and Nutrition (BS-50), Education (BS-60), Crisis, Stabilization, and Governance (BS-76), Legal (BS-85), Contracting (BS-93) and Project Development (BS-94)

<p>programming in different sectors to ensure long-term success and sustainability of identified development outcomes</p>	<p>management process across the program cycle and its importance to sector programming¹</p>	<ul style="list-style-type: none"> Integrates climate change adaptation and mitigation considerations into sector programming, including climate risk management of projects and activities² 	<p>risk management of strategies, projects and activities³</p>
<p>4. Continuous Learning: Willing to pursue and learn new information for current and future problem-solving and decision making.</p>	<ul style="list-style-type: none"> Participates in continuous learning activities that will assist in the development of skills such as problem solving and decision making. Participates in continuous learning opportunities as directed by supervisors. 	<ul style="list-style-type: none"> Seeks out and participates in continuous learning activities that will assist in the deeper development of skills such as problem solving and decision making. Communicates opportunities, and importance, of continuous learning to colleagues and staff. 	<ul style="list-style-type: none"> Participates in activities that develop strategic level problem solving and decision making. Identifies important continuous learning opportunities and encourages staff to participate.

² Applies to all backstops/technical areas regardless of hiring mechanism, EXCEPT: Operations/Administrative Management (BS-3), Financial Management (BS-4), Legal (BS-85) and Contracting (BS-93)

³ Applies to all backstops/technical areas regardless of hiring mechanism, EXCEPT: Operations/Administrative Management (BS-3) and Financial Management (BS-4)

<p>5. Development Entrepreneurship: A desire and skill at taking informed and well-calibrated risks that seek game-changing advances in global development. By acting with urgency and focus, development entrepreneurs are successful at turning needs into opportunities to solve problems. Entrepreneurship is the process of discovering new ways of combining resources for positive change, and the application of resources (including innovations).</p>	<ul style="list-style-type: none"> • Implements opportunities for entrepreneurship and creative solutions to agency problems and challenges. • Assists in risk assessments of entrepreneurship, in basic situations, when required. 	<ul style="list-style-type: none"> • Identifies and seeks opportunities for entrepreneurship and creative solutions to agency problems and challenges. • Assesses the risk level of entrepreneurship in varying situations. 	<ul style="list-style-type: none"> • Approves opportunities for entrepreneurship and creative solutions to agency problems and challenges. • Oversees assessments of risk of entrepreneurship and provides guidance in complex situations.
<p>6. Environmental Compliance: Complies with environmental program and project activities.</p>	<ul style="list-style-type: none"> • Participates in compliant environmental program and project activities with supervision. 	<ul style="list-style-type: none"> • Ensures environmental program and project activities are compliant with USAID standards, with minimal supervision. 	<ul style="list-style-type: none"> • Provides guidance to staff on compliance requirements for environmental program and project activities.

<p>7. Financial Management: Understands and utilizes financial tools commensurate with work function.</p>	<ul style="list-style-type: none"> Assists colleagues in applying principles and practices of financial tools in basic daily functions when required. 	<ul style="list-style-type: none"> Applies financial principles and practices successfully in moderately complex work functions. 	<ul style="list-style-type: none"> Provides guidance on financial principles and practices for work functions in complex situations.
<p>8. Gender Equality: A comprehensive perspective and building blocks for development that include innovations, partnerships, leveraging other assets, ownership by countries, capacity building, sustainability, assessment, results and accountability. It also promotes diversity and inclusion as a core element of development. Development professionals have the commitment and desire to ensure everyday actions and programs reflect the values of</p>	<ul style="list-style-type: none"> Demonstrates understanding of gender equality practices by incorporating and practicing an equitable workplace perspective. 	<ul style="list-style-type: none"> Implements understanding of gender equality practices by ensuring an equitable work environment. 	<ul style="list-style-type: none"> Employs understanding of gender equality practices to create an equitable work environment.

<p>democracy, human dignity, staff care and workplace quality, and inclusion of people with disabilities and the Lesbian, Gay, Bisexual, and Transgender (LGBT) community. Gender equality and women’s empowerment is critical for the success of development and is mainstreamed into everyday work attitude and code of conduct of USAID employees, and integrated into all projects and in major Presidential initiatives in food security, global health and climate change.</p>			
<p>9. Gender Integration: Familiar with gender integration in development assistance.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of gender integration issues by participating in its integration in developmental activities, with 	<ul style="list-style-type: none"> • Applies gender integration knowledge in assistance development, with minimal guidance. 	<ul style="list-style-type: none"> • Utilizes knowledge of gender integration by providing guidance in complex situations.

	supervision.		
<p>10. Inclusive Leadership: The ability to work collaboratively in interagency settings, to present and represent development and USG interests in interagency contexts, and to proactively look for ways to engage and leverage the skills and capabilities of a broad array of USG agencies to meet development and Agency challenges. The ability to collaborate across organizational lines with key agencies involved in national security. Inclusive leaders should have the ability to inspire, influence, and develop others while managing conflict, and are sensitive to issues related to gender,</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of inclusive leadership by participating on teams with diverse individuals with varying skills and perspectives. • Participates in networking with colleagues in key agencies to leverage their varied experiences and knowledge. 	<ul style="list-style-type: none"> • Utilizes understanding of inclusive leadership by ensuring teams and projects are equipped with diverse individuals with varying skills and perspectives. • Develops relationships with key agencies to leverage their varied experiences and knowledge. 	<ul style="list-style-type: none"> • Provides guidance on inclusive leadership by overseeing teams and projects with diverse individuals with varying skills and perspectives. • Establishes relationships with key agencies to leverage their varied experiences and knowledge.

disability and diversity.			
<p>11. Innovative Management: A strong commitment to advancing the USAID Forward agenda, including: the identification of best practices, cost savings and efficiencies; streamlining procedures; developing creative solutions that allow the Agency to more effectively achieve development outcomes, and exercising leadership in the execution of Presidential and Federal reform initiatives (critical priority countries, the three presidential development initiatives – Feed the Future, the Global Health Initiative, and Global Climate</p>	<ul style="list-style-type: none"> • Researches industry best practices and implements agency best practices in daily work duties. • Practices innovative and creative thinking by trying new processes and theories in basic daily work practices. 	<ul style="list-style-type: none"> • Documents industry best practices and communicates their implementation to colleagues. • Applies innovative and creative thinking to moderately complex daily work practices. 	<ul style="list-style-type: none"> • Establishes industry best practices and provides guidance on their implementation when necessary. • Exemplifies innovation and creative thinking in complex daily work practices.

Change – and USG-wide initiatives such as veterans’ hiring). Innovative managers share a clear commitment to transparency and accountability in management processes.			
12. Knowledge Management: Uses knowledge management to enhance performance of the Agency.	<ul style="list-style-type: none"> Seeks opportunities to share knowledge with colleagues and participates in knowledge transfer activities with guidance. 	<ul style="list-style-type: none"> Manages USAID knowledge bank by facilitating knowledge transfer activities with minimal supervision. 	<ul style="list-style-type: none"> Oversees the management of knowledge transfer and USAID knowledge bank and provides guidance when necessary.
13. Legal, Government and Jurisprudence: Understands and applies knowledge of laws, government and Agency regulations to work functions.	<ul style="list-style-type: none"> Demonstrates an understanding of Agency, Federal, State and local regulations by performing work in compliance with all regulations, in basic situations. 	<ul style="list-style-type: none"> Applies understanding of Agency, Federal, State and local regulations by ensuring work is compliant with all regulations, in a variety of situations. 	<ul style="list-style-type: none"> Utilizes understanding of Agency, Federal, State and local regulations by providing guidance on their compliance, in complex situations.
14. Management: Ability to manage operations of projects, tasks and schedule. Skill in	<ul style="list-style-type: none"> Implements schedule and tracks associated tasks and resources. Develops valuable work products by assisting 	<ul style="list-style-type: none"> Develops schedule by identifying tasks and resources required to perform them. Ensures a valuable work 	<ul style="list-style-type: none"> Directs schedule development and provides guidance on associated tasks and resources. Oversees a valuable work product and provides guidance

identifying required resources. Ability to conduct assessments of cost, risk and quality.	with assessments on cost, quality, and risk when required.	product by conducting assessments of cost, quality and risk.	on assessments of cost, quality and risk.
<p>15. Monitoring, Evaluation and Adaptive Program Management: Understands methods to measure and track performance, impact and outcome of USAID investments. Manages adaptively based on these inputs.</p>	<ul style="list-style-type: none"> Participates in the measurement and tracking of USAID projects, performance and work in basic situations. 	<ul style="list-style-type: none"> Analyzes USAID projects, performance and work in moderately complex situations. 	<ul style="list-style-type: none"> Oversees the analysis of USAID projects, performance and work and provides guidance in complex situations.
<p>16. Negotiation: Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties</p>	<ul style="list-style-type: none"> Applies negotiation tactics in basic situations, with guidance. Demonstrates an understanding of negotiation theory by considering alternative means of garnering support, with guidance. 	<ul style="list-style-type: none"> Practices successful negotiation tactics in a variety of situations. Utilizes knowledge of negotiation theory by utilizing alternative means to garner support with minimal guidance. 	<ul style="list-style-type: none"> Employs successful negotiation tactics in complex situations. Provides guidance on negotiation theory and creative means to garner support.
<p>17. Problem Solving: Identifies and defines problems; determines</p>	<ul style="list-style-type: none"> Researches and identifies available solutions to problems in basic situations. 	<ul style="list-style-type: none"> Analyzes available solutions to problems and selects best fit for context, in moderately 	<ul style="list-style-type: none"> Supervises the analysis of available solutions and provides guidance on best fit in complex situations.

solutions and alternatives.		complex situations.	
<p>18. Planning and Organizing: Establishes courses of action for self and others to ensure work is completed efficiently.</p>	<ul style="list-style-type: none"> • Performs basic assistance to colleagues in the organization of tasks and duties. • Performs tasks and duties of high priority work. 	<ul style="list-style-type: none"> • Manages the organization of tasks and duties to ensure work is completed efficiently. • Prioritizes tasks and duties to ensure work is complete efficiently. 	<ul style="list-style-type: none"> • Supervises the organization of tasks and duties to ensure work is completed efficiently. • Directs priorities of tasks to ensure work is completed efficiently.
<p>19. Political Astuteness: Understands and leverages external and organizational factors to achieve change. Navigates complex overseas environment, working effectively with host country and U.S. governmental and non-governmental entities. Shows sensitivity to cultural, political, and policy differences and their impact in the design and implementation of development strategies.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of formal and informal mandates impacting agency and agency missions when implementing strategies for mission projects and work. 	<ul style="list-style-type: none"> • Utilizes understanding of formal and informal mandates impacting agency and agency missions when managing strategies for mission projects and work. 	<ul style="list-style-type: none"> • Employs understanding of formal and informal mandates impacting agency and agency missions when designing strategies for mission projects and work.

<p>20. Project Management: Applies knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work products, and contractor performance.</p>	<ul style="list-style-type: none"> Assists in the development of a project management plan and budget by performing duties as assigned, with guidance. Demonstrates an understanding of project management theory and practices by assisting colleagues, to manage projects and resources, as assigned. 	<ul style="list-style-type: none"> Develops a project management plan and budget with little to no guidance. Applies project management theory to manage projects and resources effectively. 	<ul style="list-style-type: none"> Approves a project management plan and budget and provides guidance when necessary. Implements project management theory to oversee and ensure the effective management of projects and resources.
<p>21. Resource Management: Uses financial, material, and human resources effectively to accomplish the mission of the Agency.</p>	<ul style="list-style-type: none"> Performs work that utilizes resources in an effective manner to accomplish project and mission work. 	<ul style="list-style-type: none"> Manages resources to ensure they are used effectively to accomplish project and mission work. 	<ul style="list-style-type: none"> Oversees the management of resources to ensure they are used effectively to accomplish project and mission work.
<p>22. Sustainability of USAID Investments: Understands economic and social sustainability of USAID development investments and programs.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of economic and social importance of USAID programs by performing high quality, efficient work. 	<ul style="list-style-type: none"> Utilizes knowledge of economic and social importance of USAID programs by ensuring work is high quality and efficient. 	<ul style="list-style-type: none"> Applies knowledge of economic and social importance of USAID programs by providing guidance on performing high quality and efficient work when necessary.

<p>23. Supervision: Applies principles of personnel management to improve employee motivation, career development, selection, placement, and work performance.</p>	<ul style="list-style-type: none"> • Performs work that reaches expectations of performance objectives and standards. • Identifies developmental needs of self and communicates needs to superiors. • Participates in a safe, healthy and culturally supportive workplace • Incorporates changes in organizational policies, conditions, and status. 	<ul style="list-style-type: none"> • Provides feedback on performance against performance objectives and standards. • Works with employees to create and execute individual development plans and provide mentorship. • Ensures the work environment is safe, healthy and culturally supportive. • Informs employees of, and applies, changes in organizational policies, conditions, and status. 	<ul style="list-style-type: none"> • Directs and establishes performance objectives and standards. • Identifies developmental priorities of workforce and oversees the execution of individual development plans; provides mentorship. • Promotes a safe, healthy and culturally supportive workplace and provides guidance when necessary. • Directs changes in organizational policies, conditions, and status.
<p>24. Technology/Computer Applications: Understands basic office technology (e.g., computer equipment, phones, and software applications) and demonstrates the effective use of office technology and systems in daily work.</p>	<ul style="list-style-type: none"> • Performs daily work functions by using office technology and systems successfully in basic situations. 	<ul style="list-style-type: none"> • Utilizes office technology and systems successfully in a variety of moderately complex situations. 	<ul style="list-style-type: none"> • Oversees the effective use of office technology and systems and provides guidance on their appropriate use in complex situations.
<p>25. Time Management: Able to define</p>	<ul style="list-style-type: none"> • Completes work within time constraints and 	<ul style="list-style-type: none"> • Identifies time constraints and 	<ul style="list-style-type: none"> • Oversees the development of time constraints and deadlines

objectives and goals, and set priorities related to assigned work; able to manage one’s own time to achieve mission requirements.	deadlines.	deadlines for completing work.	for completing work.
<p>26. Transition Initiatives: Provides fast, flexible, short-term assistance to take advantage of windows of opportunity to build democracy and peace. Lays the foundations for long-term development by promoting reconciliation, jumpstarting economies, and helping stable democracy take hold.</p>	<ul style="list-style-type: none"> Assists colleagues in identifying opportunities to build USAID values of democracy and peace. Performs daily work that demonstrates the ability to take advantage of opportunities to build USAID values of democracy and peace. 	<ul style="list-style-type: none"> Seeks opportunities to build USAID values of democracy and peace. Ensures the ability of missions to take advantage of opportunities to build USAID values of democracy and peace. 	<ul style="list-style-type: none"> Identifies and acts upon opportunities to build USAID values of democracy and peace Assesses the ability of missions to take advantage of opportunities to build USAID values of democracy and peace.
<p>27. Urban Programs: Understands urban programs and the impact of rapid growth.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of urban programs by researching the impact of their rapid growth on USAID missions. 	<ul style="list-style-type: none"> Applies understanding of urban programs by analyzing the impact of their rapid growth on USAID missions. 	<ul style="list-style-type: none"> Utilizes understanding of urban programs to provide guidance on their rapid growth upon USAID missions.

<p>28. Verbal Communication: Clearly conveys information and ideas through a variety of verbal means to diverse individuals or groups in a manner that engages the audience and helps them understand and retain the message and is able to comprehend others. Facilitates open exchange of ideas and speaks persuasively. Represents USAID effectively to the media and other external audiences.</p>	<ul style="list-style-type: none"> • Practices clear, purposeful and engaging verbal presentations and speeches to diverse audiences in basic situations. • Participates in open discussions with a variety of audiences. 	<ul style="list-style-type: none"> • Performs clear, purposeful, and engaging verbal presentations and speeches to diverse audiences in moderately complex situations. • Facilitates open discussions with a variety of audiences. 	<ul style="list-style-type: none"> • Conducts clear, purposeful and engaging verbal presentations and speeches to diverse audiences in complex situations. • Provides guidance on facilitating open discussions with a variety of audiences, when needed.
<p>29. Water Management: Understands the reliance ecosystems, society, and individuals have on water. Recognizes the centrality of preservation and environmentally sound</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of importance of water management by participating in work and projects that develop and protect water resources, in basic situations. 	<ul style="list-style-type: none"> • Applies knowledge of importance of water management by prioritizing work and projects that develop and protect water resources, in moderately complex situations. 	<ul style="list-style-type: none"> • Employs knowledge of importance of water management by providing guidance, in complex situations, on work and projects that develop and protect water resources.

<p>development of the world's water resources as a top priority.</p>			
<p>30. Written Communication: Clearly conveys information and ideas through a variety of written means that are concise and reflect the vision, philosophy, and values of the Agency.</p>	<ul style="list-style-type: none"> • Drafts documentation that is clear, concise and appropriately representative of USAID values and mission in basic situations, with guidance. 	<ul style="list-style-type: none"> • Drafts documentation that is clear, concise and appropriately representative of USAID values and mission in moderately complex situations, with little guidance. 	<ul style="list-style-type: none"> • Drafts documentation that is clear, concise and appropriately representative of USAID values and mission in complex situations and provides guidance when necessary.
<p>31. Women in Development: Understands the contributions that women make to the economic, social, and political lives of their nations, communities, families and the next generation and how this makes them key actors in effective development. Recognizes USAID's approach to gender is to</p>	<ul style="list-style-type: none"> • Acknowledges the influence of women in USAID missions and applies this perspective to daily work. 	<ul style="list-style-type: none"> • Communicates the influence of women in USAID missions and ensures this perspective is incorporated into daily work. 	<ul style="list-style-type: none"> • Provides guidance on the influence of women in USAID missions and oversees this perspective's incorporation in daily work.

<p>design programs that take both women's and men's participation into account.</p>			
<p>32. Workforce Development: Demonstrates expertise in education and training systems that contribute to improved quality of the host country workforce.</p>	<ul style="list-style-type: none"> • Participates in workforce development opportunities that will improve quality of work in host countries. 	<ul style="list-style-type: none"> • Identifies workforce development opportunities that will improve quality of host country projects and performance. 	<ul style="list-style-type: none"> • Ensures workforce development opportunities are taken advantage of to improve quality of host country projects and performance.
<p>33. Working with Communities and Local Partnerships: Engages local partnerships to accomplish effective community engagement.</p>	<ul style="list-style-type: none"> • Participates in activities that build local partnerships to increase effectiveness of projects. 	<ul style="list-style-type: none"> • Seeks out relationship building opportunities with local partnerships to increase effectiveness of projects. 	<ul style="list-style-type: none"> • Oversees the development of relationships with local partnerships to increase effectiveness of projects.

Section IV: Foreign Service Backstop Competencies and Proficiency Maps

Backstop 2: Program Analysis

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Program Management and Integration: Exercises intellectual leadership and operational support to align USAID programs with development objectives across sectors and ensure effective implementation.</p> <p>Engenders critical thinking within the Mission and the interagency that examines assumptions and fully explores alternatives in plans, operations, and resources.</p> <p>Represents Mission leadership as senior coordinator for program management and integration and liaises with key internal and external</p>	<ul style="list-style-type: none"> Implements, with regular guidance and supervision, policies, practices, and procedures based on a demonstrated understanding of development theory, USG development and foreign policy priorities, USAID policies and guidance and the legislative framework governing foreign assistance and USAID in particular. Exhibits knowledge of bilateral agreements, development objective agreements, program documentation and acquisition and assistance processes. 	<ul style="list-style-type: none"> Assists and guides Mission teams based on a broad knowledge of development theory, USG development and foreign policy priorities, USAID policies and guidance and the legislative framework governing foreign assistance and USAID in particular. Promotes and utilizes critical thinking to analyze, assess and address development objectives particularly across sectors. Facilitates inter-agency development policy and foreign assistance, program management 	<ul style="list-style-type: none"> Serves as the Mission or operating unit’s focal point for critical development knowledge, and programming to promote organizational vision and ensure effective program direction and management. Leads critical thinking in the missions to weigh alternative approaches for planning, operations, and resource allocation. Demonstrates and ensures strong team accountability and responsibility in program design, implementation, evaluation and

<p>stakeholders.</p> <p>Serves as subject matter expert on USAID programming principles.</p>	<ul style="list-style-type: none"> Utilizes critical thinking to develop strategies, test development hypotheses, assess program performance and resolve bottlenecks. 	<p>with other partners and stakeholders.</p> <ul style="list-style-type: none"> Provides subject matter expertise to Mission staff on USAID program management. 	<p>monitoring.</p> <ul style="list-style-type: none"> Represents USAID Mission management as senior coordinator for program management in the interagency and with host country and other external partners.
<p>2. Strategy Development: Leads strategic development processes emphasizing strategic analysis and planning aligned with USAID and USG policies, priorities, strategies, and available resources.</p> <p>Advises and guides technical and Development Objective teams on strategic analysis and results frameworks.</p> <p>Exercises intellectual leadership and rigor in terms of the overall development hypothesis of the Mission.</p> <p>Ensures programming appropriately implements Agency policies and strategies, including USG initiatives and earmarks.</p>	<ul style="list-style-type: none"> Participates on strategic planning teams and demonstrates an understanding of Agency strategy guidance including strategic planning and analytical requirements as outlined in ADS 201. Demonstrates ability to create sound development hypothesis and results frameworks with clear causal linkages and corresponding indicators at different levels. Demonstrates an understanding of Agency policy, directives, and sector strategies. With guidance, promotes technical team collaboration in the strategy development 	<ul style="list-style-type: none"> With limited supervision, organizes and oversees process to prepare and finalize strategic plans for review by mission management and USAID Washington. Participates and represents USAID in roundtables and events where US strategies and programming are discussed and coordinated with other agencies. Assesses strategic conformity across USAID and USG priorities and policy directives and advises on how to reconcile discrepancies. Facilitates technical team collaboration in strategy development processes with limited guidance 	<ul style="list-style-type: none"> Conceptualizes and leads USAID strategic planning processes across sectors and with external partners. Represents Mission in discussions with Host Country counterparts regarding strategic interests and priorities. Leads development of strategic plans that address both US interests and country needs. Consistently applies Agency principles to strategic development in all technical areas within a given country context. Provides strategic parameters and guidance to technical teams based on Agency guidance, technical policies and

Coordinates USAID strategic development with host country and broader USG priorities, working closely with host country officials and civil society, other donors and the interagency.	process.		strategies, as well as in country context.
<p>3. Budget Cycle and Resource Management: Serves as focal point and recognized expert for budgeting of foreign assistance resources.</p> <p>Leads budget cycle and resource management processes to optimally align all program budget resources with strategy and policy objectives.</p> <p>Leads the preparation of annual reports and analyses related to the budget cycle, including the MRR, CBJ, OP, PPR, and response to the OMB Passback.</p> <p>Manages budget allowances with partners and others (including Embassy staff, USG interagency, technical teams,</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the Budget Cycle process and with supervision assembles requirements for each step from the Mission resource request (MRR) to Operational Plan (OP). • Receives and processes budget allowances and coordinates with technical teams regarding funding requirements. • Demonstrates the ability to analyze budget data in order to propose budget solutions to pipeline issues, changes in the country context, USG priorities and programmatic performance. • Demonstrates understanding of budget 	<ul style="list-style-type: none"> • With limited guidance applies an advanced understanding of the budget cycle, participating for USAID on inter-agency budget planning teams. • Leads each step of the budget cycle and serves as USAID representative for the interagency resource coordination at Post. • Demonstrates mastery of budget guidance and serves as a resource to technical teams on earmark levels, and definitions. 	<ul style="list-style-type: none"> • Leads coordination on behalf of USAID with Embassy and inter-agency partners in all aspects of budget planning for foreign assistance resources. • Represents the Mission in budget planning and execution with USAID regional and pillar bureaus, BRM and LPA on the preparation, submission and expiration of Congressional Notifications (CNs) for the Congressional Budget Justification (CBJ). • Overseas budget operations and ensures that all pre-obligation requirements are understood and are met for the Operational Year

<p>host country government authorities, and other donors) to optimize budget resources.</p> <p>Negotiates Development Objective Agreements with host country to effectively obligate funds.</p> <p>Identifies and tracks host country counterpart contributions.</p>	<p>planning, implementation and analysis tools (such as Phoenix, OPS Master, Facts Info, Exec Info, AIDTracker, etc.) to perform budget operations and provide timely budget analyses.</p> <ul style="list-style-type: none"> • Understands budget and reporting requirements of all Agency initiatives, earmarks and host country contributions. 		<p>Budget (OYB).</p> <ul style="list-style-type: none"> • Applies development knowledge and understanding of the budget cycle to lead budget planning processes and negotiations with the host country that reflect inputs from technical teams, central budget and resource management teams.
<p>4. Partnering: Leads, supports and advocates for donor coordination and strategic engagement to leverage development resources with external partners and to promote understanding and support for policy issues of mutual interest with other bilateral and international donors non-traditional partners.</p> <p>Negotiates agreements with host country governments and promotes aid and development effectiveness principles with international donors, civil</p>	<ul style="list-style-type: none"> • Demonstrates basic awareness of alternate means for co-implementing programs and sources of funding, including the potential for funding from non-traditional sources. • Demonstrates general knowledge of aid and development effectiveness principles. • Participates in donor coordination meetings, particularly those requiring a cross-sector approach. • With guidance, prepares 	<ul style="list-style-type: none"> • Communicates with external entities, including non-traditional development partners, to seek out alternate schemes for program co-implementation and funding sources. • With limited guidance applies knowledge of aid and development effectiveness principles in various elements of work. • Attends and synthesizes results from donor assistance coordination meetings on cross-sector approaches. 	<ul style="list-style-type: none"> • Formulates alternate means for co-implementing program and funding opportunities with a range of entities including public-private partnerships, joint activities with multilateral banks, support to private sector endeavors, and others. • Leads donor assistance coordination meetings, mostly for those requiring a cross-sector approach but also for sector-specific approaches. • Leads negotiations with

<p>society, and other external partners.</p> <p>Supports interagency coordination to achieve common USG objectives.</p>	<p>agreements and implementation letters for negotiation with host country government officials.</p> <ul style="list-style-type: none"> Assists in US government interagency coordination regarding resource requests. 	<ul style="list-style-type: none"> Participates, with guidance, with host country officials and partners in negotiations about partnering agreements and implementation letters. Serves as a resource for interagency coordination, ensuring all requests are responded to in a timely manner and resources identified as appropriate. 	<p>host country officials and other partners to establish partnerships to achieve priority outcomes.</p> <ul style="list-style-type: none"> Oversees interagency coordination, serving as the point of contact for USAID and resolving communication issues, addressing all requests as needed.
<p>5. Program Analysis Monitoring and Evaluation: Leads development of the Mission monitoring, evaluation and learning agenda.</p> <p>Guides planning, budgeting, and management of required monitoring and evaluation activities including Mission-wide PMPs supporting the Mission's strategy, Portfolio Reviews, Joint Portfolio Reviews (such as with the host government), data-quality assessments evaluation, and GIS/mapping.</p> <p>Leads the preparation of the</p>	<ul style="list-style-type: none"> Demonstrates a basic understanding of monitoring and evaluation principles, associated USAID policy and guidance, and USAID's agenda for learning and research for development. Monitors and assesses program performance, progress and follow-up from portfolio reviews. Assists technical offices in designing data-quality assessments, PMPs and determining indicators to be reported in the PPR. Demonstrates a basic understanding of reports 	<ul style="list-style-type: none"> Applies USAID evaluation policy and guidance with technical teams and partners. Reviews existing evaluations and monitoring activities and develops scopes of work for evaluation teams. Guides and advises technical teams on monitoring and evaluation activities, including PMPs (including preparation and necessary revisions), Portfolio Reviews, data quality assessments and application of GIS data to program monitoring, 	<ul style="list-style-type: none"> Oversees operating unit implementation of USAID evaluation policy and guidance and Program Office responsibilities under this guidance. Advises Mission leadership and inter-agency partners regarding opportunities for sector and cross-sectional evaluations and supervises evaluation teams. Leads USAID participation in Portfolio Reviews with the host government, implementing partners and, as appropriate, the

<p>Performance Plan and Report (PPR) in cooperation with other on-post USG entities as appropriate.</p> <p>Advises and supports technical offices and the interagency on data quality assessments, project and activity monitoring and evaluation plans, and collecting and using performance monitoring information.</p> <p>Interprets and applies monitoring and evaluation findings.</p>	<p>required and their formats through preparation of MRR, CBJ, CDCS, Development Objectives, Ops, Performance Plan and Report (PPR), and OMB pass-back.</p> <ul style="list-style-type: none"> Edits Performance Plan and Report (PPR) for cohesion, clarity, content, results, and completeness. 	<p>evaluation and reporting.</p> <ul style="list-style-type: none"> Collaborates with technical teams to review plans, check relevant indicators and targets for next year, and identify any data collection problems. 	<p>inter-agency and other development partners.</p> <ul style="list-style-type: none"> Guides and advises technical teams to ensure credibility of reporting data resolves data collection problems and serves as the operating unit focal point for GIS/Mapping.
<p>6. Strategic Communications: Oversees the development and implementation of the Mission's communication strategy and coordination with the Embassy Public Affairs Section to support development and foreign policy objectives.</p> <p>Utilizes a range of products and contemporary methods to tailor strategic messages towards external target audiences.</p>	<ul style="list-style-type: none"> Assists with coordination of outreach and communication with various external entities including the Embassy of Public Affairs Section and LPA/W, and for public events. Maintains USAID outreach materials and assesses need for additional materials such as program descriptions, success stories, country sheets, and the USAID Mission 	<ul style="list-style-type: none"> Effectively develops and implements communications strategies and products (such as factsheets, success stories, reports, etc.). Defines services/products needed from outside vendors to support the Unit's communications strategy. Understands USAID's different audiences and identifies and implements 	<ul style="list-style-type: none"> Provides leadership, vision and direction to Mission/Operating unit strategic communications. Represents USAID with inter-agency partners, including the US Embassy, on the Mission communications strategy, targeting of audiences and organizing of key messages to support US development and foreign policy objectives. Identifies international

<p>Manages internal Mission communications and reporting, reflective of, and consistent with, USG priorities and guidance, congressional mandates and topics of special interest to the Administration.</p> <p>Ensures coordination and linkages between Mission’s internal and external communications.</p>	<p>website.</p> <ul style="list-style-type: none"> • Collaborates with technical teams and inter-agency partners to identify and plan public events and schedules for USAID purposes and high-level visitors. • Understands USAID Branding and Marking requirements. • Articulates USAID policies and communicates well with people at all levels. Effectively organizes discussions and/or meetings. 	<p>ways to disseminate and tailor information for target audiences.</p> <ul style="list-style-type: none"> • Applies latest information and communications technology applications to achieve Mission’s/Operating Unit’s strategic communications objectives. • Advises technical teams on USAID Branding and Marking requirements and monitors and enforces these requirements across Mission/Operating Unit. 	<p>and host country media sources and ensures that the USAID develops and maintains professional relationships with these sources.</p>
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Backstop 3: Operations/Administrative Management

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Mission Management, Communications and Reporting: Responsible for all Operations Management and Communications internal to USAID mission, to agencies at post, and to Washington (USAID/W). Coordinates preparation with mission principles and issues Mission Orders and Notices to reflect operational procedures and policy changes. Prepares, reviews, and submits mandatory</p>	<ul style="list-style-type: none"> • Demonstrates capacity to pick up cables and prepares cables for transmittal. • Demonstrates knowledge of internal management systems and procedures, including the importance of efficient and proper use of government resources. • Demonstrates understanding of federal and agency policy, regulations, and guidelines regarding management issues. • Maintains awareness of host country statutory or regulatory requirements affecting administrative services of the Mission or its employees. 	<ul style="list-style-type: none"> • Ensures accuracy and timeliness of Mission Orders and Notices issued. • Develops internal management systems and procedures ensuring efficient and proper use of government resources. • Implements Mission management policies on program planning, development, implementation, and evaluations. • Assures compliance with host country statutory or regulatory requirements affecting administrative services of the Mission or its employees. 	<ul style="list-style-type: none"> • Issues Mission Orders and Notices to reflect procedures and policy changes. • Monitors internal management systems and procedures ensuring efficient and proper use of government resources. • Leads the formulation of Mission management policies on program planning, development, implementation, and evaluations. • Establishes working relationships with the host country government and its business community, and also with U.S. government agencies, voluntary agencies, other institutions, and USAID-funded organizations operating within the host country.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
quarterly and annual reports and responds to ad hoc data requests from Embassy and USAID/W.			
<p>2. Business Management Advisor: Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.</p>	<ul style="list-style-type: none"> Assists Mission Director with communications on all personnel matters. Demonstrates the capacity for a high level of integrity to support the transparency and accountability of mission operations. 	<ul style="list-style-type: none"> Utilizes interpersonal skills to convey accurate advice and guidance to Mission Director on all personnel matters. Maintains a high level of integrity to support the transparency and accountability of mission operations. 	<ul style="list-style-type: none"> Utilizes leadership skills and knowledge of a full range of subjects to provide advice and guidance to Mission Director on all personnel matters. Ensures a high level of integrity to support the transparency and accountability of mission operations.
<p>3. Mission Human Resource Management: Plans and directs the full spectrum of personnel management</p>	<ul style="list-style-type: none"> Demonstrates wide breadth and depth of knowledge regarding CAJE methodology, software, and Federal and agency policy; regulations and guidelines regarding human resources; 	<ul style="list-style-type: none"> Coordinates continuous evaluation of the organization, staffing, position classification, CAJEing recruitment, and selection of new personnel and services 	<ul style="list-style-type: none"> Plans and directs continuous evaluation of the organization, staffing, position classification, CAJEing recruitment, and selection of new personnel and services to ensure maximum utilization of material and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>operations for the Mission’s Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements. Ensures successful integration of Development Leadership Initiative (DLI) staff into Mission community. Responsible for all HR database applications at Mission level, including WebPASS.</p>	<p>and personnel management issues.</p> <ul style="list-style-type: none"> • Supports salary surveys and compensation reviews with Management Counselor and Embassy HR. • Assists in the administration of Local Compensation Plan at post as it relates to benefits and entitlements of FSN personnel. • Demonstrates counseling skills and knowledge of a wide range of subjects, including allowances, education, housing, and medical support. • Supports DLI staffing assignments, training rotations, and evaluations. • Demonstrates knowledge of training and staff development activities that support Mission goals and priorities. 	<p>to ensure maximum utilization of material and human resources.</p> <ul style="list-style-type: none"> • Liaises with Management Counselor and Embassy HR on salary surveys and compensation reviews and participates in Health and Retirement working groups and other joint personnel policies and operations. • Provides guidance on employee benefits and interpretations and eligibility of entitlements and administers Local Compensation Plan at post as it relates to benefits and entitlements of FSN personnel. • Provides counseling to employees and their families on a wide range of subjects, including allowances, education, housing, and medical 	<p>human resources.</p> <ul style="list-style-type: none"> • Undertakes high-level strategizing with Management Counselor and Embassy HR on salary surveys and compensation reviews and leads in Health and Retirement working groups and other joint personnel policies and operations. • Ensures validity of employee benefits and eligibility of entitlements and the administration of Compensation Plan at post as it relates to benefits and entitlements of FSN personnel. • Handles challenging counseling situations that relate to a wide range of subjects, including equal opportunity, career development, performance planning, substance abuse, onward assignments, and professional relations. • Oversees successful integration of DLI staff into Mission community. • Manages annual training plan

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		support. <ul style="list-style-type: none"> • Manages DLI staffing assignments, training rotations, and evaluations. • Coordinates and evaluates training and staff development activities to ensure appropriate skill sets supporting Mission goals and priorities. 	and allocated budget; coordinates with USAID/W for local and regional course offerings for maximum participation.
4. Mission Information Technology, Security and Privacy Management: Plans and manages Mission's information and related technology including hardware, software, data, and telecommunications in conformance with applicable statutes,	<ul style="list-style-type: none"> • Assists in electronic records management solution acquisition and system maintenance in compliance with Federal and Agency laws and policies. • Aids the Mission Information Systems Security Officer (ISSO) in reviewing logs for appropriate use. • Assists the Mission Privacy Officer in adjudicating complaints. 	<ul style="list-style-type: none"> • Maintains day-to-day responsibility for IT budget and staff, electronic management solution implementation, and system operations in compliance with Federal and Agency laws and policies. • Assists the Mission Information Systems Security Officer (ISSO) by identifying threats and taking appropriate action and implementing 	<ul style="list-style-type: none"> • Serves as the Mission Information Management and Technology Officer, with overarching responsibility for managing IT requirements analyses, enterprise architecture, and system upgrade development plans. • Serves as the Mission Information Systems Security Officer (ISSO), responsible for reviewing logs for appropriate use. • Serves as the Mission Information Systems Security Officer (ISSO), responsible for overseeing system operations

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>regulations, policies, and local constraints. Collects, stores, manages, delivers, disseminates, and disposes of information as required. Serves as Mission Information Systems Security Officer to ensure the confidentiality, integrity and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.</p>		<p>countermeasures for manual and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies.</p> <ul style="list-style-type: none"> Assesses the security and integrity of manual and automated systems to prevent inappropriate disclosure of personal information. 	<p>and mitigating system damage.</p> <ul style="list-style-type: none"> Serves as the Mission Privacy Officer, responsible for addressing violations and specifying remedies in accordance with Federal and Agency laws and policies.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>5. Security, Safety, Health Programs: Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Collaborates closely with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accounts for best practices of health and sanitation in coordination with DoS SHEM/POSHO.</p>	<ul style="list-style-type: none"> Conducts background investigations for Direct Hires (DHs), Personal Service Contractors (PSCs), and Foreign Service Nationals (FSNs) in accordance with the USAID Office of Security (SEC) and the Regional Security Officer (RSO). Maintains access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers. 	<ul style="list-style-type: none"> Coordinates and cooperates with the USAID Office of Security (SEC) and Office of Inspector General for background investigations, and manages life cycle of armored vehicle program in accordance with USAID SEC regulations including selection, purchase, maintenance, storage of level C and D vehicles, and driver trainings. Installs access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers. 	<ul style="list-style-type: none"> Coordinates with Regional Security Officer (RSO) to oversee all staff training and required policies and procedures, including ensuring safe haven meets all Forced Entry/Ballistic Resistance (FEBR) standards and is fully supplied and operational, directing all required drills and routine tests of speaker systems, and serving on the Post Occupation Safety and Health Committee. Oversees the storage and usage of access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers.
<p>6. Mission Management of</p>	<ul style="list-style-type: none"> Prepares obligation documents and quarterly 	<ul style="list-style-type: none"> Prepares obligation documents and 	<ul style="list-style-type: none"> Manages a multi-year budget strategy in coordination with

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Operations Budget: Develops, manages, and implements the operations budget for the USAID mission in coordination with the controller and Mission management.</p>	<p>accruals for Mission administrative costs and prepares budget reclaim requests for Mission operations expenses.</p> <ul style="list-style-type: none"> • Demonstrates understanding of workload counts and time distribution and International Cooperative Administrative Support Services (ICASS) charges. 	<p>quarterly accruals for Mission administrative costs and develops and monitors administrative budget for the Mission in coordination with the Controller and other staff.</p> <ul style="list-style-type: none"> • Participates in Federal Managers' Financial Integrity Act (FMFIA) and other Mission assessments and audits. 	<p>senior Mission staff, provides advice on administrative support to technical offices in the process of developing program budgets, and creates an environment of careful stewardship of taxpayer dollars.</p> <ul style="list-style-type: none"> • Develops mission management requirements as related to operations and identifies Mission objectives and services under International Cooperative Administrative Support Services (ICASS) cost centers.
<p>7. Contract, Simplified Acquisitions and Procurement Management: Manages and oversees management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the</p>	<ul style="list-style-type: none"> • Demonstrates understanding of the theoretical underpinning and practical application of the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority. • Demonstrates strong grasp of the importance of preparing and budgeting for annual acquisition requirements. 	<ul style="list-style-type: none"> • Executes contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR). • Budgets for annual acquisition requirements. • Trains staff in effective negotiation skills and procurement integrity to ensure best value for 	<ul style="list-style-type: none"> • Ensures through careful oversight that contracts and Purchase Orders are executed in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR). • Applies wide-ranging viewpoint to prepare for annual acquisition requirements. • Oversees the training of staff in effective negotiation skills and procurement integrity to

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
design and review of the administrative and logistical components of development assistance activities. Prepares request and statement of work (SOW). Functions as or delegates role of COTR on service, operations, construction contracts. Prepares PSC contracts, responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.	<ul style="list-style-type: none"> Participates in training regarding effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar. Demonstrates understanding of correct preparation of statements of work (SOWs) and effective training concerning Executive Office COTR Delegation of Authority responsibilities. Demonstrates comprehension of the administration of Simplified Acquisitions for purchases. 	<p>the taxpayer dollar.</p> <ul style="list-style-type: none"> Prepares requests and statements of work (SOWs); provides training or ensures training requirements are fulfilled for designated Executive Office COTR Delegation of Authority responsibilities. Oversees credit card program in Mission for OE purchases. 	<p>ensure consistent messaging and effective teaching methodology.</p> <ul style="list-style-type: none"> Functions as or delegates the role of Contracting Officer's Technical Representative (COTR) on service, operations, construction contracts and PSC contracts; prepares and negotiates Executive Office COTR Delegation of Authority Letters as required. Maintains responsibility for Simplified Acquisitions (<\$100,000) for purchases.
8. General Services Operations, Facilities	<ul style="list-style-type: none"> Provides services for travel, shipment of personal effects and Mission furnishings and equipment, customs 	<ul style="list-style-type: none"> Manages the operation of the mission Motor-pool, including vehicle life cycle replacement 	<ul style="list-style-type: none"> Provides overall direction for the USAID Mission general services function, which includes leasing and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Management and Construction Management: Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non expendable property, automotive and office equipment and develops standards for issuing and controlling Mission personal property.</p>	<p>clearance, negotiation of leases for residential properties, and contracts for structural modifications and changes.</p> <ul style="list-style-type: none"> • Assists in the development of standards for issuing, care and accountability of Mission personal property. • Provides logistics support for TDY staff support and Congressional Delegations (CODELs) and other high-level visitors. • Demonstrates understanding of how to maintain the highest levels of transparency, accountability, and consistency in providing services. • Utilizes real-life examples to comprehend the importance of coordinating with the Embassy to prepare and implement consolidation of services. 	<p>program, spare parts and routine maintenance. Conducts accident investigation as required. Oversees driver training program and ensures efficient and effective use of resources.</p> <ul style="list-style-type: none"> • Manages operation of Mission personal property including property requisition process, warehousing accountability, and disposal of non-expendable equipment and supplies. • Provides management support for TDY staff support and Congressional Delegations (CODELs) and other high-level visitors. • Maintains the highest levels of transparency, accountability, and consistency in project development and 	<p>maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non-expendable property, automotive and office equipment, and standards development for issuing and controlling Mission personal property.</p> <ul style="list-style-type: none"> • Oversees and evaluates operation of Mission personal property including property requisition process, warehousing accountability, and disposal of non-expendable equipment and supplies. • Manages PSCs and contractor workforce for services contracted by the EXO office, i.e. training, deliveries, that ensure high quality customer service and standards. • Evaluates projects on the basis of their level of transparency, accountability, and consistency. • Advocates in high-level

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Manages Mission motor pool. Provides services for vehicle maintenance, travel, shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, vital and Mission records, TDY staff support, and VIP visit support. Develops plans for consolidation of services coordinating closely with the Embassy. Implements Mission space planning in coordination with</p>		<p>implementation.</p> <ul style="list-style-type: none"> Serves as inter-agency liaison with the Embassy to prepare and implement consolidation of services. 	<p>discussions for coordination with the Embassy to prepare and implement consolidation of services.</p>

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
M/OMS. Manages construction of needed facilities, including plans, specifications, designs, cost estimates, and justifications, in conjunction with M/OMS, to meet all US government and host country requirements.			
9. Contract, Cooperative Agreement and Grantee Administrative Support: Advises the Contracting Officer, COTR, contractors, and grantees on the administrative support available for implementing partners for USAID activities and provides	<ul style="list-style-type: none"> • Provides administrative services support as determined necessary. • Demonstrates thorough knowledge of working in a host country, application of U.S. government allowances, clearance processes, and contractor and local hire compensation plans. 	<ul style="list-style-type: none"> • Updates implementing partners on evolving security issues and changes in threat levels and advises implementing partners on local salary scales and benefits for locally hired staff. • Provides advice and guidance on clearance processes and contractor and local hire compensation plans as required. 	<ul style="list-style-type: none"> • Works with partners, contracting offices, and assistance officers to ensure orderly close-out of their activities, particularly United States Government (USG)-purchased property; works with the host government on the tax and duty free entry of project goods and services; and participates in the design and review of the administrative and logistical components of development assistance activities. • Provides advice and guidance on working in the host country

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
support during the contract period within the contract provisions. Develops the request and statement of work and serves as COTR for administrative service contracts.			and application of U.S. government allowances.
<p>10. Interagency Liaison Services: Advocates for USAID at interagency committees and on initiatives within the Embassy. Committees may include the ICASS Council, Joint Awards Committee, Post Employment Committee, Property Survey Board, and Emergency Action Committee.</p>	<ul style="list-style-type: none"> • Demonstrates thorough knowledge of factors that influence rightsizing decisions. • Demonstrates thorough understanding of USAID missions and how they relate to equitable housing. 	<ul style="list-style-type: none"> • Coordinates with Community Liaison Office (CLO) for all personnel arrivals and Mission activities, with Embassy ICASS to oversee service delivery, the Embassy on General Services Operations, Facilities Management, and Construction Management. • Represents USAID on Emergency Action Committee and Post Committee and ICASS Council. 	<ul style="list-style-type: none"> • Participates in review from Department of State (DoS) Office of Allowances on post allowance, danger pay, Cost of Living Allowance (COLA), and changes in post entitlements; participates in rightsizing decisions. • Represents USAID in Interagency Incentive, Recognition Awards program, and Interagency Housing Board serving as a Mission advocate to ensure equitable assignment of housing; coordinates with Health Unit for medical evacuations and health-related initiatives and serves on FSN association board.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Advocates for USAID at Interagency Housing Board meetings. Provides USAID’s workforce planning information for the annual Mission Performance Plan. Participates in rightsizing decisions. Coordinates with Health Unit for medevacs and health related initiatives. Coordinates support for CODEL, POTUS and FLOTUS visits. Serves on FSN association board. Coordinates with CLO for all personnel arrivals, and Mission activities.</p>			
11. Emergency	<ul style="list-style-type: none"> Assists in the formation of 	<ul style="list-style-type: none"> Participates in the 	<ul style="list-style-type: none"> Leads in the formation of post

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Response/Mission Disaster Relief Operations: Develops and executes emergency response plans and Procedures. Promotes awareness in first responder training. Assists with alternate communications center and support. Administers logistics for emergency evacuations and temporary Mission shut down.</p>	<p>post Draw Down plan.</p> <ul style="list-style-type: none"> • Demonstrates knowledge of emergency procedures, threat types, and threat levels of location. • Assists with alternate communications center and support. 	<p>formation of post Draw Down plan.</p> <ul style="list-style-type: none"> • Utilizes knowledge of emergency procedures in the preparation of Mission Disaster Recovery Plan. • Coordinates alternate communications center and support and administers logistics for emergency evacuations and temporary Mission shut down. 	<p>Draw Down plan and represents USAID interest on the Emergency Action Committee and Post Committee.</p> <ul style="list-style-type: none"> • Oversees the preparation of Mission Disaster Recovery Plan. • Oversees the operation of alternate communications center and supports and provides leadership of confidence during emergency evacuations and temporary Mission shut down.
<p>12. ICASS Management: Manages ICASS operating cost systems for workload counts and time allocations, staffing organizations, and multi agency</p>	<ul style="list-style-type: none"> • Demonstrates understanding of equitable workload counts and ICASS cost systems. • Possesses first-hand experience managing USAID delivery of general services to USAID customers. • Advocates for completion of customer service survey. 	<ul style="list-style-type: none"> • Utilizes strong communication skills to negotiate accurate and equitable work load counts . • Monitors Collaborative Management Initiative (CMI) uniform service standards. • Utilizes customer 	<ul style="list-style-type: none"> • Ensures negotiated workload is accurate, equitable invoices are signed, and MOUs are in place. • Ensures Collaborative Management Initiative (CMI) uniform service standards and efficient and effective delivery of service. • Oversees the completion of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
governance.		service survey results.	customer service survey and the utilization of survey results.

Backstop 4: Financial Management

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>1. Agency and Professional Expertise: Demonstrates Agency and professional technical knowledge as it relates to financial topics, issues and management as well as broad Agency policy and programmatic interventions.</p>	<ul style="list-style-type: none"> • Demonstrates ample knowledge of Agency programs and their governing statutes, regulations, policies, procedures, and practices. • Understands the basic functions of the Financial Management Office both internal and external to the office itself. • Directs one or more of the operational areas of the Financial Management Office, ensuring timely and accurate processing and reporting in compliance with laws, regulations, policies, and standard financial internal control processes. • Possess a working knowledge of program, program administration, and Agency operating expense funding and appropriate 	<ul style="list-style-type: none"> • Assesses, evaluates, and contributes towards improved processes and develops financial management solutions. • Possesses significant breadth and depth of practice related to USAID strategies, initiatives, and reforms in order to influence and contribute to the design and implementation of existing and new programs, projects, and activities on a local level. • Devises and implements risk-based analysis and applications both internal to the Mission and external to partners. 	<ul style="list-style-type: none"> • Impacts strategies and defends programs, projects, and initiatives as they relate to financial design, implementation, and evaluation and does so on both a local and global level. • Offers solutions to overcome simple to complex financial issues both internal to USAID funding constraints and external to USAID partners. • Creates linkages between the strategies of the Financial Management Office and the Mission on a local or global level. • Implements financial solutions in the most complex environments, such as CPC countries, and in the most difficult situations, such as following natural disasters and during changes in governmental structures.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
	<p>uses.</p> <ul style="list-style-type: none"> • Reports potential or actual fraud exists immediately to the Office of Inspector General Hotline. 		
<p>2. Audit, Performance, and Compliance: Demonstrates knowledge and understanding of the laws, regulations, standards, policies, procedures, and systems surrounding audit, performance, and compliance and directs the Financial Analyst (FA) Division as it relates to audit, performance, and compliance.</p>	<ul style="list-style-type: none"> • Contributes to the development of the Mission’s annual audit, review, and assessment plan and ensures proper implementation allowing for changes in circumstances throughout the fiscal year. • Conducts and/or provides oversight to audits, reviews, and assessments both internal to the Mission and external to partners; ensures compliance with annual FMFIA reporting requirements. • Works with Financial Management Office staff, cognizant Technical Officers, local CPA firms, the Regional Inspector General, and the Host Country Government Supreme Audit Institution in the implementation of the annual plan. 	<ul style="list-style-type: none"> • Ensures risk-based processes are used during preparation of the annual audit, review, and assessment plan, such that funding constraints are addressed while at the same time ensuring adequate coverage during each fiscal year. • Assists in the resolution of medium to complex internal control and program issues identified in recommendations. • Contributes towards training plans which ensure Mission staff is adequately equipped with knowledge to implement and evaluate internal control systems. 	<ul style="list-style-type: none"> • Leads the Mission Management Control Review Committee, develops the annual audit universe, and reviews and approves risk-based methods and recommendations related to the plan; in doing so, strategizes in conjunction with the Regional Inspector General, the local CPA firms and the Supreme Audit Institution. • Offers financial management solutions to the most complex issues or planned programmatic events. • Directs or contributes to assessments of the Host Country Government budget, including financial or procurements systems.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>3. Financial Analysis: Demonstrates knowledge and understanding of various advisory services offered by the Financial Analysis (FA) Division of the Mission and directs the FA Division as it relates to duties within the financial analysis arena.</p>	<ul style="list-style-type: none"> • Possesses baseline knowledge of USAID strategies, initiatives, and reforms and of Aid Effectiveness objectives. • Assesses financial situations of simple to medium complexity and provides effective recommendations. 	<ul style="list-style-type: none"> • Directs the Financial Analysts in the planning and implementation of the annual plan as it relates to reviews, assessments, pre-award surveys, etc. • Reviews and analyzes medium to complex financial situations and recommends programs and projects going forward with implementation as planned and includes improvements as they relate to financial management and systems. • Conducts reviews, assessments, and surveys using approved model checklist provides by the AICPA, the Office of Inspector General, or other authoritative bodies; tailors checklists to appropriate situation. 	<ul style="list-style-type: none"> • Identifies opportunities associated with a particular portfolio, intervention, or financial management solution while comprehending the overall environment in which the Mission operates. • Provides strategic vision related to USAID Aid effectiveness strategies, initiatives, and reforms as they relate to assessment outcomes, planning strategies, and mutually agreed upon standards.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>4. Operational Costs Budget and Execution Processes: Demonstrates knowledge and understanding of the operational cost budget and execution process and directs the Accountants and/or contributes to the Mission or operating unit operational costs unit budget and execution process, ensuring compliance with laws, regulations, standards, policies, guidance, procedures and best practices.</p>	<ul style="list-style-type: none"> • Participates in the Mission operating and administration expense procurement planning, training committees, and ICASS meetings. • Demonstrates ample knowledge related to budget areas covered by special laws, rules, regulations, policies, or procedures such as the Federal Travel Regulations, allowances, funding of the USAID workforce, etc. • Demonstrates ample knowledge related to the various funding sources used for the budget including Agency OE and program “admin” funds and how they relate to each other and the budget process overall. 	<ul style="list-style-type: none"> • Directs the Financial Management Office Operating Expense Accountants in the preparation of the annual operational costs budget within the annual report process in coordination with the Mission Executive Officer or other designated official. • Effectively communicates to Washington Bureau budget offices operational budget plans and changes thereof throughout the fiscal year. • Communicates to Washington Human Resources the Development Leadership budget plan and changes thereof throughout the fiscal year. • Confirms compliance with Expanded Object 	<ul style="list-style-type: none"> • Oversees and contributes to the budget process via the USAID’s Budget Formulation and Execution Manager (BFEM) and the Manage-to-Budget (MTB) process. • Manages the Mission operational cost budget in the most complex environments, such as CPC countries, ensuring resources are adequate based on actual needs. • Anticipates and communicates unplanned Mission needs to Washington Bureau budget offices and Human Resources in sufficient time to allow urgent reprogramming or reallocation to occur prior to spending needs. • Works with the Executive Officer and other Mission personnel in identifying cost savings.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
		Class Codes to ensure effective reporting.	
<p>5. Administrative Control of Funds: Demonstrates knowledge and understanding of the administrative control of funds as it relates to the Federal government and USAID and ensures Mission management and staff are trained on and understand the administrative control of funds process and comply with those rules, and report to the Director of FPS (M/CFO/FPS) per ADS 634 when violations occur.</p>	<ul style="list-style-type: none"> • Possesses ample knowledge of ADS 634 Administrative Control of Funds and the M/CFO/FPS Funds Control Violation Tracking System. • Possess ample knowledge of Federal Appropriation Law and related budget and spending levels within the Phoenix Financials system. • Detects occurrence of potential or actual funds control violations and contributes basic facts and timelines to the investigation required by the ADS. • Confirms adequate controls are in place to avoid basic administrative violations. 	<ul style="list-style-type: none"> • Possesses significant breadth and depth of knowledge of the laws, policies, systems, and procedures surrounding the funds control environment. • Gathers information related to potential and actual violations and construct objective, accurate and fair reporting to Mission officials and to the Director of Financial Policy & Support (M/CFO/FPS) as per ADS 634. • Understands the impact of the violations on a local level and the process to implement required internal controls to avoid administrative and Anti-deficiency violations. 	<ul style="list-style-type: none"> • At the Mission level, ensures that effective funds control systems are implemented and/or ensures established systems at the Washington level, such as Phoenix, GLAAS, and E2, are complied with in order to ensure compliance with various law that are enacted to control and guide the formulation and implementation of federal fiscal policy and prevent spending in advance of funds reservations and overspending. • Ensures proper allocations of funds and the avoidance of appropriations augmentation. • Understands the impact of violations on both a local and Agency-wide level and recommends system or process changes on a Mission or global scale to reduce administrative funds violations and to ensure that Anti-deficiency violations rarely if

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
			ever occur at the Mission level.
<p>6. Accounting and Reporting: Demonstrates knowledge and understanding of the accounting and reporting functions and directs the Accountants in the accounting operations.</p>	<ul style="list-style-type: none"> • Directs the Program Accountants in the timely reviews, accruals, reconciliations, and adjustments at the transactional level. • Ensures proper quarterly reviews of validity of obligations and undisbursed balances and annual certification which occur in a team fashion with the cognizant technical officers. • Conducts recurring training throughout the Mission, ensuring all Mission personnel maintain up-to-date knowledge and implementation of the review process. 	<ul style="list-style-type: none"> • Directs the Program Accountants in the reporting of pipeline and other funds status reporting; demonstrates solid knowledge of Ops Master. • Ensures timely quarterly reconciliations with USAID partners, both Host Country Governments and non-host country partners. • Provides timely financial information to Washington OAA and Regional contracting and grants officers as it relates to closeouts of contracts and grants. 	<ul style="list-style-type: none"> • Solicits advisory services from the Financial Management Office as financial related problems surface with contractors or grantees. • Notifies official contracting or grant officers at the Mission or in Washington in a timely fashion when reviews or reconciliations of contractor or grantee records indicate serious issues exist.
<p>7. Cash Management & Payments, including Cashiering: Demonstrates knowledge and understanding of</p>	<ul style="list-style-type: none"> • Possesses ample knowledge of unique systems such as the Letter of Credit (LOC) system, the Intragovernmental Payment and Collection (IPAC) system, and others. 	<ul style="list-style-type: none"> • Directs the Voucher Section staff that work with a multiplicity of systems, laws, regulations, policies, and procedures in a high-paced environment with risks 	<ul style="list-style-type: none"> • Using risk-based methods and analyses, establishes appropriate systems which mitigate risk as it relates to the management of cash on hand and cash equivalent assets and provides oversight according to laws, regulations, policies,

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
the payments, collections and cashiering operations and directs the Voucher Examiners, Document Control staff and Cashiers and/or privatized banks in the cash management & payments operations.	<ul style="list-style-type: none"> Ensures disbursements are certified by an Authorized Certifying Officer (ACO) and in accordance with laws, regulations, policies, and procedures. In tandem, works with the Accountants in ensuring accurate and timely monthly reporting to the Treasury Department on disbursements and collections and the reconciliations thereof. 	<p>and non-stop deadlines and does so such that payments are accurate, complete, and timely with minimal interest penalties.</p> <ul style="list-style-type: none"> Establishes and implements payment processes that ensure accurate, complete, and timely payments, and collections and compliance with laws, regulations, policies, and procedures; ensures accurate, complete, and timely reporting. Demonstrates ability to resolve old and complex issues related to the reconciliation with Fund Balance with Treasury (FBWT) and the Suspense Account. 	<p>and procedures.</p> <ul style="list-style-type: none"> Implements new methods for Cashiering that reduce risk such as a privatized cashier with a local bank and cash card mechanisms such as the declining balance card. Ensures 100% VAT refund to the U.S Government. Maintains a 100% up-to-date reconciliation with Fund Balance with Treasury (FBWT) and ensures zero transactions outstanding greater than 90 days along with zero transactions in suspense greater than 60 days.
8. Funding the USAID workforce for the Mission – Salaries & Benefits and	<ul style="list-style-type: none"> Thoroughly understands the laws, regulations, and OMB guidance, as well as ADS 601, 602, and 603 as they relate to forward funding; 	<ul style="list-style-type: none"> Participates in the budgeting planning process as it relates to funding the USAID workforce costs, 	<ul style="list-style-type: none"> Utilizes vast knowledge of the various classifications of the USAID workforce, including direct hire, personal service contractor, and others, to

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>Other Direct Costs: Demonstrates knowledge and understanding of the budgeting and implementation of costs related to salaries & benefits (S&B) and other direct costs (ODC) for all types of employees and contractors and directs the Accountant in the construction of that portion of the operating unit operational costs as it relates to S&B and ODC.</p>	<p>possesses knowledge of the difference between compliance with laws and compliance with USAID budgeting policies as they relate to annual, multi-year, no-year, and working capital funds.</p> <ul style="list-style-type: none"> • Ensures timely processing of Time & Attendance within WebTA and the State Department payroll systems. • Thoroughly understands the appropriate binder binding documents to be used in each spending situation. 	<p>ensures compliance with funding source and forward funding laws and USAID policies, processes payroll data and payments in accordance with implementing or obligating instruments, and prepares reports as required by quarterly, annual, and ad hoc data requests.</p> <ul style="list-style-type: none"> • Ensures timely reporting to tax authorities both in the US and the host country. 	<p>oversee salary issues.</p> <ul style="list-style-type: none"> • Works effectively through the Foreign Service Limited (FSL) funding and related processes. • Puts into action the parent-child funding mechanisms such as PEPFAR and MCC and related processes. • Supports the Development Leadership Initiative through proper usage of funding mechanisms and processes.
<p>9. Accounts Receivable & Debt Collection: Demonstrates knowledge and understanding of the Federal debt collection</p>	<ul style="list-style-type: none"> • Directs the Accountants in the timely issuance of Bills for Collection (BFC) to both staff internal to the Mission and to external partners as a result of excessive advances and/or audit findings. • Ensures proper notification 	<ul style="list-style-type: none"> • At the Mission level, ensures compliance with laws, regulations, policies, and procedures related to the management of Federal receivables; performs timely indebtedness 	<ul style="list-style-type: none"> • Resolves complex financial issues and/or assists in the financial analysis needed by the official contracting or grant officer in the negotiation and resolution of claims to the U.S. Government under contracts and grants.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
regulations and processes – Managing Federal Receivables.	and timely collection or where timely collection does not occur the addition of interest and penalties where applicable.	recognition, collection, and referral as warranted write-offs. <ul style="list-style-type: none"> Assists in the resolution of disputes regarding complex financial issues. 	<ul style="list-style-type: none"> Ensures Mission billing systems include timely, accurate, and complete billing information in accordance with laws, regulations, policies, and procedures.
10. Federal Credit Programs: Demonstrates knowledge and understanding of Federal Credit Programs and manages Federal credit programs at the Mission level.	<ul style="list-style-type: none"> Manages the Notice of Payment Due (NPD) process at the Mission level for direct loans, host country government guarantees, and Development Credit Authority (DCA) guarantees. Coordinates with cognizant technical officers and host country officials to ensure timely payments of NPDs either via the Mission or Embassy Cashier or via wire transfer to USAID’s account at the Federal Reserve Board in New York (FRBNY) and handles routine issues related to wire transfer issues. 	<ul style="list-style-type: none"> At the Mission level, ensures compliance with laws, regulations, policies, and procedures related to the management of Federal credit programs; acts as liaison between host governments, CFO Washington operations, and the USAID Payment Transfer Agent (PTA). Intervenes in difficult cases related to borrower late payment and/or default. 	<ul style="list-style-type: none"> Where applicable, regularly monitors potential 620(q) or Brooke-Alexander situations whereby borrower default could jeopardize the Mission programs and operations. Assists cognizant technical officers and Washington EGAT/DC portfolio managers in assessing private financial institution issues as they relate to Development Credit Authority (DCA) issues.
11. Cash Transfer Programs & Local Currency and Host Country	<ul style="list-style-type: none"> Possesses ample knowledge related to US Government, State, and USAID policies governing the generation, 	<ul style="list-style-type: none"> Possesses significant breadth and depth of knowledge regarding types of support and 	<ul style="list-style-type: none"> Contributes towards Mission strategic planning as it relates to Local Currency.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>Contracting: Demonstrates knowledge and understanding of cash transfer programs, local currency programs and host country contracting and manages one or more related instruments.</p>	<p>programming, and accountability requirements associated with host country-owned local currency.</p> <ul style="list-style-type: none"> • Possesses basic knowledge related to the legal authorities under the Foreign Assistance Act (FAA) and the provisions contained in Public Law 480 and Section 416(b). • Manages existing agreements and Trust Fund accounts. 	<p>activities and the circumstances under which local currency is generated and applicable laws related to account deposits.</p> <ul style="list-style-type: none"> • Understands that policies permit Missions to jointly program local currency to help fund a host government's deficit or reduce its debt. • Demonstrates knowledge of accountability standards for managing local currency. 	<ul style="list-style-type: none"> • Contributes towards Mission negotiations related to existing and new agreements. • Ensures that accountability standards and USAID ADS policies are followed and that financial related components of individual agreements are executed in accordance with each agreement.
<p>12. ICASS and Alternative Service Provider Working Capital Funds and State-USAID Consolidation: Demonstrates knowledge and understanding of service provider activities as they</p>	<ul style="list-style-type: none"> • Maintains up-to-date knowledge related to ICASS regulations, policies, procedures, and related systems. • Contributes to annual ICASS budget planning and potential cost savings initiatives; provides critical reviews of cost pool data collection mechanisms and final invoices. 	<ul style="list-style-type: none"> • Effectively and efficiently manages the budget process for services provided by USAID as an Alternate Service Provider (ASP) and ensures complete, accurate, and timely recording of all transactions in the 72X4513 Working Capital Fund (WCF) 	<ul style="list-style-type: none"> • Ensures business process analyses are effective and cost beneficial and that Mission needs are balanced with resources used. • Oversees processes related to the consolidation of administrative services, including the related payroll transaction effects related to the transfer of USAID employee to the Department of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
relate to the Department of State ICASS and USAID Alternate Service Provider processes; demonstrates knowledge and ability as it relates to effective consolidation of administrative services and/or USAID moves to New Embassy Compounds.		account. <ul style="list-style-type: none"> Effectively opens or closes a USAID Alternate Service Provider account. Effectively manages a pooled personal property account. 	State; where a move to a New Embassy Compound (NEC) occurs, contributes to space planning and the suggestion of changes in funding requirements.

Backstop 10: Agriculture

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Agricultural Production Systems: Understands food and agriculture (crops, livestock, poultry, fish, fiber, forage, forests products) production practices, their farm-level interrelationships, environmental implications and the gender dimensions and gaps at each proficiency level, and how to supplement this knowledge through access to Agency resources.</p>	<ul style="list-style-type: none"> • Able to identify principal characteristics, including environmental and gender, of relevant production systems and opportunities for improvement. • Able to identify key information/knowledge gaps relevant to design of interventions to boost production and productivity. • Able to identify promising alternatives and design agricultural development interventions appropriate to the local context based on available information. 	<ul style="list-style-type: none"> • Able to articulate a well-reasoned vision for agricultural production improvement and the role for USAID. • Leads teams charged with the responsibility for design and management of interventions to increase agricultural production including gender equity in production and productivity. • Able to manage the range of technical, financial and human resources to realize production and productivity goals and objectives in USAID programs. 	<ul style="list-style-type: none"> • Able to articulate the linkages between agriculture production systems and the broader economy in formulating country development strategies and program designs. • Able to effectively lead coordinated, multi-donor efforts to address production impediments including gender inequalities and increase farm output and incomes.

<p>2. Agricultural Research and Technology Generation: Understands the role of agricultural research and technological</p>	<ul style="list-style-type: none">• Basic familiarity with both public and private sector agricultural research efforts, including the U.S. and international agricultural research networks, and with major	<ul style="list-style-type: none">• Able to conceptualize how resources, domestic and foreign, public and private, can be mobilized to address technology constraints.• Designs interventions that	<ul style="list-style-type: none">• Able to work with host country institutions to formulate action plans based on strategic analysis and evaluation of agriculture, science, and technologies.
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<p>innovation in economic growth and environmental sustainability, how the different types of research (basic, adaptive, applied) in the public and private sectors function and interrelate, how gender questions are applied in agriculture research and technology generation at each proficiency level, and the related issues in research capacity development and system sustainability.</p>	<p>research themes and priorities.</p> <ul style="list-style-type: none"> ● Able to identify where and how research and technology may contribute to overcoming specific production or productivity constraints, and to design interventions to address identified constraints ● Able to assess basic strengths and weaknesses of national research capacity, both public and private, and to design interventions designed to address identified weaknesses. 	<p>utilize appropriate agricultural science and technology to improve production, productivity, and competitiveness in production systems.</p> <ul style="list-style-type: none"> ● Directs team efforts to design, implement, monitor and adapt interventions that utilize cutting edge technological innovations and strengthen local research and technology generation. 	<ul style="list-style-type: none"> ● Able to apply knowledge of investors' and partners' agricultural research priorities, goals, objectives, strategies, and investments to ensure synergy, avoid duplication, and leverage resources ● Able to articulate gender gaps and constraints in agriculture research and technology generation and design interventions that seek to reduce those constraints or gaps.
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<p>3. Agriculture and the Environment: Understands the nature of the relationship between agriculture and the natural resource base on which it depends, the importance of maintaining biodiversity, the growing importance of climate</p>	<ul style="list-style-type: none"> ● Familiar with relevant Agency and USG environmental regulations as they apply to agriculture and food security programming (especially reg. 216). ● Able to identify and assess environmental issues and climate change implications associated 	<ul style="list-style-type: none"> ● Ensures that agricultural development programs are designed and implemented so that Agency environmental regulations and procedures are complied with and negative environmental impacts minimized. ● Able to apply knowledge 	<ul style="list-style-type: none"> ● Able to articulate an approach to broad-based agriculture program planning that emphasizes sound natural resource management, biodiversity conservation, climate change mitigation and adaptation, gender equality and women's empowerment, building
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<p>change adaptation and mitigation for sustained, agriculture-based growth, how women and men experience climate change adaptation and mitigation differently and how to design interventions based on those differences, and how to supplement this knowledge through access to Agency resources.</p>	<p>with prevailing and proposed agricultural production practices.</p> <ul style="list-style-type: none"> ● Familiar with sustainable agricultural technologies, and with adaptation and mitigation measures for addressing climate change. ● Able to recognize and address challenges to climate-smart agriculture through the use of vulnerability assessments, gender assessments and other tools for strategic planning and program design. 	<p>of sustainable and gender equitable agricultural practices in the design and implementation of a broad range of agriculture and food security interventions.</p> <ul style="list-style-type: none"> ● Designs and implements agricultural programs that emphasize sound natural resource management, environmental sustainability, climate change mitigation and adaptation, gender equality and biodiversity conservation. 	<p>resilience of vulnerable populations, and strengthening environmental sustainability in the context of a market-oriented economy.</p> <ul style="list-style-type: none"> ● Partners with policymakers and institutions at the national level to ensure that environmental sustainability and climate change issues related to agricultural programs are addressed, equitable across genders and mitigation strategies developed as appropriate.
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<p>4. Food and Agriculture Policy: Understands the enabling environment for agriculture and rural development, how agricultural policies (e.g., those affecting trade, business climate, finance, national food security) influence development outcomes and affect women and men differently, how supportive policy change can be effected, and how to supplement this knowledge through access to Agency resources.</p>	<ul style="list-style-type: none"> ● Understands and recognizes, in a developing country context, how the policy environment affects production, marketing, environmental and trade decisions and practices and affects women and men differently. ● Able to identify relevant policy agendas, interest groups and institutions involved in the policy arena. ● Able to identify linkages among food prices, food availability, gender inequality and chronic poverty and understands how agriculture sector development can be an engine of poverty and hunger reduction. 	<ul style="list-style-type: none"> ● Able to articulate, design and direct interventions that serve to mitigate or overcome in-country economic policy distortions, including those affecting international competitiveness. ● Able to design and direct interventions to improve institutional capacity, both public and private, to address policy distortions and gender gaps that handicap agriculture and food security. 	<ul style="list-style-type: none"> ● Collaborates with donors and local institutions to identify broad sectoral policy concerns and needed reforms. ● Able to articulate and integrate agricultural policy considerations into the broader development policy context through the use of informed analysis and evidence for policy reform. ● Able to build coalitions and partnerships to develop and implement food and agriculture policies that will promote and sustain investment and growth, improve food security, reduce gender inequalities in access to, and productivity of food, and reduce poverty.
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<p>5. Agribusiness and Market Linkages: Understands the basic features of agro-enterprise support and development for both inputs and products, including the types of agriculture markets, how product value chains are defined and function, the enabling environment for private sector agribusiness growth and investments, including the barriers faced by women farmers and entrepreneurs in accessing markets and credit, the specific significance of policies and institutions for agro-based enterprise, and how to supplement this knowledge through access to Agency resources.</p>	<ul style="list-style-type: none"> ● Familiar with the commercial, legal, regulatory and policy requisites for agribusiness to operate effectively and profitably. ● Able to identify and assess relevant agribusiness enterprises and product value chains, their opportunities and constraints, including gender-based impediments to full participation in markets ● Able to identify and apply agricultural marketing strategies and related USAID programs in ways that benefit smallholder farmers. 	<ul style="list-style-type: none"> ● Participates with other USG agencies (e.g., FAS), other donors, and host governments in the design of activities supporting agribusiness development and operation. ● Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for developing and strengthening agribusinesses, improving market efficiencies, and ensuring gender equity and expanding access to markets by smallholders ● Leads teams that work to encourage full-market participation by female farmers. 	<ul style="list-style-type: none"> ● Promotes public and private sector efforts, including those of finance and risk-sharing institutions, to develop infrastructure, open markets, and support job creation and competitiveness in agriculture value chains for all farmers - women, men and marginalized groups. ● Collaborates with other donors, partners and host country institutions to foster and support a supportive and gender-sensitive legal, regulatory, and policy framework. ● Provides strategic Mission-wide direction in mitigating gender-based impediments to full-market participation.
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<p>6. Trade and National Food Security: Understands the role of domestic, regional and global markets and international trade in agricultural development and food security at the national level, the ways in which sector growth can be enhanced or accelerated through trade, how women and men access markets and trade differently, and how to supplement this knowledge through access to Agency resources.</p>	<ul style="list-style-type: none"> ● Understands basic concepts and operating principles of global and regional trade in agricultural commodities and products, including comparative advantage, tariffs and non-tariff barriers. ● Understands role of trade in achieving and maintaining food security ● Able to describe and assess prevailing trade regimes, and the opportunities and impediments to trade expansion, including women’s lack of access to trade systems. 	<ul style="list-style-type: none"> ● Oversees the design and implementation of agricultural trade interventions based on market information and value chain analysis that minimize constraints to global and regional trade and increase the access, quality, and availability of food and agricultural products for consumers at competitive prices. ● Implements interventions designed to improve the capacity of producers and producer associations, traders, and processors of food and agricultural products, men and women, to access markets and respond to consumer demand. 	<ul style="list-style-type: none"> ● Working with other USG agencies (esp. USDA/FAS, USTR, and State), other donors and host country institutions, promotes policies, programs, and partnerships to reduce transaction costs and increase the quality, affordability, and availability of food and agricultural products for consumers through improved trade. ● Provides expertise and analysis to USAID missions and Washington offices on funding and programming options for agricultural marketing and trade.
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<p>7. Agriculture and Rural Financial Services: Understands the basic types and functions of financial products and services relevant to rural households and enterprises engaged in agricultural production, processing, marketing or ancillary service provision, how USAID can encourage and facilitate the provision of appropriate financial services to all farmers, including men and women, and how to supplement this knowledge through access to Agency resources.</p>	<ul style="list-style-type: none"> ● Understands the distinctive nature of agricultural and agribusiness finance and the suitability and sustainability of different approaches for addressing financial needs in the sector. ● Understands and is able to program for gender-based impediments to participation in financial services. ● Able to identify and assess the formal and informal institutions providing financing for agriculture and rural enterprise, including agricultural banks, microfinance institutions, membership-based financial organizations, and processors and traders. 	<ul style="list-style-type: none"> ● Able to design interventions that meet the specific financing needs of the sector, including all actors, both male and female, as part of a wider approach to development finance. ● Able to apply innovative finance practices in USAID program design. ● Can identify and program complementary financial services and guarantees, such as the Development Credit Authority, to stimulate public and private investments and equitable access for both men and women throughout all levels of the agriculture value chain. 	<ul style="list-style-type: none"> ● In collaboration with other donors and host country institutions, promotes effective agriculture and rural finance policies and programs. ● Conducts risk analysis in the agriculture sector to identify and assess financial constraints and opportunities for private sector investment, including understanding of access constraints faced by women farmers. ● Encourages dialogue and cooperation between all the institutions and individuals in the rural finance industry.
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<p>8. Agricultural Extension, Information and Advisory Services: Understands the modes, trends and issues in agricultural extension and advisory services, how content is developed and communicated, the strengths and weaknesses of different delivery mechanisms, how women and men have differing access to extension and advisory services, and how to supplement this knowledge through access to Agency resources.</p>	<ul style="list-style-type: none"> ● Familiar with a broad range of extension approaches and content providers, and the associated efficacy and sustainability issues. ● Able to articulate the differing information needs of male and female farmers and rural communities. ● Able to identify and assess the capabilities/ capacities of in-country extension institutions and their relationship with content providers. 	<ul style="list-style-type: none"> ● Designs interventions to strengthen ties with content providers and improve the efficacy and sustainability of extension and advisory services. ● Able to articulate policy options that would serve to enhance the effectiveness and sustainability of extension efforts and enable them to reach both male and female farmers. 	<ul style="list-style-type: none"> ● In collaboration with other donors and public and private host country institutions, assesses, targets, and promotes policies and incentives to encourage the adoption and investment in effective and sustainable extension methodologies and systems, including ICT and gender-sensitive extension approaches. ● Provides technical expertise and analysis to USAID missions and offices on programming options for cross-sectoral information and advisory service provision.
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<p>9. Agricultural Education and Training: Understands the role of agricultural education and training, both public and private, and from vocational through university level in sector growth, sustainability and workforce development and how to supplement this understanding through access to Agency resources.</p>	<ul style="list-style-type: none"> ● Assesses the agricultural education and training needs of farmers, both male and female, and other actors in the agriculture value chains to support sustained development of the sector. ● Assesses the capabilities of agricultural education and training institutions and programs, both public and private, to meet sectoral human capacity needs. 	<ul style="list-style-type: none"> ● Designs and directs interventions addressing the education, training, and institutional capacity needs for agriculture and rural development in both the public and private sectors. ● Integrates agricultural education efforts with broader mission programs to upgrade human capacity and support broad-based agricultural development. 	<ul style="list-style-type: none"> ● Collaborates with other donors and host country institutions to promote the development of educational and training institutions and programs to meet the needs of a growing and transforming agricultural economy. ● Is a lead voice in missions and in Washington on programs and strategies for human and institutional capacity development for the agriculture sector.
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<p>10. Agriculture and Nutrition: Understands the importance of nutrition in human development, the dynamics of intra-household nutrition practices, and the potential for agriculture-based approaches to improve nutritional outcomes, especially for women and children, through both increased household income, equitable distribution and increased production of nutrition-dense foods for household consumption, and how to supplement this understanding through access to Agency resources.</p>	<ul style="list-style-type: none"> ● Familiar with the basic relationships of nutrition with physical and cognitive development. ● Recognizes opportunities that agriculture offers to improve nutrition, particularly for mothers and young children in poor communities. ● Demonstrates familiarity with and applies nutrition-sensitive approaches to agriculture programming. 	<ul style="list-style-type: none"> ● Able to design and manage agricultural interventions that lead to both improved nutritional and household income results. ● Collaborates with mission programs, particularly in public health, to plan and implement programs to improve nutritional outcomes. ● Knowledgeable in the utilization of agricultural extension and other resources to deliver key nutrition messages to men and women, target households, and communities. 	<ul style="list-style-type: none"> ● Analyzes and assesses the impact of agriculture and rural development policies and programs on households and national nutrition status. ● Advises USAID mission and host country institutions regarding integrated approaches to addressing agricultural and nutritional challenges.
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<p>11. Rural Infrastructure: Understands the role of infrastructure (e.g. energy, transportation, irrigation, communications) in agricultural development and rural transformation, and how USAID resources can be leveraged to support essential infrastructure development.</p>	<ul style="list-style-type: none"> ● Identifies project infrastructure needs and opportunities with an eye towards rural livelihood systems and agricultural development. ● Understands the infrastructure needs to generate rural and agriculture investments, reduce poverty, and expand economic growth. ● Considers user involvement and gender barriers in infrastructure operation, maintenance, and sustainability. 	<ul style="list-style-type: none"> ● Integrates analysis of infrastructure needs and constraints to rural livelihood systems and development activities during project creation, including gender analysis. ● Develops scopes of work and evaluates feasibility and planning studies for infrastructure investments, including environmental analyses and cost benefit analyses. ● Considers user involvement and gender constraints in infrastructure development and planning. 	<ul style="list-style-type: none"> ● Manages projects while considering local infrastructure needs and constraints to rural livelihood systems and development activities. ● Takes a holistic approach to investments in infrastructure, considering issues of maintenance, management, sustainability, and cost/benefit. ● Evaluates projects on the extent to which they utilize user involvement and have an impact on sustainable and gender equitable agricultural development throughout the project lifecycle.
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<p>12. Rural Growth and Economic Transformation: Understands the connections between agriculture and economic growth – the multiplier effects of ensuring gender equality, increased agricultural production, access to markets, the role of institutions (e.g. coops, associations), and the linkages of rural growth to such other sectors as public health, education, and the emergence of democratic institutions.</p>	<ul style="list-style-type: none"> ● Familiar with basic concepts, gender differences and dynamics of rural growth and transformation – e.g., access to resources, factor productivity, labor roles, and migration. ● Able to identify and assess the key rural institutions, their means of governance, and their relevance to rural transformation. 	<ul style="list-style-type: none"> ● Knowledge of strategies, approaches, and best-practices to achieve rural transformation for both women and men. ● Able to integrate rural transformation considerations into broader mission programs. 	<ul style="list-style-type: none"> ● Able to advocate at highest levels for appropriate interventions that will lead to dynamic, sustained and equitable growth and transformation in agriculture and the rural economy. ● Able to integrate agriculture and rural transformation strategies and programs with other development sectors (private enterprise, education, health, governance, etc.) to achieve broad-based economic growth.
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<p>13. Sector Analysis, Monitoring and Evaluation Understands the methods for assessing issues and opportunities in agricultural development and food security, how to translate these into broad program strategies and design, how to track and assess the impact of these interventions, and how to evaluate gender dimensions in agriculture and food security.</p>	<ul style="list-style-type: none"> ● Familiar with the basic tools of sector analysis -- benefit/cost analysis, rapid rural appraisal, integrated farm management, gender analysis, and with common sector data sources including sex disaggregated data, and able to utilize them effectively ● Able to plan and implement sector analysis relevant to program needs. ● Familiar with the elements of monitoring and evaluation – methodologies, metrics, Standard Foreign Assistance Indicators and uses. 	<ul style="list-style-type: none"> ● Able to effectively apply results of sector analyses including gender analyses to the design of projects and programs. ● Able to integrate sector analyses including gender analyses and findings into broader mission program design. ● Able to extract critical elements from M&E efforts to inform on-going mission program planning and implementation efforts. ● Able to design and put in place an M&E system appropriate to the intervention objectives and level of resources for the local context. 	<ul style="list-style-type: none"> ● Works with host country institutions, other donors and implementation partners to analyze rural development issues and opportunities and ensure that interventions effectively and efficiently address issues identified. ● Leads mission colleagues in setting “big picture” goals, priorities and strategies for agriculture and rural sector development using data, evidence, and best-practices from sector reviews, cost-benefit analyses, and other assessments.

Backstop 11: Economics

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Development Economics: Knowledge of and ability to articulate and apply modern economic development concepts and tools in order to promote economic growth and to improve the living standards of populations.</p>	<ul style="list-style-type: none"> Applies economic theory to promote economic growth and improve the potential of populations being served 	<ul style="list-style-type: none"> Designs applications of economic theory in order to promote economic growth and improve the potential of populations being served 	<ul style="list-style-type: none"> Supervises and evaluates applications of economic theory in order to promote economic growth and improve the potential of populations being served
<p>2. Application of Development Economics: Ability to apply development economics concepts to the design and implementation of</p>	<ul style="list-style-type: none"> Applies economic development theory and practice to a specific country context 	<ul style="list-style-type: none"> Adapts and applies economic development theory and practice to a specific country context Collaborates with other sectors in the mission to maximize effectiveness 	<ul style="list-style-type: none"> Supervises and evaluates efforts to adapt and apply economic development theory and practice to a specific country context

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
USAID economic growth policies, programs, and projects.		of mission resources	
<p>3. Project Analysis: Analysis of economic feasibility of a program or activity in terms of economic costs and benefits, quantifiable non-economic costs and political economy analysis. This includes analyzing programs or activities in non-traditional sectors like health, environment and education.</p>	<ul style="list-style-type: none"> • Uses economic analysis to rank order possible new projects and choose best alternatives for financing. • Analyzes welfare implications of economic policies and policy changes • Evaluates risks associated with alternative scenarios and considers risk mitigation and/or management 	<ul style="list-style-type: none"> • Designs economic analysis approaches and frameworks to rank order possible new projects and choose best alternatives for financing • Designs and directs analyses of welfare implications of economic policies and policy changes • Reflects political economy analysis in project design where appropriate • Applies economic analysis in non-traditional sectors like health, environment and education. 	<ul style="list-style-type: none"> • Supervises and examines economic analyses of projects and policy
<p>4. Strategic Economic Planning: Prepare long-term plan of action to help solve the</p>	<ul style="list-style-type: none"> • Applies economic analysis to identify potential USAID program activities • Aware of factors influencing the economic 	<ul style="list-style-type: none"> • Adapts USAID strategic policy to economic work • Applies economic analysis to identify potential USAID 	<ul style="list-style-type: none"> • Oversees adaption of USAID strategic policy to economic work • At highest levels of analysis, assesses the economic and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
development problems of a developing country.	and financial sustainability of proposed, USAID-assisted program activities for an economic sector of the host country	program activities <ul style="list-style-type: none"> Assesses the economic and financial sustainability of proposed, USAID-assisted program activities for an economic sector of the host country 	financial sustainability of proposed, USAID-assisted program activities for the host country
5. Project/ Program Design and Management: The ability to design economic growth projects/programs that appropriately address constraints to growth and development, and to manage their implementation so as to achieve maximum impact. The ability to apply economics principles and tools across all USAID sectors, especially health, environment and education.	<ul style="list-style-type: none"> Implements USAID EG activities in an effective manner Ability to apply economics tools and principles across multiple sectors in support of project implementation 	<ul style="list-style-type: none"> Designs and manages USAID EG activities in an effective manner Identify, engage and communicate effectively with all stakeholders Ability to apply economics tools and principles across multiple sectors in support of project implementation 	<ul style="list-style-type: none"> Reviews and evaluates USAID EG activities in broader country context Identify, engage and communicate effectively with all stakeholders Ability to apply economics tools and principles across multiple sectors in support of project implementation
6. USAID Backstopping by	<ul style="list-style-type: none"> Coordinates with EGAT to 	<ul style="list-style-type: none"> Coordinates with EGAT 	<ul style="list-style-type: none"> Coordinates with EGAT to

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Pillar and Regional Bureaus: The understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus.</p>	<p>implement USAID best practices consistent with stage of career</p>	<p>to implement USAID best practices consistent with stage of career</p>	<p>implement USAID best practices consistent with stage of career</p>
<p>7. Applied Statistics and Economic Forecasting: Have statistical expertise necessary for monitoring and evaluation. Possess the ability to collect, analyze, interpret and present data; and to use the data along with modern econometric techniques to project income, production, expenditure levels, and external balance, as well as to support monitoring and evaluation of sectors including health, environment and</p>	<ul style="list-style-type: none"> • Awareness of economics and mathematics used to analyze economic and financial data • Uses forecasting models to guide economic development policies • Conducts USAID collection of survey data • Supports monitoring and evaluation efforts, including in sectors like health, environment and education 	<ul style="list-style-type: none"> • Combines economics and mathematics to analyze economic and financial data • Constructs forecasting models to guide economic development policies • Develops a work plan for USAID collection of survey data 	<ul style="list-style-type: none"> • Ensures use of economics and mathematics to analyze economic and financial data • Utilizes forecasting models and data collection activities to guide and develop economic development policy • Ensures validity of survey data collection

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
education.			
<p>8. Fundamentals of Macroeconomics: Knowledge of and application of macroeconomic concepts. Ability to recommend, communicate, and advocate for appropriate policy responses to macroeconomic imbalances.</p>	<ul style="list-style-type: none"> Interprets recent and projected fiscal, monetary, and external financial developments of a country and recommends appropriate policy measures (such as revenue, expenditure, banking and financial-market or exchange market actions) that would reduce imbalances 	<ul style="list-style-type: none"> Effectively communicates appropriate policy measures (such as revenue, expenditure, banking and financial-market or exchange market actions) that would reduce imbalances to key stakeholders 	<ul style="list-style-type: none"> Supervises and validates policy measures that would reduce imbalances; advocates for and influences key stakeholders to adopt recommended policy actions at appropriate host country level
<p>9. Fundamentals of Microeconomics: Knowledge of and application of microeconomic concepts at the level of the firm, industry, and household. Ability to recommend, communicate, and advocate for appropriate policy responses to microeconomic impediments.</p>	<ul style="list-style-type: none"> Helps identify policies and institutional problems impeding efficient markets 	<ul style="list-style-type: none"> Identifies policies and institutional problems impeding efficient markets including in sectors like health, environment and effectively communicates appropriate corrections. 	<ul style="list-style-type: none"> Recommends appropriate corrections to policies and institutional problems impeding efficient markets including in sectors like health, environment, and advocates for and influences key stakeholders to adopt recommended policy actions at appropriate host country level

Backstop 21: Private Enterprise Development

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Economic Policy and Institutions: Understands how host-country economic policies and institutions affect development outcomes and shows the ability to identify needed improvements.</p>	<ul style="list-style-type: none"> Develops understanding of how improved policies can address impacts of common policy distortions and institutional weaknesses on outcomes in labor markets, finance, infrastructure, industry, health, education, agriculture, and services sectors. Develops understanding of how improved macroeconomic policies can address outcomes such as inflation, growth, international competitiveness, and the risk of economic crisis. Applies concepts of USAID economic growth strategy to programs and projects. 	<ul style="list-style-type: none"> Recognizes impacts of common policy distortions and institutional weaknesses on outcomes in labor markets, finance, infrastructure, industry, health, education, agriculture, and services sectors. Demonstrates understanding of how improved policies can address these problems. Recognizes impacts of macroeconomic policies on outcomes such as inflation, growth, international competitiveness, and the risk of economic crisis. Designs concepts of USAID economic growth strategy to programs and projects. 	<ul style="list-style-type: none"> Recognizes impacts of common policy distortions and institutional weakness on outcomes in labor markets, finance, infrastructure, industry, health, education, agriculture, and services sectors. Demonstrates deep understanding of how improved policies can address these problems and promotes the effective implementation and institutionalization of key reforms. Recognizes impacts of macroeconomic policies on outcomes such as inflation, growth, international competitiveness, and the risk of economic crisis. Demonstrates deep understanding of how improved policies can address these problems and promotes the

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			institutionalization and implementation of key reforms. <ul style="list-style-type: none"> • Designs, applies, supervises, and evaluates application of concepts of USAID economic growth strategy to programs and projects.
<p>2. Enterprise Development: Knowledge of and ability to interpret the effects of various economic, policy, and social factors on the development and viability of enterprises and how to design and implement programs to alleviate constraints to enterprise development.</p>	<ul style="list-style-type: none"> • Awareness of the competitiveness of enterprises in terms of markets for products/services and linkages to markets. • Awareness of the policy and regulatory environment for business development including strengthening the business environment, raising production standards, creating buyer-seller market linkages, and reducing or removing impediments to productive investments. • Awareness of the role of workforce development in increasing firm productivity and worker incomes, along with options for fostering improved job skills, including training by private providers 	<ul style="list-style-type: none"> • Assesses the competitiveness of enterprises in terms of markets for products/services and linkages to markets. Assesses the potential of combining enterprise-level interventions with broader programs intended to improve the enabling environment for private enterprise development and growth. • Assesses the policy and regulatory environment for business development including strengthening the business environment, raising production standards, creating buyer-seller market linkages, and reducing or removing impediments to productive investments. • Assesses the role of workforce 	<ul style="list-style-type: none"> • Assesses and validates the competitiveness of enterprises in terms of markets for products/services and linkages to markets. Assesses and validates the potential of combining enterprise-level interventions with broader programs intended to improve the enabling environment for private enterprise development and growth. • Assesses and validates the policy and regulatory environment for business development including strengthening the business environment, raising production standards, creating buyer-seller market

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>vs. public entities (e.g., educational institutions) and incentives for employers and workers to invest in training.</p> <ul style="list-style-type: none"> Awareness of the availability and viability of services for enterprise development, including finance, infrastructure, associations, and general business service providers. 	<p>development in increasing firm productivity and worker incomes, along with options for fostering improved job skills, including training by private providers vs. public entities (e.g., educational institutions) and incentives for employers and workers to invest in training.</p> <ul style="list-style-type: none"> Assesses the availability and viability of services for enterprise development, including finance, infrastructure, associations, and general business service providers. 	<p>linkages, and reducing or removing impediments to productive investments.</p> <ul style="list-style-type: none"> Assesses and validates the role of workforce development in increasing firm productivity and worker incomes, along with options for fostering improved job skills, including training by private providers vs. public entities (e.g., educational institutions) and incentives for employers and workers to invest in training. Assesses and validates the availability and viability of services for enterprise development, including finance, infrastructure, associations, and general business service providers.
<p>3. Trade and Investment: Factors that encourage or constrain trade and investment, including internal enabling environments and external incentives, how they affect economic</p>	<ul style="list-style-type: none"> Awareness of trade capacity building needs, including commitments made in the World Trade Organization and other bilateral or regional trade agreements, and incorporates these needs into USAID programming. 	<ul style="list-style-type: none"> Assesses trade capacity building needs, including commitments made in the World Trade Organization and other bilateral or regional trade agreements, and incorporates these needs into USAID programming. 	<ul style="list-style-type: none"> Assesses and validates trade capacity building needs, including commitments made in the World Trade Organization and other bilateral or regional trade agreements, and incorporates these needs

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>growth, and USAID’s role in promoting trade and investment.</p>	<ul style="list-style-type: none"> Awareness of the relationship between trade, investment, and competitiveness in developing and transition countries, and the impact of trade liberalization policies on key sectors. Awareness of financing, structures, laws, and institutions needed to facilitate trade and investment. 	<ul style="list-style-type: none"> Assesses the relationship between trade, investment, and competitiveness in developing and transition countries, and the impact of trade liberalization policies on key sectors. Assesses financing, structures, laws, and institutions needed to facilitate trade and investment. 	<p>into USAID programming.</p> <ul style="list-style-type: none"> Assesses and validates the relationship between trade, investment, and competitiveness in developing and transition countries, and the impact of trade liberalization policies on key sectors. Assesses and validates financing, structures, laws, and institutions needed to facilitate trade and investment.
<p>4. Financial Sector: A thorough understanding of how competitive financial markets contribute to economic growth goals. This should include understanding the importance of access to a full range of financial services, not just credit.</p>	<ul style="list-style-type: none"> Applies knowledge of the financial sector to further USAID goals including key central bank structures and functions, issues related to sovereign and sub-sovereign debt, laws and regulations affecting enterprise competitiveness, enterprise constraints and weaknesses and key elements of capital markets development and securities market regulation. Awareness of diverse financial services not just access to credit. 	<ul style="list-style-type: none"> Adapts and applies knowledge of the financial sector to further USAID goals including key central bank structures and functions, issues related to sovereign and sub-sovereign debt, laws and regulations affecting enterprise competitiveness, enterprise constraints and weaknesses and key elements of capital markets development and securities market regulation. Promotes diverse financial services not just access to credit. 	<ul style="list-style-type: none"> Supervises and evaluates the knowledge application of the financial sector to further USAID goals including key central bank structures and functions, issues related to sovereign and sub-sovereign debt, laws and regulations affecting enterprise competitiveness, enterprise constraints and weaknesses and key elements of capital markets development and securities market regulation. Promotes a wide range of diverse financial services not

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			just access to credit.
<p>5. Privatization: The ability to determine a) when a return to the private sector of ownership and control of state-owned assets is necessary to increase economic efficiency and wealth creation, and b) how to identify and undertake an appropriate mix of policy, legal, regulatory, fiscal, financial, and institutional changes that are feasible, offer positive costs/benefits, and serve to enable the private sector to produce broad-based and real economic growth.</p>	<ul style="list-style-type: none"> Presents to diverse national audiences, from highest policy-making decision levels to the average citizen, the potential benefits of privatization for increased economic growth, economic efficiency, job creation, and long term wealth creation that serves all levels of society and increases the quality of life. Acknowledges different needs of privatization for conflict / post-conflict countries. 	<ul style="list-style-type: none"> Presents to and persuades diverse national audiences, from highest policy-making decision levels to the average citizen, the potential benefits of privatization for increased economic growth, economic efficiency, job creation, and long term wealth creation that serves all levels of society and increases the quality of life. Understands and process of privatization of land, labor, and capital and incorporates this into presentation. Distinguishes between different needs of privatization for conflict / post-conflict countries. 	<ul style="list-style-type: none"> Presents to and persuades diverse national audiences, from highest policy-making decision levels to the average citizen, the potential benefits of privatization for increased economic growth, economic efficiency, job creation, and long term wealth creation that serves all levels of society and increases the quality of life. Understands country-specific process of privatization of land, labor, and capital and combines this with the successes and failures of the history of privatization, incorporating all of this in presentation. Incorporates the different needs of privatization for conflict / post-conflict countries.
<p>6. Commercial Law and Institutional Reform: An overall understanding of the systems that produce and implement commercial laws and</p>	<ul style="list-style-type: none"> Applies knowledge of legal and regulatory systems and institutions in developing US development policies including knowledge of foundations of commerce, interplay between 	<ul style="list-style-type: none"> Adapts and applies knowledge of legal and regulatory systems and institutions in developing US development policies including knowledge of foundations of commerce, 	<ul style="list-style-type: none"> Adapts, applies, supervises, and evaluates the knowledge application of legal and regulatory systems and institutions in developing US development policies

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
regulations and how those laws and regulations affect private enterprise and economic development.	<p>commercial foundations and financial systems, real property systems reform, intellectual property rights and ROL reform coordination.</p> <ul style="list-style-type: none"> Promotes business-friendly commercial legal systems through effective public-private dialogue. 	<p>interplay between commercial foundations and financial systems, real property systems reform, intellectual property rights and ROL reform coordination.</p> <ul style="list-style-type: none"> Promotes business-friendly commercial legal systems through effective public-private dialogue. 	<p>including knowledge of foundations of commerce, interplay between commercial foundations and financial systems, real property systems reform, intellectual property rights and ROL reform coordination.</p> <ul style="list-style-type: none"> Promotes business-friendly commercial legal systems through effective public-private dialogue.
7. Development Economics: Knowledge of and ability to articulate and implement developmental economic theory. This includes methods of promoting economic growth and improving the potential of poor, un-empowered, and disadvantaged populations.	<ul style="list-style-type: none"> Applies development economic theory to promote economic growth and improve the potential of all populations being served in a sustainable way. 	<ul style="list-style-type: none"> Designs development economic theory to promote economic growth and improve the potential of all populations being served in a sustainable way. 	<ul style="list-style-type: none"> Supervises and evaluates the application of development economic theory to promote economic growth and improve the potential of all populations being served in a sustainable way.
8. Economic Development Policies: Knowledge of and ability to	<ul style="list-style-type: none"> Applies concepts of USAID economic growth strategy to programs and projects. Has 	<ul style="list-style-type: none"> Adapts and applies USAID economic development policy and economic growth strategy 	<ul style="list-style-type: none"> Adapts, applies, supervises, and evaluates the application of USAID

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
articulate/defend USAID economic development policy.	understanding of economic stabilization programs, IMF poverty reduction strategy programs, theories on structural adjustment, public finance, monetary and fiscal policies, trade and international financial policies, and agricultural sector policies.	to a specified country and environment. Has deep understanding of economic stabilization programs, IMF poverty reduction strategy programs, theories on structural adjustment, public finance, monetary and fiscal policies, trade and international financial policies, and agricultural sector policies.	economic development policy and economic growth strategy to a specified country and environment. Has deep understanding of economic stabilization programs, IMF poverty reduction strategy programs, theories on structural adjustment, public finance, monetary and fiscal policies, trade and international financial policies, and agricultural sector policies. Has deep understanding of country-specific processes of stabilization and macroeconomic financial structures.
9. Cross-Cutting Implications for Economic Growth: Gender, Environment, Education (including youth and employment generation), Health, Governance, Poverty Reduction, Local Economic Development, Conflict, and Corruption.	<ul style="list-style-type: none"> Applies concepts of gender, environment, education, health, governance, poverty reduction, local economic development, conflict, and corruption to Economic Growth Programs and Projects. Understands the impact of these factors on economic stability and sustainability. 	<ul style="list-style-type: none"> Adapts, applies, and integrates concepts of gender, environment, education, health, governance, poverty reduction, local economic development, conflict, and corruption to Economic Growth Programs and Projects. Deep understanding of the impact 	<ul style="list-style-type: none"> Adapts, applies, integrates, supervises, and evaluates concepts of gender, environment, education, health, governance, poverty reduction, local economic development, conflict, and corruption to Economic Growth Programs and Projects. Deep understanding of the impact

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		of these factors on economic stability and sustainability.	of these factors on economic stability and sustainability that is integrated in the design of reform programs.
<p>10. Political Economy of Reform: Systems and institutions necessary for stable and sustainable reforms leading to economic reform.</p>	<ul style="list-style-type: none"> Combines reform targets with participatory reform processes based on stakeholder input and expert analysis. Understanding of the role of public sector agencies, private sector organizations, and civil society in the reform process. 	<ul style="list-style-type: none"> Designs reform targets and participatory reform processes based on stakeholder input and expert analysis. Deep understanding of the role of public sector agencies, private sector organizations, and civil society in the reform process. 	<ul style="list-style-type: none"> Designs and ensures effectiveness of reform targets and participatory reform processes based on stakeholder input and expert analysis. Deep understanding of the role of public sector agencies, private sector organizations, and civil society in the reform process that is integrated when creating reforms.
<p>11. Clear and Cogent Communication: Communicate complex ideas to non-experts in a compelling fashion.</p>	<ul style="list-style-type: none"> Awareness of a range of learning styles and forms of information when communicating with non-experts in the field. 	<ul style="list-style-type: none"> Applies a range of learning styles and forms of information when communicating with non-experts in the field. 	<ul style="list-style-type: none"> Applies, a range of learning styles and forms of information when communicating with non-experts in the field. Engages and persuades non-experts about the legitimacy of complex ideas.

Backstop 25: Engineering

Competency	Proficiency Level		
	Basic	Intermediate	Advanced
<p>1. Engineering Program Planning: Analyzes infrastructure needs and host country requirements and capabilities.</p>	<ul style="list-style-type: none"> • Possesses understanding of infrastructure needs and host country requirements and capabilities. • Understands the range of engineering analysis and support services, including key USAID documents such as the Country Strategic Plan (CSP), the Annual Report, and the Congressional Budget Justification. 	<ul style="list-style-type: none"> • Analyzes infrastructure needs and host country requirements and capabilities. • Manages the day-to-day execution of a comprehensive range of engineering analysis and support services. 	<ul style="list-style-type: none"> • Assesses infrastructure needs and host country requirements and capabilities and proposes recommendations. • Oversees a range of engineering analysis and support services to ensure that they are completed in a timely fashion.
<p>2. Engineering Analysis and Project Design: Analyzes the need for and designs projects requiring engineering services such as civil, environmental, mechanical, and electrical or chemical engineering.</p>	<ul style="list-style-type: none"> • Understands the principles of public/users safety and related cost effectiveness, quality control (QC), and quality assurance (QA). • Understands detailed engineering designs, plans, and cost estimates for assigned programs and activities. 	<ul style="list-style-type: none"> • Designs projects that ensure public/users safety and related cost effectiveness, quality control (QC), and quality assurance (QA). • Assists in the development of detailed engineering designs, plans, and cost estimates for assigned programs and activities. 	<ul style="list-style-type: none"> • Analyzes project design and outcome with an eye towards public/users safety and related cost effectiveness, quality control (QC), and quality assurance (QA). • Advises on the development of detailed engineering designs, plans, and cost estimates for assigned programs and activities.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>3. Contracting Where Engineering is a Factor: Systematically and efficiently designs and monitors contracts where engineering is a factor for the purpose of maximizing financial and operational performance and minimizing risk.</p>	<ul style="list-style-type: none"> • Understands the characteristics of different procurement approaches for construction contracting, including design-bid-build, FARA, and other types of host-country contracting. • Supports contracting actions for architecture/engineering and design-build activities, construction management, and construction services (e.g. design and bid documents for performance-based and incentives contracts, design-build and design-bid-build contracts, construction oversight, and management services) • Understands the elements of a procurement package, which includes technical proposals, solicitations, award recommendations, and contracts. • Reviews projects and understands concerns related to engineering feasibility. 	<ul style="list-style-type: none"> • Recommends options for procurement approach to construction contracting. • Prepares contracting actions for architecture/engineering and design-build activities, construction management, and construction services (e.g. design and bid documents for performance-based and incentives contracts, design-build and design-bid-build contracts, build-operate-transfer (BOT) contracts, construction oversight, and management services) • Prepares the procurement package, which includes the review of technical proposals, solicitations, award recommendations, and contracts. • Designs, reviews, and evaluates projects and provides professional recommendations concerning engineering feasibility. • Reviews solicitations, 	<ul style="list-style-type: none"> • Oversees and advises contracting actions for architecture/engineering and Design Build activities, construction management, and construction services (e.g. design and bid documents for performance-based and incentives contracts, design-build and design-bid-build contracts, construction oversight, and management services) • Assists in the preparation and review of procurement documentation and review of technical proposals, solicitations, award recommendations, and contracts regarding engineering accuracy and technical adequacy. • Designs, reviews, and evaluates projects and provides professional recommendations concerning engineering feasibility. • Oversees the preparation and review of procurement documentation and technical proposals to ensure

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		technical proposals, award recommendations, and contracts regarding engineering accuracy and technical adequacy.	engineering accuracy and technical adequacy. <ul style="list-style-type: none"> Diagnoses and mitigates problems relating to construction and maintenance of infrastructure facilities and other engineering related activities.
4. Project Implementation: Accurately monitors contract performance on a timely basis, verifies project process versus planned schedule and budget expenditures, verifies compliance with codes and standards, identifies deviations from contract terms and conditions and potential contract complaints, and proposes solutions.	<ul style="list-style-type: none"> Recognizes contract complaints and issues and understands the need for and the process to modify contracts. Monitors project progress against contract requirements. Contributes to status and other reports and memoranda to USAID Management regarding progress and performance, problems and corrective actions, and general oversight regarding engineering works and construction projects. Assists with monitoring the adequacy and acceptability of the delivery of various goods and services provided under infrastructure-related 	<ul style="list-style-type: none"> Identifies contract complaints and issues, monitors project progress against contract requirements, and recommends contract modifications. Submits status and other reports and memoranda regarding progress and performance, problems and corrective actions, and general oversight regarding engineering works and construction projects. Monitors the adequacy and acceptability of the delivery of various goods and services provided under infrastructure-related activities, including construction, equipment 	<ul style="list-style-type: none"> Manages and approves contract performance benchmarks, addresses complaints and issues, monitors project progress against contract requirements, supports contract amendments appropriately when required, and negotiates contract agreements, modifications, and required deliverables. Reviews status and other reports and memoranda and provides analysis to senior management regarding progress and performance, problems and corrective actions, and general oversight regarding engineering works and construction projects. Determines the adequacy and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>activities, including construction, equipment installation and training activities through field inspections, contractor reports, and meetings with project personnel and contractor representatives.</p> <ul style="list-style-type: none"> Assists with inspection of project sites to monitor progress and ensure conformance to design specifications and safety and sanitation standards. 	<p>installation and training activities through field inspections, contractor reports, and meetings with project personnel and contractor representatives.</p> <ul style="list-style-type: none"> Inspects project sites to monitor progress and ensure conformance to design specifications and safety and sanitation standards. Where appropriate, confirms that an appropriate training plan is in place and implemented to ensure that the facility will be properly maintained and operated once hand-over is complete. Confirms that all necessary operating manuals are provided. 	<p>acceptability of the delivery of various goods and services provided under infrastructure-related activities, including construction, equipment installation and training activities through field inspections, contractor reports, and meetings with project personnel and contractor representatives.</p> <ul style="list-style-type: none"> Oversees the monitoring of project sites to ensure conformance to design specifications and safety and sanitation standards.
<p>5. Engineering Policies and Regulations: Understands rules regarding and accepted as binding in relations between states and nations. Possesses</p>	<ul style="list-style-type: none"> Provides daily support to the leadership of an engineering program of national scope and impact. Keeps abreast of current developments in the infrastructure and reconstruction sectors, 	<ul style="list-style-type: none"> Provides project management support to the technical leadership of engineering programs. Uses knowledge of current developments in the infrastructure/reconstruction sectors to design topical 	<ul style="list-style-type: none"> Advises the technical leadership of engineering programs of national scope and impact. Oversees projects to ensure their relevancy given current developments in the infrastructure and reconstruction sectors.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
ability to confirm that prevailing regulatory codes and standards are appropriate for USG financing and to suggest improvements to local policy-makers if they are inadequate.	<p>including recent technological developments; international policy issues; host country needs and capabilities; and national concerns, issues, trends, and changes in policy and regulations.</p> <ul style="list-style-type: none"> • Supports continuing contacts with implementing agencies, suppliers, and contractors through day-to-day communication. 	<p>projects.</p> <ul style="list-style-type: none"> • Utilizes extensive contact network in order to promote sound policy and program formulation. 	<ul style="list-style-type: none"> • Develops and maintains continuing contacts with implementing agencies, suppliers, and contractors.
<p>6. Infrastructure Legal and Regulatory Issues: Possesses ability to confirm that prevailing legal and regulatory policies will allow for an adequate facility to be designed and constructed, to confirm that the project approvals process will allow for timely implementation, to ensure that issues such as land tenure</p>	<ul style="list-style-type: none"> • Maintains an understanding of the legal and regulatory environment in which a proposed program/project will be implemented and identifies issues that may positively or negatively impact feasibility and implementation. • Ensures that the legal/regulatory environment meets a standard that will allow for USG investment. • Monitors proper enforcement of laws and regulations to ensure that project implementation is not 	<ul style="list-style-type: none"> • Possesses the ability to propose alternatives in situations in which the local legal/regulatory environment is in conflict with USG standards and to suggest relevant conditions precedent. 	<ul style="list-style-type: none"> • Maintains relationships with senior host government officials to ensure that legal/regulatory issues do not negatively impact project feasibility or implementation. • Develops and presents to host government agencies adjustments to national policies to promote more effective infrastructure development and operation. • Negotiates national-level understandings on enforcement of laws and regulations to ensure that project implementation is not impeded.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>and land-use designations are appropriate, and to, as needed, confirm that local regulations will allow for sustainable operation.</p>	<p>impeded.</p> <ul style="list-style-type: none"> • Keeps senior program managers informed of potential issues. 		

Backstop 40: Environment/Natural Resource Management

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
BS-40 Competencies			
<p>1. Cross-Sectoral Programming, Implications and Relationships: Programming that links and integrates key environmental⁴ sectors (natural resources management, biodiversity, water, global climate change, energy, land tenure and urban) with other development sectors (i.e., economic growth, democracy and governance, health, agriculture, gender, etc.) to achieve optimum development and environment results.</p>	<ul style="list-style-type: none"> • Articulates why environmental issues are important to other sectors and is able to identify linkages with BS-40 activities to each sector. • Analyzes issues using a holistic approach, seeing the full development context (country realities, USAID, cross-sectoral variables, etc.) and is able to assess the implications for environmental program activities. • Ensures alignment with the Agency's Gender Equality and Women's Empowerment Policy and ADS 205, and conducts gender analyses and identifies best practices and gender-related risks to address gender considerations in environmental programming. • Implements cross-cutting initiatives with colleagues 	<ul style="list-style-type: none"> • Possesses a sophisticated understanding of why environmental issues are important to other sectors and is able to identify linkages with BS-40 activities to each. • Appraises issues using a holistic approach, seeing the full development context (country realities, USAID, cross-sectoral variables, etc.), and is able to assess the implications for environmental program activities. • Implements alignment with the Agency's Gender Equality and Women's Empowerment Policy and ADS 205, uses sex-disaggregated data for decision-making, and provides guidance to staff and partners on promoting gender best practices to strengthen environmental and gender 	<ul style="list-style-type: none"> • Able to persuade diverse audiences, from highest policy-making decision levels to the average citizen, of the benefits of planning and programming across development sectors including key environmental sectors. • Facilitates working relationships within their operating unit and across all USAID bureaus and missions to integrate environmental dimensions and solutions into all Agency activities. • Directs alignment with the Agency's Gender Equality and Women's Empowerment Policy and ADS 205, uses sex disaggregated and gender evaluation data for decision-making and integrating gender best practices, lessons learned, and transformative approaches

⁴ The use of 'Environment' throughout this document refers to the following sectors and related sub-sectors that fall under the umbrella of Backstop-40: natural resources management, biodiversity, water, global climate change, energy, land tenure and urban.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>across development sectors to effectively integrate environmental considerations into USAID strategies and programs.</p> <ul style="list-style-type: none"> Identifies leadership roles for local partners in implementation of environmental programming. Communicates the climate risk management process across the program cycle, its importance to programming across sectors, and where to find relevant resources. 	<p>equality outcomes.</p> <ul style="list-style-type: none"> Designs cross-cutting initiatives with colleagues across development sectors to effectively integrate environmental considerations into USAID strategies and programs. Designs effective environmental programming drawing on resources and leadership of local organizations. Facilitates integration of climate change adaptation and mitigation considerations into programming in different sectors, including climate risk management of strategies, projects and activities. 	<p>to promote gender equality and women's empowerment in environmental project design, implementation, and evaluation.</p> <ul style="list-style-type: none"> Directs cross-cutting initiatives with colleagues across development sectors to effectively integrate environmental considerations into USAID strategies and programs. Draws on expert knowledge of local resources and capabilities to implement sustainable local environmental solutions. Provides leadership on integrating climate change adaptation and mitigation considerations across sectors, including climate risk management of strategies, projects and activities and assisting with incorporation of climate change considerations in host countries' agendas and development efforts.
2. Business, Markets, Trade, Economics and the Environment:	<ul style="list-style-type: none"> Understands barriers to the development of environmentally and socially 	<ul style="list-style-type: none"> Identifies barriers to the development of environmentally and socially 	<ul style="list-style-type: none"> Dismantles barriers to the development of environmentally and socially

Competency	Proficiency Level		
	Basic	Intermediate	Advanced
Factors that encourage or constrain businesses, markets, trade and economic development related to key environmental sectors (natural resource management, biodiversity, water, climate change, energy, land, and urban) including legal and regulatory environment, business incentives, social safeguards, capital flows, and promotion of market development and trade.	<p>responsible and sustainable businesses, markets and trade (including markets for environmental services, clean energy, and sustainably sourced natural resources).</p> <ul style="list-style-type: none"> Assesses environmental and social aspects of market development and trade, including both positive and negative impacts, and incentives for sustainable land and resource management, the rights of livelihoods of women and men, pollution, and global environmental issues such as climate change and biodiversity. Implements USAID programs that have a net-positive impact for human wellbeing for environmental and social development sectors and overcome any potential legal or regulatory obstacles. Understands how to engage and partner with the private sector to develop environmentally and socially responsible and sustainable programming. 	<p>responsible and sustainable businesses, markets and trade.</p> <ul style="list-style-type: none"> Foresees and proactively considers the environmental and social aspects of market development and trade, including both positive and negative impacts and incentives for sustainable land resource management, pollution, and global environmental issues such as climate change and biodiversity. Designs and monitors USAID programs that have a net-positive impact for environmental and social development sectors and overcome any potential legal or regulatory obstacles. Proactively engages and incorporates private sector perspective to the development of environmentally and socially responsible and sustainable programming and to identify opportunities to enhance the environmental sustainability of private sector businesses and 	<p>responsible sustainable businesses, markets and trade.</p> <ul style="list-style-type: none"> Quantifies and qualifies environmental and social aspects of market development and trade, including both positive and negative impacts and incentives for sustainable land and resource management, pollution, and global environmental issues, such as climate change and biodiversity. Supervises USAID programs that have a net-positive impact for environmental sectors and overcome any potential legal or regulatory obstacles. Develops partnerships that leverage the resources and expertise of the private sector to further USAID's environmental programming and address environmental and social challenges at scale.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		investments.	
3. Environmental and Social Compliance: Compliance of all USAID development sector programs with environment and social elements of relevant legislation, regulations and policies.	<ul style="list-style-type: none"> Implements activities while considering the potential environmental and social impacts and other requirements under USAID Environmental Procedures (22 CFR 216); understands compliance needs for most other development sectors. Adheres to environmental and social compliance requirements in everyday program activities. Adheres to ADS 205 requirements regarding gender analyses. Emphasizes requirements and reporting mechanisms in all interactions with implementing partners and contractors. Identifies multilateral development bank (MDB) proposals and projects that are likely to have adverse impacts on the environment, natural resources, public health or indigenous peoples according 	<ul style="list-style-type: none"> Designs activities while considering the potential environmental and social impacts and other requirements; able to articulate environmental and social compliance needs of all development sectors. Designs projects that adhere to all environmental and social compliance requirements, including 22 CFR 216, ADS 204, and requirements of Sections 117, 118, and 119 of the Foreign Assistance Act, and related Executive Orders. Conducts gender analyses and ensures integration of gender considerations into project design. Articulates in a basic manner requirements and reporting mechanisms to implementing partners and contractors. In consultation with relevant USAID staff, conducts technical desk-based reviews of MDB proposals and projects likely to 	<ul style="list-style-type: none"> Foresees potential environmental and social impacts and other requirements during the pre-design phase of an environmental activity, or of activities in any other development sector. Ensures that all environmental and social compliance requirements are met through regular monitoring and evaluation of USAID activities. Conducts, uses, and oversees gender analyses to identify opportunities and barriers throughout the project cycle to strengthen environmental programs and directs reporting on standard gender indicators. Articulates in a sophisticated manner the requirements and reporting mechanisms to implementing partners and contractors. In consultation with relevant USAID staff, assists with technical field-based reviews of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	to the International Financial Institutions Act (IFI) Act Title XIII section 1303.	have adverse impacts on the environment, natural resources, public health or indigenous peoples according to the IFI Act Title XIII section 1303, and makes recommendations for environmental and/or social improvements.	MDB proposals and projects under implementation that are particularly likely to have substantial adverse impacts on the environment, natural resources, public health or indigenous peoples according to the IFI Act Title XIII section 1303, and makes recommendations for environmental and/or social improvements.
4. Environment and Governance⁵: Capacity to create, reform, implement, and maintain systems of governance, including institutional ⁶ arrangements, that positively affect development, environment and natural resource management outcomes.	<ul style="list-style-type: none"> • Implements interventions to strengthen natural resource management with a robust understanding of the underlying social, political, and economic context and institutions, particularly those institutions that determine resource use rights and land/marine tenure. • Implements interventions to strengthen natural resource management with a thoughtful understanding of how they will 	<ul style="list-style-type: none"> • Designs interventions to strengthen natural resource management with a robust understanding of the underlying social, political, and economic context and institutions, particularly those institutions that determine resource use rights and land/marine tenure. • Designs interventions to strengthen natural resource management with a thoughtful understanding of how they will 	<ul style="list-style-type: none"> • Determines the types of interventions needed to strengthen natural resource management with a robust understanding of the underlying social, political, and economic context and institutions, particularly those institutions that determine resource use rights and land/marine tenure. • Determines the types of interventions needed to strengthen natural resource

⁵ Governance is the process by which decisions are made and carried out through formal legal and regulatory systems and informal elements at many scales and sectors of society. Governance includes the rule of law, public-sector accountability, communication with citizens, anti-corruption measures, and the ability to deliver goods and services. Governance impacts the rights, use, and access to natural resources, making it a key leverage point for management and conservation actions (USAID'S Biodiversity Policy, 2014).

⁶ Institutions are significant practices, relationships, or organizations in a society or culture that influence decision-making and behavior.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>affect different groups and women and men in society, and a view toward enhancing social equity.</p> <ul style="list-style-type: none"> • Implements programs to strengthen formal government institutions and leadership, including policies, laws, and organizations, at national, regional, and local levels, as appropriate. • Implements programs to support civil society groups, including women’s organizations, in their ability to lead and strengthen natural resource management and good governance, as appropriate. • Implements programs to foster and engage genuine constituencies for effective natural resource management and conservation. • Implements effective partnerships with public and private organizations to strengthen natural resource management, conservation, and good governance. 	<p>affect different groups and women and men in society, and a view toward enhancing social equity.</p> <ul style="list-style-type: none"> • Designs programs to strengthen formal government institutions and leadership, including policies, laws, and organizations, at national, regional, and local levels, as appropriate. • Designs programs to support civil society groups, including women’s organizations, in their ability to lead and strengthen natural resource management and good governance, as appropriate. • Designs programs to foster and engage genuine constituencies for effective natural resource management and conservation. • Designs effective partnerships with public and private organizations to strengthen natural resource management, conservation, and good governance. 	<p>management with a thoughtful understanding of how they will affect different groups and women and men in society, and a view toward enhancing social equity.</p> <ul style="list-style-type: none"> • Facilitates the design of strategic programs to strengthen government and civil society institutions and constituencies for improved natural resource management by leveraging existing and emerging opportunities. • Facilitates the development of effective partnerships with public and private organizations to strengthen natural resource management, conservation, and good governance. • Facilitates engagement with genuine constituencies for effective natural resource management and conservation. • Directs effective partnerships with public and private organizations to strengthen natural resource management, conservation, and good governance.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>5. Natural Resources Management Sound and relevant sustainable natural resources management approaches and their implications for USAID, the host country and cross-sectoral development.</p>	<ul style="list-style-type: none"> • Understands and implements natural resource management activities using approaches such as land and seascape scale biodiversity conservation, eco-regional planning, power and political dynamics of natural resource use and extraction, good land and resource governance, payments for ecosystem services, and Integrated Water Resources Management (IWRM). • Utilizes appropriate methodologies and analytical frameworks to conduct field assessments and data collection that identify critical natural resources management concerns including related to land and resource governance. • Analyzes current state of the host country’s natural resources management sector. • Understands potential impacts of climate change and 	<ul style="list-style-type: none"> • Designs natural resource management activities using approaches such as landscape and seascape-scale biodiversity conservation, eco-regional planning, power and political dynamics of natural resource use and extraction, good land and resource governance, payments for ecosystem services, and Integrated Water Resources Management (IWRM). • Designs gender-sensitive field assessments and sex-disaggregated data collection efforts to extract maximal information from these efforts. • Identifies gaps and issues in the host country’s natural resources management programs across sectors and designs appropriate integrated approaches and technical assistance to address these gaps. • Appraises potential forest and 	<ul style="list-style-type: none"> • Supervises natural resource management activities and provides guidance regarding which approach to take for a given case. • Translates appropriate natural resources management data, approaches, and technologies into a rigorous technical design and communicates this clearly to relevant stakeholders. • Identifies relevant natural resources management approaches and technologies for the host country’s natural resource management sector, ensures they promote gender equality, and recommends that they be adopted. • Analyzes and supervises forest and sustainable landscapes activities and programs in order to result in reduced GHG emissions from landscapes. • Critically examines relevant activities to assess their sensitivity to climate

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>variability to NRM programs, and consideration of potential emissions or sequestration by program activities.</p>	<p>sustainable landscapes activities and programs that could result in reduced GHG emissions from landscapes.</p> <ul style="list-style-type: none"> Identifies opportunities and priorities for sustainable landscape integration into relevant activities. 	<p>variability and change and elects specific sustainable actions be taken to enhance carbon sequestration.</p> <ul style="list-style-type: none"> Integrates global climate change (GCC) activities into ongoing programs, where appropriate. Integrates sustainable landscape activities into ongoing development programs in other sectors, where appropriate. Critically examines relevant activities to assess their potential implications for social development including gender equality and land governance, and selects evidence-based, sustainable actions to enhance women’s empowerment through ongoing programs, where appropriate.
Biodiversity			
<p>6. Biodiversity Conservation: Biodiversity programing that is compliant with</p>	<ul style="list-style-type: none"> Assesses the intrinsic value of biodiversity and that biodiversity and healthy ecosystems provide goods and 	<ul style="list-style-type: none"> Demonstrates an advanced understanding of effective approaches for reducing threats and drivers of 	<ul style="list-style-type: none"> Facilitates the development of a situation model, including models that form the basis for integrated programs.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>the Biodiversity Code and uses a theory of change to strengthen design and adaptive management.</p>	<p>services that are critical to human well-being (clean water, food, reduced natural risk disaster).</p> <ul style="list-style-type: none"> • Understands how to apply the Biodiversity Policy and comply with the Biodiversity Code. • Understands direct and indirect drivers of biodiversity loss and is familiar with effective approaches for reducing these threats. • Facilitates the inclusion of biodiversity into CDCS/RDCS, as appropriate, by developing, applying, and communicating required analyses, particularly the Foreign Assistance Act (FAA) tropical forest and biodiversity (118/119) country assessment. • Utilizes appropriate methodologies and analytical frameworks, including situation models, to identify critical concerns and opportunities and guide the design of biodiversity conservation programs. • Understands how using 	<p>biodiversity loss, and is able to apply this knowledge to program designs and implementations.</p> <ul style="list-style-type: none"> • Applies knowledge of relevant international agreements and host country commitments to advance biodiversity in USAID programming. • Effectively convenes a process to develop and refine a situation model to support biodiversity programming as part of the USAID program cycle, and to persuasively communicate situation model results to key audiences. • Effectively convenes processes to develop, evaluate, and apply a theory of change to biodiversity programming. • Effectively uses monitoring and evaluation data to adapt program implementation and communicate activity accomplishments. 	<ul style="list-style-type: none"> • Guides program design teams in selecting interventions based on evidence. • Facilitates teams in developing or evaluating theories of change. • Advises on incorporating monitoring and evaluation considerations into Biodiversity programming and procurements.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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	<p>theories of change can strengthen Biodiversity programming, the process used to develop them, and the characteristics that distinguish good theories of change from poor ones.</p> <ul style="list-style-type: none"> • Understands how to report on standard indicators for Biodiversity and other sectors, as appropriate. 		
Water			
<p>7. Water Sector: Best practices that support sustainable Water, Sanitation and Hygiene (WASH) service provision and increase water security</p>	<ul style="list-style-type: none"> • Articulates and describes the linkages between water and all other development objectives and sectors. • Promotes fundamental concepts related to WASH service provisions, including the sustainability factors of institutional, management, financial, technical, and environmental. • Articulates fundamental concepts related to water resources management, including water balance, water stress and scarcity, water allocation, natural flow regime, 	<ul style="list-style-type: none"> • Applies relevant international processes and protocols related to water, including those related to SDG-6 (Clean Water and Sanitation). • Demonstrates the best practices associated with stakeholder participation in assessment, planning, and implementation of IWRM and WASH programs. • Executes tools, approaches, methods, and case-studies related to assessment, planning, implementation, and monitoring and evaluation in the water sector. 	<ul style="list-style-type: none"> • Directs program design teams, incorporating best practices and policy/legal requirements related to use of the Agency water directive, while seeking opportunities to augment and safeguard investments through integrated programming where feasible and appropriate. • Guides program design teams to develop robust Results Frameworks, theories of change, associated indicators, gender-sensitive M&E plans, and learning agendas to advance knowledge and technical excellence in the

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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	<p>and key principles of IWRM.</p> <ul style="list-style-type: none"> • Demonstrates an understanding of reporting on standard indicators required of water directive funds, and all other aspects of the Agency’s Water and Development Strategy and Implementation Guide. • Articulates conceptual differences and approaches related to rural versus urban WASH service provision. 	<ul style="list-style-type: none"> • Applies tools and methods related to Social and Behavioral Change, including shared vision planning, consensus building, and conflict resolution. • Applies tools and methods related to Economic Instruments used in the water sector. • Applies tools and methods related to Regulatory Instruments used in the water sector. • Exhibits knowledge of various data sources, analytical tools, and information management systems used in the water sector. 	<p>water sector.</p>
Global Climate Change			
<p>8. Climate Change and Development: Sound and relevant approaches to addressing and mainstreaming global climate change (GCC) considerations (including adaptation and mitigation) and their</p>	<ul style="list-style-type: none"> • Manages climate change and development projects and activities, including monitoring and evaluation of GCC projects and activities, using GCC standard and custom indicators and USAID-supported tools as appropriate. • Communicates the importance 	<ul style="list-style-type: none"> • Designs climate change and development projects and activities that meet the requirements of the Operational Plan guidance for GCC funding, incorporates best practices in climate change and development programming and results in increased climate resilience or reduced 	<ul style="list-style-type: none"> • Leads design and implementation of GCC projects and activities, applying adaptive management and continuous improvement principles and documenting best practices. • Influences and provides strategic direction to the mission on climate change and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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implications for USAID, the host country and cross-sectoral development.	<p>of climate-resilient, low emissions development for development goals across sectors and benefits for the host country, especially poverty reduction and economic growth.</p> <ul style="list-style-type: none"> Communicates effectively with diverse climate change and development audiences. 	<p>GHG emissions, and improved development outcomes.</p> <ul style="list-style-type: none"> Facilitates integration of climate change adaptation and mitigation considerations into programming in different sectors and integrates GCC funding with other funding streams, as appropriate. Identifies and engages with key climate change stakeholders, including women’s organizations, during project design. 	<p>development.</p> <ul style="list-style-type: none"> Leads engagement with key climate change stakeholders, including women’s organizations, and host country governance structures, regulations, policies and priorities, representing USAID climate change priorities and policies diplomatically.
Energy			
<p>9. Energy Development Sound energy sector development approaches to USAID programs, including clean energy approaches, energy service provider development, and broader energy sector reforms.</p>	<ul style="list-style-type: none"> Understands the competitiveness of energy enterprises—in terms of markets for products, services and linkages to markets— and the effects of various economic, policy, and social factors including gender and formal and customary land tenure on the development and viability of energy service providers. Understands energy sector reform and policy, legal, regulatory, fiscal, financial, activity data and institutional 	<ul style="list-style-type: none"> Appraises the competitiveness of energy enterprises in terms of markets for products, services and linkages to markets and designs clean energy development interventions revolving around renewable energy and energy efficiency, including potential impacts on women, men, and vulnerable populations as a result of economic or actual displacement. Interprets the effects of various economic, policy, and 	<ul style="list-style-type: none"> Reviews and approves clean energy development interventions, including renewable energy and energy efficiency, and ensures that these interventions address potential impacts on women, men, and vulnerable populations as a result Determines when energy sector reforms are important for development and which mix of policy, legal, regulatory, fiscal, financial, activity data, and institutional changes are

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>changes to improve energy services.</p> <ul style="list-style-type: none"> • Describes constraints to energy service provider development. 	<p>social factors on the development and viability of energy service providers.</p> <ul style="list-style-type: none"> • Designs programs to alleviate constraints to energy service provider development. • Designs climate change and development programs that meet the requirements of the Operational Plan Guidance, incorporates best practices in climate change programming and results in reduced GHG emissions of economic or actual displacement. 	<p>required to provide the energy services needed to facilitate economic and social development.</p> <ul style="list-style-type: none"> • Implements energy efficiency programs to alleviate constraints to energy service provider development. • Advances partner country low-emission development goals in clean energy for Agency programming and priorities.
Land Tenure			
<p>10. Land Tenure and Property Rights: Relevant interventions appropriate to the local environment, addressing land tenure and property rights as a way to increase program sustainability, particularly as it relates to women and other vulnerable populations.</p>	<ul style="list-style-type: none"> • Acquires technical knowledge in land tenure and property rights issues, including formal and customary rights, particularly as they relate to other development sectors (including agriculture, conflict, climate change, disaster, etc.) • Analyzes impacts of land and property rights issues, particularly for women and other vulnerable populations. • Implements cross-cutting 	<ul style="list-style-type: none"> • Designs and implements land tenure/property rights intervention projects both as standalone activities and as integrated into other development sectors. Utilizes evaluation findings to inform design and implementation. • Translates appropriate demographic, service delivery, and governance data, approaches, and technologies into technical design and 	<ul style="list-style-type: none"> • Leads technical design and implementation of land tenure/property rights projects both as standalone activities and as integrated into other development priorities. • Leads and influences technical design of rigorous evaluation of land/property rights activities. • Analyzes and communicates evaluation results to community of practice. • Advocates and influences land

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>initiatives with colleagues across development sectors to effectively integrate land and property rights considerations into USAID strategies and programs.</p> <ul style="list-style-type: none"> • Understands the various international and regional entities/working groups focused on land policy. 	<p>evaluation.</p> <ul style="list-style-type: none"> • Translates data regarding the current state of the host country's land tenure/property rights policy and local government sector into strategy and program planning and design. • Engages with local and regional stakeholders, including women's organizations, focused on land policy. 	<p>tenure/property rights discussions and engagement in international fora and with partner countries.</p>
Urban			
<p>11. Urban Environment: Good practice in urban management, governance and service delivery, particularly as it relates to natural resources, land and the environment.</p>	<ul style="list-style-type: none"> • Acquires technical knowledge in different urban governance and service delivery technical areas including, but not limited to: water and sanitation, local economic development, municipal finance, local governance, shelter, land tenure/property rights, and access to services. • Collects appropriate demographic, service delivery and governance data, approaches, and technologies regarding urban environmental issues and 	<ul style="list-style-type: none"> • Designs projects that integrate technical acumen in the areas of water and sanitation, local economic development, municipal finance, local governance, shelter, land tenure/property rights, and access to services. • Translates appropriate demographic, service delivery, and governance data, approaches, and technologies into a rigorous technical design and evaluation. • Translates data regarding the current state of the host 	<ul style="list-style-type: none"> • Integrates technical knowledge in the areas of water and sanitation, local economic development, municipal finance, local governance, shelter, land tenure/property rights, access to services, and gender equality into program management. • Clearly communicates to relevant stakeholders about appropriate demographic, service delivery, and governance data, approaches, and technologies. • Communicates the value and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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	<p>trends. This includes understanding the implications of full cost recovery rates for services, billing and collection systems, and more equitable access to services.</p> <ul style="list-style-type: none"> Analyzes current state of the host country’s urban policy and local government sector. This includes the ability to review legislation which defines the functions and financing of urban areas, analyzing a host country’s political will regarding decentralization and how USAID programs can impact these areas. Demonstrates understanding of climate change implications for an urbanizing world, including poverty reduction and public services. 	<p>country’s urban policy and local government sector into strategy and program planning and design.</p> <ul style="list-style-type: none"> Appraises and prioritizes climate change-relevant interventions that could sustain or improve urban environments and services. 	<p>justification for key urban governance and service delivery approaches and technologies in USAID programming and how such programs can be integrated with other USAID programs.</p> <ul style="list-style-type: none"> Advocates and influences urban development interventions where climate change considerations can cut costs or avoid economic, health and food challenges.

Backstop 50: Health, Population, and Nutrition

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Family Planning and Reproductive Health (FP/RH): Expertise in population, family planning, and reproductive health strategies, interventions, policies, and issues throughout the world and how they relate to health programs, other sectors, and broader development goals.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. Understands relevant matters pertaining to family planning and reproductive health such as contraceptive technology, health survey tools, and cultural and religious factors. Provides input to recommendations on family planning and reproductive health strategies, issues, and programming. Utilizes evaluation data and demographic analysis to inform decision making. 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. Provides guidance on matters pertaining to family planning and reproductive health such as contraceptive technology, health survey tools, and cultural and religious factors. Designs and manages program activities and resources and makes 	<ul style="list-style-type: none"> Manages programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to family planning and reproductive health such as contraceptive technology, health survey tools, and cultural and religious factors. Leads program activities and resources and makes strategic or high-level recommendations on family planning and reproductive health strategies, issues, and programming. Makes final strategic,

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>Reports relevant data and information to key persons in an efficient and effective manner.</p> <ul style="list-style-type: none"> Aware of relevant matters pertaining to long term contraception. 	<p>recommendations on family planning and reproductive health strategies, issues, and programming.</p> <ul style="list-style-type: none"> Provides input to decision making process based on evaluation data and demographic analysis. Reports relevant data and information to relevant persons in an efficient and effective manner. Understands relevant matters pertaining to long term contraception. 	<p>management, and programmatic decisions based on evaluation data and demographic analysis.</p> <ul style="list-style-type: none"> Possesses sophisticated understanding of relevant matters pertaining to long term contraception. Advocates for evidence-based interventions and effective resource management in areas pertaining to family planning and reproductive health.

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
<p>Nutrition: Expertise in nutrition including malnutrition and how nutrition relates to development goals and other sectors such as food security, HIV/AIDS, and MCH.</p>	<ul style="list-style-type: none"> • Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. • Understands relevant matters pertaining to nutrition such as young child nutrition, HIV/AIDS nutrition, maternal nutrition and micronutrients. • Collaborates as directed in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition. • Provides input to recommendations on nutrition strategies, issues, and programming. • Utilizes evaluation data and demographic analysis to inform decision making. Reports data and information to relevant 	<ul style="list-style-type: none"> • Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. • Provides guidance on matters pertaining to nutrition such as young child nutrition, HIV/AIDS nutrition, and micronutrients. • Participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition. • Manages program activities and resources and makes 	<ul style="list-style-type: none"> • Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. • Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to nutrition such as young child nutrition, HIV/AIDS nutrition, and micronutrients. • Promotes collaboration and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition. • Leads program activities and resources and makes strategic or high-level recommendations on nutrition strategies, issues, and programming. • Makes final decisions based on

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>persons in an efficient and effective manner.</p> <ul style="list-style-type: none"> • Applies recommendations on nutrition strategies, issues, and programming. 	<p>recommendations on nutrition strategies, issues, and programming.</p> <ul style="list-style-type: none"> • Provides input to decision making process based on evaluation data and demographic analysis for decision making. Reports data and information to relevant persons in an efficient and effective manner. • Informs and develops recommendations on nutrition strategies, issues, and programming. 	<p>evaluation data and demographic analysis for decision making.</p> <ul style="list-style-type: none"> • Oversees and promotes recommendations on nutrition strategies, issues, and programming. • Advocates for evidence-based interventions and effective resource management in areas pertaining to nutrition.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>3. Infectious Disease: Expertise in infectious diseases including TB, Malaria, other infectious diseases as well as Avian Influenza, and how they affect health, development, and economic growth in the developing world.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Understands relevant matters pertaining to infectious diseases such as the Presidential Malaria Initiative, PEPFAR, and the Stop TB Strategy. Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of infectious disease activities (e.g., education, prevention). Provides input to recommendations on specific infectious disease strategies, issues, and programming. Utilizes evaluation data and demographic analysis for 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Provides guidance on matters pertaining to infectious diseases such as the Presidential Malaria Initiative, PEPFAR, and the Stop TB Strategy. Participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of infectious disease activities (e.g., 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to infectious diseases such as the Presidential Malaria Initiative, PEPFAR, and the Stop TB Strategy. Promotes collaboration and participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of infectious disease activities (e.g., education, prevention). Leads program activities and resources and makes strategic or high-level recommendations on specific infectious disease strategies,

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>decision making. Reports data and information to relevant decision makers.</p> <ul style="list-style-type: none"> Gathers information to contribute to the design and development of procurement activities. 	<p>education, prevention).</p> <ul style="list-style-type: none"> Manages program activities and resources and makes recommendations on specific infectious disease strategies, issues, and programming. Provides input to decision making processes based on evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers. Designs and develops procurement activities. 	<p>issues, and programming.</p> <ul style="list-style-type: none"> Makes final decisions based on evaluation data and demographic analysis for decision making. Verifies procurements and makes decisions regarding programmatic instruments (for example, scopes of work, program and position descriptions, etc.). Advocates for evidence-based interventions and effective resource management in areas pertaining to infectious disease.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>4. Health Systems Strengthening: Expertise in redirecting organization and institution resources to apply systems thinking to improve health promotion and health services.</p>	<ul style="list-style-type: none"> • Articulates linkages among the systems functions (financing; governance; resource development for human resources, medicines, and information; and service delivery), using systems thinking to improve health outcomes, service responsiveness, and equity of access. • Recognizes the impacts of policies and interventions for health systems strengthening on the accessibility, quality, efficiency, and equity of health programs and develops an understanding of how improved processes and policies can address these problems. • Recognizes the linkages of health systems functions to other sectors, including countries' overall governance, economic growth, and human resources. • Aware of the use of data for decision-making and 	<ul style="list-style-type: none"> • Guides Mission health staff to design health systems strengthening projects using systems thinking to overcome in-country challenges within each focal area of USAID health investment (such as HIV/AIDS, Maternal and Child Health). • Designs health systems strengthening projects that integrate the health system functions across multiple focal areas of health investment, such as integrated information systems. • Develops local projects that link health systems functions to other sectors, including countries' governance, human resources, and economic policies. • Supports the use of data for decision-making and evidence-based programming in health systems strengthening. 	<ul style="list-style-type: none"> • Coordinates development of country level strategies for health systems strengthening, using systems thinking to address challenges within each focal area of USAID health investment and cross-cutting, integrated investments. • Oversees health systems strengthening to turn strategies into programs that improve access, quality, efficiency, and equity of health programs. • Promotes cost-effective investments in health systems strengthening interventions that link health and non-health sector approaches. • Champions use of data for decision-making and evidence-based programming for health systems strengthening. • Promotes collaboration and participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring,

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>evidence-based programming in health systems strengthening.</p> <ul style="list-style-type: none"> Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of Health Systems activities. 	<ul style="list-style-type: none"> Participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of Health Systems activities. 	<p>and evaluation of Health Systems activities.</p> <ul style="list-style-type: none"> Advocates for evidence-based interventions and effective resource management in areas pertaining to health systems.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>5. Environmental Health: Expertise in redirecting organization and institution resources whose primary intent is to improve health care.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflecting international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies. Understands relevant matters pertaining to environmental health such as water, sanitation, hygiene, and vector-control interventions. Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of environmental health activities. Utilizes evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers. 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflecting international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies. Provides guidance on matters pertaining to environmental health such as water, sanitation, hygiene, and vector-control interventions. Participates with other partners including USG officials, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies. Advises Mission Director, other Mission staff, donors, and appropriate Washington staff on matters pertaining to environmental health such as water, sanitation, hygiene, and vector-control interventions. Promotes collaboration and participates with other partners including USG officials, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of environmental health activities. Makes final decisions based on evaluation data and demographic analysis for decision making.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		<p>environmental health activities.</p> <ul style="list-style-type: none"> Provides input to decision making processes based on evaluation data and demographic analysis. Reports data and information to relevant decision makers. 	<ul style="list-style-type: none"> Advocates for evidence-based interventions and effective resource management in areas pertaining to environmental health.
<p>6. Research, Monitoring, and Evaluation: Expertise in the use of research and monitoring and evaluation tools in the development and assessment of health programs in developing countries.</p>	<ul style="list-style-type: none"> Understands the basic framework of monitoring and evaluation on health status in developing countries. Aware of the importance of openness and transparency with respect to the production and dissemination of health research. Supports evidence based interventions and programs based on valid research. Understands methods of gathering health data, different types of health research activities, cost-benefits studies, and other research methods. 	<ul style="list-style-type: none"> Monitors, evaluates, and applies on health status in developing countries. Encourages openness and transparency with respect to the production and dissemination of health research. Develops evidence based interventions and programs based on valid research. Presents and disseminates key data to support decision making processes. Utilizes methods of gathering health data, different types of health 	<ul style="list-style-type: none"> Oversees monitoring, evaluation, and application of on health status in developing countries. Promotes openness and transparency with respect to the production and dissemination of health research in all aspects of work. Promotes and oversees evidence based interventions and develop programs based on valid research. Uses key data to support decision making processes. Ensures dissemination of methods of gathering health data, different types of health research activities, cost-benefits studies, and other

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> Assists with reporting and disseminating of monitoring and evaluation data. 	<p>research activities, cost-benefits studies, and other research methods.</p> <ul style="list-style-type: none"> Conducts analysis of monitoring and evaluation data; manages reporting and dissemination of data. 	<p>research methods.</p> <ul style="list-style-type: none"> Uses monitoring and evaluation data to advocate for specific decisions. Utilizes data in USAID reports to best advantage of program; articulates data to describe program.
<p>7. Maternal, Newborn, and Child Health (MNCH): Expertise in the management of risks associated with maternal, newborn, and child health (MNCH) and how it relates to other health sector programs and development goals.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming reflective of international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Understands relevant matters pertaining to MNCH, especially regarding host country MNCH programs and policies such as infectious disease, water and sanitation, family planning, and health system issues. Collaborates as directed in the planning, analysis, design, implementation, 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Provides guidance on matters pertaining to MNCH, especially regarding host country MNCH programs and policies such as infectious disease, 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners that reflects international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Advises Mission Director and staff, other missions, donors, and appropriate Washington staff on matters pertaining to MNCH relevant to their country. Represents USAID in discussions with host country government regarding MNCH programs and policies such as infectious disease, water and sanitation, family planning, and health system issues.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>monitoring, and evaluation of MNCH activities.</p> <ul style="list-style-type: none"> • Supports program activities and management of resources. • Understands USG interests and positions on international multi-agency initiatives operating in the country, such as Global Fund, GAVI, and GAIN, even if not directly programmed through USAID. • Utilizes research, evaluation data, and demographic analysis for decision-making. Reports data and information to relevant decision makers. 	<p>water and sanitation, family planning, and health system issues.</p> <ul style="list-style-type: none"> • Participates with other partners including other USG agencies, donors, multilateral agencies, foundations, NGOs, and private sector entities in the planning, analysis, design, implementation, monitoring, and evaluation of MNCH activities. • Manages program activities and resources. • Provides input regarding USG interests and positions in inter-agency discussions on international multi-agency initiatives operating in the country, such as Global Fund, GAVI, and GAIN, even if not directly programmed through USAID. • Provides input to decision making processes based on 	<ul style="list-style-type: none"> • Promotes collaboration and participates with other partners including other USG agencies, donors, multilateral agencies, foundations, NGOs, and private sector entities in the planning, analysis, design, implementation, monitoring, and evaluation of MNCH activities. • Provides technical expertise and high-level guidance to program activities and management of resources. • Represents USG interests and positions in inter-agency discussions on international multi-agency initiatives operating in the country, such as Global Fund, GAVI, and GAIN, even if not directly programmed through USAID. • Makes final decisions based on research, evaluation data, and demographic analysis for decision-making. • Advocates for evidence-based interventions and effective resource management in areas pertaining to MNCH.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		research, evaluation data, and demographic analysis. Reports data and information to relevant decision makers.	
<p>8. HIV/AIDS Programs: Expertise in HIV/AIDS program components, strategies, interventions, and drivers.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming reflective of international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Understands relevant matters pertaining to HIV/AIDS such as epidemiology, current building blocks to HIV prevention, and family planning. Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS. Supports program activities and resources. 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Provides guidance on matters pertaining to HIV/AIDS such as epidemiology, current building blocks to HIV prevention, and family planning. Participates with other partners including USG officials, Donors, and 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to HIV/AIDS such as epidemiology, current building blocks to HIV prevention, and family planning. Promotes collaboration and participates with other partners including USG officials, Donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> Utilizes evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers. 	<p>Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS.</p> <ul style="list-style-type: none"> Manages program activities and resources and makes recommendations on HIV/AIDS strategies, issues, and programming. Provides input to decision making based on evaluation data and demographic analysis. Reports data and information to relevant decision makers. 	<ul style="list-style-type: none"> Directs program activities and resources and makes recommendations on HIV/AIDS strategies, issues, and programming. Makes final decisions based on evaluation data and demographic analysis. Advocates for evidence-based interventions and effective resource management in areas pertaining to HIV/AIDS programs.
<p>9. Behavior Change and Communication (BCC): Expertise in the communication strategies associated with achieving sustainable behavior and normative changes to contribute to public health goals of Family Planning/Reproductive Health (FP/RH), HIV,</p>	<ul style="list-style-type: none"> Supports behavior change and communication across FP/RH, HIV, ID, and MNCH. Understands all matters pertaining to BCC such as behavioral and social change theories, health communication theories, and strategies for involving media in health. Supports the planning, 	<ul style="list-style-type: none"> Manages behavior change and communication activities and technical expertise across FP/RH, HIV, ID, and MNCH. Provides guidance on matters pertaining to BCC such as behavioral and social change theories, health 	<ul style="list-style-type: none"> Directs behavior change and provides communication expertise and technical leadership across FP/RH, HIV, ID, and MNCH. Advises Mission Director and staff on all matters pertaining to BCC such as behavioral and social change theories, health communication theories, and strategies for involving media

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).	<p>analysis, design, implementation, monitoring, and evaluation on BCC programs.</p> <ul style="list-style-type: none"> Monitors quality of communication interventions. 	<p>communication theories, and strategies for involving media in health.</p> <ul style="list-style-type: none"> Participates with cooperating government officials in the planning, analysis, design, implementation, monitoring, and evaluation on BCC programs. Monitors quality of communication interventions and makes recommendations for improvement. 	<p>in health.</p> <ul style="list-style-type: none"> Promotes collaboration with government officials in the planning, analysis, design, implementation, monitoring, and evaluation on BCC programs. Oversees communication interventions and executes recommendations for improvement.
10. Gender Equality: Expertise in the communication strategies associated with Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming to promote gender equality and desired health outcomes, reflective of international best practices while ensuring compliance of Agency policy guidance and other USG policies and guidance, 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming to promote gender equality and desired health outcomes, reflective of international best 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners promotes gender equality and desired health outcomes, reflective of international best practices while ensuring compliance of Agency policy guidance and other USG policies and guidance, including the GHI /WGGE and PEPFAR.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>including the GHI /WGGE and PEPFAR.</p> <ul style="list-style-type: none"> • Understands relevant matters pertaining to gender equality, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, other harmful traditional practices and norms, and structural determinants of health. • Collaborates as directed in the planning, analysis, design, implementation, monitoring, and evaluation of programming that promotes gender equality in health. • Supports program activities, management of resources, and development of recommendations on gender-integrated strategies, issues, and programming. • Uses sex-disaggregated and gender-relevant evaluation data and demographic analysis to support decision making. 	<p>practices while ensuring compliance of Agency policy guidance and other USG policies and guidance, including the GHI /WGGE and PEPFAR.</p> <ul style="list-style-type: none"> • Provides guidance on matters pertaining to gender equality, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, other harmful traditional practices and norms, and structural determinants of health. • Participates with other partners including USG officials, host country counterparts, and donors in the planning, analysis, design, implementation, monitoring, and evaluation of programming that promotes gender 	<ul style="list-style-type: none"> • Advises Mission Director, other mission and Washington staff, and donors on matters pertaining to gender equality, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, other harmful traditional practices and norms, and structural determinants of health. • Promotes collaboration and participates with other partners including USG officials, host country counterparts, and donors in the planning, analysis, design, implementation, monitoring, and evaluation of programming that promotes gender equality in health. • Provides technical expertise and high-level guidance to program activities and development of recommendations on gender-integrated strategies, issues, and programming. • Makes final decisions based on sex-disaggregated and gender-

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		equality in health. <ul style="list-style-type: none"> • Directs program activities and resources and makes recommendations on gender-integrated strategies, issues, and programming. • Provides input to decision making processes based on sex-disaggregated and gender-relevant evaluation data and demographic analysis. Reports data and information to relevant decision makers. 	relevant evaluation data and demographic analysis. Oversees reporting of data to relevant decision makers.

Backstop 60: Education

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Education Systems: Expertise in formal and non-formal education system levels including pre-primary, primary, lower and upper secondary, vocational, technical, teacher training colleges and institutes, and tertiary education.</p>	<ul style="list-style-type: none"> Contributes to technical expertise and analysis to Mission education staff and implementing partners on appropriate funding and programming. Contributes to advice for Mission, partners, and Washington staff on matters pertaining to all aspects of the education sector. Assists as directed in the planning, analysis, policy, design, implementation, monitoring, and evaluation of activities supporting the different levels of the formal education system. Conducts and applies relevant analysis, research, and information, supporting/justifying where assistance to formal education system is most appropriate in a particular country setting. 	<ul style="list-style-type: none"> Provides technical expertise and analysis to Mission education staff and implementing partners on appropriate funding and programming. Advises Mission, partners, and Washington staff on matters pertaining to all aspects of the education sector. Participates in a leading role with USG officials, donors, and host governments in the planning, analysis, policy, design, implementation, monitoring, and evaluation of activities supporting the different levels of the formal education system. Designs relevant analysis, research, and information, supporting/justifying where assistance to formal education system is most appropriate in a particular country setting. 	<ul style="list-style-type: none"> Oversees provision of and technical expertise and analysis to Mission education staff and implementing partners on appropriate funding and programming. Provides advice of a strategic or highly technical nature to Mission, partners, and Washington staff on matters pertaining to all aspects of the education sector. Facilitates effective coordination between USG officials, donors, and host governments in the planning, analysis, policy, design, implementation, monitoring, and evaluation of activities supporting the different levels of the formal education system. Directs relevant analysis, research, and information, supporting/justifying where assistance to formal education system is most appropriate in a particular

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			country setting.
2. Education Systems Reform: Knowledge of how to improve education systems.	<ul style="list-style-type: none"> Assists Mission education staff and implementing partners by providing technical expertise in appropriate programming to reflect international best practices and lessons learned. Participates with other partners, including USG officials, donors, host governments, civil society and the private sector; assists as directed in the planning, analysis, design, implementation, monitoring, and evaluation of education systems and reform activities. Displays understanding of uses of data for decision-making and evidence-based programming. 	<ul style="list-style-type: none"> Guides Mission education staff and implementing partners by providing technical expertise in appropriate programming to reflect international best practices and lessons learned. Collaborates with other partners, including USG officials, donors, host governments, civil society and the private sector in the planning, analysis, design, implementation, monitoring, and evaluation of education systems and reform activities. Uses data for decision-making and evidence-based programming. 	<ul style="list-style-type: none"> Oversees working relationships between Mission education staff and implementing partners; provides sophisticated technical expertise and leadership in appropriate programming to reflect international best practices and lessons learned. Facilitates effective organization-wide collaboration with other partners, including USG officials, donors, host governments, civil society and the private sector in the planning, analysis, design, implementation, monitoring, and evaluation of education systems and reform activities. Promotes and advocates for the use of data for decision-making and evidence-based programming.
3. Student Learning: Knowledge of key factors that affect	<ul style="list-style-type: none"> Assists Mission education staff and implementing partners by providing technical expertise in 	<ul style="list-style-type: none"> Guides Mission education staff and implementing partners by providing technical expertise 	<ul style="list-style-type: none"> Oversees working relationships between Mission education staff and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>efficient learning by children, adolescents and adults.</p>	<p>appropriate basic education programming to reflect evidence-based best practices in effective learning for the appropriate age group and setting.</p> <ul style="list-style-type: none"> • Articulates case for higher impact basic education programs that invest resources in basic skills acquisition for lower grades when data indicates a deficiency. • Implements Agency policy guidance on Program Focus within Basic Education and Congressional earmarks. • Participates in the planning, analysis, design, implementation, monitoring, and evaluation of basic skills acquisition activities. Collaborates as directed with other partners including USG and host country officials • Implements basic education program activities and resources. • Demonstrates mastery of use of assessment and test data for program decision making and 	<p>in appropriate basic education programming to reflect evidence-based best practices in effective learning for the appropriate age group and setting.</p> <ul style="list-style-type: none"> • Advocates for higher impact basic education programs that invest resources in basic skills acquisition for lower grades when data indicates a deficiency. • Provides Agency policy guidance on Program Focus compliant within Basic Education and Congressional earmarks. • Collaborates with other partners including USG and host country officials in the planning, analysis, design, implementation, monitoring, and evaluation of basic skills acquisition activities. • Directs basic education program activities and resources, and makes recommendations on appropriate beneficiaries, related learning strategies, and project interventions. 	<p>implementing partners; provides sophisticated technical expertise and leadership in appropriate basic education programming to reflect evidence-based best practices in effective learning for the appropriate age group and setting.</p> <ul style="list-style-type: none"> • Conducts and directs advocacy for higher impact basic education programs that invest resources in basic skills acquisition for lower grades when data indicates a deficiency. • Ensures compliance of Agency policy guidance on Program Focus within Basic Education and Congressional earmarks. • Ensures effective collaboration with other partners including USG and host country officials in the planning, analysis, design, implementation, monitoring, and evaluation of basic skills acquisition activities. • Supervises and assesses

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>policy advocacy with host government.</p> <ul style="list-style-type: none"> • Articulates scope of education programs that emphasize learning acquisition and assists with preparation of draft solicitations and government cost estimates. • Identifies relevant education statistical data that support program objectives for basic skills acquisition. • Implements approaches for using learning outcome data in policy dialogue with Ministry of Education officials. 	<ul style="list-style-type: none"> • Uses assessment and test data collection activities for program decision making and policy advocacy with host government. Reports data and information to relevant decision makers and stakeholders. • Determines the scope of education programs that emphasize learning acquisition and prepares draft solicitations and government cost estimates. • Supervises collection of relevant education statistical data that support program objectives for basic skills acquisition. • Develops sound approaches for using learning outcome data in policy dialogue with Ministry of Education officials. 	<p>basic education program activities and resources, and makes strategic-level recommendations on appropriate beneficiaries, related learning strategies, and project interventions.</p> <ul style="list-style-type: none"> • Designs assessment and test data collection activities for program decision making and policy advocacy with host government. Ensures data and information is provided to relevant decision makers and stakeholders. • Makes strategic and/or highly technical determinations regarding the scope of education programs that emphasize learning acquisition and regarding draft solicitations and government cost estimates. • Ensures valid collection of relevant education statistical data that support program objectives for basic skills acquisition. • Assesses and evaluates approaches for using

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			learning outcome data in policy dialogue with Ministry of Education officials.
<p>4. Professional Development for Educators: Knowledge of professional development for teachers and administrators.</p>	<ul style="list-style-type: none"> • Assists Mission and implementing partners by providing technical expertise and in programming that reflects international best practices. Aware of compliance requirements of Agency policy guidance on Basic Education, Congressional earmarks, and other USG policy. • Assists with planning, analysis, design, implementation, monitoring, and evaluation of education programs that improve educator professional development. • Implements highly effective teacher training models based on research. • Assists with programs in relevant, critical areas of educator professional development, and helps monitor and evaluate these programs. 	<ul style="list-style-type: none"> • Guides Mission and implementing partners by providing technical expertise in programming that reflects international best practices; helps ensure compliance of Agency policy guidance on Basic Education, Congressional earmarks, and other USG policy. • Collaborates with USG, other donors, and host governments and provides technical expertise in planning, analysis, design, implementation, monitoring, and evaluation of education programs that improve educator professional development. • Promotes highly effective teacher training models based on research. • Designs programs with relevant, critical areas of educator professional development, and effectively monitors and evaluates these 	<ul style="list-style-type: none"> • Oversees working relationships between Mission and implementing partners by providing technical expertise and leadership in programming that reflects international best practices; ensures compliance of Agency policy guidance on Basic Education, Congressional earmarks, and other USG policy. • Ensures effective collaboration with USG, other donors, and host governments; provides technical expertise and leadership in planning, analysis, design, implementation, monitoring, and evaluation of education programs that improve educator professional development. • Advocates for and promotes highly effective teacher training models based on

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		programs.	research to key high-level stakeholders. <ul style="list-style-type: none"> Oversees programs in relevant, critical areas of educator professional development; coordinates effective monitoring and evaluation of these programs.
5. Education Data: Knowledge of how to identify and use education research and information.	<ul style="list-style-type: none"> Assists Agency staff in designing, assessing, evaluating, and tracking education programs worldwide. Demonstrates understanding of relevant technical issues in the design, development, implementation, and management of national standardized tests of knowledge, skills and/or attitudes. Applies technical guidance as directed in the development of measures and tools for the assessment of the cognitive, psycho-social, and applied learning of students and trainees worldwide. Applies technical guidance as 	<ul style="list-style-type: none"> Facilitates collaboration between Agency staff to design, assess, evaluate and track education programs worldwide. Provides technical guidance for the design, development, implementation, and management of national standardized tests of knowledge, skills and/or attitudes. Provides technical guidance in the development of measures and tools for the assessment of the cognitive, psycho-social, and applied learning of students and trainees worldwide. Provides technical guidance on electronic data collection, 	<ul style="list-style-type: none"> Applies extensive expertise to enable Agency staff to design, assess, evaluate and track education programs worldwide. Provides sophisticated and/or strategic-level for the design, development, implementation, and management of national standardized tests of knowledge, skills and/or attitudes. Provides sophisticated and/or strategic-level technical guidance in the development of measures and tools for the assessment of the cognitive, psycho-social, and applied learning of students and trainees

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>directed on electronic data collection, manipulation, tracking, reporting, security, dissemination and storage needs worldwide.</p> <ul style="list-style-type: none"> Assists Agency personnel and partners on the application of USAID regulations, expectations and formats regarding data, research, monitoring, and evaluation worldwide. 	<p>manipulation, tracking, reporting, security, dissemination and storage needs worldwide.</p> <ul style="list-style-type: none"> Collaborates with Agency personnel and partners on the application of USAID regulations, expectations and formats regarding data, research, monitoring, and evaluation worldwide. 	<p>worldwide.</p> <ul style="list-style-type: none"> Provides sophisticated and/or strategic-level technical guidance on electronic data collection, manipulation, tracking, reporting, security, dissemination and storage needs worldwide. Facilitates effective collaboration with Agency personnel and partners on the application of USAID regulations, expectations and formats regarding data, research, monitoring, and evaluation worldwide.
<p>6. Cross-cutting Area: Education and Development: Understanding of the relationship between education and other areas of development.</p>	<ul style="list-style-type: none"> Helps provide technical expertise to Agency staff and partners on programming education cross-sectorally to reflect international best practices and lessons learned, including the use of decision-making tools. Assists colleagues in other technical sectors in planning, analysis, design, implementation, monitoring and evaluation of cross-sectoral 	<ul style="list-style-type: none"> Provides technical expertise to Agency staff and partners on programming education cross-sectorally to reflect international best practices and lessons learned, including the use of decision-making tools. Collaborates with colleagues in other technical sectors in planning, analysis, design, implementation, monitoring and evaluation of cross- 	<ul style="list-style-type: none"> Provides leadership sophisticated technical expertise to Agency staff and partners on programming education cross-sectorally to reflect international best practices and lessons learned, including the use of decision-making tools. Facilitates effective collaboration with colleagues in other technical sectors in planning, analysis, design,

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>programs with an education component.</p> <ul style="list-style-type: none"> As directed, implements appropriate education strategies and programming for development needs and context. Assists USG, other donors and host governments in the planning and implementation of cross-sector programming. Articulates a basic understanding of education’s impact on development. 	<p>sectoral programs with an education component.</p> <ul style="list-style-type: none"> Develops appropriate education strategies and programming for development needs and context. Collaborates with USG, other donors and host governments in the planning and implementation of cross-sector programming. Articulates all major factors of education’s impact on development. 	<p>implementation, monitoring and evaluation of cross-sectoral programs with an education component.</p> <ul style="list-style-type: none"> Advocates for and oversees appropriate education strategies and programming for development needs and context. Facilitates effective collaboration with USG, other donors and host governments in the planning and implementation of cross-sector programming. Articulates in a sophisticated and location-specific manner education’s impact on development.
<p>7. Cross-cutting Area: Gender: Promotes gender equality in education programs.</p>	<ul style="list-style-type: none"> Assists Mission education staff and implementing partners in programming to promote gender equality and desired educational outcomes, reflective of international best practices. Aware of need for compliance with Agency policy guidance (ADS 200 and 300 Series) and other USG policies. Assists other partners including 	<ul style="list-style-type: none"> Provides Mission education staff and implementing partners with guidance in programming to promote gender equality and desired educational outcomes, reflective of international best practices. Ensures compliance with Agency policy guidance (ADS 200 and 300 Series) and other USG policies. 	<ul style="list-style-type: none"> Supervises provision of guidance to Mission education staff and implementing partners in programming to promote gender equality and desired educational outcomes, reflective of international best practices while ensuring compliance with Agency policy guidance (ADS 200

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>USG officials and donors in the planning, analysis, design, implementation, monitoring and evaluation of programming that promotes gender equality in education.</p> <ul style="list-style-type: none"> • Uses sex-disaggregated and gender-relevant evaluation data and demographic analysis to inform decision making. 	<ul style="list-style-type: none"> • Collaborates and participates with other partners including USG officials and donors in the planning, analysis, design, implementation, monitoring and evaluation of programming that promotes gender equality in education. • Designs analyses of sex-disaggregated and gender-relevant evaluation data and demographic analysis for decision making. 	<p>and 300 Series) and other USG policies.</p> <ul style="list-style-type: none"> • Promotes collaboration with other partners including USG officials and donors in the planning, analysis, design, implementation, monitoring and evaluation of programming that promotes gender equality in education. • Assesses analyses of sex-disaggregated and gender-relevant evaluation data and demographic analysis for decision making; provides extensive expertise to ensure effective analysis design.
<p>8. Cross-cutting Area: Youth Development: Promotes youth development in education programs.</p>	<ul style="list-style-type: none"> • Demonstrates awareness of potential issues and challenges for youth who are navigating the transition to adulthood and work. • Assists with assessment, planning, analysis, design, implementation, monitoring and evaluation of youth development programs. • Assists host country ministries that affect youth development outcomes. 	<ul style="list-style-type: none"> • Identifies issues and challenges for youth who are navigating the transition to adulthood and work. • Provides technical guidance to Agency, USG and host governments in assessment, planning, analysis, design, implementation, monitoring and evaluation of youth development programs. • Collaborates with host country ministries that affect youth 	<ul style="list-style-type: none"> • Identifies, articulates, and advocates on issues and challenges for youth who are navigating the transition to adulthood and work. • Provides leadership and sophisticated technical guidance to Agency, USG and host governments in assessment, planning, analysis, design, implementation, monitoring and evaluation of youth

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
	<ul style="list-style-type: none"> • Articulates potential benefits of partnerships between local organizations and private companies in leveraging resources for supporting youth development programs. • Implements youth assessments to inform the planning, design, implementation, monitoring, and evaluation of youth development programs. • As directed, assists economic growth, democracy and health officers and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs. • Assists in the planning, design, implementation, monitoring and evaluation of youth development programs. 	<p>development outcomes.</p> <ul style="list-style-type: none"> • Facilitates partnerships between local organizations and private companies in order to leverage resources for supporting youth development programs. • Designs youth assessments and uses assessments in the planning, design, implementation, monitoring and evaluation of youth development programs. • Collaborates with economic growth, democracy and health officers and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs. • Collaborates with other donors and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs. 	<p>development programs.</p> <ul style="list-style-type: none"> • Ensures effective collaboration, and manages relationship with host country ministries that affect youth development outcomes. • Advocates for and promotes partnerships between local organizations and private companies in order to leverage resources for supporting youth development programs. • Provides technical expertise to ensure effectiveness of youth assessments to inform the planning, design, implementation, monitoring and evaluation of youth development programs. • Facilitates collaboration with economic growth, democracy and health officers and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs. • Facilitates collaboration with

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			<p>other donors and provides leadership and sophisticated technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs.</p>
<p>9. Cross-cutting Area: Underserved populations: Promotes underserved populations in education programs.</p>	<ul style="list-style-type: none"> • Demonstrates awareness of potential issues and challenges for underserved populations and provides technical guidance to Agency and USG officials on programming to promote access to quality education for underserved populations. • Assists in planning, analysis, design, implementation, monitoring, and evaluation of education programs for underserved populations. • Assists with program activities and development of recommendations on strategies, issues, and programming for underserved populations. 	<ul style="list-style-type: none"> • Identifies issues and challenges for underserved populations and provides technical guidance and leadership to Agency and USG officials on programming to promote access to quality education for underserved populations. • Collaborates with USG, other donors and country governments and partners, and provides technical expertise in planning, analysis, design, implementation, monitoring, and evaluation of education programs for underserved populations. • Directs program activities and resources, and assists with development of recommendations on strategies, issues, and 	<ul style="list-style-type: none"> • Identifies, articulates, and advocates for issues and challenges for underserved populations and provides technical guidance and leadership to Agency and USG officials on programming to promote access to quality education for underserved populations. • Facilitates effective collaboration with USG, other donors and country governments and partners, and provides leadership and sophisticated technical expertise in planning, analysis, design, implementation, monitoring, and evaluation of education programs for underserved populations. • Supervises program

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		programming for underserved populations.	activities and resources, and makes recommendations on strategies, issues, and programming for underserved populations.
10. Cross-cutting Area: Information and Communications Technology (ICT): Promotes ICT in education programs.	<ul style="list-style-type: none"> • Demonstrates current understanding of ICT for education (ICT4E) research, trends, policies, stakeholder roles, applications, and devices consistent with role and position. • Assists Mission education staff and implementing partners by providing technical expertise and leadership in programming that reflect international best practices and lessons learned in ICT and education. • Assists in the planning, analysis, design, implementation, monitoring, and evaluation of ICT in education activities. 	<ul style="list-style-type: none"> • Maintains current understanding of ICT for education (ICT4E) research, trends, policies, stakeholder roles, applications and devices consistent with role and position. • Guides Mission education staff and implementing partners by providing technical expertise and leadership in programming that reflect international best practices and lessons learned in ICT and education. • Collaborates with other partners, including USG officials, donors, host governments, civil society, and the private sector in the planning, analysis, design, implementation, monitoring, and evaluation of ICT in education activities. 	<ul style="list-style-type: none"> • Ensures staff maintain current, up-to-date understanding of ICT for education (ICT4E) research, trends, policies, stakeholder roles, applications and devices consistent with role and position. • Provides high-level guidance to Mission education staff and implementing partners by providing technical expertise and leadership in programming that reflect international best practices and lessons learned in ICT and education. • Facilitates effective collaboration with other partners, including USG officials, donors, host governments, civil society, and the private sector in the planning, analysis, design, implementation, monitoring,

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			and evaluation of ICT in education activities.

Backstop 76: Crisis, Stabilization, and Governance

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Planning PRTD Development Strategies, Programs, and Processes: Operationalize and direct US foreign assistance.</p>	<ul style="list-style-type: none"> • Demonstrates knowledge of PRTD partners, priorities, initiatives, goals, and objectives in crisis environments. • Demonstrates knowledge of diverse PRTD assessment tools. • Demonstrates knowledge of variables for strategic planning such as policy, operating environment, available resources, and partners. • Identifies ongoing or proposed PRTD programs or other programs in order to align and harmonize objectives. • Demonstrates knowledge of resiliency, sustainability, and transition to host nation ownership. 	<ul style="list-style-type: none"> • Makes coherent and persuasive arguments based on knowledge of PRTD partners, priorities, initiatives, goals, and objectives in crisis environments. • Participates in integrated assessments of crisis environments representing (as appropriate) varying viewpoints. • Analyzes assessment results, policy, operating environment, available resources, and partners to identify recommendations for action and follow-on. • Coordinates and implements PRTD planning and programs with existing programs. • Incorporates resiliency, sustainability, and transition to host nation ownership into PRTD 	<ul style="list-style-type: none"> • Fosters effective and open communication and collaboration during the planning process. • Leads integrated assessments of crisis environments. • Mobilizes and aligns resources in support of strategic recommendations. • Identifies windows of opportunity and demonstrates ability to think “outside the box” in developing innovative approaches. • Conceptualizes and operationalizes holistic PRTD strategies. • Ensures that resiliency, sustainability, and transition to host nation ownership are integrated into planning process.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		planning and implementation processes.	
2. PRTD Program Solicitation and Award: Identify appropriate PRTD programs & projects for implementation in crisis environments.	<ul style="list-style-type: none"> • Demonstrates knowledge of PRTD programs, procurement methods, fund accounts and program development processes. • Demonstrates knowledge of broad range of mandates and authorizations to guide development of solicitations and awards that respond to needs found in crisis environments. • Participates in PRTD bidding and procurement of contract awards. 	<ul style="list-style-type: none"> • Conducts stakeholder analysis to identify PRTD focus and direction. • Secures spending or awards to respond to rapidly changing needs in crisis environments. • Serves as PRTD representative during solicitation and award of programs implemented in crisis environments, including review of proposals for compliance with regulations. 	<ul style="list-style-type: none"> • Negotiates with host country counterparts, bilateral and multilateral donor and ensures perspective and input are addressed. • Recommends appropriate procurement mechanisms for a given program in PRTD. • Leads and coordinates the solicitation and award of PRTD programs.
3. PRTD Program Implementation and Monitoring: Develops monitoring and evaluation plans to measure performance and results during program	<ul style="list-style-type: none"> • Demonstrates knowledge of challenges of implementation and monitoring in a crisis environment. • Demonstrates knowledge of concepts and processes of Automated Directive System (ADS) requirements (specifically including 	<ul style="list-style-type: none"> • Adapts programs and monitoring systems to acknowledge challenges of a crisis environment. • Applies concepts and processes of ADS requirements for performance monitoring and performance evaluation. 	<ul style="list-style-type: none"> • Advises Mission on adapting development objectives, strategies, and mechanisms to mitigate the challenges of crisis environments. • Critiques designs and processes for proposed performance monitoring and performance evaluation activities.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
implementation.	<p>awareness of the Agency Evaluation Policy) for performance monitoring and performance evaluation.</p> <ul style="list-style-type: none"> • With appropriate supervision, administers performance monitoring systems and performance evaluations. • Understands annual implementing partner requirements, workplans and their functions in performance monitoring systems. 	<ul style="list-style-type: none"> • Designs and administers performance monitoring systems and performance evaluations. • Uses performance monitoring information for mid-course corrections. 	<ul style="list-style-type: none"> • Advocates for integration of best practices and approaches based on evidence-based findings in crisis environments.
<p>4. Impact Evaluation: Develops evaluation plans to measure success and results during program implementation.</p>	<ul style="list-style-type: none"> • Identifies indicators for impact evaluation of PRTD programs. • Identifies key challenges to impact evaluation of PRTD programs. • Analyzes evaluation data from crisis environments. • Demonstrates understanding of institutional gaps and challenges to effective evaluation. 	<ul style="list-style-type: none"> • Develops impact indicators and integrates impact evaluation into program design processes. • Participates in integrated impact evaluations of PRTD programs. • Develops recommendations based on impact and programmatic evaluations in crisis environments. 	<ul style="list-style-type: none"> • Advocates for the integration of evaluation approaches relevant to crisis environments in program design and planning processes. • Leads integrated impact evaluations of PRTD programs. • Advocates for implementation of recommendations and findings based on evaluation results. • Develops and advocates for new principles and processes for evaluation in crisis environments.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		<ul style="list-style-type: none"> Develops new approaches and methodologies for evaluation in crisis environments. 	
5. Intra-agency Integration: Works across sectors, bureaus and missions to achieve PRTD specific results and/or implementation of integrated activities.	<ul style="list-style-type: none"> Demonstrates knowledge of relevant sector, mission, and bureau activities. Demonstrates knowledge of how DCHA supports USAID operations in crisis environments. Identifies and uses existing systems of collaboration (e.g., knowledge services center, development experience clearinghouse). 	<ul style="list-style-type: none"> Provides reachback to USAID bureaus and missions on DCHA specialties and priorities including PRTD and other Agency priority issues. Integrates DCHA specialties and priorities in to planning and programming activities as part of a broader USAID development effort. Serves on intra-agency bodies. 	<ul style="list-style-type: none"> Advises USAID missions and bureaus on strategic and program planning for PRTD. Leads technical teams in crisis environments. Leads intra-agency bodies. Creates processes and mechanisms for intra-agency collaboration.
6. Inter-Agency Operations: Contributes to institutionalizing, operationalizing, mainstreaming and disseminating PRTD planning and development	<ul style="list-style-type: none"> Demonstrates knowledge of USG planning frameworks, operations and role of DOS, DoD, and other interagency partners in crisis environments. Demonstrates knowledge of USAID's role in the interagency vis-à-vis two or 	<ul style="list-style-type: none"> Participates in assessment, planning, and coordination with DOS, DoD, and other interagency partners in crisis environments. Represents USAID in interagency workgroups. 	<ul style="list-style-type: none"> Advocates USAID objectives and procedures to interagency partners and represents the agency's interests in interagency forums while promoting whole-of-government approaches. Represents DCHA in Bureau and agency level discussions

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
initiatives in coordination with other USG agencies to further U.S. foreign policy priorities and goals.	<p>more specialty and/or priorities areas related to PRTD.</p> <ul style="list-style-type: none"> • Participates in interagency and international exercises related to planning of PRTD interventions and activities. • Participates in briefings and outreach activities on USAID and USAID programming in crisis environments. • Possesses knowledge of national security policy and USAID’s role in it. 	<ul style="list-style-type: none"> • Contributes ideas and recommendations regarding USAID technical expertise and operational capabilities related to PRTD interventions and activities. • Drafts briefings and outreach activities on USAID, and USAID programming in crisis environments. • Articulates USAID’s role in national security policy through preparation of memoranda and policy documents. 	<p>involving the DCHA comparative advantage role in USG interventions.</p> <ul style="list-style-type: none"> • Provides leadership in the relationship between USAID and the rest of USG on issues related to PRTD. • Provides briefings and outreach activities on USAID and USAID programming in crisis environments. • Advocates USAID’s role in national security and represents the agency’s interests in interagency forums while promoting whole-of-government approaches.
<p>7. Host Country, Donor & External Partner Coordination: Coordinates with a range of external partners such as host country counterparts, other government bodies, PIOs, NGOs, PVOs,</p>	<ul style="list-style-type: none"> • Demonstrates knowledge of the Paris Principles and ACCRA Accord as it relates to USAID and host country counterparts including other donors. • Demonstrates knowledge of USAID Forward with special attention to Objective 5: Donor Coordination. • Demonstrates knowledge of 	<ul style="list-style-type: none"> • Participates in host country and donor assistance coordination meetings regarding planning and implementation of activities. • Interacts with host country counterparts, other donors, international 	<ul style="list-style-type: none"> • Represents USAID and/or USG position in donor and host country formal and informal settings. • Leads efforts that promote donor and international partner coordination. • Leverages resources to maximize outcomes and cost efficiency. • Analyzes context and leads

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
donors, and implementing partners to accomplish PRTD goals and objectives.	<p>donors and international partners in host country.</p> <ul style="list-style-type: none"> Identifies liaisons and points of contact. Demonstrates knowledge of long-term development principles and best practices in strategies for transition to host country ownership. 	<p>governmental and non-governmental organizations etc. to develop common understanding of approaches and areas for collaboration on policy, resources, and implementation.</p> <ul style="list-style-type: none"> Serves as liaison and point of contact. Participates in analysis and planning discussions for transition to host country ownership. 	<p>initiatives to transition to host country ownership.</p>
<p>8. Regulatory Compliance: Translates laws, regulations, policies, and administrative procedures.</p>	<ul style="list-style-type: none"> Demonstrates knowledge of authorities, regulations, foreign assistance earmarks and directives, and funding accounts related to DCHA offices and field activities. Demonstrates knowledge of agency and office information systems that track operations planning and reporting, programs, budgets, and financial information. Identifies distinctions 	<ul style="list-style-type: none"> Advises government officials, U.S. government agencies, and other donors on regulations. Uses agency and office information systems to monitor the successful implementation of PRTD programs. Identifies problems in regulations and participates in groups modifying regulations 	<ul style="list-style-type: none"> Ensures compliance of host government officials, U.S. government agencies, and other donors with regulations. Oversees and ensures the accuracy and efficiency of systems/business processes. Leads the revision of regulations as needed. Determines and directs use of funds and special authorities inside and outside of USAID.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>between funding sources and authorities of DCHA and USAID.</p> <ul style="list-style-type: none"> • Demonstrates knowledge of authorities, regulations, and funding accounts outside of USAID. 	<p>or developing new ones.</p> <ul style="list-style-type: none"> • Manages and recommends use of funds and special authorities inside and outside of USAID. 	

Backstop 85: Legal

Competency	Proficiency Level		
	Basic	Intermediate	Advanced
<p>1. Legal Counsel and Compliance: Provides USAID components with legal advice and counsel on all legal matters.</p>	<ul style="list-style-type: none"> Implements policies, practices, and procedures based on knowledge of contract law, procurement law, grants, and cooperative agreements. Checks documents for legal compliance utilizing skill in interpreting legal documents. Supports USAID in internal and external meetings by performing transactional tasks. 	<ul style="list-style-type: none"> Assists in formulating policies, practices, and procedures. Serves as liaison to program offices to ensure legal advice is quickly and efficiently disseminated. Stays abreast of legal developments in USAID missions, projects, and operations and maintains cognizance of developments external to USAID with legal implications to ascertain USAID’s proper legal position. 	<ul style="list-style-type: none"> Formulates policies, practices, and procedures and ensures all regulations are followed throughout USAID. Audits programs to ensure legal compliance and provides legal counsel to regional and pillar bureaus. Represents USAID in administrative hearings and meetings both within and outside USAID.
<p>2. Legal Research: Conducts legal research, interpreting and applying statutes, regulations, and precedents.</p>	<ul style="list-style-type: none"> Drafts legal documents to reflect pertinent data/information relating to the positions area of specialization. Exhibits understanding of the tenets of legal and regulatory compliance. 	<ul style="list-style-type: none"> Reviews legal documents to extract the selected data/information relating to the positions area of specialization. Determines project compliance with legal and 	<ul style="list-style-type: none"> Oversees legal document creation to ensure that the selected data/information relating to the positions area of specialization has been extracted. Ensures high-level USAID compliance with legal and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> Demonstrates wide breadth and depth of knowledge concerning agency regulations and directives and U.S. and cooperating country laws and regulations. 	<ul style="list-style-type: none"> regulatory requirements. Utilizes knowledge of agency regulations and directives in providing legal counsel to USAID entities. 	<ul style="list-style-type: none"> regulatory requirements. Applies vast knowledge of U.S. and cooperating country laws and regulations in providing legal counsel to national and international entities.
<p>3. Legal Document Management: Examines, reviews, interprets, prepares, and manages contract, bilateral agreements, grants, abstracts, and other legally binding documents and related paper work.</p>	<ul style="list-style-type: none"> Processes legal documents and maintains legal records. Performs legal research that informs the legal counsel provided by senior USAID officials to contracting officers and assistance officers. Exhibits understanding of the process of drafting, revising, and reviewing bilateral agreements. 	<ul style="list-style-type: none"> Prepares correspondence incorporating legal references. Organizes legal research and general USAID legal policy knowledge in such a manner as to enable senior USAID officials to effectively provide legal counsel to contracting officers and assistance officers. Drafts and revises bilateral agreements. 	<ul style="list-style-type: none"> Corresponds with USAID, national, and international entities using legal references. Provides legal counsel to contracting officers and assistance officers. Approves bilateral agreements and ensures they are implemented properly.
<p>4. Legal Representation: Represents USAID on all legal matters.</p>	<ul style="list-style-type: none"> Completes transactional work that supports USAID relationships with senior officials of other agencies and members of the bar. Exhibits wide knowledge of loan agreements, less routine project grant agreements, project documentation 	<ul style="list-style-type: none"> Supports professional relationships with senior officials and members of the bar by serving as a day-to-day inter-agency liaison. Ensures that loan agreements, less routine project grant agreements, 	<ul style="list-style-type: none"> Establishes and maintains professional relationships with senior officials, including from Department of Justice and Department of State, and members of the bar. Negotiates loan agreements, less routine project grant agreements, project documentation

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>agreements, leases, and contracts.</p> <ul style="list-style-type: none"> • Performs research that buttresses USAID legal recommendations which affect important public policies or programs. 	<p>project documentation agreements, leases, and contracts are implemented properly.</p> <ul style="list-style-type: none"> • Ensures that USAID legal recommendations are interpreted and implemented accurately. 	<p>agreements, leases, and contracts.</p> <ul style="list-style-type: none"> • Makes recommendations interpreting rules that affect important public policies or programs.

Backstop 94: Project Development

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Project, Design, Implementation and Coordination: Engenders critical thinking, and exercises intellectual leadership, effective operational support, and coordination, in order to align USAID projects with development objectives, achieve synergies across sectors, and ensure effective implementation.</p> <p>Leads facilitation and coordination of project development and implementation efforts across USAID technical and support offices.</p> <p>As subject matter expert on USAID project design, implementation, monitoring and evaluation principles and processes, represents Mission leadership both internally and externally.</p>	<ul style="list-style-type: none"> Understands USG and development and foreign policy priorities, USAID Development Objectives for the Host Country, and the relationship of USAID projects to the Development Objectives. Working with technical support offices, applies knowledge of Development Objective and Bilateral Agreements, project documentation and acquisition and assistance rules and process. Demonstrates knowledge of current agency precepts and guidelines for project design, implementation and evaluation. As such, serves as a reliable resource to technical teams and other support offices in those areas, while guided by more experienced PDO's. 	<ul style="list-style-type: none"> Provides guidance to technical teams on the relationship of projects to Development Objectives, works across several sectors to creatively identify common points of interest and best practices. Is relied upon by technical and support staff to solve implementation problems. Is a recognized expert on both project development and implementation requirements and manages the successful completion of such requirements with technical and support offices. Guides technical teams in project design, leads teams in the resolution of implementation problems, and advises technical teams on the requirements, planning and execution of project evaluations. 	<ul style="list-style-type: none"> Is the Mission's or Washington Operating Unit's focal point for ensuring that projects contribute to Development Objectives; and that all sectors work together to achieve all Development Objectives. Mentors POs/PDOs or technical officers in these areas. Leads facilitation and coordination of project development and implementation efforts across USAID technical and support offices, and fosters strong team accountability in these areas. Represents USAID Mission or Operating Unit management as the senior coordinator for project design and implementation and project evaluations: internally, in the interagency and with host

			country and other external partners.
<p>2. Project and Activity Development: Leads or co-leads design and development of projects and activities, with USAID technical offices, based on approved Mission strategy and results framework.</p> <p>Ensures compliance with project design precepts, analytical requirements, and approval policies and procedures as contained in Agency-wide or Mission guidance.</p> <p>Serves as subject matter expert on project design analytical processes, such as the logical framework, sustainability analysis, benefit-cost analysis and other analyses required or appropriate according to Agency guidance.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of Agency guidance on strategic planning and project development and corresponding analytical requirements, as outlined in ADS 201 and 202. Has adequate knowledge needed to participate on Project Design Teams. • Demonstrates an understanding of Agency policy, directives, and sector strategies regarding project design. Demonstrates the ability to foster technical team collaboration in the project development process. • Understands Concept Paper and Project Appraisal Document processes, and has working knowledge of required analyses: environmental, gender and sustainability. 	<ul style="list-style-type: none"> • Functions as an important member of a Project Design Team, sometimes even as a Co-Team Leader with a Technical Officer Co-Team Leader. Coaches more junior PDO's in Project Design. Provides mission-wide guidance on ADS 201, especially sections on completing Concept Papers and Project Appraisal Documents. • Is recognized as being knowledgeable in project design precepts, requirements and approval procedures and guides technical offices and junior PDO's in the application of such policies and procedures. • Is able to contribute to the entire PAD process and to conduct several of the analyses directly, as well as organize the completion of other analyses. At this level has developed working knowledge of several technical sectors. 	<ul style="list-style-type: none"> • Serves as the lead Project Development Officer in the Mission or Operating Unit and mentors other PO/PDO's in project design. Leads or co-leads Project Design Teams on a regular basis. Promotes and channels interagency participation in project design, as well host country participation, as appropriate. • Is the Mission's or Operating Unit's authority on project design and guides all staff, including senior management, on project design precepts, requirements and approval. Provides final clearance on Mission guidance, such as Mission Orders. • Often leads the completion of Concept papers and PADs and guides others in their completion. Ensures quality control of all project analysis, and guides junior and

			<p>intermediate level PDOs in their work in completing Concept Papers and PADs.</p>
<p>3. Project Budgeting and Resource Management: Leads the development of a project-level multi-year budgeting process that reflects all resources required to implement a project, including contributions from USAID, partner government and non-government sources, and any other resources reflected in the project’s logical framework.</p> <p>Works with technical teams to manage project budget and resource requirements, ensuring optimal alignment of budget resources with strategy and policy objectives and funding availability, including consideration of earmarks and directives.</p> <p>Coordinates, guides, and prepares required, project-level reports and analyses related to the budget cycle, including the PPR, and project level input to the CBJ, OP and OMB Passback.</p>	<ul style="list-style-type: none"> • Understands budgeting principles and is able to construct a multi-year, line item project budget, taking into account USAID, partner government and any other resources. Demonstrates an understanding of the Budget Cycle process and plans requirements for projects in the Mission resource request (MRR), and Operational Plan (OP). • Coordinates funding requirements and manages budget allowances with technical teams. Working with technical teams, is able to put together sound project budgets by identifying all project inputs, reviewing cost estimates and taking into account all factors or contingencies that may affect project budgets. • Demonstrates understanding of budget tools (such as Phoenix, OPS 	<ul style="list-style-type: none"> • Applies a solid understanding of project budgeting, representing USAID on inter-agency planning teams. Can lead completion of each step of the budget cycle such as the Congressional Budget Justification (CBJ), in order to ensure required financial resources for USAID Development Objectives and projects. • Demonstrates solid knowledge of budget guidance and has the ability to communicate and clarify budget guidance including earmark levels, and definitions for technical teams. Is able to apply skillful budget management techniques, such as accurately tracking project budgets, scrubbing budgets to identify funds for reprogramming, and effectively making use of de-obligation and re-obligation opportunities. 	<ul style="list-style-type: none"> • Takes the Lead in coordinating with Embassy and/or inter-agency partners in all aspects of budget planning for foreign assistance resources managed by USAID. Oversees the management of all resources required to implement the Mission’s projects, including from USAID, partner government and non-government sources, and any other resources reflected in the project’s logical framework • Mentors and guides all other PDO’s in Mission or Operating Unit in the creation and management of project budgets. Demonstrates the ability to analyze complex project budget data in order to propose solutions to pipeline issues, taking into account: changes in the country context, USG

<p>Participates in formulating project-level agreements with host country and/or other partners to effectively obligate or sub-obligate funds. Identifies and tracks host country (HC) and other counterpart contributions at the project level.</p>	<p>Master, Facts Info, AID Tracker) to perform budget operations and project reporting in the PPR, CBJ, OP and OMB Passback.</p> <ul style="list-style-type: none"> Helps Construct budgets for bilateral project agreements. Is able to identify and discuss inputs suitable for HC/other contributions, with USAID staff. 	<ul style="list-style-type: none"> Is able to guide others in the use of budget tools (Phoenix, OPS Master, Facts Info., etc.) and organizes preparation of the PPR, CBJ, OP and OMB Passback for the Mission. Manages the completion of budgets for project agreements and A&A instruments. Participates in the negotiation of Project Agreements with HC counterparts. 	<p>priorities and programmatic performance. Represents the Mission and coordinates budget planning and execution with USAID regional and pillar bureaus, and BRM.</p> <ul style="list-style-type: none"> Supervises other PDO's in the application of budget tools, and project analysis and reporting activities. Provides quality control and final clearance before project -level reports are submitted to USAID Washington and State Dept. Applies development knowledge and understanding to lead budget and project planning processes and negotiations with the host country, all the while bringing together inputs from technical teams, central budget and resource management teams.
<p>4. Partnering: Leads, supports and advocates for donor coordination, and strategic</p>	<ul style="list-style-type: none"> Demonstrates awareness of host country and international and bilateral 	<ul style="list-style-type: none"> Actively communicates with external entities, including non-traditional 	<ul style="list-style-type: none"> Mentors and guides less experienced officers in their partner/donor

<p>engagement to leverage development resources at the project/activity-level with external partners, including non-traditional partners.</p> <p>Negotiates project-level agreements with host governments, and/or other partners.</p> <p>Promotes aid and development effectiveness principles with international donors, civil society, and other external partners. Leads efforts to strengthen local partner capacity to manage development activities.</p> <p>Supports interagency coordination to achieve common USG objectives.</p>	<p>donor priorities for the host country vis-à-vis U.S. development strategy for the country. Cognizant of possibilities for co-funding or co-implementing projects with other donors and/or other external donors.</p> <ul style="list-style-type: none"> • Prepares project agreements and implementation letters for negotiation with host country government officials • Demonstrates knowledge of aid and development effectiveness principles. Participates in donor coordination meetings, particularly those requiring a cross-sector approach. • Assists in US government interagency coordination regarding resource requests. 	<p>development partners, to seek out complementary funding sources, or other forms of achieving synergies, such as coordination of project implementation.</p> <ul style="list-style-type: none"> • Participates and negotiates with host country officials re: project agreements and implementation letters and partners re: partnering agreements or arrangements. • Applies knowledge of aid and development effectiveness principles in various elements of work. Actively attends and synthesizes results from donor assistance coordination meetings on cross-sector approaches. • Serves as a resource for interagency coordination, ensuring all requests are responded to in a timely manner and resources identified as appropriate. 	<p>coordination efforts. Coordinates with a range of entities to seek out complex and novel funding opportunities including public-private partnerships, joint activities with multilateral banks, support to private sector endeavors, and others.</p> <ul style="list-style-type: none"> • Leads negotiations with host country officials and other partners to establish partnerships to achieve priority outcomes. Guides other PDO's in partnership negotiation efforts. • Leads donor assistance coordination meetings, mostly for those requiring a cross-sector approach but also for sector-specific approaches. Achieves synergies through coordination with other donor projects, while building local partner capacity. • Oversees interagency coordination, serving as the point of contact and
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			<p>resolving communication issues, addressing all requests as needed, and creatively developing new opportunities for interagency cooperation.</p>
<p>5. Project Monitoring and Evaluation: Continuously monitors projects, assessing scope, design, progress, and results. Actively participates in site visits, in collaboration with technical offices.</p> <p>Leads Mission Portfolio Reviews, ensuring host country or other partner participation as appropriate.</p> <p>Ensures that project-level PMPs are in place and effectively support Mission strategy. Assures application of learning to project design & implementation.</p> <p>Ensures evaluations are planned during project design and leads the design and execution of evaluations with technical offices. Coordinates the Performance Plan and Report in cooperation with</p>	<ul style="list-style-type: none"> • In working with project/activity managers, demonstrates a basic understanding of project M&E principles, associated USAID policy and guidance, and USAID’s agenda for learning and research for development. Participates in project site visits. • Monitors and assesses program and project performance, progress and follow-up from portfolio reviews. • Assists technical offices in designing data-quality assessments, PMPs and determining document indicators to be reported in the PPR. • Demonstrates a basic understanding of required reports and their formats through preparation of MRR, CBJ, CDCS, 	<ul style="list-style-type: none"> • Applies full knowledge of USAID evaluation policy and guidance, working with technical teams and partners to ensure useful, accurate and complete reporting. • Reviews existing evaluations and monitoring activities and develops scopes of work for evaluation teams. • Guides and advises technical teams on monitoring and evaluation activities, including PMPs (including preparation and necessary revisions), Portfolio Reviews, data quality assessments and application of GIS data to program monitoring, evaluation and reporting. • Collaborates with technical teams to review plans, check relevant indicators and targets for 	<ul style="list-style-type: none"> • Oversees operating unit implementation of USAID project monitoring and evaluation policy/guidance and manages Program Office responsibilities under this guidance. Mentors and guides other PO/PDO’s in their monitoring and evaluation responsibilities. • Advises Mission leadership and inter-agency partners regarding opportunities for sector and cross-sectional evaluations and supervises evaluation teams. • Leads USAID participation in Portfolio Reviews with the host government, implementing partners and, as appropriate, the interagency and stakeholders.

<p>other on-post USG entities as appropriate.</p>	<p>Development Objectives, OP, Performance Plan and Report (PPR), and OMB pass-back, and separate project reports. Edits Performance Plan and Report (PPR) for cohesion, clarity, content, results, and completeness.</p>	<p>next year, and identify any data collection problems. Helps lead the completion and submission of all reporting documents which include project level information.</p>	<ul style="list-style-type: none"> Guides and advises technical teams to ensure credibility of reporting data, resolves data collection problems and serves as the operating unit focal point for GIS/Mapping. Leads the completion and submission of all reporting documents which include project level information.
<p>6. Project Communications: Working with technical staff and implementing partners, ensures that project level communication strategies and branding and marking plans align with development objectives, convey key messages and comply with Agency policy.</p> <p>Supports and advises technical teams in incorporating appropriate public outreach and social marketing activities in the design, implementation and evaluation of projects.</p> <p>Ensures project-level information is accurately</p>	<ul style="list-style-type: none"> Assists with coordination of outreach and communication with various external entities including the Embassy Public Affairs Section and LPA/W, and other publicity events. Maintains USAID outreach materials and assesses additional printing needs including program descriptions, country sheets, and the USAID Mission website. Collaborates with technical teams and inter-agency partners to identify and plan public events and schedules for 	<ul style="list-style-type: none"> Effectively develops and implements communications strategies and products (such as factsheets, success stories, reports, etc.) that support this strategy. Defines services and products needed from outside vendors to support the communications strategy. Understands USAID’s different audiences and identifies and implements ways to disseminate and tailor project information for target audiences. Applies latest information and communications 	<ul style="list-style-type: none"> Provides leadership and direction to Mission/Operating unit strategic communications and mentors and guides other PO/PDO’s in this skill area. Ensures that communication strategies and outreach activities align with development objectives, convey key messages and comply with Agency policy, as well as U.S Embassy/USG objectives. Together with senior managers, represents USAID with inter-agency partners, including the US Embassy, on matters

<p>captured and effectively reported through appropriate medium for internal and external audiences.</p>	<p>USAID and U.S. Mission purposes, including for high-level visitors.</p> <ul style="list-style-type: none"> • Understands USAID Branding and Marking requirements. Articulates USAID policies and communicates well with people at all levels and effectively facilitates discussions and meetings. 	<p>technology applications to achieve Mission's or Operating Unit's strategic communications objectives. Supports senior PDO's and USAID senior management in their outreach and communications activities.</p> <ul style="list-style-type: none"> • Advises technical teams on USAID Branding and Marking requirements and monitors and enforces these requirements; supervises outreach activities for projects across Mission/Operating Unit. 	<p>concerning the Mission communications strategy, targeting of audiences and organizing of key messages to support US development and foreign policy objectives.</p> <ul style="list-style-type: none"> • Identifies international and host country media sources and ensures that the Mission develops and maintains professional relationships with these sources.
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Section V: Civil Service Job Series Competencies and Proficiency Maps

Series 0080: Security Administration Series 0132: Intelligence Research Specialist

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Personnel Security: Displays responsibility for conducting background investigations and assessing suitability for federal employment and eligibility for access to classified national security information.</p>	<ul style="list-style-type: none"> • Researches complex investigative information to ensure investigations meet federal investigative standards. • Provides sound written summaries of cases. • Possesses a thorough understanding of personnel security regulations and standard operating procedures manuals governing written communications in order to ensure investigations meet scope and criteria. 	<ul style="list-style-type: none"> • Reviews complex investigative information to ensure investigations meet federal investigative standards. • Provides sound written recommendations for cases. • Interprets pertinent personnel security regulations and standard operating procedures manuals governing written communications in order to analyze information. 	<ul style="list-style-type: none"> • Analyzes complex investigative information to ensure investigations meet federal investigative standards. • Reviews and adjudicates cases. • Applies pertinent personnel security regulations and standard operating procedures manuals governing written communications in order to manage cases and plans and conducts special investigations for complex and extremely sensitive national security issues.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>2. Security Document Review: Reviews, evaluates, and adjudicates reports on investigations, personnel files, and other records.</p>	<ul style="list-style-type: none"> Determines adequacy and completeness of investigation and of other means by which data was collected. 	<ul style="list-style-type: none"> Determines whether to grant, deny, revoke, suspend, or restrict national security clearances consistent with national security and/or suitability issues. 	<ul style="list-style-type: none"> Evaluates the authenticity, veracity, and pertinence of the data.
<p>3. Security Planning: Displays responsibility for planning, developing, and administering office operations; makes unusually frequent and extensive interpretations of national policy and judicial opinions in formulating extensive and precedent-setting systems, procedures, and methods in program implementation.</p>	<ul style="list-style-type: none"> Receives new laws, Executive Orders, Executive Agency directives, regulations, and other regulatory guidance. Possesses a thorough understanding of such major national security programs as counterintelligence, physical security, personnel security, and national security information. Possesses an in-depth understanding of the counterterrorism, general investigative, personnel, physical, information, operational security, and counterintelligence policies affecting USAID. 	<ul style="list-style-type: none"> Reviews and implements new laws, Executive Orders, Executive Agency directives, regulations, and other regulatory guidance for critical and large-scale national security programs of significant interest to the public and the government. Serves as the technical advisor concerning such major national security programs as counterintelligence, physical security, personnel security, and national security information. Develops, coordinates 	<ul style="list-style-type: none"> Critically analyzes new laws, Executive Orders, Executive Agency directives, regulations, and other regulatory guidance. Serves as the expert concerning such major national security programs as counterintelligence, physical security, personnel security, and national security information. Formulates, plans, and designs counterterrorism, general investigative, personnel, physical, information, operational security, and counterintelligence policy changes affecting USAID and plans covering agency-wide activities.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		<p>and executes counterterrorism, general investigative, personnel, physical, information, operational security, and counterintelligence policy changes affecting USAID and plans covering agency-wide activities.</p>	
<p>4. Physical Security: Manages physical protection of personnel, sensitive/classified materials, and property.</p>	<ul style="list-style-type: none"> • Reviews intelligence and counterintelligence reports and conducts physical security inspections at USAID facilities. • Attends meetings with USAID Mission Management for the purposes of implementing security programs. 	<ul style="list-style-type: none"> • Assesses security vulnerabilities based on analysis of the intent and operating techniques of hostile intelligence security services and terrorist organizations and provides written analysis and recommendations to improve the security posture IAW and OSPB Standards and Public Law. • Implements security programs in consultation with USAID Mission Management to provide maximum 	<ul style="list-style-type: none"> • Designs security vulnerabilities based on the analysis of the intent and operating techniques of hostile intelligence security services and terrorist organizations and provides designs to improve the security posture IAW and OSPB Standards and Public Law. • Develops and devises security programs in consultation with USAID Mission Management to provide maximum security with the least interference in the organization’s mission and that conform to the policies that deter, detect, and defend USAID facilities against attacks.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		security with the least interference in the organization’s mission.	
5. Sensitive Material Security: Reviews, designs, and inspects facilities where sensitive material is or will be located.	<ul style="list-style-type: none"> Assures that organization personnel are adhering to established policy and practices and coordinates special access clearance requests and investigations with agency personnel and supporting federal agencies. 	<ul style="list-style-type: none"> Recommends the type of control requirements, procedures, and facilities needed and conducts or coordinates the indoctrination and debriefing of employees with special access. 	<ul style="list-style-type: none"> Evaluates the effectiveness of existing security practices and recommends appropriate action to correct deficiencies.
6. Vulnerable Site Survey and Analysis: Surveys and analyzes to identify how critical and vulnerable facilities or sites are and threats against them.	<ul style="list-style-type: none"> Ensures protected materials are accounted for. 	<ul style="list-style-type: none"> Determines appropriate tests for ensuring adequate protection. 	<ul style="list-style-type: none"> Consults operating personnel and other specialists to devise protection systems.
7. Security Plan Development: Develops security plans involving access to grounds, badge and pass systems, clearance records and controls, fences, alarms, intrusion	<ul style="list-style-type: none"> Inspects facilities possessing sensitive information. 	<ul style="list-style-type: none"> Reviews facilities and their personnel to assess protection against espionage. 	<ul style="list-style-type: none"> Recommends measures to correct security deficiencies and resolves issues with industry officials involving security plans and makes adjustments.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
detection, guard force levels and their duties, special room construction, and other means to limit entry.			
<p>8. Industrial Security: Ensures classified contracts contain appropriate language to manage contractor access and control of classified information.</p>	<ul style="list-style-type: none"> Assists FSOs, COs, and COTRs in reviewing classified contracts to identify the level of security work to be performed. Acts as a trusted Agent for the issuance of Personal Identification Verification Cards and Facility Access Cards and orients the contractor to the security program. Facilitates the processing of organizational and personnel clearance actions. 	<ul style="list-style-type: none"> Works with Facility Security Officers (FSOs) to ensure that contractors obtain and maintain classification and clearance levels required and abide by security requirements of their contracts, and assists FSOs, COs, and COTRs in reviewing classified contracts to identify the kind of security work to be performed. Issues DD254 for Prime Contractors and reviews DD254 for Sub-Contractors. Determines from records the kinds of clearance actions to be initiated. 	<ul style="list-style-type: none"> Maintains working relationship with Agency Contracting Officers (COs), Contracting Officer's Technical Representatives (COTR), and contractor Facility Security Officers (FSOs) and provides support in a timely fashion. Coordinates the logistical requirements of Prime and Sub-Contractors. Coordinates all clearance actions requirements and troubleshoots any issues.
9. Information	<ul style="list-style-type: none"> Passes clearance levels 	<ul style="list-style-type: none"> Coordinates clearance 	<ul style="list-style-type: none"> Coordinates with Agency

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Security: Responsible for ensuring the protection of all classified information.</p>	<p>information to other federal agencies and non-federal, cleared organizations and changes combinations on doors and/or safes.</p> <ul style="list-style-type: none"> Conducts new employee orientation and security refresher training for agency personnel. 	<p>levels and information with other federal agencies and non-federal, cleared organizations and conducts security incident investigations to ensure they meet federal investigative standards.</p> <ul style="list-style-type: none"> Provides guidance/instruction on marking, transmission, and proper destruction of classified materials. 	<p>personnel to complete annual classification accounting and reports for the Information Security Oversight Office (ISOO) and reviews and analyzes security incident investigations to ensure they meet federal investigative standards.</p> <ul style="list-style-type: none"> Coordinates transmission of all necessary information to personnel.
<p>10. Operations Security: Denies information to hostile military and intelligence services about planned, ongoing, and completed military operations.</p>	<ul style="list-style-type: none"> Possesses thorough understanding of survey and analysis methodologies used in operational functions to determine what needs to be protected. Possesses thorough knowledge of standard countermeasure designs that will provide a level of protection. 	<ul style="list-style-type: none"> Conducts comprehensive surveys of operational functions to determine what needs to be protected and identifies the degrees of vulnerability. Selects appropriate countermeasures that will provide the necessary level of protection. 	<ul style="list-style-type: none"> Conducts analyses of operational functions to determine what needs to be protected and assesses the degrees of vulnerability. Designs appropriate countermeasures that will provide the necessary level of protection.
<p>11. Intelligence Research and Analysis: Evaluates</p>	<ul style="list-style-type: none"> Receives intelligence information, requests the collection of data to fill gaps 	<ul style="list-style-type: none"> Reviews intelligence information and finished intelligence 	<ul style="list-style-type: none"> Analyzes and evaluates intelligence information, the significance and validity of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
information, drawing on pertinent inferences and their relevant interpretations in keeping with the requirements for officials responsible for planning or making policy decisions.	<p>in knowledge, and provides storage and maintenance for data.</p> <ul style="list-style-type: none"> • Researches complex investigative/intelligence information to ensure information is sufficient to support management actions and decisions. 	<p>reports.</p> <ul style="list-style-type: none"> • Reviews complex investigative/intelligence information to ensure information is sufficient to support management actions and decisions. 	<p>data, and finished intelligence reports and interprets and projects existing data to fill gaps in information.</p> <ul style="list-style-type: none"> • Analyzes complex investigative/intelligence information to ensure information is sufficient to support management actions and decisions.
<p>12. Intelligence Research and Monitoring: Monitors and coordinates requests for intelligence data. Ensures intelligence information is being relayed in accordance with security guidelines.</p>	<ul style="list-style-type: none"> • Edits requests for intelligence data. • Researches complex investigative information to ensure investigations meet federal investigative standards. 	<ul style="list-style-type: none"> • Determines the need for and writes manuals and guides, and determines the distribution of raw intelligence data and finished intelligence reports. • Reviews complex investigative information to ensure investigations meet federal investigative standards. 	<ul style="list-style-type: none"> • Performs liaison functions within the intelligence community. • Analyzes complex investigative information to ensure investigations meet federal investigative standards.
<p>13. Security Policy, Procedure, System, and Program Formulation and</p>	<ul style="list-style-type: none"> • Reviews requests for security clearances and special accesses. • Interviews nominees and applicants. 	<ul style="list-style-type: none"> • Implements security policies and procedures. • Evaluates the sensitivity determination for each position. 	<ul style="list-style-type: none"> • Develops security policies and procedures. • Negotiates with organization officials to keep at a minimum the number of positions for

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Implementation: Provides recommendations and input to policy and procedure formulation. Ensures consistency with USAID and DoS mission requirements and regulations.</p>	<ul style="list-style-type: none"> • Researches data, issues, and information that support project recommendation or the work assignments of higher-grade specialists. 	<ul style="list-style-type: none"> • Presents facts, issues, and positions that convey the intended information with the appropriate diplomacy and emphasis. 	<p>which access to national security information is required.</p> <ul style="list-style-type: none"> • Analyzes data, issues, and information that support project recommendation or the work assignments of higher-grade specialists.

Series 0136: International Cooperation Specialist

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
<p>1. International Negotiation and Communication: Represents Bureau interests to senior-level and other host-government officials, as well as international and local private sector and NGO entities.</p>	<ul style="list-style-type: none"> Assists colleagues in drafting talking points, briefings, and action memoranda. Demonstrates an understanding of recognized reference standards, Agency requirements, and foreign development assistance programs by performing basic tasks as assigned. Performs basic tasks to assist colleagues in liaison activities (i.e. communication, best practice identification and dissemination, etc.) with internal and external networks. 	<ul style="list-style-type: none"> Drafts, edits, and revises talking points, briefings, and action memoranda. Incorporates knowledge and experience of recognized reference standards, Agency requirements, and foreign development assistance programs to advise local Mission on program content in moderately complex situations. Consults with internal and external organizations on international cooperation best practices and participates in liaison activities to form meaningful relationships with internal and external organizations and partners. 	<ul style="list-style-type: none"> Uses expertise to approve, communicate, and deliver talking points, briefings, and action memoranda. Utilizes expert knowledge in recognized reference standards, Agency requirements, and foreign development assistance programs to advise local Mission on program content in highly complex situations. Leads activities to represent Bureau interests, promote best practices, and strengthen relationships with internal and external organizations and partners.
<p>2. International</p>	<ul style="list-style-type: none"> Demonstrates an 	<ul style="list-style-type: none"> Assesses gaps in 	<ul style="list-style-type: none"> Supervises the examination of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Cooperation Program and Project Design: Conceptualizes, designs, documents and manages programs and projects focusing on international cooperation efforts.</p>	<p>understanding of the internal host country political situation by investigating gaps in available research and conducting basic studies to determine viability of programs, projects, and policies.</p> <ul style="list-style-type: none"> • Performs basic tasks to conduct analysis and provide results on potential application in policy, resource allocation, and strategy. • Demonstrates an understanding of the political, economic, and military importance of host country to provide research and insight on potential constraints to developing programs and projects in a country. • Demonstrates an understanding of the host-country's characteristics and the agency, USG, and international policies 	<p>available research and manages studies to determine viability of programs, projects, and policies.</p> <ul style="list-style-type: none"> • Utilizes analyses to make recommendations on potential changes to policy, resource allocation, and strategy. • Applies knowledge and experience with the political, economic, and military importance of host country to advise parties on potential obstacles to developing programs and projects in a country. • Leverages experience and deep understanding of the host-country's characteristics and the agency, USG, and international policies and programs to make recommendations on new approaches to policy reform in an effort to increase the impact of Mission 	<p>research gaps and provides guidance on devising studies to determine viability of programs, projects, and policies.</p> <ul style="list-style-type: none"> • Appraises and incorporates analysis results to direct changes to policy, resource allocation, and strategy. • Consults with others on the political, economic, and military importance of host country to provide resolutions to potential obstacles to developing programs and projects in a country in highly complex situations. • Utilizes expert knowledge in the host-country's characteristics and the agency, USG, and international policies and programs to evaluate and approve improvements to policy reform with the aim of increasing impact of Mission interventions and programs.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	and programs by researching new approaches to policy reform to increase the impact of Mission interventions and programs.	interventions and programs.	
3. International Cooperation Accountability: Monitors and analyzes social, cultural, and institutional arrangements and structures.	<ul style="list-style-type: none"> • Demonstrates an understanding of policies, organization, operations, and work practices of host country by examining policy reform and non-project assistance interventions in basic situations. • Demonstrates a basic understanding of USG, international, and host-country laws and regulations by alerting colleagues to potential impediments to the expansion of program initiatives through the region. 	<ul style="list-style-type: none"> • Conducts an analysis on the value of major policy reform and non-project assistance interventions by incorporating understanding of policies, organization, operations, and work practices of host country. • Applies broad understanding of USG, international and host-country laws and regulations to monitor the expansion of and potential impediments to program initiatives through the region. 	<ul style="list-style-type: none"> • Evaluates the analysis and examination on the value of major policy reform and non-project assistance interventions and provides direction when appropriate. • Leverages expert knowledge of USG, international, and host-country laws and regulations to oversee the management of expansion and potential impediments to program initiatives and provide guidance on adapting these new programs when appropriate.
4. International Cooperation Coordination: Coordinates local	<ul style="list-style-type: none"> • Conducts research to generate regional and country data and assists colleagues in identifying 	<ul style="list-style-type: none"> • Analyzes results of regional and country data and makes recommendations on 	<ul style="list-style-type: none"> • Evaluates recommendations for research and analytic needs in international cooperation and budget issues and directs

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Bureau activities with local officers working in the international cooperation area.</p>	<p>research and analytic needs in international cooperation and budget issues.</p> <ul style="list-style-type: none"> • Assists colleagues in the application of analytical models and methodologies when performing basic tasks to implement assistance programs and projects. • Demonstrates an understanding of data-gathering and analysis techniques by performing basic analysis of sector-wide and country specific restraints to programs and activities. • Performs basic tasks as assigned to incorporate the use of practices from programs and projects that improve the impact of resource use. • Demonstrates an understanding of the importance of bilateral and regional projects by implementing strategies 	<p>research and analytic needs in international cooperation and budget issues.</p> <ul style="list-style-type: none"> • Develops analytical models and methodologies for the application in the design and implementation of assistance programs and projects. • Manages and applies the results of data-gathering and analysis techniques to form conclusions and recommendations on sector-wide and country specific restraints for particular programs and activities. • Reviews and incorporates best practices and lessons learned from programs and projects that improve the impact of resource use. • Participates in the development of strategies that leverage bilateral and regional 	<p>actions in light of these issues.</p> <ul style="list-style-type: none"> • Supervises the development of analytical models and methodologies and provides guidance in their application when needed. • Reviews the conclusions of the analysis of sector-wide and country specific restraints to make decisions regarding Bureau programs and activities. • Champions the programs and projects that focus on improving the effectiveness and efficiency of organizational resource use and directs action for the incorporation of these models into other programs and projects. • Develops and directs strategies that leverage bilateral and regional projects to generate and garner further partnerships and assistance.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	in daily tasks as assigned.	projects to aid in generating and garnering further assistance.	
<p>5. International Cooperation Project Management: Application of project management principles to International Cooperation programs. Ensures resource availability, accuracy of planning documentation and provides technical guidance to agency mission.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of local Bureau and Mission policies and project planning documentation through assisting colleagues in reviewing and editing for clarity and relevance. • Conducts and organizes research on sustainable development by implementing appropriate program and organizational analysis principles, methods, practices, and techniques and provides results to colleagues. • Assists colleagues in researching additional resources available within or outside USAID by conducting basic tasks assigned. • Demonstrates an 	<ul style="list-style-type: none"> • Makes updates or changes to local Bureau and Mission policies and project planning documentation to ensure clarity and relevance. • Reviews research on sustainable development and makes recommendations for incorporation into Bureau and Mission projects. • Manages the research process to uncover additional resources available within or outside USAID and provides a report of findings to supervisor. • Provides technical resource services to agency Mission in mildly complex situations and confers with 	<ul style="list-style-type: none"> • Oversees the reviewing process for local Bureau and Mission policies and provides guidance when necessary. • Evaluates the research on sustainable development and directs further and specific research to examine potential incorporation into projects. • Oversees the research of finding additional resources and acts upon opportunities to acquire and incorporate new resources. • Acts as an expert consultant in responding to highly complex technical resource queries directed at the Mission.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	understanding of technical resources by organizing and coordinating requests for consultation services from agency colleagues and Mission.	supervisors when necessary.	

Series 0201: Human Resources Specialist

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Classification: Provides position classification and position management advice, guidance, and assistance to USAID management, AMS, and employees for General Schedule, Senior Executive, Administratively Determined, and Washington, D.C. Foreign Service Positions. Classifies, positions, and conducts desk audits, surveys and studies and completes reorganizations.</p>	<ul style="list-style-type: none"> • Demonstrates knowledge of position classification and position management by rendering assistance to fellow colleagues whenever needed. • Assists in desk audits, surveys, and studies. 	<ul style="list-style-type: none"> • Provides position classification and position management advice, guidance, and assistance to USAID management, AMS, and employees for General Schedule, Senior Executive, Administratively Determined, and Washington, D.C. Foreign Service Positions. • Classifies, positions, and conducts desk audits, surveys, and studies and completes reorganizations. 	<ul style="list-style-type: none"> • Ensures sound advice and prompt assistance in position classification and position management are given to USAID management, AMS, and employees for General Schedule, Senior Executive, Administratively Determined, and Washington, D.C. Foreign Service Positions. • Reviews desk audits, surveys, and studies and advises on reorganizations.
<p>2. Compensation: Implements compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities.</p>	<ul style="list-style-type: none"> • Demonstrates knowledge of compensation concepts, principles, practices, and flexibilities by rendering assistance to fellow colleagues whenever needed. • Understands pay and leave administration practices and assists in such procedures 	<ul style="list-style-type: none"> • Administers compensation policies in the organization. • Manages pay and leave procedures and processes in the organization. 	<ul style="list-style-type: none"> • Ensures compensation concepts, principles, practices, and flexibilities are compliant with legal requirements. • Ensures pay and leave administration are compliant with legal requirements.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	whenever needed.		
3. HR Information Systems: Manages HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirement, and delivering and maintaining HR information systems.	<ul style="list-style-type: none"> Articulates knowledge of HR management concepts and principles by identifying HR processes. Gathers records/data necessary for delivering and maintaining HR information systems. 	<ul style="list-style-type: none"> Manages HR management concepts and principles, analyzes HR processes, and translates functional requirements into technical requirements. Processes and analyzes records/data for delivering and maintaining HR information systems. 	<ul style="list-style-type: none"> Advises on HR management concepts, principles, and related processes. Verifies the accuracy of records/data for delivering and maintaining HR information systems.
4. Employee Benefits: Implements HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.	<ul style="list-style-type: none"> Demonstrates knowledge of HR concepts, principles, and practices by rendering assistance to fellow colleagues whenever needed. 	<ul style="list-style-type: none"> Administers and advises on HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs. 	<ul style="list-style-type: none"> Plans, develops, and evaluates HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.
5. Employee Development: Implements employee development concepts, principles, and practices related to planning, evaluating and	<ul style="list-style-type: none"> Understands employee development concepts, principles, and practices, and renders assistance to fellow colleagues whenever needed. Prepares occupational 	<ul style="list-style-type: none"> Administers and advises on employee development concepts, principles, and practices. Conducts training, organizational 	<ul style="list-style-type: none"> Plans, develops, and evaluates employee development concepts, principles, and practices. Plans and evaluates training, organizational development, and career development

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
administering training, organizational development, and career development initiatives.	classifications, career path reports, and organizational information for training, organizational development, and career development initiatives.	development, and career development initiatives.	initiatives.
6. Employee Relations: Reviews laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.	<ul style="list-style-type: none"> Understands laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution. 	<ul style="list-style-type: none"> Interprets and utilizes laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution. 	<ul style="list-style-type: none"> Reviews and ensures organization compliance with federal and state laws related to employee conduct, performance, and dispute resolution.
7. Labor Relations: Reviews laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements.	<ul style="list-style-type: none"> Understands laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements. 	<ul style="list-style-type: none"> Interprets and utilizes laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements. 	<ul style="list-style-type: none"> Reviews and ensures organization compliance with federal and state laws related to negotiating and administering labor agreements.
8. Performance Management: Implements performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.	<ul style="list-style-type: none"> Understands performance management concepts, principles, and practices, and provides assistance to fellow colleagues whenever needed. Gathers data, performance measures, and other related information for planning, monitoring, rating, and 	<ul style="list-style-type: none"> Administers performance management concepts, principles, and practices. Monitors, rates, and rewards employee performance. 	<ul style="list-style-type: none"> Plans, develops, and evaluates performance management concepts, principles, and practices. Plans, develops, and evaluates practices related to planning, monitoring, rating, and rewarding employee performance.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	rewarding employee performance.		
9. Recruitment/Placement: Pursues HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.	<ul style="list-style-type: none"> Actively pursues HR concepts, principles, and practices to support the recruitment of individuals for addressing changing organizational needs. 	<ul style="list-style-type: none"> Utilizes knowledge of HR concepts, principles, and practices to assess individual's qualifications and organizational needs in order to identify, attract, and select individuals into positions to address changing organizational needs. 	<ul style="list-style-type: none"> Advises and ensures the selection of qualified individuals to address changing organizational needs.
10. Workforce Planning: Analyzes HR concepts, principles, and practices related to determining workload projections and current and future competency gaps to align human capital with organizational goals.	<ul style="list-style-type: none"> Assists in the forecast of workload projects in order to align human capital activities with organizational goals. 	<ul style="list-style-type: none"> Analyzes and determines workload projections and assists in the forecast of current and future competency gaps in order to align human capital activities with organizational goals. 	<ul style="list-style-type: none"> Advises on workload projections and determines current and future competency gaps to align human capital activities with organizational goals.

Series 0303: Administrative Support
Series 0318: Secretary

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
<p>1. Office Management: Organizes and plans the flow of work; liaises with appropriate administrative offices, sets in place systems to track the progress of activities, and controls the flow of classified material.</p>	<ul style="list-style-type: none"> • Assists with ensuring office workflow, including scheduling appointments and meetings and drafting routine correspondence. • Demonstrates thorough understanding of supply inventory procedures through completion of basic tasks assigned. 	<ul style="list-style-type: none"> • Performs administrative duties such as the initiation of requests for personnel action, office moves, and travel planning; prepares authorizations and vouchers. • Monitors supply inventory utilization and prepares requisitions for supplies and equipment. 	<ul style="list-style-type: none"> • Oversees all administrative duties and responsibilities and troubleshoots any issues. • Reviews established procedures for procurement and tracking of office supplies and equipment, evaluates their effectiveness, and recommends modifications.
<p>2. Automation: Uses word processing and computer skills to develop systems to monitor the flow of data and tracking correspondence.</p>	<ul style="list-style-type: none"> • Tracks office correspondence and program documents for review and maintains databases. • Demonstrates thorough understanding of manual and automated correspondence control systems for managing distribution of actionable documents through completion of basic tasks 	<ul style="list-style-type: none"> • Provides technical advice on problems related to automation. • Maintains a manual or automated correspondence control system for managing distribution of actionable documents to subordinate organizations. 	<ul style="list-style-type: none"> • Integrates several types of software to generate specific working documents and forms such as spreadsheet, database, word processing, desktop publishing, graphics, and other similar products. • Establishes a manual or automated correspondence control system for managing distribution of actionable documents to subordinate organizations.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	assigned.		
3. Systems Administration: Resolves computer problems; provides technical advice to staff and liaises with IRM and others on the provision of services.	<ul style="list-style-type: none"> Requests computer modifications or additions and coordinates communication/responses. 	<ul style="list-style-type: none"> Addresses minor computer help requests. 	<ul style="list-style-type: none"> Oversees all computer troubleshooting issues and facilitates resolutions.
4. Security: Responsible for handling of classified information and performing office security checks.	<ul style="list-style-type: none"> Reviews routine requests for security clearances for organization personnel holding lower graded positions or positions that require only a low level of clearance. Demonstrates understanding of regulations governing office/bureau security operations through daily actions. 	<ul style="list-style-type: none"> Arranges for the destruction of classified materials based on level of clearance granted. Ensures day-to-day office/bureau operations are in accordance with regulations through performing office security checks. 	<ul style="list-style-type: none"> Performs periodic inventory of classified documents. Oversees all office/bureau operations to ensure they are in accordance with regulations.
5. Time Management: Responsible for notifying all staff to attend necessary meetings, expedites work in office.	<ul style="list-style-type: none"> Prepares time and attendance sheets for the office. 	<ul style="list-style-type: none"> Coordinates supervisor's schedule and office/bureau conference rooms. 	<ul style="list-style-type: none"> Expedites the work of the office, including redistributing clerical assignments to take care of fluctuating workloads.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>6. Agency Familiarization: Possesses a working knowledge of office and Agency structure and makes accurate referrals.</p>	<ul style="list-style-type: none"> Maintains knowledge of Agency structure, goals, missions, and values. 	<ul style="list-style-type: none"> Directs calls and data requests to appropriate Bureau/office within USAID and other federal agencies. 	<ul style="list-style-type: none"> Oversees and coordinates internal and external requests and troubleshoots any issues.
<p>7. Budget Processes: Prepares and monitors office budgets, if applicable; can read and understand significance of budget figures; tracks requested and received resources; keeps accurate records to prevent over-budget conditions.</p>	<ul style="list-style-type: none"> Demonstrates familiarity with aspects of the USAID budget process and knows Agency points of contact for answers to budget questions. Assists where possible with minor procurement transactions (GLAAS requestor). 	<ul style="list-style-type: none"> Tracks reports on current year budget and assists with preparing budget submission. Completes minor procurement transactions (GLAAS requestor). 	<ul style="list-style-type: none"> Prepares reports on current year budget and ensures compliance with established budgeting procedures. Monitors funding levels and accounts. Serves in approval role for financial/procurement transactions.
<p>8. Customer Interaction: Provides general public contact support services such as answering the telephone;</p>	<ul style="list-style-type: none"> Screens calls and personally handles requests for information, help, and services. 	<ul style="list-style-type: none"> Listens to customers' concerns and promptly initiates process of resolving them. 	<ul style="list-style-type: none"> Establishes mechanisms for ongoing customer feedback as a means of continuous learning and improvement.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>referring visitors; or providing information about the office, its functions, and standard operating procedures, as well as similar information. Screens calls and personally handles requests for information.</p>			
<p>9. Records Management: Maintains files and records, including subject files that require revisions to accommodate the changing nature of office activities.</p>	<ul style="list-style-type: none"> • Demonstrates thorough understanding of manual and automated correspondence control systems for managing distribution of actionable documents through completion of basic tasks assigned. • Performs basic office procedures and practices, including organizing and implementing an office filing tracking or documentation system, following up on the status of responses, and requesting extensions. 	<ul style="list-style-type: none"> • Maintains a manual or automated correspondence control system for managing distribution of actionable documents. • Classifies and cross-references materials by reading and analyzing the substance of documents to determine the primary subject and the most appropriate heading under which the materials should be filed. 	<ul style="list-style-type: none"> • Establishes a manual or automated correspondence control system for managing distribution of actionable documents. • Proofs and edits finished documents for responsiveness and completeness as necessary, to ensure that all required issues are addressed, that the response is in accordance with established policy, and that appropriate coordination and clearances have been achieved.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>10. Grant Support and Contract Management: Provides general support of the grant and contract management processes.</p>	<ul style="list-style-type: none"> Tracks and reports on the status of transactions related to grants, contracts, or cooperative agreements. Organizes, establishes, and maintains files for grants, contracts, or cooperative agreement transactions and assists in entering and updating information in an audit tracking system. Demonstrates an understanding of the criticality of correct action processing through completion of basic processing. Executes transactional tasks to assist in facilitating coordination regarding grant and contract issues/questions. 	<ul style="list-style-type: none"> Processes grants, contracts, or cooperative agreements upon award and ensures administrative approvals are provided in a timely fashion in order to adhere to Prompt Payment Laws. Retrieves information from files and prepares both recurring and ad-hoc summary reports of actions processed. Processes actions in relevant systems. Serves as day-to-day office/bureau liaison on grant and contract issues/questions. 	<ul style="list-style-type: none"> Prepares documentation related to the implementation of the award and reviews vouchers for contractor compliance with USAID regulations. Coordinates and oversees filing systems and filing-related processes and troubleshoots problems. Oversees all processing actions to ensure accuracy and timeliness. Serves as high-level office/bureau liaison on grant and contract issues/questions.
<p>11. Program Support: Provides administrative support specific to a USAID program initiative.</p>	<ul style="list-style-type: none"> Monitors the status of program assignments, ensuring that due dates are noted and established. 	<ul style="list-style-type: none"> Prepares reports, statistical information, and other materials needed by program staff members to support various functions and projects. 	<ul style="list-style-type: none"> Serves as a liaison between the supervisor and staff on program-related matters, including reports, statistical information, and other materials.
<p>12. Records</p>	<ul style="list-style-type: none"> Summarizes case materials 	<ul style="list-style-type: none"> Prepares standard 	<ul style="list-style-type: none"> Provides support to attorneys

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Administration and Legal Matters: Prepares and supports the records administration of the organization.</p>	<p>such as depositions and testimony and maintains files containing materials such as motions, pleadings, and correspondence in major cases.</p>	<p>correspondence related to program areas or cases such as transmittals, acknowledgements, and requests for information concerning case matters, and assists in processing correspondence and legal documents in an assigned area or case.</p>	<p>and responds to inquiries received from the courts, clients, agencies, or expert witnesses.</p>
<p>13. Mail, Correspondence, and Document Processing: Provides administrative and clerical support regarding such matters as correspondence preparation, publications maintenance, and correspondence handling procedures.</p>	<ul style="list-style-type: none"> • Reviews outgoing correspondence for clarity, consistency, completeness, and compliance to organizational policy. • Demonstrates thorough understanding of the type of information required to go through the supervisor through daily activities. • Assists in writing basic official correspondence. 	<ul style="list-style-type: none"> • Maintains a sophisticated correspondence tracking system to ensure that deadlines are met and assignments are completed. • Screens publications, directives, and periodicals, bringing items of significance to the supervisor’s attention. • Writes complex official correspondence. 	<ul style="list-style-type: none"> • Coordinates extensively with other USAID organizational elements to direct correspondence services for the organization based on the agency’s mission. • Replies to mail requiring the supervisor’s attention, routing all matters to the appropriate subordinate unit. • Edits official correspondence and communicates it to management.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>14. Independent Background Research: Provides independent research support to respond to information requests from various internal and external sources.</p>	<ul style="list-style-type: none"> Receives requests for information from a variety of internal and external sources and responds to inquiries or collects background information from technical staff when questions require a technical response. 	<ul style="list-style-type: none"> Develops and maintains systems to retain materials needed to respond to requests from within and outside the Agency. 	<ul style="list-style-type: none"> Responds to in-depth requests for information from Office of Bureau resources and drafts requests for background materials for signature of supervisors when necessary or requests materials independently.
<p>15. Human Resources Liaison: Supports the Human Resource function within the agency.</p>	<ul style="list-style-type: none"> Prepares and assists with administrative transactions related to personnel actions and personnel processing activities. 	<ul style="list-style-type: none"> Coordinates and assists with personnel matters related to the employee appraisal program, training, recruitment, hiring, and position classification. 	<ul style="list-style-type: none"> Serves as the organization’s point of contact for all human resources support activities, including recruitment and hiring, position control, security clearance procedures, and support staff utilization.
<p>16. Travel Support: Provides assistance with travel arrangements.</p>	<ul style="list-style-type: none"> Prepares travel arrangements to include airline, train, car rental requests, hotel, and travel documents. 	<ul style="list-style-type: none"> Prepares and gives guidance on proper travel voucher preparations. 	<ul style="list-style-type: none"> Coordinates all travel arrangement preparations.

Series 0343: Management/Program Analyst

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Mission Management, Communications and Reporting: Responsible for all Operations Management and Communications internal to USAID mission, to agencies at post, and to Washington (USAID/W). Coordinates preparation with mission principles and issues Mission Orders and Notices to reflect operational procedures and policy changes. Prepares, reviews, and submits mandatory quarterly and annual reports and responds to ad hoc data requests from Embassy and USAID/W.</p>	<ul style="list-style-type: none"> • Researches and understands the use of government resources and assists in monitoring internal management system and procedures. • Incorporates mission management policies in program planning, development, implementation, and evaluations. • Demonstrates an understanding of the statutory or regulatory framework in the host country through completion of basic tasks assigned. • Operates Cable Express for Mission and assists in the preparation of Mission Orders and Notices. 	<ul style="list-style-type: none"> • Independently monitors internal management systems and procedures and reports discrepancies accordingly to higher level. • Provides feedback and relevant operating environment information in the formulation of mission management policies on program planning, development, implementation, and evaluations. • Crafts detailed reports of host country statutory or regulatory requirements and conveys information to higher level for decision making. • Prepares Mission Orders and Notices according procedure and policy change. 	<ul style="list-style-type: none"> • Formulates internal monitoring management systems and procedures and advises staff on usage and monitoring activities. • Creates and communicates mission management policies on program planning, development, implementation, and evaluations based on feedback and relevant operating environment information. • Relates information on host country statutory or regulatory requirements to the impact on administrative services of the Mission or its employees and takes necessary actions to rectify any problems. • Issues Mission Orders and Notices to reflect procedure and policy changes.
<p>2. Business Management</p>	<ul style="list-style-type: none"> • Supports assistance efforts 	<ul style="list-style-type: none"> • Directs assistance 	<ul style="list-style-type: none"> • Works closely with Mission

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Advisor: Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.</p>	<p>in logistics, personnel management, organizational management advice and negotiation of services to be consolidated, and security to Mission.</p> <ul style="list-style-type: none"> • Considers the transparency and accountability of mission operations and maintains a high level of integrity in daily work. 	<p>efforts in logistics, personnel management, organizational management advice and negotiation of services to be consolidated, and security to Mission.</p> <ul style="list-style-type: none"> • Articulates and ensures a high level of integrity in junior staff to support the transparency and accountability of mission operations. 	<p>Director to understand and plan for immediate and future Mission requirements related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and security to Mission.</p> <ul style="list-style-type: none"> • Sets a high level of integrity standard to support the transparency and accountability of mission operations and advises staff when necessary on related matters.
<p>3. Mission Human Resource Management: Plans and directs the full spectrum of personnel management operations for the Mission’s Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements.</p>	<ul style="list-style-type: none"> • Prepares paperwork and logistical arrangements for staffing efforts, CAJEing recruitment, and in-processing. • Assists in DLI staffing assignment, training rotations, and evaluations. • Participates in Post Equal Employment Committee reviews and hiring decisions through completion of basic tasks assigned. • Works with relevant departments on specific 	<ul style="list-style-type: none"> • Coordinates staffing efforts according to position classification demands, CAJEing recruitment, and in-processing. • Coordinates DLI staffing assignments, training rotations, and evaluations. • Provides feedback on the Post Equal Employment Committee reviews and hiring decisions. 	<ul style="list-style-type: none"> • Directs and oversees the staff planning, position classification, CAJEing recruitment, selection of new personnel, and in-processing. • Manages and directs DLI staffing assignment process, training rotations, and evaluations. • Chairs the Post Equal Employment Committee reviews and hiring decisions. • Provides advice on security clearance procedures and the integration of GSO staff from

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
Ensures successful integration of Development Leadership Initiative (DLI) staff into Mission community. Responsible for all HR database applications at Mission level, including WebPASS.	<p>security clearances for prospective employees and assists in the integration of GSO staff from USAID to ICASS employment during consolidation of services.</p> <ul style="list-style-type: none"> Prepares paperwork required for the administration of Local Compensation Plan. 	<ul style="list-style-type: none"> Ensures security clearances are completed for all prospective employees and coordinates with Management Counselor on integration of GSO staff from USAID to ICASS employment during consolidation of services. Administers Local Compensation Plan and provides guidance on employee benefits and interpretations and eligibility of entitlements. 	<p>USAID to ICASS employment during consolidation of services.</p> <ul style="list-style-type: none"> Assures Local Compensation Plan and entitlements are compliant with host country statutory and/or regulatory requirements. Works closely with Management Counselor and Embassy HR on salary surveys and compensation reviews and participates in Health and Retirement working groups and other joint personnel policies and operations.
<p>4. Mission Information Technology, Security and Privacy Management: Plans and manages Mission's information and related technology including hardware, software, data, and telecommunications in conformance with applicable statutes, regulations, policies, and local constraints. Collects,</p>	<ul style="list-style-type: none"> Assists in electronic records management solution acquisition and implementation, system upgrade development plan, and system operations. Reviews logs for appropriate use, identifies threats, and reports to senior level. Follows advice on safety and security policies. 	<ul style="list-style-type: none"> Executes senior level instructions for electronic records management solution acquisition and implementation, system upgrade development plan, and system operations. Ensures accuracy of logs for appropriate use, oversees system 	<ul style="list-style-type: none"> Manages IT requirements analyses, IT budget and staff, develops operation plans, and ensures operations compliance with Federal and Agency laws and policies. Develops security standards and procedures to prevent unauthorized and unnecessary access to Mission Information System and offers countermeasures for manual

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>stores, manages, delivers, disseminates, and disposes of information as required. Serves as Mission Information Systems Security Officer to ensure the confidentiality, integrity and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.</p>		<p>operations, takes appropriate action against reported threats, and implements countermeasures for manual and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies.</p> <ul style="list-style-type: none"> Ensures staff follow safety and security policies. 	<p>and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies.</p> <ul style="list-style-type: none"> Sets safety and security policies for all staff.
<p>5. Security, Safety, Health Programs: Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Collaborates closely with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accounts for best practices of health and</p>	<ul style="list-style-type: none"> Works with USAID SEC on background investigations for DHs, PSCs, and contractors. Prepares materials and logistics for all staff training in required security policies and procedures, required drills, Fire Drills, and routine tests of speaker systems. Works under the guidance of senior staff to select, purchase, maintain, and 	<ul style="list-style-type: none"> Coordinates with USAID SEC for background investigations for DHs, PSCs, and contractors. Coordinates with RSO on all staff training in required security policies and procedures, required drills, Fire Drills, and routine tests of speaker systems. Implements the lifecycle plan of armored vehicle 	<ul style="list-style-type: none"> Ensures high-level cooperation with Office of Inspector General on all investigations. Oversees all staff training in required security policies and procedures, required drills, Fire Drills, and routine tests of speaker systems. Plans the life cycle of armored vehicle program in accordance with USAID SEC regulations, including selection, purchase, maintenance, and storage of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
sanitation in coordination with DoS SHEM/POSHO.	<p>store level C and D vehicles and to implement driver trainings.</p> <ul style="list-style-type: none"> Installs and maintains access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers. 	<p>program in accordance with USAID SEC regulations, including selection, purchase, maintenance, and storage of level C and D vehicles and driver trainings.</p> <ul style="list-style-type: none"> Checks on the installation and maintenance of access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers. 	<p>level C and D vehicles and driver trainings.</p> <ul style="list-style-type: none"> Manages the inventory and installation/maintenance plans of access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers.
<p>6. Mission Management of Operations Budget: Develops, manages, and implements the operations budget for the USAID mission in coordination with the controller and Mission management.</p>	<ul style="list-style-type: none"> Prepares budget reclaim requests, obligation documents, and quarterly accruals for Mission operations expenses and identifies Mission objectives and services under ICASS cost centers. 	<ul style="list-style-type: none"> Approves budget reclaim requests, obligation documents, and quarterly accruals for Mission operations expenses; validates work load counts and time distribution; and 	<ul style="list-style-type: none"> Develops and monitors administrative budget for the Mission in coordination with the Controller and other staff. Serves as valuable resource in providing expert advice on administrative support to

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> Assists technical offices in an administrative capacity in the process of developing program budgets. Participates in FMFIA and other Mission assessments and audits. 	<ul style="list-style-type: none"> approves ICASS charges. Provides advice on administrative support to technical offices in the process of developing program budgets. Coordinates FMFIA and other Mission assessments and audits. 	<ul style="list-style-type: none"> technical offices in the process of developing program budgets. Sets the strategic course for program budget development. Co-manages FMFIA and other Mission assessments and audits.
<p>7. Contract, Simplified Acquisitions and Procurement: Management: Manages and oversees management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the design and review of the administrative and logistical components of development assistance activities. Prepares request and statement of work (SOW). Functions as or delegates role of COTR on service, operations, construction contracts. Prepares PSC contracts,</p>	<ul style="list-style-type: none"> Assists in the execution of contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority. Prepares data required for budgeting of annual acquisition requirements. Prepares requests and statements of work (SOWs) on service, operations, construction contracts, and PSC contracts. Assists in preparation and training of staff in effective negotiation skills and procurement integrity to 	<ul style="list-style-type: none"> Independently executes contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority. Consolidates and interprets data required for budgeting of annual acquisition requirements. Leads in the preparation of requests and SOWs on service, operations, construction contracts, and PSC contracts. 	<ul style="list-style-type: none"> Ensures contracts and Purchase Orders with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) are executed in accordance within the given warrant authority. Budgets for annual acquisition requirements and oversees credit card program in Mission for OE purchases. Delegates tasks, specifically the role of Contracting Officer's Technical Representative (COTR) on service, operations, construction contracts, and PSC contracts. Serves as expert consultant in the training of staff in effective

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.	<p>ensure best value for the taxpayer dollar.</p> <ul style="list-style-type: none"> Prepares Executive Office COTR Delegation of Authority Letters as required. 	<ul style="list-style-type: none"> Designs training instructions and trains staff in effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar. Participates in the negotiation of Executive Office COTR Delegation of Authority Letters. 	<p>negotiation skills and procurement integrity to ensure best value for the taxpayer dollar.</p> <ul style="list-style-type: none"> Negotiates Executive Office COTR Delegation of Authority Letters.
<p>8. General Services Operations, Facilities Management and Construction Management: Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non-expendable property, automotive and office equipment and develops standards for issuing and</p>	<ul style="list-style-type: none"> Carries out specific instructions that ensure the accountability, disposition, and disposal of expendable and non-expendable property and supplies, Mission motor-pool and automotive equipment, office supplies and office equipment both leased and purchased. Processes service requests for travel, shipment of personal effects and Mission furnishings and equipment, customs clearance, negotiation of leases for residential properties, and contracts for structural 	<ul style="list-style-type: none"> Coordinates Mission activities that ensures the accountability, disposition, and disposal of expendable and non-expendable property and supplies, Mission motor-pool and automotive equipment, office supplies and office equipment both leased and purchased. Arranges appropriate services for travel, shipment of personal effects and Mission furnishings and equipment, customs clearance, negotiation of 	<ul style="list-style-type: none"> Provides overall direction for Mission general services function to ensure the accountability, disposition, and disposal of expendable and non-expendable property and supplies, Mission motor-pool and automotive equipment, office supplies and office equipment both leased and purchased. Approves services for travel, shipment of personal effects and Mission furnishings and equipment, customs clearance, negotiation of leases for residential properties, and contracts for structural modifications and changes.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>controlling Mission personal property. Manages Mission motor pool. Provides services for vehicle maintenance, travel, shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, vital and Mission records, TDY staff support, and VIP visit support. Develops plans for consolidation of services coordinating closely with the Embassy. Implements Mission space planning in coordination with M/OMS. Manages construction of needed facilities, including plans, specifications, designs, cost estimates, and justifications, in conjunction with M/OMS, to meet all US government and host country requirements.</p>	<p>modifications and changes.</p> <ul style="list-style-type: none"> • Works with PSCs and contractor workforce for services contracted by the EXO office. • Prepares for service delivery from the Embassy ICASS. • Adheres to USAID records management standards on Mission Communications and Records program. • Makes logistical arrangements for TDY staff support and Congressional Delegations (CODELS) and other high-level visitors. • Facilitates and assists in the construction process of needed Mission facilities. 	<p>leases for residential properties, and contracts for structural modifications and changes.</p> <ul style="list-style-type: none"> • Manages PSCs and contractor workforce for services contracted by the EXO office. • Coordinates service delivery from the Embassy ICASS. • Communicates USAID records management standards to staff and implements it in Mission Communications and Records program. • Provides management support for TDY staff support and Congressional Delegations (CODELS) and other high-level visitors. • Manages construction of needed Mission facilities according to the approved plan. 	<ul style="list-style-type: none"> • Sets high standards of customer service for PSCs and contractor workforce for services contracted by the EXO office. • Oversees service delivery from the Embassy ICASS and ensures services are delivered equal to or greater than established Collaborative Management Initiative (CMI) standards. • Sets records management standards for Mission Communications and Records program. • Provides logistical and management oversight, and manages space planning in coordination with M/OMS and the Embassy, for TDY staff support and Congressional Delegations (CODELS) and other high-level visitors. • Reviews and approves construction plans, cost estimates, and justifications to meet all US government and host country requirements.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>9. Contract, Cooperative Agreement and Grantee Administrative Support: Advises the Contracting Officer, COTR, contractors, and grantees on the administrative support available for implementing partners for USAID activities and provides support during the contract period within the contract provisions. Develops the request and statement of work and serves as COTR for administrative service contracts.</p>	<ul style="list-style-type: none"> • Works closely with partners, contracting officers and assistance officers to ensure orderly close-out of their activities, particularly as they dispose of USG-purchased property. • Works closely with host government counterparts on facilitating tax and duty free entry of project goods and services. • Provides advice on local salary scales and benefits to implementing partners with oversight. • Implements logistical components of development assistance activities. 	<ul style="list-style-type: none"> • Communicates and coordinates timelines and milestones with partners, contracting officers and assistance officers to ensure orderly close-out of their activities, particularly as they dispose of USG-purchased property. • Establishes mid-level protocols and agreements with host government counterparts on the tax and duty free entry of project goods and services. • Independently advises implementing partners on application of local salary scales and benefits. • Provides critical inputs to the design and review of the administrative and logistical components of development assistance activities. 	<ul style="list-style-type: none"> • Sets timelines and milestones to ensure partners, contracting officers and assistance officers close-out of their activities orderly, particularly as they dispose of USG-purchased property. • Establishes strong working relationship and bi-lateral agreement with host government in the area of tax and duty free entry of project goods and services. • Provides expert advice on working in the host country, application of U.S. government allowances, clearance processes, and contractor and local hire compensation plans. • Chairs the design and review of the administrative and logistical components of development assistance activities.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>10. Interagency Liaison Services: Advocates for USAID at interagency committees and on initiatives within the Embassy. Committees may include the ICASS Council, Joint Awards Committee, Post Employment Committee, Property Survey Board, and Emergency Action Committee. Advocates for USAID at Interagency Housing Board meetings. Provides USAID’s workforce planning information for the annual Mission Performance Plan. Participates in rightsizing decisions. Coordinates with Health Unit for medevacs and health related initiatives. Coordinates support for CODEL, POTUS and FLOTUS visits. Serves on FSN association board. Coordinates with CLO for all personnel arrivals, and Mission activities.</p>	<ul style="list-style-type: none"> • Participates in a supportive role in reviews from DoS Office of Allowances on post allowance, danger pay, COLA, and changes in post specific entitlements. • Assists various committees, including Interagency Housing Board, Interagency Incentive and Recognition Awards program, ICASS council, and Emergency Action Committee and Post Committee, in completion of basic tasks assigned. • Works closely with the Embassy on General Services Operations, Facilities Management, Construction Management, and with Community Liaison Office (CLO) for all personnel arrivals and Mission activities. 	<ul style="list-style-type: none"> • Provides critical inputs in reviews from DoS Office of Allowances on post allowance, danger pay, COLA, and changes in post specific entitlements. • Provides critical inputs on various committees, including Interagency Housing Board, Interagency Incentive and Recognition Awards program, ICASS council, and Emergency Action Committee and Post Committee. • Coordinates activities with the Embassy on General Services Operations, Facilities Management, Construction Management, and with Community Liaison Office (CLO) for all personnel arrivals and Mission activities. 	<ul style="list-style-type: none"> • Represents USAID in reviews from DoS Office of Allowances on post allowance, danger pay, COLA, and changes in post specific entitlements. • Represents and advocates for USAID on various committees, including Interagency Housing Board, Interagency Incentive and Recognition Awards program, ICASS council, and Emergency Action Committee and Post Committee. • Prioritizes tasks and activities with the Embassy on General Services Operations, Facilities Management, Construction Management, and with Community Liaison Office (CLO) for all personnel arrivals and Mission activities.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>11. Emergency Response/Mission Disaster Relief Operations: Develops and executes emergency response plans and procedures. Promotes awareness in first responder training. Assists with alternate communications center and support. Administers logistics for emergency evacuations and temporary Mission shut down.</p>	<ul style="list-style-type: none"> Administers logistics for emergency procedures and temporary Mission shut down during crisis situations. Assists with alternate communications center and support. Participates in the formation of post Draw Down plan through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Assists in the development of Mission Disaster Recovery Plan and briefs staff on the established procedures of the plan to prepare Mission for crisis situations. Sets up and staffs alternate communications center and support. Provides critical inputs in the formation of post Draw Down plan. 	<ul style="list-style-type: none"> Develops and keeps Mission Disaster Recovery plan up-to-date to prepare Mission for crisis situations. Directs the operations of alternate communications center and support. Sets the strategic direction of the post Draw Down plan.
<p>12. ICASS Management: Manages ICASS operating cost systems for workload counts and time allocations, staffing organizations, and multi agency governance.</p>	<ul style="list-style-type: none"> Gathers accurate and equitable work load counts. Advocates for Collaborative Management Initiative (CMI) uniform service standards. Facilitates the completion of customer service survey. Confirms that invoices are signed and MOUs are in place. 	<ul style="list-style-type: none"> Negotiates accurate and equitable work load counts. Monitors Collaborative Management Initiative (CMI) uniform service standards. Synthesizes customer service survey results into meaningful information. Ensures the accuracy of final invoices and MOUs. 	<ul style="list-style-type: none"> Manages ICASS operating cost systems to ensure accurate and equitable work load counts. Ensures adherence to Collaborative Management Initiative (CMI) uniform service standards. Utilizes conveyed survey information to formulate corrective solutions in ICASS service delivery systems. Builds interagency coalitions through the establishment of MOUs.
<p>13. Executive Secretariat</p>	<ul style="list-style-type: none"> Organizes a wide range of 	<ul style="list-style-type: none"> Initiates and manages a 	<ul style="list-style-type: none"> Identifies new opportunities

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>for the Front Office: On behalf of the front office, participates in a wide range of communications and liaison efforts to support internal operating unit communications, inter-agency relationships, donor coordination, counterpart partner organization, and host government relationships. Responsibilities also include preparing and ensuring quality and management control of Mission documents, reports and requests for information, and liaison events.</p>	<p>communication efforts that support relationships with Front Office partners and stakeholders.</p> <ul style="list-style-type: none"> Facilitates the preparation of high quality Mission documents and requests for information. Arranges the logistics and plans liaison events held for donors, partners, other agencies, and stakeholders. 	<p>wide range of communication efforts that support relationships and networks with partnerships and stakeholders.</p> <ul style="list-style-type: none"> Manages the preparation of Mission documents and requests for information to ensure quality. Develops the context and themes for liaison events held for donors, partners, other agencies, and stakeholders. 	<p>for a wide range of communication efforts to support existing and initiate new relationships with Front Office partners and stakeholders.</p> <ul style="list-style-type: none"> Evaluates Mission documents and requests for information against quality and management controls after they are prepared. Attends and networks with others at liaison events held for donors, partners, other agencies, and stakeholders.
<p>14. Strategy Development: Oversees various elements of strategic analysis and planning, including analysis on cross-sector issues, environmental considerations and the impact of U.S. assistance. Responsibilities also include drafting the USAID</p>	<ul style="list-style-type: none"> Incorporates analysis results of external and internal factors that impact strategic analysis and planning into relevant reports and planning activities. Organizes the strategic planning process and analysis of agency strategy. Demonstrates an 	<ul style="list-style-type: none"> Identifies and analyzes external and internal factors that impact strategic analysis and planning. Manages individual tasks in the strategic planning process and analysis of agency strategy. 	<ul style="list-style-type: none"> Approves analysis results of external and internal factors that impact strategic analysis and planning. Oversees the strategic planning process and analysis of agency strategy. Formulates and conveys at a high-level justifications for USAID intervention at the

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
Strategic Plan and new AOs, as well as ensuring conformity with USG priorities.	understanding of the justifications for USAID intervention at the sector or cross-sector level through writing basic portions of justifications.	<ul style="list-style-type: none"> Independently leads writing of justifications for USAID intervention at the sector or cross-sector level. 	sector or cross-sector level to staff.
<p>15. Budget Cycle Management: Manages the budget cycle processes to optimally align budget resources with program strategy and policy objectives. Includes coordinating and guiding the completion of several annual reports and analyses related to the budget cycle, including the MSP, CBJ, PPR, OYB, OMB Pass-back, budget allowances and partnerships with groups outside of USAID (Embassy staff, technical teams, OMB and USAID/W).</p>	<ul style="list-style-type: none"> Assists in the preparation and development of budget reports and analysis such as MSP, CBJ, PPR, OYB, and OMB. Implements improvements to budget cycle process for stronger alignment against USAID policy. Completes administrative tasks associated with Budget Allowances. 	<ul style="list-style-type: none"> Coordinates with various stakeholders on the preparation and submission of reports and analysis such as MSP, CBJ, PPR, OYB, and OMB. Develops improvements to the budget cycle process to better align resources with USAID policy. Processes Budget Allowance requests and informs staff of appropriate actions. 	<ul style="list-style-type: none"> Oversees and leads the development of reports and analysis such as MSP, CBJ, PPR, OYB, and OMB. Appraises improvements to budget cycle process against progressed alignment to USAID policy. Approves and determines Budget Allowance requests.
<p>16. Partnering: Leads efforts in donor coordination, public-private partnerships, and interagency coordination to</p>	<ul style="list-style-type: none"> Researches alternate and innovative funding ventures with multilateral banks, support to private sector endeavors, and similar 	<ul style="list-style-type: none"> Suggests appropriate actions to take on alternate and innovative funding ventures with multilateral banks, 	<ul style="list-style-type: none"> Leads efforts to explore alternate and innovative funding ventures with multilateral banks, support to private sector endeavors, and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>achieve common objectives and leverage development resources with external partners.</p>	<p>activities.</p> <ul style="list-style-type: none"> • Demonstrates understanding of donor assistance coordination through performing administrative tasks at donor assistance coordination meetings. • Works closely with interagency partners to centralize and coordinate activity planning. 	<p>support to private sector endeavors, and similar activities.</p> <ul style="list-style-type: none"> • Summarizes appropriate action items from donor assistance coordination meetings, particularly those requiring a cross-sector approach and that are not sector-specific. • Holds mid-level meeting with interagency partners to centralize and coordinate activity planning. 	<p>similar activities.</p> <ul style="list-style-type: none"> • Represents and provides USAID perspectives in donor assistance coordination meetings, particularly those requiring a cross-sector approach and that are not sector-specific. • Establishes productive interagency relationships and SOPs in order for USAID to serve as a point of contact for interagency coordination.
<p>17. Program Operations and Reporting: Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of USG programs, congressional mandates, and topics of special interest to the Administration.</p>	<ul style="list-style-type: none"> • Demonstrates understanding of USG programs, congressional mandates, and topics of relevant interest to the Administration through reviewing performance reports. • Develops Mission input for use in reports. • Organizes inquiries from USAID/W and external audiences for review by 	<ul style="list-style-type: none"> • Utilizes understanding of USG programs, congressional mandates, and topics of relevant interest to the Administration to develop performance reports. • Manages the development of Mission input for use in reports. • Responds to inquiries from USAID/W and 	<ul style="list-style-type: none"> • Advises staff on updates to USG programs, congressional mandates, and topics of relevant interest to the Administration for incorporation in performance reports. • Approves Mission input for use in reports. • Serves as high-level contact for complex inquiries from USAID/W and external audiences.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
Responsibilities also include responding to information inquiries from USAID/W and external audiences.	superiors.	external audiences and elevates necessary inquiries.	
<p>18. Program Management: Manages the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy.</p>	<ul style="list-style-type: none"> Collects and organizes program and intervention execution data for synthesis. Tracks performance of cross-cutting programs and interventions against scheduled timeframe and budget. Alerts superiors to discrepancies and proactively identifies future issues with programs and intervention plans. Assists in the update of basic Missions policies and procedures (Mission Orders) on matters pertaining to strategy and activity development and approval, pre-obligation requirements, gender, participant training, 	<ul style="list-style-type: none"> Synthesizes and categorizes program and intervention execution data. Analyzes performance results of cross-cutting programs and interventions against scheduled timeframe and budget. Synthesizes discrepancies and provides solutions to mildly complex problems with programs and invention plans. Independently updates complex Missions policies and procedures (Mission Orders) on 	<ul style="list-style-type: none"> Evaluates program and intervention execution data. Utilizes performance results to adjust programs and interventions to better meet scheduled timeframe and budget. Resolves complex discrepancies complex issues to program and intervention plans. Initiates and oversees Missions policies and procedures (Mission Orders) on matters pertaining to strategy and activity development and approval, pre-obligation requirements, gender, participant training, unsolicited proposals, and portfolio reviews.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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	unsolicited proposals, and portfolio reviews.	matters pertaining to strategy and activity development and approval, pre-obligation requirements, gender, participant training, unsolicited proposals, and portfolio reviews.	
<p>19. Monitoring and Evaluation: Takes the lead in providing advice, support and management for various aspects of monitoring and evaluation activities required from the Mission, including PMPs, Portfolio Reviews, Joint Portfolio Reviews, revision of Mission Orders, data-quality assessments, and GIS/mapping. When appropriate, officers may also liaise with IG on the preparation, conduct, and follow-up of audits.</p>	<ul style="list-style-type: none"> Assists host government and implementing partners in Joint Portfolio Reviews through providing advice to technical teams, COTRs, and activity managers on basic issues. Organizes data for data collection review and assists in Portfolio Reviews. Assists in the conduct of audits. 	<ul style="list-style-type: none"> Coordinates with host government and implementing partners in Joint Portfolio Reviews and provides advice to technical teams, COTRs, and activity managers on complex issues. Resolves and provides advice on data collection problems and executes Portfolio Reviews. Coordinates with IG in the preparation, conduct, and follow-up of audits. 	<ul style="list-style-type: none"> Leads USAID participation in Joint Portfolio Reviews with host government and implementing partners and provides expert advice to technical teams, COTRs, and activity managers on the most complex issues. Reviews targeted plans with AO teams to determine data collection problems and manages Portfolio Reviews. Manages the audit process and ensures compliance with legislative requirements.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>20. Public Outreach and Communication: Coordinates and assists in all aspects of official public outreach and communication, including media relations and special events, coordination with State and USAID public affairs offices, branding compliance, and management of outreach materials and websites.</p>	<ul style="list-style-type: none"> Updates and maintains USAID Mission website and USAID outreach materials such as country sheets and program descriptions. Ensures branding compliance and helps manage media relations, such as press conferences, with guidance. 	<ul style="list-style-type: none"> Develops USAID Mission website and USAID outreach materials such as country sheets and program descriptions. Independently manages media relations such as interviews, press trips, and non-VIP publicity events. 	<ul style="list-style-type: none"> Formulates a strategic communication plan for USAID outreach efforts, including consideration of USAID Mission website and USAID outreach materials. Serves as high-level host for USAID VIP visits and coordinates with Embassy Public Affairs Section and LPA/W.
<p>21. Activity and Project Design and Development: Oversees the design and development of activities and projects for the USAID Operating Unit and prioritizes program/projects based on Agency need.</p>	<ul style="list-style-type: none"> Implements activities and projects for the USAID Operating Unit. Collects data on programs and projects to gather information on prioritization against Agency needs and Strategic Plan. Demonstrates understanding of relevant rules and regulations, particularly USAID policy legislative requirements, in daily tasks. Assembles various inputs to Mission Strategic Plans. 	<ul style="list-style-type: none"> Devises and constructs activities and projects that are appropriate for the USAID Operating Unit. Identifies potential program and project priorities. Designs program according to relevant rules and regulations, particularly USAID policy legislative requirements. Articulates salient concepts into USAID inputs to Mission 	<ul style="list-style-type: none"> Appraises the values of the activities and projects for the USAID Operating Unit. Decides upon program and project priorities through consideration of Agency needs and Strategic Plan. Ensures program design conforms to relevant rules and regulations, particularly USAID policy legislative requirements. Provides expert advice on USAID contribution to Mission Strategic Plans.

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		Strategic Plans.	
<p>22. Activity and Project Implementation: Coordinates the USAID operating unit's assessment of activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved.</p>	<ul style="list-style-type: none"> Checks for compliance with USG and Agency rules and regulations in relation to project implementation. Participates in site visits to monitor progress and collect data. Identifies project/activity implementation bottlenecks in completion of basic tasks assigned. 	<ul style="list-style-type: none"> Ensures compliance with USAID Host Country Contribution (HCC) requirements and prepares Congressional Notifications when required. Assesses data collection needs and progress and implements a mission-wide evaluation plan in coordination with program office. Prepares project performance and implementation letters, waivers, and other implementation documents. 	<ul style="list-style-type: none"> Determines Congressional Notification requirements and reviews and recommends action on documents submitted to meet conditions present. Coordinates all monitoring and evaluation; develops a mission-wide evaluation plan in coordination with program office. Reviews and manages implementation documents and resolves project/activity implementation bottlenecks.
<p>23. Project Development Monitoring and Evaluation: Monitors and evaluates projects by continuously assessing the project, including project scope, design, impact, and progress. Assures application of what is learned to ongoing project</p>	<ul style="list-style-type: none"> Demonstrates an understanding of scopes of work through writing sections of scopes of work for a broad range of activities, including designs, assessments, evaluations, and implementation activities. Supports HCC/Commodity 	<ul style="list-style-type: none"> Reviews scopes of work for a broad range of activities, including designs, assessments, evaluations, and implementation activities. Assures that Contractor/Grantee annual reports feed into 	<ul style="list-style-type: none"> Synthesizes a wide range of information and documentation to produce project or activity level designs including USAID's strategic environment, policy directives, development experience, and pre-design assessments. Provides reality check on SO team projections and verifies

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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implementation and new project design.	<p>reporting through preparing summaries of portfolio reviews for submission to interested parties, including mission management.</p> <ul style="list-style-type: none"> • Demonstrates an understanding of assistance impact analyses through conducting basic elements of cost-benefit analyses, biodiversity assessments, and gender assessments. 	<p>AO teams' narratives for portfolio review.</p> <ul style="list-style-type: none"> • Independently undertakes assistance impact analyses, including social soundness analyses, PMPs, and GDAs. 	<p>and substantiates summaries of portfolio reviews.</p> <ul style="list-style-type: none"> • Ensures key findings and best practices from assistance impact analyses are integrated in design.
<p>24. Knowledge Areas: The successful execution of all BS94 competencies requires a working knowledge of these areas.</p>	<ul style="list-style-type: none"> • Works in a supporting role with agency partners and donors according to established practices. • Assists in necessary audits and prepares required documentation for legal obligations. • Follows standard operating protocols/procedures on requests and prepares necessary project/activity documentation for monitoring of activities. • Assists in the documentation of various program evaluations and reviews. 	<ul style="list-style-type: none"> • Maintains inter-agency and donor relationships and implements coordinating mechanisms for interagency coordination. • Designs programs and coordinates activities according to rules, regulations, legislations, and relevant USAID plans. • Ensures adherence to standard protocols/procedures for requests and provides critical inputs 	<ul style="list-style-type: none"> • Establishes inter-agency and donor relationships, and best practices for effective interagency coordination. • Provides expert advice on rules, regulations, legislation, and relevant USAID plans with the ultimate aim of maintaining compliance. • Reviews the monitoring documentation and makes appropriate decisions to troubleshoot bottlenecks. • Leads various program evaluations and reviews, and makes appropriate decisions for future practice.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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		for monitoring documentation. <ul style="list-style-type: none"> • Co-leads various program evaluations and reviews, and synthesizes lessons learnt. 	
25. Skill Areas: The successful execution of all BS94 competencies requires these skills.	<ul style="list-style-type: none"> • Demonstrates knowledge of standard office software through drafting and formatting routine correspondence. • Reports basic development events in a timely fashion with ample oversight. 	<ul style="list-style-type: none"> • Drafts and edits large, complex documents and creates flowcharts, pert charts, and GANTT charts. • Independently reports complex development events. 	<ul style="list-style-type: none"> • Rapidly synthesizes complex data into a condensed format and presents complex and statistical data to a wide variety of audiences. • Ensures that structures are in place to report development events in an accurate and timely fashion.

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Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Accessibility: Employs tools, equipment, and technologies used to help individuals with disabilities use computer equipment and software.</p>	<ul style="list-style-type: none"> Facilitates the use of computer equipment and software by individuals with disabilities through employing basic accessibility techniques. 	<ul style="list-style-type: none"> Implements moderately complex methodologies to facilitate the use of computer equipment and software by individuals with disabilities through the development and improvement of tools, equipment and technologies. 	<ul style="list-style-type: none"> Supervises and assesses the efficacy of methodologies implemented to facilitate the use of computer equipment and software by individuals with disabilities.
<p>2. Artificial Intelligence: Maintains understanding of the principles, methods, and tools used to design systems that perform human intelligence functions.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of artificial intelligence programming language by developing computer systems to perform basic tasks. 	<ul style="list-style-type: none"> Independently adapts and applies artificial intelligence languages to develop and implement computer systems that perform complex tasks. 	<ul style="list-style-type: none"> Oversees and suggests process improvements regarding the application of artificial intelligence languages to develop computer systems that perform complex tasks.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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<p>3. Business Process Reengineering: Manages methods, metrics, tools, and techniques of Business Process Reengineering.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the methodology for Business Process Reengineering by supporting colleagues with basic process improvement tasks. • Alerts colleagues to inefficient processes and provides support in improving the methodology for Business Process Reengineering. 	<ul style="list-style-type: none"> • Independently initiates and applies the methodology for Business Process Reengineering to improve process functioning. • Provides subject matter expertise to update and improve the methodology for Business Process Reengineering. 	<ul style="list-style-type: none"> • Supervises the application of the Business Process Reengineering methodology and provides guidance when necessary. • Evaluates the effectiveness of the methodology for Business Process Reengineering initiatives.
<p>4. Capacity Management: Monitors, estimates, and reports actual performance or the performance capability of information systems or components.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the basic methods to monitor performance availability of information systems by performing basic analysis tasks as assigned. 	<ul style="list-style-type: none"> • Independently analyzes and reports upon performance availability of information systems. 	<ul style="list-style-type: none"> • Supervises and assesses reports on performance availability of information systems to make estimations on the system and component capabilities.
<p>5. Capital Planning and Investment Assessment: Utilizes the principles and methods of capital investment analysis or business case analysis, including return on investment analysis.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of capital planning through completion of various investment analyses and by organizing results of analysis. 	<ul style="list-style-type: none"> • Identifies pressing results of investment analysis data and presents results and recommendations to senior managers. 	<ul style="list-style-type: none"> • Evaluates results of investment analysis to make decisions for capital planning.

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<p>6. Computer Forensics: Employs tools and techniques used in data recovery and preservation of electronic evidence.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of the basic methodology to examine digital media by performing basic tasks to recover, discover, and preserve electronic evidence and data. Provides support to colleagues in the analysis of discovered electronic evidence. 	<ul style="list-style-type: none"> Utilizes knowledge of methodology to examine digital media by identifying, recovering and preserving electronic evidence and data in difficult situations. Interprets and presents facts and opinions about information and the electronic evidence discovered. 	<ul style="list-style-type: none"> Supervises the application of appropriate methodology in identifying, recovering and preserving electronic evidence and data. Appraises the value and ensures the forensic credibility of information and the electronic evidence discovered.
<p>7. Computer Languages: Develops using computer languages and their applications to enable a system to perform specific functions.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of the basic vocabulary and syntax of computer languages through selecting and using computer languages in simple software development situations. 	<ul style="list-style-type: none"> Incorporates the rules of computer languages to independently write computer instructions and develop software. 	<ul style="list-style-type: none"> Develops new vocabulary and syntax for computer languages to improve a system's performance and supervises the software development of staff.
<p>8. Configuration Management: Plans and manages the implementation, update, or integration of information systems components.</p>	<ul style="list-style-type: none"> Performs regular updates to establish and maintain consistency or performance of a system. 	<ul style="list-style-type: none"> Identifies opportunities for increased integration to establish and maintain consistency or performance of a system. 	<ul style="list-style-type: none"> Supervises the efforts to configure and coordinate information system components to ensure consistency and effective performance of a system.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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<p>9. Cost-Benefit Analysis: Analyzes principles and methods of cost.</p>	<ul style="list-style-type: none"> • Researches alternatives to methods and principles and identifies the cost and benefits for each. • Calculates cost- benefit data against project performance data. 	<ul style="list-style-type: none"> • Screens alternatives to methods and principles by weighing costs and benefits of each and makes recommendations to senior staff. • Interprets cost-benefit calculations to make recommendations for maximizing project performance. 	<ul style="list-style-type: none"> • Evaluates alternatives to methods and principles and selects appropriate alternatives. • Appraises and selects available options to maximize project performance.
<p>10. Data Management: Employs the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes.</p>	<ul style="list-style-type: none"> • Monitors scans of computers and file systems and compiles reports on their outputs. • Creates alerts for computers, file systems, directories, database instances, and tables. 	<ul style="list-style-type: none"> • Defines scan schedules for computers and file systems and analyzes report information about storage usage and trends. • Tracks, manages and responds to alerts to be notified of conditions that are detected on storage devices. 	<ul style="list-style-type: none"> • Analyzes storage usage information and trends to establish quotas and constraints to define storage use limits for users and user groups. • Provides expert advice to staff on the appropriate response to alerts in complex situations.
<p>11. Database Administration: Responsible for the principles, methods, and tools for automating, developing, implementing, or administering database systems.</p>	<ul style="list-style-type: none"> • Implements database designs to create databases and completes regularly scheduled backups of the database to ensure high and reliable performance. 	<ul style="list-style-type: none"> • Plans the database design, storage structure, and back-up strategy for databases to ensure their high and reliable performance. 	<ul style="list-style-type: none"> • Evaluates the database design and server to use the best available resources and ensure high and reliable performance.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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<p>12. Database Management Systems: Uses database management systems and software to control the organization, storage, retrieval, security, and integrity of data.</p>	<ul style="list-style-type: none"> Employs database management systems and software to implement policy directives on security, storage, efficiency, and credibility standards. Performs maintenance on organizational data to ensure its security and integrity. 	<ul style="list-style-type: none"> Analyzes database management systems and software for performance against organization standards. Analyzes the security and integrity of organizational data and makes adjustments when appropriate. 	<ul style="list-style-type: none"> Supervises database management to adapt organization standards where necessary. Oversees the management of the security and integrity of organizational data and provides guidance when necessary.
<p>13. Distributed Systems: Comprehends principles, theoretical concepts, and tools underlying distributed computing systems, including their associated components and communication standards.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of the theories, principles, and instruments used for distributed computing systems through performing basic distributed systems diagrams or maps tasks. 	<ul style="list-style-type: none"> Implements the theories, principles, and instruments used for distributed computing by creating distributed systems or maps to solve mildly complex networking problems or goals. 	<ul style="list-style-type: none"> Utilizes expertise in theories, principles, and instruments used for distributed computing systems to oversee and mentor others engaged in the development of distributed systems maps or diagrams.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>14. Electronic Commerce (e-Commerce): Manages principles, methods, and tools for conducting business online, including electronic data interchange.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the front to end processes of online developing, marketing, selling, delivering, servicing, and paying for products and services. • Utilizes the appropriate mechanism for conducting online business. 	<ul style="list-style-type: none"> • Manages the front to end processes of online developing, marketing, selling, delivering, servicing, and paying for products and services. • Examines the various mechanism options for conducting online business for appropriateness and implementation. 	<ul style="list-style-type: none"> • Evaluates the efficiency of and creates recommendations to improve the online processes of developing, marketing, selling, delivering, servicing, and paying for products and services. • Supervises the use of mechanisms for conducting online business and provides guidance where necessary.
<p>15. Embedded Computers: Reviews specifications and uses of specialized computer systems used to control devices (for example, automobiles, helicopters), including the appropriate programming languages.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of specifications and uses of specialized computer systems by monitoring embedded computer devices within the organization. • Differentiates between computer languages for various computer systems used for embedded devices. 	<ul style="list-style-type: none"> • Employs knowledge of specifications and uses of specialized computer systems to develop computer devices for the organization. • Utilizes differing computer languages to program computer systems for use with embedded devices. 	<ul style="list-style-type: none"> • Oversees the application of specialized computer systems by providing guidance on their development and control in complex situations. • Supervises the use of computer languages to ensure proper programming communication in embedded devices.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>16. Encryption: Provides procedures, tools, and applications used to keep data or information secure, including public key infrastructure.</p>	<ul style="list-style-type: none"> • Updates or makes changes to the encryption level of organizational data and information, as assigned. • Assists in informing employees about the procedures and instruments to utilize when ensuring the security of their information. 	<ul style="list-style-type: none"> • Develops the algorithm for the specified encryption level to keep organizational data information secure. • Communicates the required use of procedures and instruments to implement security standards for use by employees. 	<ul style="list-style-type: none"> • Institutes the encryption level necessary to ensure security of organizational data and information. • Identifies the appropriate procedures, instruments and treatments used to ensure the security of the organization’s infrastructure.
<p>17. Hardware: Manages specifications, uses, and types of computers.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the various designs, applications, and categories of computers for use in the organization through completion of everyday assignments. 	<ul style="list-style-type: none"> • Manages the use of various designs, applications, and categories of computers to ensure effective use in the organization. 	<ul style="list-style-type: none"> • Appraises the various designs, applications, and categories of computers for efficiency and value to the organization.
<p>18. Hardware Engineering: Deploys the principles, methods, and tools for designing, developing, and testing computer or computer.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of hardware engineering by supporting colleagues in the development of computer hardware as assigned. • Performs appropriate basic computer hardware testing. 	<ul style="list-style-type: none"> • Applies hardware engineering theory to design and develop computer hardware. • Analyzes test results of computer hardware for successful hardware creation. 	<ul style="list-style-type: none"> • Supervises the application of hardware engineering theory to ensure effectiveness in the design and development of computer hardware. • Oversees the testing of computer hardware and provides guidance where necessary.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>19. Human Factors: Utilizes the principles, methods, and tools used to identify and apply information about human behavior, abilities, limitations, and other characteristics to the design of tools, machines, systems, tasks, jobs, and environments for effective human use.</p>	<ul style="list-style-type: none"> Conducts research to identify the latest findings in understanding of human needs in computer and technological systems. 	<ul style="list-style-type: none"> Analyzes and interprets findings relating to human needs in computer and technological systems. 	<ul style="list-style-type: none"> Selects new application and technologies to support human needs in computer and technological systems for use in the organization.
<p>20. Information Assurance: Manages methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of information assurance by performing credibility checks on information systems and data. 	<ul style="list-style-type: none"> Manages information systems and data against specified criteria to ensure information meets criteria for credibility. 	<ul style="list-style-type: none"> Evaluates the credibility of information systems and data and establishes criteria for trustworthiness and reliability.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>21. Information Resources Strategy and Planning: Manages principles, methods, and techniques of information technology (IT) assessment, planning, management, monitoring, and evaluation, such as IT baseline assessment, interagency functional analysis, contingency planning, and disaster recovery.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the influences on information technology resources through assisting colleagues in identification of internal and external factors that impact information technology resources. • Assists in executing the strategic planning process and analyzing the information technology strategy. 	<ul style="list-style-type: none"> • Independently identifies and analyzes external and internal factors that impact information technology resources. • Coordinates the strategic planning process and analysis of information technology strategy. 	<ul style="list-style-type: none"> • Appraises and incorporates analysis results of external and internal factors that impact information technology resources into high level decision-making process. • Leads strategic planning process and analysis of information technology strategy.
<p>22. Information Systems Security Certification: Uses principles, methods, and tools for evaluating information systems security features against a set of specified security requirements.</p>	<ul style="list-style-type: none"> • Implements security requirement policies for information systems. • Demonstrates understanding of value of security features with respect to established security constraints through completion of basic tasks assigned. 	<ul style="list-style-type: none"> • Analyzes security requirement policies and suggests updates to security policy. • Utilizes knowledge in systems security to evaluate security features against security constraints. 	<ul style="list-style-type: none"> • Directs and institutes new security requirements for information systems. • Certifies systems security features for effectiveness against security systems constraints.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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<p>23. Information Systems/Network Security: Employs methods, tools, and procedures, including development of information security.</p>	<ul style="list-style-type: none"> • Implements security requirement policies for network systems. 	<ul style="list-style-type: none"> • Analyzes security requirement policies and makes recommendations to update security requirements. 	<ul style="list-style-type: none"> • Directs and develops security requirements for network systems.
<p>24. Information Technology Administration and Management: Plans, coordinates, and executes business functions, resource allocation, and production.</p>	<ul style="list-style-type: none"> • Maintains technology to ensure maximum access by installing hardware, software, and network accounts for the organization. • Coordinates information systems operations and electronic data processing by performing basic development tasks as assigned. 	<ul style="list-style-type: none"> • Monitors technology to ensure maximum access by troubleshooting problems and advising senior staff of security breaches. • Manages information systems operations and electronic data processing through the development of system requirements, specifications, costs and timelines. 	<ul style="list-style-type: none"> • Evaluates technology needs to ensure maximum access by selecting and approving appropriate technology resources. • Supervises information systems operations and electronic data processing development and provides guidance where necessary.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>25. Information Technology Architecture: Uses architectural methodologies in the design and development of information systems, including the physical structure of a system's internal operations and interactions with other systems.</p>	<ul style="list-style-type: none"> Implements the process of planning, acquiring, building, modifying, interfacing, and deploying IT resources throughout the organization through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Designs the process of planning, acquiring, building, modifying, interfacing, and deploying IT resources throughout the organization. 	<ul style="list-style-type: none"> Approves and makes adjustments to the process of planning, acquiring, building, modifying, interfacing, and deploying IT resources throughout the organization.
<p>26. Information Technology Contracting/ Procurement: Develops various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.</p>	<ul style="list-style-type: none"> Assists in the execution of information technology contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority. Demonstrates effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Independently executes information technology contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority. Designs information technology training instructions to inform staff about methods for effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar. 	<ul style="list-style-type: none"> Ensures information technology contracts and Purchase Orders are executed in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR). Utilizes expertise to train information technology staff in effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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<p>27. Information Technology Performance Assessment: Uses the principles, methods, and tools (for example, surveys, system performance measures) to assess the effectiveness and practicality of information technology systems.</p>	<ul style="list-style-type: none"> Compiles results of evaluation instruments used to evaluate the efficacy and functioning of information technology systems. 	<ul style="list-style-type: none"> Develops various instruments to evaluate the efficacy and functioning of information technology systems. 	<ul style="list-style-type: none"> Oversees the use of evaluation instruments to assess the efficacy and functioning of information technology systems.
<p>28. Information Technology Research & Development: Reviews scientific principles, methods, and tools of basic and applied research used to conduct a systematic inquiry into a subject matter area.</p>	<ul style="list-style-type: none"> Studies assigned research question and implements the coordinating methodology to generate findings. 	<ul style="list-style-type: none"> Analyzes in detail the research question and develops appropriate methodology for research. 	<ul style="list-style-type: none"> Identifies the trends for research, selects research question to study, and approves methodology to conduct research.
<p>29. Infrastructure Design: Knowledge of the architecture and typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of the method of infrastructure design components by performing basic design tasks as assigned to ensure appropriate scalability, level of availability, and performance. 	<ul style="list-style-type: none"> Implements experience to design effective infrastructure components that have appropriate scalability, level of availability, and performance. 	<ul style="list-style-type: none"> Evaluates the scalability, level of availability, and performance of infrastructure design components to ensure effectiveness.

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<p>30. Knowledge Management Organizes collected information and manages the methods of sharing that information throughout an organization.</p>	<ul style="list-style-type: none"> Collects data on knowledge available in the organization and processes for dissemination. Tracks gaps in knowledge areas within the organization. 	<ul style="list-style-type: none"> Manages the infrastructure of knowledge available in the organization and the process for dissemination. Identifies appropriate responses to gaps in knowledge areas within the organization. 	<ul style="list-style-type: none"> Supervises the management of knowledge available in the organization and provides consultation on the efforts to disseminate it. Develops strategies to avoid gaps in knowledge areas within the organization.
<p>31. Logical Systems Design: Utilizes the principles and methods for designing business logic components, system processes and outputs, user interfaces, data inputs, and productivity tools (for example, CASE).</p>	<ul style="list-style-type: none"> Aids colleagues in the design of an abstract representation of the data flows, inputs, and outputs of a system's processes and productions. 	<ul style="list-style-type: none"> Designs an abstract representation of the data flows, inputs, and outputs of a system's processes and productions. 	<ul style="list-style-type: none"> Utilizes expertise to provide guidance in the design of abstract representation of the data flows, inputs, and outputs of a system's processes and productions.
<p>32. Modeling and Simulation: Provides mathematical modeling and simulation tools and techniques to plan and conduct test and evaluation programs, characterize systems support decisions involving requirements, evaluate design alternatives, or support operational preparation.</p>	<ul style="list-style-type: none"> Demonstrates knowledge of the interaction of the parts of a system and systems as a whole by performing basic simulation and modeling tasks as assigned. 	<ul style="list-style-type: none"> Develops a simulation model that creates understanding of the interaction of the parts of a system and of the system as a whole. 	<ul style="list-style-type: none"> Supervises the development of simulation models and appraises their value in demonstrating an understanding of both the parts of the system and the system as a whole.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>33. Multimedia Technologies: Uses the principles, methods, tools, and techniques for developing or applying technology using text, audio, graphics, or other media.</p>	<ul style="list-style-type: none"> Applies the processes and methodology of multimedia development by performing basic tasks to enhance a product with text, audio, graphics, video or other media features. 	<ul style="list-style-type: none"> Incorporates the processes and methodology of multimedia development to enhance a product with advanced text, audio, graphics, video or other media features. 	<ul style="list-style-type: none"> Oversees the use of various processes and methodology of multimedia development to appraise the value-add of text, audio, graphics, video or other media features to products.
<p>34. Network Management: Manages the operation and maintenance of network and telecommunication systems and linked systems and peripherals.</p>	<ul style="list-style-type: none"> Implements software and processes to protect the network and detect failed components. Performs basic tasks to resolve traffic issues. 	<ul style="list-style-type: none"> Resolves problems with failed components in the network. Monitors traffic patterns, recommends needed upgrades, blocks certain types of traffic, and detects abnormal network traffic. 	<ul style="list-style-type: none"> Supervises the detection and resolution of failed components in the network and provides guidance where needed. Directs traffic regulations to avoid problems with abnormal and illegal traffic.
<p>35. Object Technology: Knowledge of the principles, methods, tools, and techniques that use object technology to combine data and processing.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of object oriented programming by performing basic tasks to develop individual components in a program. 	<ul style="list-style-type: none"> Incorporates knowledge of object oriented programming by deconstructing a programming goal to design complex objects and develop the interactions between them. 	<ul style="list-style-type: none"> Utilizes expertise to identify a broad conception of how programs and objects will communicate with one another.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
36. Operating Systems: Manages computer network, desktop, and mainframe operating systems and their applications.	<ul style="list-style-type: none"> Facilitates the troubleshooting process for computer operating systems by organizing problem reports and prioritizing requests. 	<ul style="list-style-type: none"> Manages computer operating systems by responding to troubleshooting requests from employees. 	<ul style="list-style-type: none"> Supervises the management of operating systems and troubleshooting and provides guidance when necessary.
37. Operations Support: Follows procedures to ensure production or delivery of products and services, including tools and mechanisms for distributing new or enhanced software.	<ul style="list-style-type: none"> Performs basic tasks that follow the processes and methodology for handling and supplying technological updates to software or other products. 	<ul style="list-style-type: none"> Develops the processes and methodology for handling and supplying technological updates to software or other products. 	<ul style="list-style-type: none"> Approves the processes and methodology for handling and supplying technological updates to software or other products.
38. Organizational Development: Adheres to principles of organizational development, change management theories, and their applications.	<ul style="list-style-type: none"> Complies with and incorporates organizational development initiatives in daily tasks. 	<ul style="list-style-type: none"> Applies experience with various subject matters to participate in the creation of organizational development initiatives. 	<ul style="list-style-type: none"> Utilizes expertise in various subject matters to oversee, approve, and communicate organizational development initiatives.
39. Process Control: Utilizes the principles, methods, and procedures for the automated control of a process, including the design, development, and maintenance of associated software, hardware, and systems.	<ul style="list-style-type: none"> Incorporates the appropriate processes and methods when performing the basic tasks required to develop and maintain the information technology systems. 	<ul style="list-style-type: none"> Designs, develops, and manages the maintenance of effective processes and system for information technology systems and makes adjustments to the processes when necessary. 	<ul style="list-style-type: none"> Oversees the design, development, maintenance, and implementation of effective processes and system for information technology systems and provides subject matter expertise to improve processes in the most complex situations.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>40. Product Evaluation: Researches and analyzes external products to determine their potential for meeting organizational standards and business needs.</p>	<ul style="list-style-type: none"> Conducts research on potential products that may positively impact the goals and needs of the organization. Communicates how new products can best be incorporated in the organization. 	<ul style="list-style-type: none"> Identifies potential products that may positively impact the goals and needs of the organization. Recommends new product incorporation into organizational functions to senior staff. 	<ul style="list-style-type: none"> Evaluates research on potential products that will positively impact the goals and needs of the organization. Approves the incorporation of products as appropriate.
<p>41. Quality Assurance: Employs principles, methods, and tools of quality assurance and quality control to ensure a product fulfills functional requirements and standards.</p>	<ul style="list-style-type: none"> Performs quality assurance functions such as running tests on the product and identifying where quality criteria have not been met. 	<ul style="list-style-type: none"> Establishes criteria for product quality and provides resolutions when these criteria are not met in a product. 	<ul style="list-style-type: none"> Supervises the quality assurance efforts and provides guidance in complex situations.
<p>42. Requirements Analysis: Identifies, analyzes, specifies, designs, and manages functional and infrastructure requirements; includes translating functional requirements into technical requirements used for logical design or for presentation of alternatives.</p>	<ul style="list-style-type: none"> Identifies and documents functional and infrastructure requirements for translation into technical requirements. 	<ul style="list-style-type: none"> Analyzes and translates functional and infrastructure requirements into technical requirements used for logical design or presentation of alternatives. 	<ul style="list-style-type: none"> Manages the requirement analysis process and ensures sound analysis.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
43. Risk Management: Manages methods and tools used for risk assessment and mitigation of risk.	<ul style="list-style-type: none"> Implements risk management plans to detect potential and critical risks to the organization, as assigned. 	<ul style="list-style-type: none"> Utilizes risk management plan to continuously monitor and addresses potential and critical risks to the organization. 	<ul style="list-style-type: none"> Develops risk management plan and strategies for handling potential and critical risks to the organization.
44. Software Development: Utilizes the principles, methods, and tools for designing, developing, and testing software in a given environment.	<ul style="list-style-type: none"> Demonstrates an understanding of software development by performing tasks to design and develop software in basic situations and environments. Demonstrates an understanding of successful software development by performing tests on newly developed software. 	<ul style="list-style-type: none"> Incorporates experience with software development to design and develop software in a variety of complex situations and environments. Manages the testing of newly developed software and provides guidance as necessary. 	<ul style="list-style-type: none"> Uses expert knowledge to evaluate the effectiveness of new software designs and software development and provides guidance when appropriate. Leverages expertise to provide resolutions to troubleshoot newly developed software that does not pass testing.
45. Software Engineering: Consolidates software engineering design and development methodologies, paradigms, and tools; the software life cycle; software reusability; and software reliability metrics.	<ul style="list-style-type: none"> Researches operating systems-level software and other relevant tools for engineering process. 	<ul style="list-style-type: none"> Analyzes operating systems-level software metrics and engineers new software design and development methodologies. 	<ul style="list-style-type: none"> Provides advice on the engineering process and establishes necessary engineering protocols.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
46. Software Testing and Evaluation: Uses the principles, methods, and tools for analyzing and developing software test and evaluation procedures.	<ul style="list-style-type: none"> Utilizes testing programs to test plans, scenarios, or procedures, and documents problems when necessary. 	<ul style="list-style-type: none"> Analyzes identified problems and provides appropriate resolutions. 	<ul style="list-style-type: none"> Develops testing programs for software testing and evaluation, and provides advice on troubleshooting complex problems.
47. Standards: Identifies standards that either are compliant with or derived from established standards or guidelines.	<ul style="list-style-type: none"> Implements established standards in accordance with organizational regulations and policy. 	<ul style="list-style-type: none"> Manages the implementation of standards and makes recommendations to update guidelines where necessary. 	<ul style="list-style-type: none"> Establishes a robust set of compliant standards and makes adjustments to these standards when appropriate.
48. System Testing and Evaluation: Utilizes principles, methods, and tools for analyzing and developing systems test and evaluation procedures and technical characteristics of IT systems, including identifying critical operational issues.	<ul style="list-style-type: none"> Utilizes testing programs to test plans, scenarios, or procedures, and documents problems when necessary. 	<ul style="list-style-type: none"> Analyzes system statistics and problems and provides appropriate resolutions. 	<ul style="list-style-type: none"> Develops testing programs for system testing and evaluation, and directs junior staff on resolving crucial operational issues.
49. Systems Integration: Integrates the principles, methods, and procedures for installing, integrating, and optimizing information systems components.	<ul style="list-style-type: none"> Installs systems processes and components for seamless information systems integration. 	<ul style="list-style-type: none"> Develops model of unified integrated systems, and establishes methods and procedures for implementation. 	<ul style="list-style-type: none"> Identifies points/avenues of systems integration and directs staff on appropriate actions.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>50. Systems Life Cycle: Adopts systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of system life cycle phases in whole by performing production, distribution, maintenance, and disposal tasks to develop a proposed system. • Completes basic retirement, phase-out, and disposal tasks. 	<ul style="list-style-type: none"> • Manages knowledge of system life cycle phases by managing the conception and performing design, development, and support tasks for a proposed system. • Monitors systems that may be ready for retirement, phase-out, and disposal. 	<ul style="list-style-type: none"> • Uses expert knowledge of system life cycle phases to supervise the efforts in the beginning to end stages of a proposed system. • Evaluates and approves the readiness of a system for retirement, phase-out, and disposal.
<p>51. Technical Documentation: Develops and follows procedures for developing technical and operational support documentation.</p>	<ul style="list-style-type: none"> • Implements standardized process when performing basic functions to develop resources for technical and operational support with feedback from subject matter experts. 	<ul style="list-style-type: none"> • Develops standardized process for creating resources for technical and operational support with feedback from subject matter experts. 	<ul style="list-style-type: none"> • Utilizes expertise to contribute to and approve the development of the process for creating resources for technical and operational support.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>52. Technology Awareness: Understands developments and new applications of information technology (hardware, software, telecommunications), emerging technologies and their applications to business processes, and applications and implementation of information systems to meet organizational needs.</p>	<ul style="list-style-type: none"> Researches and appropriately applies new technology to ensure efficient transmission of information and the storage and analysis of information. 	<ul style="list-style-type: none"> Identifies and presents reasons for integration of new technology to ensure efficient transmission of information and the storage and analysis of information. 	<ul style="list-style-type: none"> Approves and evaluates the incorporation of new technology to ensure efficient transmission of information and the storage and analysis of information.
<p>53. Telecommunications: Operates transmissions, broadcasting, switching, control, and telecommunications systems.</p>	<ul style="list-style-type: none"> Operates telecommunication instruments, hardware, and software. 	<ul style="list-style-type: none"> Troubleshoots operational problems with telecommunication instruments, hardware, and software. 	<ul style="list-style-type: none"> Supervises the operation of telecommunication instruments, hardware, and software and provides guidance where necessary.
<p>54. Web Technology: Utilizes the principles and methods of web technologies, tools, and delivery systems, including web security, privacy policy practices, and user interface issues.</p>	<ul style="list-style-type: none"> Performs web technology maintenance tasks and communicates concerns to colleagues regarding compliance with security measures and privacy procedures. Organizes troubleshooting requests from users experiencing problems with technology and provides solutions in basic situations. 	<ul style="list-style-type: none"> Monitors the use of web technology to ensure adequate security measures and privacy procedures are followed. Resolves service requests from users experiencing trouble with web technology and elevates problems when necessary. 	<ul style="list-style-type: none"> Institutes and approves updates to web technology to ensure adequate security measures and privacy procedures are followed. Provides expert advice to users experiencing trouble with web technology in highly complex situations.

Series 0501: Financial Operations
Series 0510: Accountant
Series 0560: Budget Analyst
Series 1160: Financial Operations

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
1. Budget Analysis: Reviews budget data and creates organizational budgets.	<ul style="list-style-type: none"> Assists with preparing basic estimates for future requirements for a specific operating program using a predetermined formula. 	<ul style="list-style-type: none"> Independently prepares complicated estimates for future requirements for a specific operating program. 	<ul style="list-style-type: none"> Consolidates all operating program estimates into an integrated budget.
2. Budget Preparation and Planning: Prepares estimates for future requirements for operating programs.	<ul style="list-style-type: none"> Attends meetings and supports the Agency's strategic planning process in an administrative capacity. Receives and compiles estimates received from others within USAID. 	<ul style="list-style-type: none"> Actively participates in Agency's strategic planning process, offering valuable ideas and insight. Verifies estimates received from others within USAID. 	<ul style="list-style-type: none"> Leads Agency's strategic planning process, delegating tasks as required. Evaluates the accuracy of all budget projections for USAID and leverages results of evaluation to make strategic decisions.
3. Budget Reporting: Assembles and writes documentation, including statements and justification for budget requests.	<ul style="list-style-type: none"> Obtains and compiles data for use by others within the Agency and prepares data summaries for inclusion in financial reports. 	<ul style="list-style-type: none"> Prepares period budget-related status reports and justifications for increased funds and materials. 	<ul style="list-style-type: none"> Ensures accurate portrayal of status of funds and analyzes the accuracy and completeness of contractor financial accounting.
4. Budget Obligations/Expenditures Monitoring: Monitors, tracks, and reports on budget obligations and	<ul style="list-style-type: none"> Identifies differences between current spending and the projected estimates and performs reconciliation with accounting. 	<ul style="list-style-type: none"> Recommends adjustments to accommodate future needs. Coordinates accounting 	<ul style="list-style-type: none"> Analyzes financial reports of obligations and expenditures. Reviews accounting documents and apportionments, allocations, and operating

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
expenditures.	<ul style="list-style-type: none"> Assures that program funding data is entered correctly into USAID's financial management system. 	documents and apportionments, allocations, and operating budgets.	budgets.
5. Budget Reprogramming: Identifies trends indicating a deficit in future funds and develops ways to reconcile the problems.	<ul style="list-style-type: none"> Analyzes accounting data and assists in reconciling transactions. Studies problem areas in anticipation of correction action needed. 	<ul style="list-style-type: none"> Independently analyzes fund audits and recommends reprogramming actions. Recommends correction action needed for problem areas. 	<ul style="list-style-type: none"> Creates justification for reprogramming. Plans for program restrictions and revisions to the budget plans based on problem areas and changes in program requirements.
6. Budget Justification: Provides accountability to the budget process.	<ul style="list-style-type: none"> Supports preparation of budget submissions and Congressional Presentations in an administrative capacity. 	<ul style="list-style-type: none"> Examines and compiles budgetary and accounting data in support of budget submissions and Congressional Presentations. 	<ul style="list-style-type: none"> Leads preparation of budget submissions and Congressional Presentations by outlining Agency's financial programs for briefings.
7. Budgetary Advisor: Serves as a resource/advisor for funds control staff.	<ul style="list-style-type: none"> Processes paperwork and liaises between program managers and budget staff at USAID. Demonstrates an awareness of basic budgeting discrepancies and the need for contingency measures through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Coordinates all budget-related requests between program managers and budget staff at USAID and reconciles any discrepancies. Crafts solutions to basic budget problems based on contingency measures. 	<ul style="list-style-type: none"> Ensures clear communication channels exist between program managers and budget staff at USAID. Recommends budget adjustments due to unanticipated program changes.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>8. Professional Accounting: Develops, operates, maintains, and improves financial management systems for the Agency.</p>	<ul style="list-style-type: none"> • Demonstrates in-depth knowledge of compilation and reporting requirements of the Department of Treasury, the Office of Management and Budget, and Agency-specific legislation through completion of basic tasks assigned. • Operates and maintains established financial systems. 	<ul style="list-style-type: none"> • Develops financial information systems following compilation and reporting requirements of the Department of Treasury, the Office of Management and Budget, and Agency-specific legislation. • Reviews existing financial systems to ensure compliance with government requirements and evaluates the data being used in the financial systems. 	<ul style="list-style-type: none"> • Sets strategic direction of financial information systems following compilation and reporting requirements of the Department of Treasury, the Office of Management and Budget, and Agency-specific legislation. • Evaluates existing financial management systems for adequacy and makes high-level adjustments to improve performance of financial systems.
<p>9. Bookkeeping: Responsible for basic financial operations and ensures financial books are appropriately accounted for.</p>	<ul style="list-style-type: none"> • Assists in preparation of basic sections of various reports. • Confirms inclusion of information in accounts. • Identifies the appropriate books of original entry for transactions. 	<ul style="list-style-type: none"> • Independently prepares the most complex sections of various reports. • Verifies accounting data by examining files of accounting document. • Classifies transactions to determine which accounts to debit and credit. 	<ul style="list-style-type: none"> • Coordinates all report preparation and ensures all timelines are met for report submission. • Substantiates accounting data by examining files of accounting document and determines if adjustment entries are needed. • Determines which subsidiary records are affected by classification of transactions.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>10. Cash Management: Responsible for the day-to-day management of accounting operations that address efficiency and economic with which funds are obligated, transferred, controlled, and reported.</p>	<ul style="list-style-type: none"> • Demonstrates understanding of regulatory agency standards for accounting operations through completion of basic tasks assigned. • Implements changes to efficiency of systems and operations. • Revises fiduciary reports to ensure accurate reflection of financial operations with guidance from supervisor. 	<ul style="list-style-type: none"> • Applies standards of regulatory agencies to complex accounting operations. • Designs and conducts performance checks on efficiency of systems and operations. • Cross-checks fiduciary reports with results of financial operations and identifies and reports any discrepancies. 	<ul style="list-style-type: none"> • Communicates with regulatory agencies to clarify standards for accounting operations and revises accounting operations as necessary. • Revises systems and operations at a high-level to increase efficiency. • Verifies and approves all final fiduciary reports before submission.
<p>11. Accounting System Administration: Manages appropriated and non-appropriated funds and accounts for operation and maintenance expenses.</p>	<ul style="list-style-type: none"> • Enters data into various ledgers and records, updates accounts, and prepares reports and statements. • Implements revisions to system structure as directed with extensive guidance from supervisor. 	<ul style="list-style-type: none"> • Determines the effect of financial accounting transactions on the operation of the organization. • Independently implements revisions to system structure. 	<ul style="list-style-type: none"> • Enacts program operations adjustments based on analysis of accounting data trends and reports. • Evaluates existing system structure to determine if changes are necessary to tailor system to local needs.
<p>12. Accounting System Design: Responsible for designing new accounting systems or developing modifications to existing systems.</p>	<ul style="list-style-type: none"> • Applies knowledge of legislative, GAO, Treasury Department, and OMB requirements to ensure all requirements are satisfied for accounting systems. • Facilitates system access and query by authorized users and provides timely report 	<ul style="list-style-type: none"> • Designs the accounting system and provides for account recoding and reconciliation at all appropriate levels, defining transaction security requirements and providing for audit trails. 	<ul style="list-style-type: none"> • Defines the nature and scope of activities to be covered by the accounting system. • Oversees new system installation, user training, and continual modification of existing systems.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	generation.	<ul style="list-style-type: none"> Ensures that software architecture provides for future expansion or changes. 	
13. Staff Accounting: Provides analysis and advice regarding accounting programs, financial systems, or public and private sector businesses.	<ul style="list-style-type: none"> Implements agency accounting policies with extensive guidance. Compiles disclosure documents and newly promulgated laws, requirements, and statements of central oversight agencies. 	<ul style="list-style-type: none"> Independently implements agency accounting policies with minimal supervision. Advises on the effects of newly promulgated laws or the requirements or statements of central oversight agencies. 	<ul style="list-style-type: none"> Develops agency accounting policies. Sets strategic direction based upon the effects of newly promulgated laws or the requirements or statements of central oversight agencies.

Series 1035: Public Affairs Specialist

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Public Relations: Creates, reviews, and disseminates written correspondence, brochures, and press releases.</p>	<ul style="list-style-type: none"> Supports the maintenance of colleague’s relationships with agency stakeholders, key officials, the news media, and/or members of the general public and practices networking skills by performing basic duties as assigned. Demonstrates an understanding of FOIA exemptions through the performance of basic communication tasks to respond to requests or inquires for information from a variety of audiences and conducts research on queries. Participates in the development of official publication and reports by applying FOIA regulation and performing basic tasks as assigned. 	<ul style="list-style-type: none"> Develops and maintains effective and positive relationships with and serves as liaison to agency stakeholders, key officials, the news media, and/or members of the general public by providing a positive view of the agency when participating in networking and social events. Drafts timely, FOIA compliant memoranda and other documents to respond to requests or queries from various audiences such as elected officials, agencies, community organizations, and the public about USAID. Utilizes knowledge of USAID and FOIA regulation to draft official publications and reports for 	<ul style="list-style-type: none"> Leverages relationships with agency stakeholders, key officials, the news media, and/or members of the general public to meet agency interests and provides support to employees who are beginning to establish positive, external relationships. Oversees communication responses to requests or inquires for information and ensures appropriate application of FOIA exemptions. Appraises official publications and reports through considering FOIA regulation and improves or approves documents for dissemination.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>2. Freedom of Information Act (FOIA) and Privacy Act Requests: Evaluates and analyzes requests from the Public for access to USAID’s unclassified/classified records and records of its predecessor agencies.</p>	<ul style="list-style-type: none"> • Tracks, organizes and coordinates all third-party information requests in FOIA Express databases. • Demonstrates an understanding of agency best practices and FOIA requirements by assisting in the review of each data or information request. • Participates in the response to complex information requests by organizing queries and aiding in coordinating and reaching out to a variety of agency offices or other government agencies. • Conducts extensive record searches and reaches out to other Agency offices for assistance in record searches and provides report on results to colleagues. 	<p>dissemination.</p> <ul style="list-style-type: none"> • Monitors the tracking of all third-party information requests in FOIA Express databases to keep information current. • Determines the nature of the data requested on a case-by-case basis and prepares customized material for each query according to agency best practices and FOIA requirements. • Responds, both orally and in writing, to mildly complex information requests that may require coordination with or clarification from the requestor, i.e. agency offices or other government agencies. • Analyzes the results of record searches and incorporates information in making disclosure determinations. 	<ul style="list-style-type: none"> • Supervises the management of third-party information requests tracking and ensures information is current. • Utilizes expert knowledge in agency best practices and FOIA requirements to provide guidance on examining each data or information request to ensure appropriate and customized responses. • Supervises the response to requests for complex information and aids in identifying points of contacts from other agency offices when necessary. • Oversees record searching and utilizes expertise to advise on determining disclosure in complex situations. • Supervises the review process on requests and provides guidance on potential refusal to disclosure in complex situations.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> Conducts thorough research on requests, identifies potential legal issues, and alerts superiors to such instances. 	<ul style="list-style-type: none"> Reviews research results on requests and determines if there are reasonable grounds to assert exemption to disclosure. 	
3. Relationship Building: Establishes and maintains relationships with the general public, the news and information media, agency stakeholders, industry representatives, and community groups in order to communicate and disseminate program information.	<ul style="list-style-type: none"> Coordinates news and information media interviews and performs basic tasks to support interviews as assigned. Implements communication plans when coordinating agency information programs. Participates in the evaluation of the USAID public affairs program's impact and effectiveness by performing basic tasks as assigned. 	<ul style="list-style-type: none"> Prepares for and conducts news and information media interviews in mildly complex situations. Develops communication plans for agency information programs. Creates and manages evaluations of the impact and effectiveness of the USAID public affairs program against its mission. 	<ul style="list-style-type: none"> Attends and represents USAID in news and information media interviews in highly complex situations. Supervises the development of communication plans and agency information programs to ensure the appropriate messages are disseminated. Appraises and approves the evaluation plan and management of the USAID public affairs program's impact and effectiveness against its mission.
4. Public Relations Communications: Creates, reviews, and disseminates written correspondence, brochures, memoranda and other media conveying information	<ul style="list-style-type: none"> Performs basic review and editorial functions on documents, correspondence, memoranda, and other materials that are provided by other program offices to 	<ul style="list-style-type: none"> Manages the review process of the documents, correspondence, memoranda, and other materials that are provided by other program offices to 	<ul style="list-style-type: none"> Supervises the review of the documents, correspondence, memoranda, and other materials that are provided by other program offices and provides guidance when necessary. Oversees the drafting of all

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>and ideas that engages the audience and helps them understand and retain the message.</p>	<p>ensure completeness and compliance with third party requests.</p> <ul style="list-style-type: none"> Assists colleagues in drafting written correspondence (i.e. memoranda, press releases, etc.) relevant to program activities by performing basic research and writing tasks as assigned. 	<p>ensure compliance with standards.</p> <ul style="list-style-type: none"> Drafts and finalizes correspondence, memoranda, press releases, responses to all FOIA requests, and/or other documents relevant to program activities. 	<p>written correspondence relevant to program activities, with particular respect to FOIA responses, to ensure that the audience will understand messages.</p>
<p>5. Agency Familiarization: Possesses a working knowledge of office and Agency structure and is able to make accurate referrals and requests for documents.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of agency-wide organizational structure, goals, missions, and values and how they relate to Bureau-specific mission and goals by assisting with requests and referrals as assigned. Demonstrates an understanding of other Bureaus by assisting with coordination for responses to third-party requests for information. 	<ul style="list-style-type: none"> Leverages knowledge of both agency and Bureau-specific organizational structure, goals, missions, and values by identifying and reaching out to the appropriate contact person for referrals and information or document requests. Monitors and coordinates communications with other Bureaus to collaborate in responding to third- 	<ul style="list-style-type: none"> Utilizes expert knowledge of both agency and Bureau-specific organizational structure, goals, missions, and values to provide guidance on communication and requests in highly complex situations. Supervises the coordination and collaboration with other Bureaus to respond to third-party requests for information and ensures each request receives a response.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		party requests for information.	
<p>6. Customer Interaction: Provides public contact support to third parties and personally handles requests for information.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of excellent customer service by displaying courtesy, a pleasant nature, and responsiveness during all interactions with internal and external customers. • Demonstrates an understanding of proper phone call etiquette through answering phone calls promptly and directing caller to appropriate party. 	<ul style="list-style-type: none"> • Manages customer interactions to ensure outstanding customer service and high responsiveness when handling requests for information with internal and external customers. • Responds to information request phone calls promptly and advises customer appropriately. 	<ul style="list-style-type: none"> • Oversees the application of excellence customer service (i.e. courtesy, responsiveness, etc.) during requests for information and provides advice to promote a customer and stakeholder-oriented focus. • Supervises the response to phone calls and provides consultation to requests for information by phone in highly complex situations.
<p>7. Records Management: Maintains files and records, including case files that require redactions to comply with FOIA and Privacy Act specifications.</p>	<ul style="list-style-type: none"> • Maintains current and past files and records and provides resources to colleagues for archived information. • Monitors the time length between responses and requests and alerts colleagues when follow-up is necessary. 	<ul style="list-style-type: none"> • Reviews and compares current and past case record information to determine if similar information has previously been compiled for a third-party request. • Requests extensions to responses when time is limited. 	<ul style="list-style-type: none"> • Supervises the use of existing case record and past information to ensure appropriate information is generated for current requests. • Oversees the management of response times to ensure appropriate extension requests are made and enforced. • Utilizes expert knowledge of applicable law and regulations

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> Demonstrates an understanding of applicable law and regulations by assisting colleagues with drafting explanations as to why particular information requested can and cannot be released. 	<ul style="list-style-type: none"> Incorporates understanding and experience with applicable law and regulations when drafting responses to requestors to explain why particular information requested can and cannot be released. 	<p>to explain to requestors and provide guidance to staff on why particular information requested can and cannot be released in complex situations.</p>

Series 1102: Contract Specialist

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Activity Program Coordination for Purchase Card: Performs oversight and execution for the Purchase Card Program.</p>	<ul style="list-style-type: none"> • Demonstrates understanding of Purchase Card Program through responding to requests for information about the Program. • Provides administrative support for the Purchase Card Program including processing paperwork and conducting outreach. 	<ul style="list-style-type: none"> • Troubleshoots basic problems related to the Purchase Card Program. • Supervises all logistics of the Purchase Card Program and implements any changes. 	<ul style="list-style-type: none"> • Troubleshoots complex issues related to the Purchase Card Program and alters systems to ensure continued efficiency. • Oversees the Purchase Card Program, making recommendations for changes as appropriate.
<p>2. Acquisition Planning: Performs acquisition planning by considering all available sources, methods of procurement (negotiation or seal bidding), milestones, and type of contract to satisfy mission needs while appropriately assessing risk.</p>	<ul style="list-style-type: none"> • Maintains records of all contracts won, pending contracts, and milestones achieved. • Examines all contract specifications and develops a specification checklist. 	<ul style="list-style-type: none"> • Determines methods of procurement and develops strategy and timeline for acquisition. • Uses some models to assess risks involved with acquisitions, with extensive supervision. 	<ul style="list-style-type: none"> • Plans strategically for acquisition, ensuring that plans are aligned with the Agency's mission and direction. • Uses a range of models to assess risks involved with acquisitions and makes decisions on which acquisitions to pursue.
<p>3. Address Small Business Concerns - Annual Reviews: Advises the contracting activity small business specialist and assists the Small Business Administration's assigned representative in conducting</p>	<ul style="list-style-type: none"> • Demonstrates understanding of annual review through preparing all paperwork and documentation for annual small business review. • Demonstrates 	<ul style="list-style-type: none"> • Conducts annual review of small business share with supervision. • Conducts detailed evaluation of subcontracting performance using a 	<ul style="list-style-type: none"> • Supervises annual review of small business share, troubleshooting any issues. • Conducts detailed evaluation of subcontracting performance using a range of performance metrics and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
annual reviews of small business share, evaluation of contractors' subcontracting performance, and planning to maximize the use of small businesses.	<p>understanding of performance metrics and measures through assisting in evaluation of subcontracting performance.</p> <ul style="list-style-type: none"> Coordinates meetings between Agency and small businesses for maximizing the use of small businesses. 	<p>limited set of performance metrics and measures with guidance.</p> <ul style="list-style-type: none"> Attends meetings with small business managers to discuss maximizing the potential and use of small businesses. 	<p>measures.</p> <ul style="list-style-type: none"> Interfaces and plans with small business managers to maximize potential and use of small businesses.
<p>4. Address Small Business Concerns – Inquiries: Assists small business concerns in understanding how to do business with the government, identifying contracting opportunities in collaboration with the Agency's small business office, and responding to small business inquiries regarding payment delays or problems.</p>	<ul style="list-style-type: none"> Responds to all small business inquiries and refers small businesses to appropriate point of contact as necessary. Attends meetings with Agency's small business office in order to identify contracting opportunities. Maintains and updates all legal paperwork and guidelines concerning government-small business collaboration. 	<ul style="list-style-type: none"> Troubleshoots all small business issues, including payment delays and other problems. Strategically plans in collaboration with Agency's small business office to identify contracting opportunities. Serves as an advisor to small businesses, answering queries about small business collaboration with the government. 	<ul style="list-style-type: none"> Supervises all small business inquiries, ensuring that all requests are being addressed in a timely and efficient manner. Strategically plans in collaboration with Agency's small business office to pursue contracting opportunities. Compiles common concerns that small businesses have with government collaboration and provides extensive guidance on related topics.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>5. Address Small Business Concerns - Recommendations: Advises the contracting activity small business specialist to provide recommendations on acquisition documents as to whether a particular acquisition should be set aside for one of the Small Business programs.</p>	<ul style="list-style-type: none"> Collects and records all incoming acquisition documents. 	<ul style="list-style-type: none"> Examines the needs of Small Business programs to determine which acquisitions will assist in fulfilling these needs. 	<ul style="list-style-type: none"> Provides advice to the small business specialist by recommending acquisition that should be set aside for Small Business programs.
<p>6. Advanced Cost and/or Price Analysis - Evaluate Fee Plans: Evaluates award fee/incentive fee plans and arrangements for adherence to policy and guidance.</p>	<ul style="list-style-type: none"> Evaluates award and incentive fee plans for conformity with basic specifications and identifies plans that do not adhere to specifications. 	<ul style="list-style-type: none"> Discards incentive fee plans that do not adhere to specifications. 	<ul style="list-style-type: none"> Oversees award and incentive fee plans evaluation and sets specifications.
<p>7. Advanced Cost and/or Price Analysis - Evaluate Price: Evaluates the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.</p>	<ul style="list-style-type: none"> Contributes to the evaluation of the reasonableness of contractor's proposed budget, considering the trade-off between quality and quantity. 	<ul style="list-style-type: none"> Evaluates the reasonableness of contractor's proposed budget, considering the trade-off between quality and quantity with minimal supervision. 	<ul style="list-style-type: none"> Constructs a case for complex negotiations regarding the contractor's proposed budget, considering quantity, quality, price, and time.
<p>8. Advanced Cost and/or Price Analysis - Price Positioning: Develops positions on pricing-related contract terms and conditions to aid in developing the Government's position.</p>	<ul style="list-style-type: none"> Demonstrates in-depth knowledge of Government pricing concerns through contributing to the development of pricing-related contract terms. 	<ul style="list-style-type: none"> Develops specific pricing-related contract terms based on Government direction. 	<ul style="list-style-type: none"> Coordinates with the Government to determine specific requirements necessary for pricing-related terms and conditions.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
9. Advanced Cost and/or Price Analysis - Recommend Positions: Supports special cost, price, and finance efforts by researching, analyzing, and providing recommended positions that are in the best interests of the Government.	<ul style="list-style-type: none"> Researches positions on special cost, price, and finance that are in the best interests of the Government. 	<ul style="list-style-type: none"> Develops recommended positions on special cost, price, and finance that are in the best interests of the Government. 	<ul style="list-style-type: none"> Analyzes positions on special cost, price, and finance that are in the best interests of the Government.
10. Agreement Award - Award Documents: Prepares award documents in accordance with type of assistance and federal and Agency regulations.	<ul style="list-style-type: none"> Demonstrates thorough knowledge of federal and Agency regulations through assisting in preparation of award documents that conform to all federal and Agency regulations. 	<ul style="list-style-type: none"> Independently prepares award documents that conform to all federal and Agency regulations. 	<ul style="list-style-type: none"> Monitors award documentation preparation, confirming adherence to assistance and federal Agency regulations and providing advice where necessary.
11. Agreement Award - Recipient Dispute Resolution: Determines responses to recipient disputes in accordance with the terms of the grant/cooperative agreement and Federal and Agency regulations.	<ul style="list-style-type: none"> Possesses in-depth knowledge of the terms of the grant/cooperative agreement and of Federal and Agency regulations through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Develops responses to recipient disputes, ensuring that response conforms to terms of grant/cooperative agreement and Federal and Agency regulations with extensive supervision. 	<ul style="list-style-type: none"> Oversees responses to recipient disputes, ensuring that responses conform to terms of grant/cooperative agreement and Federal and Agency regulations.
12. Agreement Award - Responsibility Assessment: Assesses prospective award recipient's responsibility and management competence.	<ul style="list-style-type: none"> Possesses thorough knowledge of assessment criteria through considering responsibility and management competence. 	<ul style="list-style-type: none"> Conducts a basic evaluation of prospective award recipient's responsibility and management 	<ul style="list-style-type: none"> Oversees in-depth assessment of prospective award recipient's responsibility and management competence using a range of criteria and data.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		competence.	
<p>13. Agreement Evaluation: Evaluates proposals against selection criteria to identify applications that are acceptable or can be made acceptable.</p>	<ul style="list-style-type: none"> Evaluates proposals against set criteria and discards proposals with multiple nonconformities. 	<ul style="list-style-type: none"> Evaluates proposals against set criteria to identify acceptable applications. 	<ul style="list-style-type: none"> Oversees the evaluation of proposals to ensure that applications are evaluated against set criteria.
<p>14. Agreement Performance Management - Analyze Amendments: Evaluates proposals against selection criteria to identify applications that are acceptable or can be made acceptable. Analyzes and administers amendments to agreements — such as revision to grant funding allocations; key personnel and subgrants; additional funding, program description changes, revisions to provisions, and extensions — in accordance with terms of the award and regulations.</p>	<ul style="list-style-type: none"> Evaluates proposals against set criteria and discards proposals with multiple nonconformities. Compiles and documents all amendments to agreements, completing necessary paperwork to ensure execution. 	<ul style="list-style-type: none"> Evaluates proposals against set criteria to identify acceptable applications. Administers amendments to agreements including program description changes, revisions to provisions, and extensions. 	<ul style="list-style-type: none"> Oversees the evaluation of proposals to ensure that applications are evaluated against set criteria. Oversees all amendments to agreements including revisions to grant funding allocations, key personnel, sub-grants, and additional funding.
<p>15. Agreement Performance Management - Resolve Performance Problems: Resolves agreement performance problems by engaging award recipient and CTO to gather facts, determine remedies, and initiate</p>	<ul style="list-style-type: none"> Researches and gathers facts that affect agreement performance, documenting findings. 	<ul style="list-style-type: none"> Implements remedial and corrective actions to address agreement performance problems. 	<ul style="list-style-type: none"> Develops remedies and corrective actions to address agreement performance problems.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
remedial actions in order to find and provide a solution.			
<p>16. Agreement Preparation and Negotiation: Prepares for negotiations, discussions, and awards by requesting pre-award surveys as needed, reviewing technical evaluation memos, and conducting cost analysis to determine if the recipient's program costs are reasonable.</p>	<ul style="list-style-type: none"> Requests pre-award surveys as needed in preparation for agreement negotiation. 	<ul style="list-style-type: none"> Reviews technical evaluation memos and assists with conducting cost analysis in preparation for agreement negotiation. 	<ul style="list-style-type: none"> Conducts high-level cost analysis to determine if recipient's program costs are reasonable and constructs strong case in preparation for negotiations as necessary.
<p>17. Bid Evaluation – Price Analysis: Performs price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.</p>	<ul style="list-style-type: none"> Collects all price bids and checks if all requirements have been fulfilled. 	<ul style="list-style-type: none"> Compares quantity to quality of price bids and provides shortlist of best value contracts to the Government. 	<ul style="list-style-type: none"> Compares quantity to quality of price bids and provides the best value to the Government.
<p>18. Bid Evaluation – Sealed Bids: Evaluates the sealed bids in a transparent manner to allow for fair evaluation of price, past-performance, and technical capability.</p>	<ul style="list-style-type: none"> Collects and sorts sealed bids to make the evaluation process more efficient. 	<ul style="list-style-type: none"> Evaluates sealed bids considering a range of factors including price, past-performance, and technical capability. 	<ul style="list-style-type: none"> Coordinates evaluation of sealed bids to ensure transparency and fairness in process and outcome.
<p>19. Business Advice: Provides proactive business advice on requirements documentation based on analysis of requirements and performance-</p>	<ul style="list-style-type: none"> Demonstrates thorough knowledge of all required documentation needed to satisfy Mission requirements through 	<ul style="list-style-type: none"> Analyzes requirements and performance-based approaches and collates a list of requirements necessary. 	<ul style="list-style-type: none"> Provides business advice on requirements documentation based on thorough and in-depth analysis of requirements and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
based approaches to find the best solution to satisfy mission requirements.	completion of basic tasks assigned.		performance-based approaches.
20. Close-out Contracts: Closes-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.	<ul style="list-style-type: none"> Compiles all documents related to closing out contracts, ensuring that all necessary paperwork and clearances have been received. 	<ul style="list-style-type: none"> Ensures all final payments have been made and follows up on backlog of payments. 	<ul style="list-style-type: none"> Ensures property disposition during close-out of contract is completed efficiently and the entire close-out process runs smoothly.
21. Contract Administration: Conducts post-award orientations to address customer concerns and contractor’s responsibilities for performance contract. Administers contracts by monitoring CTO feedback and contractor performance, and enforcing contractor compliance with contract requirements. Terminates contracts using applicable FAR if it is in the best interest to the government.	<ul style="list-style-type: none"> Responds to basic customer queries about contractor’s responsibilities regarding contractual obligations. Documents a comprehensive list of contract requirements. Prepares paperwork for termination of a contract. 	<ul style="list-style-type: none"> Responds to complex customer queries about contractor’s responsibilities regarding legal obligations. Enforces contractor compliance with contract requirements. Communicates decision to terminate contract to contractor and provides justification. 	<ul style="list-style-type: none"> Conducts thorough post-award orientation with contractor, covering major concerns, and details all responsibilities for performance of the contract. Monitors CTO feedback and ensures process is efficient. Makes executive decision to terminate a contract using applicable FAR, and provides appropriate justification.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>22. Contract Pre-Award: Conducts market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources, suppliers, and services, including prospects for small-business set-asides. Conducts pre-solicitation industry conferences, analyzes responses to draft solicitation terms and conditions to promote full and open competition. Documents source selection, publicizes proposed procurements, and evaluates sealed bids. Evaluates proposals and quotes against technical and cost evaluation criteria.</p>	<ul style="list-style-type: none"> • Conducts general market research according to the nature of solicitation. • Conducts research on relevant industries and statistics for pre-solicitation efforts with the consideration of promoting full and open competition. • Documents source selection and publicizes proposed procurements. 	<ul style="list-style-type: none"> • Synthesizes data and information from research to determine availability of sources of supply and/or services, including prospects for small-business set-asides. • Analyzes responses to draft solicitation terms and conditions with the consideration of promoting full and open competition. • Evaluates proposals and quotes against cost evaluation criteria. 	<ul style="list-style-type: none"> • Draws conclusions from research and utilizes information to draft solicitations. • Drafts pre-solicitation terms and conditions with the consideration of promoting full and open competition. • Evaluates sealed bids and proposals and quotes against technical criteria.
<p>23. Contract Award – Conduct Debriefings: Conducts pre/post-award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.</p>	<ul style="list-style-type: none"> • Compiles a slideshow and appropriate handouts for award debriefings for all unsuccessful offerors. 	<ul style="list-style-type: none"> • Conducts pre/post-award debriefings for all unsuccessful offerors, as needed, with support. 	<ul style="list-style-type: none"> • Oversees pre/post-award debriefings for all unsuccessful offerors.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>24. Contract Award – Prepares Documents: Prepares award documents to award contract / issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.</p>	<ul style="list-style-type: none"> Follows up and documents reviews and approvals received. 	<ul style="list-style-type: none"> Prepares award documents to award contract or issue task or delivery orders. 	<ul style="list-style-type: none"> Supervises the preparation of documents for contract award, ensuring fund availability for contract award.
<p>25. Contract Award – Select Awardee: Selects the awardee who, in the Government’s estimation, provides the best value.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of how to shortlist awardees who provide the best value through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Shortlists awardees who provide the best value. 	<ul style="list-style-type: none"> Selects final awardee who provides the best value.
<p>26. Contract Justification: Justifies the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity to be considered based on business strategies and market research.</p>	<ul style="list-style-type: none"> Possesses thorough knowledge of different types of contracts through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Develops justification for limiting open competition or not providing for fair opportunity with supervision. 	<ul style="list-style-type: none"> Crafts and disseminates justification for limiting open competition or not providing for fair opportunity, taking into account explanations such as business strategies and market research.
<p>27. Contract Performance Management - Administer Contracts: Administers contracts by monitoring CTO feedback and contractor performance and enforcing contractor compliance with contract requirements.</p>	<ul style="list-style-type: none"> Documents a comprehensive list of contract requirements. 	<ul style="list-style-type: none"> Enforces contractor compliance with contract requirements. 	<ul style="list-style-type: none"> Monitors CTO feedback and ensures process is efficient.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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<p>28. Contract Performance Management - Advise Contractor: Analyzes, negotiate and prepare claim file for final CO decision and advise contractor, including appeal rights.</p>	<ul style="list-style-type: none"> Prepares claim file for final CO decision. Demonstrates in-depth knowledge of appeal rights through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Analyzes claim file for final CO decision. Attends meetings between Agency and contractor to advise contractor. 	<ul style="list-style-type: none"> Negotiates claim file for final CO decision. Advise contractor on all aspects of contract, including appeal rights.
<p>29. Contract Performance Management - Contract Problems: Resolves contract performance problems by gathering facts, determining remedies, and initiating remedial actions in order to find and provide a solution.</p>	<ul style="list-style-type: none"> Researches and gathers facts that affect contract performance, documenting findings. 	<ul style="list-style-type: none"> Implements remedial and corrective actions to address contract performance problems. 	<ul style="list-style-type: none"> Develops remedies and corrective actions to address contract performance problems.
<p>30. Contract Performance Management - Past Performance Evaluation: Ensures past performance evaluation is initiated to ensure documentation of performance including contracting officer input and decision.</p>	<ul style="list-style-type: none"> Ensures past performance evaluation is initiated and relevant parties have all necessary documentation. 	<ul style="list-style-type: none"> Ensures contracting officer input and decision is included in the past performance evaluation. 	<ul style="list-style-type: none"> Supervises past performance evaluation process to ensure its smooth execution and troubleshoots any major issues.
<p>31. Contract Termination – Settlement: Negotiates contract settlement following proper procedures in coordination with agency general counsel and other offices, as appropriate.</p>	<ul style="list-style-type: none"> Attends meetings with agency general counsel and other offices that lay out proper procedures. 	<ul style="list-style-type: none"> Actively participates and contributes to meetings with agency general counsel and other offices that lay out proper procedures. 	<ul style="list-style-type: none"> Negotiates contract settlement, working in close coordination with general counsel and other offices.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>32. Contract Termination – Termination: Terminates contracts using applicable FAR if it is in the best interest in the government (show cause, cure notice, termination for convenience or default).</p>	<ul style="list-style-type: none"> Prepares paperwork for termination of a contract. 	<ul style="list-style-type: none"> Communicates decision to terminate contract to contractor and provides justification. 	<ul style="list-style-type: none"> Makes executive decision to terminate a contract using applicable FAR and provides appropriate justification.
<p>33. Cost and Price Analysis: Develops positions on pricing-related contract terms and conditions to aid in developing the Government’s position. Evaluates contractors proposed cost/price for use in preparing for complex negotiations.</p>	<ul style="list-style-type: none"> Demonstrates in-depth knowledge of Government pricing concerns through contributing to the development of pricing-related contract terms. Contributes to the evaluation of the reasonableness of contractor’s proposed budget, considering the trade-off between quality and quantity. 	<ul style="list-style-type: none"> Develops specific pricing-related contract terms based on Government direction. Evaluates the reasonableness of contractor’s proposed budget, considering the trade-off between quality and quantity with minimal supervision. 	<ul style="list-style-type: none"> Coordinates with the Government to determine specific requirements necessary for pricing-related terms and conditions. Constructs a case for complex negotiations regarding the contractor’s proposed budget, considering quantity, quality, price, and time.
<p>34. E-Business Tools: Uses e-business systems and automated tools to promote standardization, efficiency, and transparency. Performs oversight and execution for the Purchase Card Program.</p>	<ul style="list-style-type: none"> Uses basic e-business systems and automated tools with extended supervision. Demonstrates understanding of Purchase Card Program through responding to requests for information about the Program. 	<ul style="list-style-type: none"> Uses advanced e-business systems and automated tools with little supervision. Troubleshoots basic problems related to the Purchase Card Program. Supervises all logistics of the Purchase Card Program and 	<ul style="list-style-type: none"> Researches and employs new e-business systems and automated tools to streamline operations and promote standardization and transparency. Troubleshoots complex issues related to the Purchase Card Program and alters systems to ensure continued efficiency.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> Provides administrative support for the Purchase Card Program including processing paperwork and conducting outreach. 	<ul style="list-style-type: none"> implements any changes. 	<ul style="list-style-type: none"> Oversees the Purchase Card Program and implements structural changes to streamline efficiency.
35. Initiation of Work - Establish Contract Responsibilities: Plans for contract administration regarding delegating administrative functions; designating, training and managing Cognizant Technical Officers (CTOs); and formally establishing all contract administration responsibilities.	<ul style="list-style-type: none"> Identifies all Cognizant Technical Officers (CTOs). Documents all contract administration responsibilities in written form. 	<ul style="list-style-type: none"> Delegates all training for Cognizant Technical Officers (CTOs), ensuring training needs are met and troubleshooting any issues. Formally establishes all contract administration responsibilities both in written and verbal forms. 	<ul style="list-style-type: none"> Manages all Cognizant Technical Officers (CTOs), ensuring systems are in place to streamline processes and maximize efficiency. Supervises all administrative functions, delegating where necessary.
36. Initiation of Work - Post Award Orientations: Conducts post-award orientations to address customer concerns and contractor's responsibilities for performance of the contract.	<ul style="list-style-type: none"> Responds to basic customer queries about contractor's responsibilities regarding contractual obligations. 	<ul style="list-style-type: none"> Responds to complex customer queries about contractor's responsibilities regarding legal obligations. 	<ul style="list-style-type: none"> Conducts thorough post-award orientation with contractor, covering major concerns and details all responsibilities for performance of the contract.
37. IPRA Negotiation and Cost Accounting Standards Administration: Negotiates indirect cost rate agreements (NICRAs) for billing purposes and administers cost accounting standards to ensure contractors'	<ul style="list-style-type: none"> Documents cost accounting standards to ensure contractors' compliance. Demonstrates in-depth knowledge of indirect cost rate agreements (NICRAs) and how they relate to 	<ul style="list-style-type: none"> Develops cost accounting standards to ensure contractors' compliance. Assists in negotiations for indirect cost rate agreements (NICRAs) 	<ul style="list-style-type: none"> Oversees the development of cost accounting standards to ensure contractors' compliance. Leads the negotiation of indirect cost rate agreements (NICRAs) for billing purposes.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
compliance.	billing through completion of basic tasks assigned.	for billing purposes.	
38. Issue Changes and Modifications: Analyzes the need for contract modifications and negotiate and issue contract modifications, as required.	<ul style="list-style-type: none"> Issues contract modifications, ensuring paperwork is intact. 	<ul style="list-style-type: none"> Analyzes the need for contract modifications based on price, quality, or scope. 	<ul style="list-style-type: none"> Negotiates contract modifications as required to ensure the best deal for the Government.
39. Justifications/Terms Determination for Assistance: Determines the appropriate justifications and waivers, includes appropriate provisions and/or special provisions (e.g. financing/payments, etc.) based on technical requirements and regulations, and undertakes accordingly.	<ul style="list-style-type: none"> Processes justifications and waivers as they are received, based on technical requirements and regulations. 	<ul style="list-style-type: none"> Administers the appropriate justifications and waivers and includes appropriate provisions based on technical requirements and regulations. 	<ul style="list-style-type: none"> Reviews justifications, waivers, and provisions based on technical requirements and regulations.
40. Market Research: Conducts market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services, including prospects for small-business set-asides.	<ul style="list-style-type: none"> Conducts general market research according to the nature of solicitation. 	<ul style="list-style-type: none"> Synthesizes data and information from research to determine availability of sources of supply and/or services, including prospects for small-business set-asides. 	<ul style="list-style-type: none"> Draws conclusions from research and utilizes information to draft solicitations.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>41. Negotiate Indirect Pricing Rates Agreements & Administer Cost Accounting Standards: Negotiates indirect cost rate agreements (NICRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.</p>	<ul style="list-style-type: none"> Documents cost accounting standards to ensure contractors' compliance. Demonstrates in-depth knowledge of indirect cost rate agreements (NICRAs) and how they relate to billing through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Develops cost accounting standards to ensure contractors' compliance. Assists in negotiations for indirect cost rate agreements (NICRAs) for billing purposes. 	<ul style="list-style-type: none"> Oversees the development of cost accounting standards to ensure contractors' compliance. Leads the negotiation of indirect cost rate agreements (NICRAs) for billing purposes.
<p>42. Payment Requests: Resolves disputes, claims, or questioned costs regarding contractor request for payments, including cost reimbursement payments, progress payments, or performance-based payments.</p>	<ul style="list-style-type: none"> Receives and processes disputes or claims regarding contractor payments. 	<ul style="list-style-type: none"> Resolves and mediates disputes or claims regarding contractor payments. 	<ul style="list-style-type: none"> Oversees the process for resolving complex disputes or claims regarding contractor payments and provides advice to staff as needed.
<p>43. Position Development and Negotiation: Prepares for negotiations/discussions/awards by reviewing audit and technical reports, performing cost and/or price analysis, and developing pre-negotiation position to include identifying potential trade-offs.</p>	<ul style="list-style-type: none"> Prepares information such as audit and technical reports, cost, and/or price analysis for use during pre-negotiations and actual negotiations. 	<ul style="list-style-type: none"> Synthesizes information prepared and assists in negotiations with senior staff. 	<ul style="list-style-type: none"> Considers potential trade-offs and develops pre-negotiation position and conducts negotiations with position in mind.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>44. Preparation and Negotiation – Positioning: Prepares for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts reports), and developing pre-negotiation position to include identifying potential trade-offs.</p>	<ul style="list-style-type: none"> Prepares information such as audit and technical reports, cost, and/or price analysis for use during pre-negotiations and actual negotiations. 	<ul style="list-style-type: none"> Synthesizes information prepared and assists in negotiations with senior staff. 	<ul style="list-style-type: none"> Considers potential trade-offs and develops pre-negotiation position and conducts negotiations with position in mind.
<p>45. Pre-Solicitation Conferences: Conducts pre-solicitation industry conferences and analyzes responses to draft solicitation terms and conditions to promote full and open competition.</p>	<ul style="list-style-type: none"> Conducts research on relevant industries and statistics for pre-solicitation efforts with the consideration of promoting full and open competition. 	<ul style="list-style-type: none"> Analyzes responses to draft solicitation terms and conditions with the consideration of promoting full and open competition. 	<ul style="list-style-type: none"> Drafts pre-solicitation terms and conditions with the consideration of promoting full and open competition.
<p>46. Process Protests: Reviews and processes protests to determine whether to withhold award or stop performance pending outcome of the protest.</p>	<ul style="list-style-type: none"> Receives and classifies protests for processing and assists in the resolutions. 	<ul style="list-style-type: none"> Provides appropriate resolutions and next-steps according to the nature of protests. 	<ul style="list-style-type: none"> Resolves and advises on complex protests.
<p>47. Procurement Analysis - Advise on Procurement Matters: Provides analysis to advise on procurement matters, including contract documentation, legislation issues, and congressional</p>	<ul style="list-style-type: none"> Analyzes procurement matters as directed, including contract documentation, legislation issues, and congressional inquiries impacting contracting matters. 	<ul style="list-style-type: none"> Provides advice on procurement matters of moderate complexity, including contract documentation, legislation issues, and congressional inquiries 	<ul style="list-style-type: none"> Serves as resident expert on procurement matters of moderate complexity, including contract documentation, legislation issues, and congressional inquiries impacting

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
inquiries impacting contracting matters.		impacting contracting matters.	contracting matters.
48. Procurement Analysis - Change in Process: Provides input on high-level legislation and policy matters to recommend and/or lead change in the procurement process.	<ul style="list-style-type: none"> Gathers information and data required to make recommendations on procurement process. 	<ul style="list-style-type: none"> Synthesizes research and presents relevant information to support recommendations on procurement process. 	<ul style="list-style-type: none"> Provides high-level recommendations on changes to the procurement process.
49. Procurement Analysis - Contract Review Board: Provides business advice while participating on the Contract Review Board (CRB) to ensure compliance with all regulatory requirements and a logical and defensible business decision with a responsible organization or entity.	<ul style="list-style-type: none"> Demonstrates an understanding of the Contract Review Board (CRB) through assisting in various tasks as required. 	<ul style="list-style-type: none"> Works closely with counterparts on the Contract Review Board (CRB) to implement decisions on ensuring ethical business decisions and compliance with all regulatory requirements. 	<ul style="list-style-type: none"> Makes high-level decisions to ensure ethical business decisions and compliance with all regulatory requirements
50. Procurement Analysis - Guidance on Compliance: Provides guidance on statutory/regulatory compliance to develop procurement policy and changes in procedures while having an active role on special policy development teams.	<ul style="list-style-type: none"> Demonstrates understanding of statutory/regulatory compliance matters through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Provides guidance on statutory/regulatory compliance matters of moderate complexity for development or changes of procurement policy. 	<ul style="list-style-type: none"> Offers expert opinion on complex statutory/regulatory compliance matters for development or changes of procurement policy.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>51. Procurement Analysis - Oversight and Review: Performs oversight and reviews contract files, compiles lessons learned, and ensures consistent policy application.</p>	<ul style="list-style-type: none"> Compiles lessons learned and organizes contract files for review. 	<ul style="list-style-type: none"> Edits lessons learned to reflect policy application and reviews contract files. 	<ul style="list-style-type: none"> Ensures consistent policy application and accuracy of contract files.
<p>52. Procurement Policy: Provides analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters. Advises on high-level legislation and policy matters to recommend and/or lead change in the procurement process.</p>	<ul style="list-style-type: none"> Analyzes procurement matters as directed, including contract documentation, legislation issues, and congressional inquiries impacting contracting matters. Gathers information and data required to make recommendations on procurement process. 	<ul style="list-style-type: none"> Provides advice on procurement matters of moderate complexity, including contract documentation, legislation issues, and congressional inquiries impacting contracting matters. Synthesizes research and presents relevant information to support recommendations on procurement process. 	<ul style="list-style-type: none"> Serves as resident expert on procurement matters of moderate complexity, including contract documentation, legislation issues, and congressional inquiries impacting contracting matters. Provides high-level recommendations on changes to the procurement process.
<p>53. Proposal Briefing: Conducts briefing for technical evaluation committee (TEC) members to instruct them on handling of source selection information, conflict of interest, non-disclosure, and evaluation methodology.</p>	<ul style="list-style-type: none"> Assists in the briefing for technical evaluation committee (TEC) members on proposal-related matters. 	<ul style="list-style-type: none"> Conducts briefing for technical evaluation committee (TEC) members on proposal-related matters. 	<ul style="list-style-type: none"> Utilizes expert knowledge to oversee briefing for technical evaluation committee (TEC) members on proposal-related matters.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>54. Proposal Evaluation: Evaluates proposals and quotes against technical and cost evaluation criteria, and requests technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.</p>	<ul style="list-style-type: none"> Assists in the evaluation of proposals and quotes against evaluation criteria. 	<ul style="list-style-type: none"> Evaluates proposals and quotes against evaluation criteria and requests relevant information as needed. 	<ul style="list-style-type: none"> Ensures proposals are evaluated against evaluation criteria and makes final decision on proposals.
<p>55. Proposal Review: Conducts review of submitted proposals to ensure offers meet the requirements of the solicitation (e.g., page limitations, separation of technical and cost information, proposal information required in various sections, etc.).</p>	<ul style="list-style-type: none"> Ensures proposal format meets solicitation requirements. 	<ul style="list-style-type: none"> Provides advice on solicitation requirements to colleagues. 	<ul style="list-style-type: none"> Makes final decision on whether proposal meets solicitation requirements.
<p>56. Responsibility Determination: Determines contractor responsibility in accordance with the FAR and agency regulations (e.g., by assessing financial resources, ability to comply with delivery/performance, satisfactory performance, etc.).</p>	<ul style="list-style-type: none"> Gathers relevant information (e.g. financial resources, performance data) for the determination of contractor's responsibilities. 	<ul style="list-style-type: none"> Considers relevant information and determines contractor responsibility in accordance with the FAR and agency regulations. 	<ul style="list-style-type: none"> Considers relevant information and determines contractor responsibility in accordance with the FAR and agency regulations in complex situations.
<p>57. Small Business Competition: Ensures solicitations and promotes small business subcontracting</p>	<ul style="list-style-type: none"> Demonstrates an understanding of small business subcontracting opportunities in completing 	<ul style="list-style-type: none"> Implements strategies to promote small business subcontracting. 	<ul style="list-style-type: none"> Explores novel strategies to promote small business subcontracting and formulates directions for staff

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
opportunities.	daily solicitation-related tasks.		to follow.
58. Small Business Socio-Economic Programs: Assists small business concerns in understanding how to do business with the government, identifying contracting opportunities in collaboration with the Agency's small business office, and responding to small business inquiries regarding payment delays or problems.	<ul style="list-style-type: none"> • Responds to all small business inquiries and refers small businesses to appropriate point of contact as necessary. • Attends meetings with Agency's small business office in order to identify contracting opportunities. • Maintains and updates all legal paperwork and guidelines concerning government-small business collaboration. 	<ul style="list-style-type: none"> • Troubleshoots all small business issues, including payment delays and other problems. • Strategically plans in collaboration with Agency's small business office to identify contracting opportunities. • Serves as an advisor to small businesses, answering queries about small business collaboration with the government. 	<ul style="list-style-type: none"> • Supervises all small business inquiries, ensuring that all requests are being addressed in a timely and efficient manner. • Strategically plans in collaboration with Agency's small business office to pursue contracting opportunities. • Compiles common concerns that small businesses have with government collaboration and provides extensive guidance on related topics.
59. Solicitation of Offers – Conference: Conducts pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition and seek industry comments.	<ul style="list-style-type: none"> • Assists in the pre-bid or pre-proposal conference and gathers relevant data/comments for decision-making. 	<ul style="list-style-type: none"> • Participates in pre-bid or pre-proposal conference to provide offerors with information about solicitation requirements. 	<ul style="list-style-type: none"> • Chairs the pre-bid or pre-proposal conference and engages in discussions with offerors about solicitation requirements.
60. Solicitation of Offers – Publicize Procurement: Publicizes proposed procurements to promote full-	<ul style="list-style-type: none"> • Proofreads and publicizes requirements to promote competition, to the maximum extent possible. 	<ul style="list-style-type: none"> • Prepares proposed requirements to promote competition, to the maximum extent 	<ul style="list-style-type: none"> • Proposes requirements to promote competition, to the maximum extent possible.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
and-open competition.		possible.	
<p>61. Solicitation of Offers – Respond to Inquiries: Responds to pre-award inquiries by issuing amendments or taking other appropriate actions that are in the best interest of the Government and conform to FAR/AIDAR/ADS.</p>	<ul style="list-style-type: none"> Receives and classifies pre-award inquiries for appropriate actions by Agency. 	<ul style="list-style-type: none"> Executes appropriate actions in response to pre-award inquiries, according to regulations and/or inputs from the technical client office and in consideration of the best interest of the Government, conforming to relevant regulations. 	<ul style="list-style-type: none"> Oversees the execution of appropriate actions in response to pre-award inquiries in complex situations, according to regulations and/or inputs from the technical client office and in consideration of the best interest of the Government, conforming to relevant regulations.
<p>62. Solicitation of Offers – Written Solicitation: Issues a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement [e.g. method of financing, Government property, intellectual property, organizational conflict of interest (OCI)].</p>	<ul style="list-style-type: none"> Proofreads written solicitations for clarity and conformance to formatting standards. 	<ul style="list-style-type: none"> Prepares written solicitations consistent with the requirement documents, acquisition plan, and source selection plan. 	<ul style="list-style-type: none"> Issues written solicitations and ensures solicitations are consistent with the requirement documents, acquisition plan, and source selection plan.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>63. Solicitation of Offers for Assistance - Application Type: Determines the appropriate type of application --Request For Agreement (RFA) and Annual Program Statements (APSS)--based on technical requirements and regulations, and undertake accordingly.</p>	<ul style="list-style-type: none"> Classifies applications into different types--Request For Agreement (RFA) and Annual Program Statements (APSS). 	<ul style="list-style-type: none"> Executes appropriate actions according to the type of application, based on technical requirements and regulations. 	<ul style="list-style-type: none"> Ensures applications and actions undertaken are appropriate and accurate.
<p>64. Solicitation of Offers for Assistance - Award Type: Determines the appropriate award type of assistance--Grant, Cooperative Agreement, Global Development Application/Collaboration Application, Public International Organization--based on technical requirements and regulations, and undertake accordingly.</p>	<ul style="list-style-type: none"> Assists in the determination of appropriate award type of assistance--Grant, Cooperative Agreement, Global Development Application/Collaboration Application, Public International Organization. 	<ul style="list-style-type: none"> Undertakes appropriate actions according to the type of application based on technical requirements and regulations. 	<ul style="list-style-type: none"> Ensures applications and actions undertaken are appropriate and accurate.
<p>65. Solicitation of Offers for Assistance – Conference: Conducts pre-proposal conferences to inform applicants of the identified requirement of the grant and/or cooperative agreement.</p>	<ul style="list-style-type: none"> Assists in the pre-proposal conferences and gathers relevant data/comments for decision-making. 	<ul style="list-style-type: none"> Conducts pre-proposal conferences to inform applicants of the identified requirement of the grant and/or cooperative agreement. 	<ul style="list-style-type: none"> Chairs the pre-bid or pre-proposal conference and offers advice to applicants about identified requirement of grant and/or cooperative agreement.
<p>66. Solicitation of Offers for Assistance – Pre-award</p>	<ul style="list-style-type: none"> Receives and classifies pre-award inquiries for 	<ul style="list-style-type: none"> Executes appropriate actions in response to 	<ul style="list-style-type: none"> Oversees the execution of appropriate actions in

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
Inquiries: Responds to pre-award inquiries by taking the appropriate action according to assistance regulations and/or input from the technical client office to resolve questions.	appropriate actions by Agency.	pre-award inquiries, according to regulations and/or inputs from the technical client office and in consideration of the best interest of the Government, conforming to relevant regulations.	response to pre-award inquires in complex situations, according to regulations and/or inputs from the technical client office and in consideration of the best interest of the Government, conforming to relevant regulations.
67. Solicitation of Offers for Assistance - Publicize Requirement: Publicizes proposed requirements to promote competition, to the maximum extent possible.	<ul style="list-style-type: none"> • Proofreads and publicizes requirements to promote competition, to the maximum extent possible. 	<ul style="list-style-type: none"> • Prepares proposed requirements to promote competition, to the maximum extent possible. 	<ul style="list-style-type: none"> • Proposes requirements to promote competition, to the maximum extent possible.
68. Solicitation of Offers for Assistance - Written RFA: Issues a written Request for Application (RFA) consistent with the annual procurement plan; the program description; selection criteria; and appropriate provisions tailored to the requirement.	<ul style="list-style-type: none"> • Proofreads written Request for Application (RFA) for clarity and conformance to formatting standards. 	<ul style="list-style-type: none"> • Prepares Request for Application (RFA) consistent with the annual procurement plan, the program description selection criteria, and appropriate provisions tailored to the requirement. 	<ul style="list-style-type: none"> • Issues Request for Application (RFA) consistent with the annual procurement plan, the program description selection criteria, and appropriate provisions tailored to the requirement.
69. Source Selection – Competitive Range: Establishes the competitive range to determine which of the offers	<ul style="list-style-type: none"> • Conveys results of offer acceptance to offerors. 	<ul style="list-style-type: none"> • Implements proposed competitive range to determine the acceptance of offers. 	<ul style="list-style-type: none"> • Establishes the competitive range for the determination of offer acceptances.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
will be considered for the award.			
70. Source Selection – Hold Discussions: Decides whether to hold discussions based on results of the evaluation, when it is in the U.S. Government's best interest to do so.	<ul style="list-style-type: none"> Gathers evaluation results and informs offerors on the need for discussions. 	<ul style="list-style-type: none"> Holds discussions with offerors based on evaluation results and Government's interest. 	<ul style="list-style-type: none"> Makes final decision on the need for discussions based on evaluation results and Government's interest.
71. Source Selection – Planning: Documents a source selection plan that is consistent with public law, federal regulations, agency policies, and other guidelines.	<ul style="list-style-type: none"> Documents information as directed in the source selection plan in a manner consistent with regulations, policies, and guidelines. 	<ul style="list-style-type: none"> Designs a methodology for the documentation of source selection plan that is consistent with regulations, policies, and guidelines. 	<ul style="list-style-type: none"> Leverages expertise to provide advice on capturing key information for source selection plan and ensures that plan is consistent with regulations, policies, and guidelines.
72. Special Requirement Consideration: Considers socio-economic and other requirements including small business, labor, environmental, foreign, gender, health, source/origin/nationality, and mentor-protégé in accordance with FAR/agency guidance.	<ul style="list-style-type: none"> Highlights the socio-economic and other special requirement reasons for appropriate actions. 	<ul style="list-style-type: none"> Considers socio-economic and other special requirement reasons and proposes appropriate actions in accordance with FAR/agency guidance. 	<ul style="list-style-type: none"> Reviews socio-economic and other special requirement reasons and finalizes the proposed actions in accordance with FAR/agency guidance.

Series 2130: Traffic Management

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Traffic Management Specialist: Manages or participates in managing a transportation or traffic program involving (1) operating a transport or traffic system to move passengers or commodities of an organization when there is accountability for operating costs, (2) operating a transportation system to provide common carrier types of services to shippers, and (3) procuring common or other carriers and other transportation services to move an organization's personnel, freight,</p>	<ul style="list-style-type: none"> • Performs basic tasks to successfully implement the overall traffic management program of an organization or unit. • Demonstrates an understanding of negotiating skills through providing support to colleagues in negotiating rates and routings with carriers. • Participates in basic tasks to assist with the development and implementation of traffic management policies and plans to support the mission of the agency or installation served. • Demonstrates an understanding of transportation 	<ul style="list-style-type: none"> • Plans and monitors the overall traffic management program of an organization or unit. • Utilizes negotiating skills to establish mutually beneficial rates and routings with carriers. • Devises and develops traffic management policies, plans, and programs and makes adaptations when appropriate to better support the mission of the agency or installation served. • Utilizes knowledge of a variety of transportation programs to develop transportation plans that support and 	<ul style="list-style-type: none"> • Supervises the planning and coordination of traffic management program of an organization or unit. • Oversees the negotiating conversations to ensure appropriate rates and routings with carriers. • Evaluates traffic management policies, plans, and programs for their relevancy and appropriateness to the agency's mission and provides guidance on revisions to best support the mission of the agency or installation served. • Utilizes expertise in transportation programs to oversee the development of transportation plans to ensure support and improvement for the mission's programs or functions. • Appraises and approves

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
and/or other commodities.	<p>programs by performing basic tasks that support the mission's programs or functions.</p> <ul style="list-style-type: none"> Incorporates criteria and methodology for forecasting and scheduling cargo and/or passenger movements into basic daily tasks as assigned. 	<p>improve the mission's programs or functions.</p> <ul style="list-style-type: none"> Develops criteria and methodology for forecasting and scheduling cargo and/or passenger movements for agency use and revises when necessary. 	<p>criteria and methodology for forecasting and scheduling cargo and/or passenger movements for agency use.</p>
<p>2. Traffic Management Surveying: Conducts or participates in conducting surveys and studies of the traffic management function, operating methods, procedures, and performance.</p>	<ul style="list-style-type: none"> Performs basic tasks to develop survey instruments (i.e. survey questions) to better understand the overall vision for the general development, application, and impact of traffic management programs, policies, and operations. Conducts basic study tasks to gather data on the effectiveness of shipment and transportation programs involving material and/or passengers and 	<ul style="list-style-type: none"> Analyzes the results of studies to further comprehend the overall vision for the general development, application, and impact of traffic management programs, policies, and operations. Analyzes the results of effectiveness of shipment and transportation programs research that involves material and/or passengers and recommends alternative strategies to improve efficiency and economy 	<ul style="list-style-type: none"> Appraises the results of studies to better communicate the overall vision for the general development, application, and impact of traffic management programs, policies, and operations and makes recommendations for further research as necessary. Evaluates and instructs on alternative strategies for shipment and transportation programs that will improve efficiency and economy of operations. Oversees the development of data requirements and utilizes expertise to evaluate the efficiency and other potential

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>identifies alternative strategies to improve efficiency and economy of operations.</p> <ul style="list-style-type: none"> • Implements data requirements and studies the potential benefits of using automation of transportation administrative operations and systems. • Studies, in basic situations, transportation program operations to gather data on their management practices and compliance with regulations, policies, procedures, and sound management practices. 	<p>of operations.</p> <ul style="list-style-type: none"> • Determines data requirements and analyzes the results of studies on potential benefits of using automation of transportation administrative operations and systems. • Reviews and analyzes survey data on transportation program operations to assess compliance with applicable regulations, policies, procedures, and sound management practices. 	<p>benefits of using automation of transportation administrative operations and systems.</p> <ul style="list-style-type: none"> • Supervises the implementation and analysis of surveys and data to ensure that transportation program operations are compliant with applicable regulations, policies, procedures, and sound management practices.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>3. Traffic Management Presentation: Presents on traffic matters before Federal, State, or local regulatory bodies.</p>	<ul style="list-style-type: none"> • Demonstrates understanding of USAID meetings and presentations through performing basic tasks to support colleagues in the planning and development of materials for USAID meetings and presentations at Government and non-government conferences, seminars, and meetings. • Demonstrates an understanding of USAID’s role as contractual authority by performing basic tasks as assigned. 	<ul style="list-style-type: none"> • Identifies focal points and develops the agenda and approach to USAID meetings and presentations at Government and non-government conferences, seminars, and meetings. • Prepares for and documents feedback from high-level industry meetings and contract justification sessions to support the establishment of USAID as a contractual authority. 	<ul style="list-style-type: none"> • Oversees the planning and leads the agenda of USAID meetings and presentations at Government and non-government conferences, seminars, and meetings. • Attends high-level industry meetings and contract justification sessions to establish USAID as a contractual authority.
<p>4. Traffic Loss and Damage Assessment: Performs loss and damage prevention work when this includes responsibilities such as policy and procedures formulation and studies of traffic operations and services.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of damage assessment and prevention through performing basic tasks to implement policies, procedures, and processes related to preventing traffic loss 	<ul style="list-style-type: none"> • Develops policies, procedures, and processes to prevent traffic loss and execute damage assessment studies and prevention. • Monitors carrier performance and recommends or takes 	<ul style="list-style-type: none"> • Oversees the development of policies, procedures, and processes for traffic loss and damage assessment studies and prevention and revises them as necessary. • Supervises carrier performance management and approves the suspension of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>and conducting damage assessment studies and prevention.</p> <ul style="list-style-type: none"> • Demonstrates an understanding of appropriate carrier performance by alerting colleagues to service carriers that are performing below expectations. 	<p>action to suspend or remove from service carriers that do not meet performance expectations.</p>	<p>service carriers that consistently do not show expected performance levels.</p>
<p>5. Traffic Policy Negotiation: Negotiates with carriers and/or regulatory bodies on questions of rates, transit privileges and charges, special services and charges thereof, and classification of commodities.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of appropriate negotiation skills by performing basic tasks to support the agency's position in disputes, such as disagreements over rates and charges. • Researches alternatives to procurement, storage, or distribution to decrease transportation costs. • Organizes and conducts the first review of carrier applications for approval to transport freight and distributes 	<ul style="list-style-type: none"> • Applies knowledge and experience in negotiation to represent the agency's position in disputes; i.e. over unsatisfactory rates and charges. • Analyzes alternatives to procurement, storage, or distribution and makes recommendations to decrease transportation costs. • Approves carrier applications to transport freight and develops guidance for the use of approved 	<ul style="list-style-type: none"> • Uses expertise in negotiating to provide guidance on representing the agency's position in disputes; particularly in disagreements over rates and charges, when necessary. • Oversees the development and review of alternatives to procurement, storage, or distribution and approves changes to processes to decrease transportation costs. • Supervises the review and approval process for carrier applications to transport freight and evaluates the value of the approved carrier's guidance.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>guidance for the use of approved carriers.</p> <ul style="list-style-type: none"> • Reviews legislative and regulatory proposals for potential impact on transportation programs and performs basic tasks to create and update implementing guidance. • Demonstrates an understanding of effective transportation of passengers and materials by supporting colleagues with reviewing contract terms. • Demonstrates an understanding of contractual requirements by performing basic tasks as assigned to evaluate contractors' capability to comply in their passenger transportation and/or shipment of completed products services. 	<p>carriers.</p> <ul style="list-style-type: none"> • Analyzes legislative and regulatory proposals for potential impact on transportation programs and establishes relationships with industry professionals to recommend revisions. • Analyzes terms of contracts to identify the most effective arrangements for transporting passengers and material. • Evaluates contractors' capability of meeting contractual requirements for passenger transportation and/or shipment of completed products and makes recommendations for changes to contracts when appropriate. 	<ul style="list-style-type: none"> • Leverages network liaison position with transportation industry representatives to oversee the review of proposals for potential impact on transportation programs and collaborate on matters of mutual interest. • Oversees the reviewing processes of terms and contracts to ensure the most effective arrangements for transporting passengers and material. • Utilizes expert knowledge in contractual requirements to provide guidance in the judgment of contractors' capability of meeting contractual requirements for passenger transportation and/or shipment of completed products.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>6. Traffic Advisory Services: Provides advisory service involving commodity analysis from the transportation standpoint.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of transportation program requirements, capabilities, policies, and procedures by performing basic analytical and resolution tasks as assigned. 	<ul style="list-style-type: none"> Incorporates experience and knowledge of transportation program requirements, capabilities, policies, and procedures to analyze transportation matters and provide guidance to operating program managers. 	<ul style="list-style-type: none"> Utilizes expertise in requirements, capabilities, policies, and procedures to act as a consultant to operating program managers in highly complex situations.
<p>7. Automation of Documentation: Adapts to changes in documenting systems used by USAID so that traffic management duties may be performed more efficiently and effectively.</p>	<ul style="list-style-type: none"> Works with colleagues to incorporate automated documentation with improved efficiency and effectiveness in basic daily tasks. Demonstrates an understanding of automated systems by performing basic tasks to monitor compliance with rules and regulations. 	<ul style="list-style-type: none"> Independently integrates automated documenting systems in daily tasks to increase efficiency and effectiveness of USAID traffic management duties. Implements automated systems to ensure compliance with rules and regulations, such as ensuring the correct rate was charged under the contract. 	<ul style="list-style-type: none"> Directs the incorporation of automated documenting systems to ensure high efficiency and effectiveness of USAID traffic management duties. Supervises the use of automated systems to confirm the appropriate application of rules and regulations and provides guidance when necessary.

Section VI: Foreign Service National Functional Area Competencies and Proficiency Maps

Project Management

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Project/Program Design and Management: Strategically develops and designs economic growth projects/programs that appropriately address constraints to growth and development and manages their implementation and budget so as to achieve maximum impact.</p>	<ul style="list-style-type: none"> Compiles and assists in writing reports including interim reports, modification documents and activity approval documents and assists in writing a range of additional reports related to activity and project design and development. Participates in project design teams across all USAID sectors. Ensures that program design conforms with USAID policy legislative requirements prior to Regional Legal Advisor clearance, and USG Agency rules and regulations regarding project design. 	<ul style="list-style-type: none"> Develops a range of reports including concept papers, implementation plans, detailed activity and project budgets and activity approval documents and assists in writing a range of other reports related to activity and project design and development. Acts as a resource person for project design teams across all USAID sectors, receiving requests and identifying resources to respond to requests. Develops detailed 	<ul style="list-style-type: none"> Oversees, advises, and leads project design teams across all USAID sectors, applying selected design tools and methods to activity and project design including logical framework, results frameworks, ends-means, SWOT analysis, and other tools. Undertakes assistance impact analyses including cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		<p>budgets for projects, activities and acquisition documents and structures project and activity design matching concepts with their appropriate modes of assistance, implementation, and financing and assists in negotiating assistance agreements with host countries.</p>	
<p>2. Activity and Project Implementation: Coordinates the USAID operating unit's activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved, delegating tasks where necessary.</p>	<ul style="list-style-type: none"> • Prepares project performance and implementation letters, waivers, and other implementation documents and participates in site visits to monitor progress. • Coordinates with the Acquisitions Officer and DO Teams for preparation of fiscal year's Procurement Plan, including field support mechanisms. 	<ul style="list-style-type: none"> • Monitors project performance progress and identifies project/activity implementation bottlenecks. • Convenes final meeting with DO teams and management to finalize reports and implements a Mission-wide evaluation plan in coordination with the program office. • Drafts and reviews Development Objective narratives for technical 	<ul style="list-style-type: none"> • Manages project performance and implementation letters, waivers, and other implementation documents, assesses data collection needs and progress, and resolves project/activity implementation bottlenecks. • Develops mission-wide evaluation plan in coordination with program office, negotiates Development Objective Agreements, amendments, and reporting requirements, and chairs technical evaluation committees, advising acquisition officers during

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		offices, and writes and reviews requests for proposals, applications, and other acquisition documents.	technical discussions and cost negotiations. <ul style="list-style-type: none"> • Drafts new Project Agreements and amendments and reviews and recommends action on documents submitted to meet precedent conditions.
<p>3. Project Development Monitoring and Evaluation: Collaborates with team in charge of monitoring and evaluation and strategic information. Assists with monitoring and evaluation of projects by conducting data quality assessments and continuously assessing project scope and design. Assures application of what is learned to ongoing project implementation and new project design.</p>	<ul style="list-style-type: none"> • Identifies project design and implementation issues and participates in site visits to monitor progress. • Prepares summaries of portfolio reviews for submission to interested parties, including mission management. • Demonstrates a basic understanding of scopes of work and project activity level designs. • Ensures compliance with USG and Agency rules and regulations on M&E in conjunction with the Program Office. 	<ul style="list-style-type: none"> • Drafts paper on project design and implementation issues, monitors progress in implementing decisions and other follow-up actions issued from portfolio reviews, and assesses data collection needs and progress. • Adheres to all agency reporting standards. • Writes or reviews scopes of work for a broad range of activities including designs, assessments, evaluations, and implementation activities. • Ensures that M&E findings are incorporated into future 	<ul style="list-style-type: none"> • Creates consensus and advises management on project design and implementation issues. • Assures Contractor/Grantee annual reports feed into DO teams' narratives for portfolio review. • Synthesizes a wide range of information and documentation to produce project or activity level designs, and undertakes assistance impact analyses including cost-benefit analyses, financial plans, social soundness, analyses, etc. • Leads implementation of systems to ensure integration of key findings and best practices in project implementation and design.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		project implementation and design.	
<p>4. Budget Cycle Management: Provides support to the budget cycle processes to optimally align budget resources with program strategy and policy objectives. Facilitates funds obligation and supports coordination and completion of several annual reports and analyses related to the budget cycle.</p>	<ul style="list-style-type: none"> • Demonstrates a basic understanding of Mission Specific Resource Plans (MSRP) and assembles and packages inputs for USAID contribution to MSRP. • Receives and processes budget allowances from the regional bureau. 	<ul style="list-style-type: none"> • Disseminates guidance for Mission Strategic Resource Plans (MSRP) and leads the drafting and finalizing of the Foreign Assistance section of the narrative. • Keeps the MD and Bureau updated on the status of Operational Year Budget (OYB) obligations and provides verification that the previous year earmarks were met. 	<ul style="list-style-type: none"> • Coordinates with Embassy Mission Strategic Resource Plans (MSRP) coordinator to define USAID’s role in the preparation of MSRP budget requests and tables and to determine budget levels and areas where increases will be requested. • Oversees and coordinates with a host of internal and external entities including technical teams, Washington Desk Officers and LPA on the preparation, submission, and expiration of separate Congressional Notifications for the Congressional Budget Justification (CBJ). • Leads budget discussions by simultaneously taking into account development goal perspective and budget realities, all the while bringing together different technical teams to coordinate on their budgets.
5. Partnering:	<ul style="list-style-type: none"> • Demonstrates basic 	<ul style="list-style-type: none"> • Communicates with 	<ul style="list-style-type: none"> • Coordinates with a range of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Supports partners and stakeholders in liaising with host country and USAID to achieve common objectives and leverage development resources with external partners.</p>	<p>awareness of alternate and novel sources of funding, including the potential for funding from non-traditional sources.</p> <ul style="list-style-type: none"> • Participates in donor assistance coordination meetings, particularly those requiring a cross-sector approach. • Assists in US government interagency coordination by passing along incoming resource requests. 	<p>external entities, including non-traditional development partners, to seek out alternate and innovative funding ventures including public-private partnership, support to private sector endeavors, and others.</p> <ul style="list-style-type: none"> • Attends and synthesizes results from donor assistance coordination meetings on cross-sector approaches. • Serves as a resource person for interagency coordination, ensuring all requests are responded to in a timely manner and identifying the resources needed to fulfill requests. 	<p>entities to seek out alternate and novel funding ventures including public-private partnership, joint activities with multilateral banks, support to private sector endeavors, and others.</p> <ul style="list-style-type: none"> • Leads donor assistance coordination meetings, mostly for those requiring a cross-sector approach but also for sector-specific approaches. • Oversees interagency coordination, serving as the point of contact and resolving any miscommunication issues, ensuring all requests are fulfilled. • Utilizes partnerships in conjunction with strategic vision to augment the ability of the agency to provide innovative, dynamic services.
<p>6. Program Operations and Reporting: Supports Mission/Operating Unit performance reporting efforts,</p>	<ul style="list-style-type: none"> • Provides information on USAID programs as required by country team, Mission management or external resources. • Compiles final versions of DO narratives. 	<ul style="list-style-type: none"> • Prepares and submits responses to inquiries originating in the regional bureaus and desk offices and prepares periodic reports on 	<ul style="list-style-type: none"> • Coordinates Mission input to reports requiring broad understanding of USG programs in country, including congressional inquiries, reports required by host country, donor coordination

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>including preparation and coordination of Mission input to reports requiring a broad understanding of country/Mission specific programs.</p>		<p>congressional mandates including microenterprise, gender, civilian-military cooperation and earmark utilization, directives and issues of special interest to the Administration.</p> <ul style="list-style-type: none"> • Reviews end-of-year pipelines and compares to DO projections to prepare for the budget request. • Prepares and maintains required reporting documentation for all Mission and Agency special initiatives. • Responds to public inquiries for information and brings this data back to Washington office. 	<p>forums, UN family agencies, and others.</p> <ul style="list-style-type: none"> • Drafts and reviews draft of DO narratives for technical offices. • Leads all performance reporting efforts by infusing strategic planning and innovative thinking.
<p>7. Strategy Development: Provides input to strategic analysis and planning, including</p>	<ul style="list-style-type: none"> • Demonstrates a basic understanding of Agency strategic planning guidance. • Incorporates comments from Washington for the 	<ul style="list-style-type: none"> • Leads the process to finalize the USAID Strategic Plan for submission to Washington and 	<ul style="list-style-type: none"> • Drafts and oversees the completion of the USAID Strategic Plan for submission to Washington for approval. • Synthesizes and assesses

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>analysis on country-specific and cross-sector governance issues, environmental, economic, political, social and other considerations and the impact of U.S. assistance.</p>	<p>USAID Strategic Plan and submits it to the regional Bureau for approval.</p> <ul style="list-style-type: none"> • Cross-checks USAID strategies, objectives, priorities, and policy directives against that of the USG for discrepancies and attends roundtables and forums at which US strategies, programs, and projects are discussed and coordinated with donors and agencies. • Demonstrates basic understanding in gender analysis and why the field is critical to successful strategic planning. • 	<p>regional Bureau for approval.</p> <ul style="list-style-type: none"> • Participates in roundtables and forums where US strategies, programs, and projects are discussed and coordinated with donors and agencies. • Prepares documentation for submission to USAID/W at the pre-design stage and assists technical offices in the development of new DOs for approval. • Procures analyses, as needed or indicated of US assistance impacts on the host country or region. 	<p>conformity across USAID and USG strategies, objectives, priorities, and policy directives and reconciles disparities; actively engages in roundtables and forums where US strategies, programs, and projects are discussed and coordinated with donors and agencies.</p> <ul style="list-style-type: none"> • Provides a plan for completion of all documentation and prepares justifications for USAID intervention at the sector or cross-sector level. • Arranges for supplementary and ad-hoc sector or cross-sector analyses beyond those required by Agency guidance and conducts analyses as needed or indicated of US assistance impacts on the host country or region. Ensures that findings of analyses are followed up on and that teams correctly apply analysis. • Leads the Mission in the Strategic Plan goal and framework process by considering the critical needs for moving the country

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			forward and helping to build technical team collaboration .

Agriculture

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Agricultural Production Systems: Understands food and agricultural production (crops, livestock, poultry, fish, fiber, forage, forests products, etc.) needs and practices and their implications for USAID's agricultural policy and agriculture-focused investments to support food security, health, and economic growth strategies.</p>	<ul style="list-style-type: none"> • Possesses ample knowledge of the agricultural production systems, including the role and relevance of research, technology development, communication, and extension methods. • Recognizes strengths and weaknesses of alternative agricultural production approaches and when and where to apply them. • Assesses technical, policy and institutional constraints to agricultural production and productivity and articulates relevant interventions to overcome them. 	<ul style="list-style-type: none"> • Designs agricultural development projects based on extensive knowledge of agricultural production and markets. • Crafts agricultural projects utilizing knowledge of how comparative and competitive advantages influence agricultural production and productivity. • Identifies and targets existing opportunities or creates and targets new opportunities to be exploited through increased agricultural production. 	<ul style="list-style-type: none"> • Develops strategic vision for agricultural production at the national level and the ability to make it operational. • Manages and evaluates projects with a cognizance of how comparative and competitive advantages influence agricultural production and productivity. • Measures impact of employment, income, and production increases for national level economic growth.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
2. Agricultural Science and Technology: Understands agricultural research and technological innovation systems and their implications for agricultural production, productivity, and marketing.	<ul style="list-style-type: none"> • Possesses significant breadth and depth of knowledge regarding agricultural science and technology and extension systems, including technical and educational institutions, constituencies, and investors active in USAID target countries and regions. • Researches national and international investments, investment patterns, and strategies in agricultural research. • Implements projects that utilize cutting-edge scientific and technological innovations to improve agricultural production, productivity, and competitiveness. 	<ul style="list-style-type: none"> • Designs projects that utilize cutting-edge scientific and technological innovations to improve agricultural production, productivity, and competitiveness. • Utilizes technical knowledge of developing country and US institutions in science and technology to design and develop agriculture programs, strategies, and policies. • Considers national and international investments and investors' and partners' agricultural research priorities, goals, objectives, strategies, and investments in program design and implementation. 	<ul style="list-style-type: none"> • Utilizes strategic thinking to identify opportunities for science and technology to improve agricultural production, productivity, and competitiveness. • Formulates action plans based on strategic analysis and evaluation of agriculture, science, and technologies. • Applies knowledge of investors' and partners' agricultural research priorities, goals, objectives, strategies, and investments to ensure synergy, avoid duplication, and leverage resources.
	3. Agriculture and the Environment: Understands the	<ul style="list-style-type: none"> • Implements agricultural programs that place strong emphasis on natural 	<ul style="list-style-type: none"> • Applies natural resources management, environmental

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
interactions between agriculture and the natural resources base on which it depends as well as on broader environmental issues, such as climate change and biodiversity, and the implications for USAID agricultural programming.	<p>resources management, environmental sustainability, climate change mitigation and adaptation, and biodiversity conservation.</p> <ul style="list-style-type: none"> • Understands agricultural technologies that can both adapt and mitigate the deleterious environmental impacts of climate change. • Implements agricultural development programs that lead to high production while also avoiding damaging environmental impacts. 	<p>sustainability, climate change mitigation and adaptation, and biodiversity conservation in agricultural program development.</p> <ul style="list-style-type: none"> • Ensures that agricultural development programs are designed and implemented so that negative environmental impacts are minimized. • Maintains consistent communication with in-country field sites to stay abreast of the interaction between agricultural production and the natural environment. 	<p>that emphasizes natural resources management, environmental sustainability, climate change mitigation and adaptation, biodiversity conservation, and market opportunities.</p> <ul style="list-style-type: none"> • Assesses the environmental impacts on agricultural programs at the national level to determine mitigation strategies as appropriate. • Partners with policymakers and institutions at the national level to assess current production, identify problems and opportunities, and promote sustainable development approaches.
4. Food and Agriculture Policy: Understands agricultural economics, in particular how host-country agriculture policies affect development	<ul style="list-style-type: none"> • Recognizes impacts of market and trade policy distortions on outcomes in prices, incentives, employment, rural incomes, and infrastructure and develops an understanding of how improved policies 	<ul style="list-style-type: none"> • Designs agricultural projects with a focus on overcoming potential in-country economic policy distortions. • Develops local projects that combat damaging microeconomic policies 	<ul style="list-style-type: none"> • Coordinates development of country-level judicial, legal, and legislative frameworks for agriculture sector development. • Oversees agricultural sector activities by applying high-level concepts of agriculture

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
outcomes.	<p>can address these issues.</p> <ul style="list-style-type: none"> Recognizes impacts of improper microeconomic macroeconomic policies on agricultural and rural development outcomes, such as prices, investment incentives, and competitiveness. Articulates linkages among food prices, food availability, and chronic poverty and understands how agriculture sector development can be an engine of economic growth and poverty reduction. 	<p>and investments by stimulating economic growth and increasing international competitiveness.</p> <ul style="list-style-type: none"> Designs agricultural projects with the aim of boosting production and productivity through policy incentives. 	<p>and economic policy and strategies.</p> <ul style="list-style-type: none"> Promotes pro poor growth, social protections, and targeted nutrition interventions in high level policy decisions. Builds national-level coalitions and partnerships to develop food and agriculture policies that will sustain investment and growth.
<p>5. Agribusiness Development: Knowledge of the components of agro-enterprise development and operation, and their role in promoting agriculture and rural sector growth.</p>	<ul style="list-style-type: none"> Participates with other United States government agencies, donors, and host governments in the implementation of activities supporting agribusiness development and operation. Recognizes and explores the synergies between agribusiness development and the performance of the agriculture sector. Implements USAID 	<ul style="list-style-type: none"> Participates with other United States government agencies, donors, and host governments in the design of activities supporting agribusiness development and operation. Provides technical expertise and analysis to USAID missions and Washington offices on 	<ul style="list-style-type: none"> Leads the discussions with other United States government agencies, donors, and host governments in the analysis and evaluation of activities supporting agribusiness development and operation. Assesses and promotes public and private sector actions, including those of finance and risk-sharing institutions, to support agribusinesses,

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>programs that help the agribusiness sector operate efficiently to increase employment and incomes.</p>	<p>funding and programming options for developing and strengthening agribusinesses.</p> <ul style="list-style-type: none"> Assesses the investment environment for agribusiness to grow and increase value-added. 	<p>develop infrastructure, open markets, and support job creation and competitiveness in agriculture value chains.</p> <ul style="list-style-type: none"> Negotiates the legal, regulatory, and policy frameworks for agribusinesses to operate effectively and profitably.
<p>6. Agricultural Marketing and Trade: Understands agriculture markets and trade to ensure efficient food availability, access, and utilization.</p>	<ul style="list-style-type: none"> Implements projects that increase the access, quality, and availability of food and agricultural products for consumers at competitive prices. Identifies innovative approaches and technologies (such as ICT) to link producers to markets. Collects and assesses market and trade information for agricultural markets to operate efficiently. 	<ul style="list-style-type: none"> Designs projects that increase the access, quality, and availability of food and agricultural products for consumers at competitive prices. Improves the capacity of producers and producer associations, traders, and processors of food and agricultural products to access markets and respond to consumer demand. Designs agricultural market and trade programs based on market information. 	<ul style="list-style-type: none"> Promotes policies, programs, partnerships, and incentives, in consultation with host governments, to reduce the costs of market transactions and increase the quality and availability of food and agricultural products for consumers at competitive prices. Through the design of USAID programs, minimizes the constraints to increased flow of agricultural goods and services between producers and consumers and across local, regional, and international borders. Provides technical expertise and analysis to USAID missions

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
			and Washington offices on funding and programming options for agricultural marketing and trade.
<p>7. Agriculture and Rural Financial Services: Understands the types and functions of rural financial services, their relevance to agricultural production and marketing, and their implications for USAID agricultural policy and investments.</p>	<ul style="list-style-type: none"> Understands innovative agriculture or rural finance practices in USAID program implementation. Implements rural and agriculture finance programs that function as part of a wider financial system approach. Executes rural and agriculture finance programs that work in concert with all the institutions and individuals in the finance industry, including agricultural banks, microfinance institutions, membership-based financial organizations, processors and traders, and informal financial intermediaries. 	<ul style="list-style-type: none"> Applies innovative agriculture or rural finance practices in USAID program design. Designs rural and agriculture finance programs that function as part of a wider financial system approach. Develops rural and agriculture finance programs that work in concert with all the institutions and individuals in the finance industry. 	<ul style="list-style-type: none"> Analyzes and promotes innovative agriculture or rural finance practices in USAID programs through oversight. Recommends and advocates policies to incorporate rural and agriculture finance as part of a wider financial system approach. Encourages dialogue and cooperation between all the institutions and individuals in the rural finance industry.
<p>8. Agricultural Extension, Education, Training and Communication:</p>	<ul style="list-style-type: none"> Understands programs to meet agricultural and rural community, farm, and enterprise needs and opportunities. 	<ul style="list-style-type: none"> Develops programs to maximize opportunities and meet the needs of agricultural households and rural communities. 	<ul style="list-style-type: none"> Assesses agricultural and rural community, farm, and enterprise needs and opportunities and provides technical expertise and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
Knowledge of the modes, developments and trends in agricultural education, training, communications, and extension, and their use in development programming.	<ul style="list-style-type: none"> Implements projects in conjunction with educational and training institutions to disseminate improved technologies and practices. Researches the gamut of innovative communication methods, including ICT, extant in target countries and their relevant potentials for agriculture production and productivity. 	<ul style="list-style-type: none"> Designs projects that increase the capacity of agricultural institutions to develop and disseminate technologies. Informs and organizes technology and service providers and users. 	<p>analysis to USAID missions and offices on programming options.</p> <ul style="list-style-type: none"> Develops the capabilities and capacities of educational and training institutions to meet the needs of a faster growing agricultural economy. Assesses, targets, and promotes policies and incentives to encourage the adoption and investment in innovative communication methods, including ICT, extant in target countries and to exploit their relevant potentials.
<p>9. Agricultural Institutions and Stakeholders: Understands the needs and priorities of developing country agricultural institutions and stakeholders, and the use of that knowledge to enhance USAID investments in the agricultural sector.</p>	<ul style="list-style-type: none"> Participates with other United States government agencies, donors, and host governments in the implementation of projects supporting agricultural institutions. Implements agriculture research, production, training, education, and market development projects in conjunction with public and private 	<ul style="list-style-type: none"> Participates in a leading role with other United States government agencies, donors, and host governments in the planning and design of projects supporting agricultural institutions. Develops agricultural projects that take into consideration the perspectives and needs of public and private 	<ul style="list-style-type: none"> Negotiates the roles and responsibilities of USAID and leverages the resources of other United States government agencies, donors, and host governments in the implementation of activities supporting agricultural institutions. Collaborates at the highest level with public and private agricultural institutions in host-countries to understand

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>agricultural institutions in host-countries.</p> <ul style="list-style-type: none"> Recognizes and explores the impact of institutional weaknesses on agricultural investments, production and trade, input and output markets, and access to factors of production. 	<p>agricultural institutions in host-countries.</p> <ul style="list-style-type: none"> Possesses a deep understanding of the impact of institutional weaknesses on agricultural investments, production and trade, input and output markets, and access to factors of production. 	<p>their roles and capabilities and to identify opportunities for them to support agricultural development.</p> <ul style="list-style-type: none"> Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for developing and strengthening public and private agricultural institutions.
<p>10. Agricultural Partnerships: Understands participants, investors, and investment sources and patterns in international agricultural development and its implications for USAID's policies, strategies, and programs in the sector.</p>	<ul style="list-style-type: none"> Recognizes similarities and differences between USAID's and other investors' agricultural development goals, objectives, strategies, and investments. Utilizes knowledge of partners' agricultural development goals, objectives, strategies, and investments in implementation of projects. Possesses a baseline understanding of cultural, operational, policy, and business model similarities and differences between development partners and 	<ul style="list-style-type: none"> Develops projects that emphasize USAID's agricultural development strengths in comparison to other investors. Utilizes knowledge of partners' agricultural development goals, objectives, strategies, and investments to develop effective and useful projects. Considers cultural, operational, policy, and business model similarities and differences between 	<ul style="list-style-type: none"> Articulates the unique agricultural development policies and priorities of USAID compared to its development partners when designing and negotiating new partnership agreements. Applies knowledge of investors' agricultural development goals, objectives, strategies, and investments to negotiate sustainable partnerships. Evaluates projects with a strong cognizance of the cultural, operational, policy, and business model similarities and differences

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	assistance recipients.	development partners and assistance recipients in program development.	between development partners and assistance recipients.
11. Rural Infrastructure: Understands important types of rural infrastructure, (irrigation, transportation, and community infrastructure) their importance to agricultural production and marketing, and their implications for USAID agricultural policy.	<ul style="list-style-type: none"> Identifies project infrastructure needs and opportunities with an eye towards rural livelihood systems and agricultural development. Understands the infrastructure needs to generate rural and agriculture investments, reduce poverty, and expand economic growth. Considers user involvement in infrastructure operation, maintenance, and sustainability. 	<ul style="list-style-type: none"> Integrates analysis of infrastructure needs and constraints to rural livelihood systems and development activities during project creation. Develops scopes of work and evaluates feasibility and planning studies for infrastructure investments, including environmental analyses and cost benefit analyses. Considers user involvement in infrastructure development and planning. 	<ul style="list-style-type: none"> Manages projects while considering local infrastructure needs and constraints to rural livelihood systems and development activities. Takes a holistic approach to investments in infrastructure, considering issues of maintenance, management, sustainability, and cost/benefit. Evaluates projects on the extent to which they utilize user involvement and have an impact on sustainable agricultural development throughout the project lifecycle.
12. Rural Development: Understands the multi-sectoral development needs at the community	<ul style="list-style-type: none"> Ensures consultation with rural populations in the implementation of food security and agriculture development programs. Uses traditional institutions 	<ul style="list-style-type: none"> Ensures consultation with rural populations in the design of food security and agriculture development programs. Uses traditional 	<ul style="list-style-type: none"> Ensures consultation with rural populations in the oversight and evaluation of food security and agriculture development programs. Uses traditional institutions

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
level necessary to achieving positive development impacts and their importance for USAID agricultural policies and investments.	<p>and mechanisms for the implementation of development activities.</p> <ul style="list-style-type: none"> • Researches social issues, impacts, and feasibility of development programs and projects. 	<p>institutions and mechanisms for the planning of development activities.</p> <ul style="list-style-type: none"> • Integrates research of social issues, impacts, and feasibility of development programs and projects into project design and development. 	<p>and mechanisms for the evaluation of development activities.</p> <ul style="list-style-type: none"> • Assesses rural needs on a holistic basis to identify economic, social, environmental, and political needs.
<p>13. Fostering Best Practices for Agricultural Productivity: Designs programs and initiatives to encourage more productive and sustainable agricultural practices. Seeks to maximize the productive use of existing resources among the local agricultural population.</p>	<ul style="list-style-type: none"> • Cultivates a detailed understanding of the agricultural value chain, from farm to marketplace, including the agricultural economics that influence it. Technical understanding of the local environmental and agronomy concerns and their business implications is crucial. • Operates with an understanding and awareness of the different cultural and educational backgrounds from which farmers in the local country hail. 	<ul style="list-style-type: none"> • Collaborates with local organizations, governments, and NGOs to provide both general and technical business advice for processing, marketing, and selling agricultural products. • Maximizes the inclusion of women in agricultural development projects. Ensures that women as well as men receive agricultural business management training opportunities and benefit equally to the furthest extent possible. 	<ul style="list-style-type: none"> • Captures lessons learned from local agricultural productivity improvement efforts. Keep written records of meetings and instances of collaboration and training with implementing partners and local agricultural workers. Passes on lessons learned to relevant mission officials and USAID staff in Washington, D.C.

Clerical Administration

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
<p>1. Office Management: Organizes and plans the flow of work, liaises with appropriate administrative offices, sets in place systems to track the progress of activities, and controls the flow of classified material.</p>	<ul style="list-style-type: none"> • Demonstrates capacity to pick up cables and prepares cables for transmittal. • Demonstrates knowledge of internal management systems and procedures, including the importance of efficient and proper use of government resources. • Demonstrates understanding of federal and agency policy, regulations, and guidelines regarding management issues. • Maintains awareness of host country statutory or regulatory requirements affecting administrative services of the Mission or its employees. 	<ul style="list-style-type: none"> • Develops internal management systems and procedures ensuring efficient and proper use of government resources. • Implements Mission management policies on program planning, development, implementation, and evaluations. • Assures compliance with host country statutory or regulatory requirements affecting administrative services of the Mission or its employees. 	<ul style="list-style-type: none"> • Monitors internal management systems and procedures ensuring efficient and proper use of government resources. • Leads the formulation of Mission management policies on program planning, development, implementation, and evaluations. • Establishes working relationships with the host country government and its business community, and also with U.S. government agencies, voluntary agencies, other institutions, and USAID-funded organizations operating within the host country.
<p>2. Systems Administration: Resolves computer problems, provides</p>	<ul style="list-style-type: none"> • Assists in electronic records management solution acquisition and system maintenance in compliance 	<ul style="list-style-type: none"> • Maintains day-to-day responsibility for IT budget and staff, electronic management 	<ul style="list-style-type: none"> • Serves as the Mission Information Management and Technology Officer (ISSO), with overarching

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
technical advice to staff, and liaises with IRM and others on the provision of services.	<p>with Federal and Agency laws and policies.</p> <ul style="list-style-type: none"> • Aids the Mission Information Systems Security Officer (ISSO) in reviewing logs for appropriate use. • Assists the Mission Privacy Officer in adjudicating complaints. 	<p>solution implementation, and system operations in compliance with Federal and Agency laws and policies.</p> <ul style="list-style-type: none"> • Assists the Mission Information Systems Security Officer (ISSO) by identifying threats and taking appropriate action and implementing countermeasures for manual and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies. • Assesses the security and integrity of manual and automated systems to prevent inappropriate disclosure of personal information. 	<p>responsibility for managing IT requirements analyses, enterprise architecture, and system upgrade development plans.</p> <ul style="list-style-type: none"> • Serves as the Mission Information Systems Security Officer (ISSO), responsible for reviewing logs for appropriate use. • Serves as the Mission Information Systems Security Officer (ISSO), responsible for overseeing system operations and mitigating system damage. • Serves as the Mission Privacy Officer, responsible for addressing violations and specifying remedies in accordance with Federal and Agency laws and policies.
3. Human Resources Liaison: Supports the human resources function	<ul style="list-style-type: none"> • Supports salary surveys and compensation reviews with Management Counselor and 	<ul style="list-style-type: none"> • Liaises with Management Counselor and Embassy HR on 	<ul style="list-style-type: none"> • Undertakes high-level strategizing with Management Counselor and Embassy HR on

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
within the Agency.	<p>Embassy HR.</p> <ul style="list-style-type: none"> • Assists in the administration of Local Compensation Plan at post as it relates to benefits and entitlements of FSN personnel. • Demonstrates counseling skills and knowledge of a wide range of subjects, including allowances, education, housing, and medical support. • Supports DLI staffing assignments, training rotations, and evaluations. • Demonstrates knowledge of training and staff development activities that support Mission goals and priorities. 	<p>salary surveys and compensation reviews and participates in Health and Retirement working groups and other joint personnel policies and operations.</p> <ul style="list-style-type: none"> • Provides guidance on employee benefits and interpretations and eligibility of entitlements and administers Local Compensation Plan at post as it relates to benefits and entitlements of FSN personnel. • Provides counseling to employees and their families on a wide range of subjects, including allowances, education, housing, and medical support. • Manages DLI staffing assignments, training rotations, and evaluations. • Coordinates and evaluates training and 	<p>salary surveys and compensation reviews and leads in Health and Retirement working groups and other joint personnel policies and operations.</p> <ul style="list-style-type: none"> • Ensures validity of employee benefits and eligibility of entitlements and the administration of Compensation Plan at post as it relates to benefits and entitlements of FSN personnel. • Handles challenging counseling situations that relate to a wide range of subjects, including equal opportunity, career development, performance planning, substance abuse, onward assignments, and professional relations. • Oversees successful integration of DLI staff into Mission community. • Manages annual training plan and allocated budget; coordinates with USAID/W for local and regional course offerings for maximum participation.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		staff development activities to ensure appropriate skill sets supporting Mission goals and priorities.	
<p>4. Budget Processes: Prepares and monitors office budgets, particularly travel budgets, reads and understands significance of budget figures, tracks requested and received resources, and keeps accurate records to prevent over-budget conditions.</p>	<ul style="list-style-type: none"> Prepares obligation documents and quarterly accruals for Mission administrative costs and prepares budget reclaim requests for Mission operations expenses. Demonstrates understanding of workload counts and time distribution and International Cooperative Administrative Support Services (ICASS) charges. 	<ul style="list-style-type: none"> Prepares obligation documents and quarterly accruals for Mission administrative costs and develops and monitors administrative budget for the Mission in coordination with the Controller and other staff. Participates in Mission assessments and audits. 	<ul style="list-style-type: none"> Manages a multi-year budget strategy in coordination with senior Mission staff, provides advice on administrative support to technical offices in the process of developing program budgets, and creates an environment of careful stewardship of taxpayer dollars. Develops mission management requirements as related to operations and identifies Mission objectives and services under International Cooperative Administrative Support Services (ICASS) cost centers.
<p>5. Grant Support and Contract Management: Provides general support of the grant and contract</p>	<ul style="list-style-type: none"> Demonstrates understanding of the theoretical underpinning and practical application of the Federal Acquisition Regulations (FAR) and 	<ul style="list-style-type: none"> Executes contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition 	<ul style="list-style-type: none"> Ensures through careful oversight that contracts and Purchase Orders are executed in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
management processes.	<p>USAID Acquisition Regulations (AIDAR) within the given warrant authority.</p> <ul style="list-style-type: none"> • Demonstrates strong grasp of the importance of preparing and budgeting for annual acquisition requirements. • Participates in training regarding effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar. • Demonstrates understanding of correct preparation of statements of work (SOWs) and effective training concerning Executive Office COTR Delegation of Authority responsibilities. • Demonstrates comprehension of the administration of Simplified Acquisitions for purchases. 	<p>Regulations (AIDAR).</p> <ul style="list-style-type: none"> • Budgets for annual acquisition requirements. • Trains staff in effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar. • Prepares requests and statements of work (SOWs); provides training or ensures training requirements are fulfilled for designated Executive Office COTR Delegation of Authority responsibilities. • Oversees credit card program in Mission for OE purchases. 	<p>Regulations (AIDAR).</p> <ul style="list-style-type: none"> • Applies wide-ranging viewpoint to prepare for annual acquisition requirements. • Oversees the training of staff in effective negotiation skills and procurement integrity to ensure consistent messaging and effective teaching methodology. • Functions as or delegates the role of Contracting Officer's Technical Representative (COTR) on service, operations, construction contracts and PSC contracts; prepares and negotiates Executive Office COTR Delegation of Authority Letters as required. • Maintains responsibility for Simplified Acquisitions (<\$100,000) for purchases.
6. Program Support: Provides administrative	<ul style="list-style-type: none"> • Provides administrative services support as determined necessary. • Demonstrates thorough 	<ul style="list-style-type: none"> • Updates implementing partners on evolving security issues and changes in threat levels 	<ul style="list-style-type: none"> • Works with partners, contracting offices, and assistance officers to ensure orderly close-out of their

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
support specific to a USAID program initiative	knowledge of working in a host country, application of U.S. government allowances, clearance processes, and contractor and local hire compensation plans.	and advises implementing partners on local salary scales and benefits for locally hired staff. <ul style="list-style-type: none"> Provides advice and guidance on clearance processes and contractor and local hire compensation plans as required. 	activities, particularly United States Government (USG)-purchased property; works with the host government on the tax and duty free entry of project goods and services; and participates in the design and review of the administrative and logistical components of development assistance activities. <ul style="list-style-type: none"> Provides advice and guidance on working in the host country and application of U.S. government allowances.
7. Agency Familiarization: Possesses a working knowledge of office and Agency structure and makes accurate referrals.	<ul style="list-style-type: none"> Demonstrates thorough knowledge of factors that influence rightsizing decisions. Demonstrates thorough understanding of USAID missions and how they relate to equitable housing. 	<ul style="list-style-type: none"> Coordinates with Community Liaison Office (CLO) for all personnel arrivals and Mission activities, with Embassy ICASS to oversee service delivery, the Embassy on General Services Operations, Facilities Management, and Construction Management. Represents USAID on Emergency Action 	<ul style="list-style-type: none"> Represents USAID in Interagency Incentive, Recognition Awards program, and Interagency Housing Board serving as a Mission advocate to ensure equitable assignment of housing; coordinates with Health Unit for medical evacuations and health-related initiatives and serves on FSN association board.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		Committee and Post Committee and ICASS Council.	

Financial Management

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>1. Agency and Professional Expertise: Agency and professional technical knowledge as it relates to financial topics, issues and management as well as broad Agency policy and programmatic interventions.</p>	<ul style="list-style-type: none"> • Demonstrates ample knowledge of Agency programs and their governing statutes, regulations, policies, procedures, and practices. • Understands the basic functions of the Financial Management Office both internal and external to the office itself. • Directs one or more of the operational areas of the Financial Management Office, ensuring timely and accurate processing and reporting in compliance with laws, regulations, policies, and standard financial internal control processes. • Possess a working knowledge of program, program administration, and Agency operating expense funding and appropriate uses. • Reports potential or actual 	<ul style="list-style-type: none"> • Assesses, evaluates, and contributes towards improved processes and develops financial management solutions. • Possesses significant breadth and depth of practice related to USAID strategies, initiatives, and reforms in order to influence and contribute to the design and implementation of existing and new programs, projects, and activities on a local level. • Devises and implements risk-based analysis and applications both internal to the Mission and external to partners. 	<ul style="list-style-type: none"> • Impacts strategies and defends programs, projects, and initiatives as they relate to financial design, implementation, and evaluation and does so on both a local and global level. • Offers solutions to overcome simple to complex financial issues both internal to USAID funding constraints and external to USAID partners. • Creates linkages between the strategies of the Financial Management Office and the Mission on a local or global level. • Implements financial solutions in the most complex environments, such as CPC countries, and in the most difficult situations, such as following natural disasters and during changes in governmental structures.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
	<p>fraud exists immediately to the Office of Inspector General Hotline.</p>		
<p>2. Audit, Performance, and Compliance: Possesses knowledge and understanding of the laws, regulations, standards, policies, procedures and systems surrounding audit, performance, and compliance and directs the Financial Analyst (FA) Division as it relates to audit, performance, and compliance (APC).</p>	<ul style="list-style-type: none"> • Contributes to the development of the Mission’s annual audit, review, and assessment plan and ensures proper implementation allowing for changes in circumstances throughout the fiscal year. • Conducts and/or provides oversight to audits, reviews, and assessments both internal to the Mission and external to partners; ensures compliance with annual FMFIA reporting requirements. • Works with Financial Management Office staff, cognizant Technical Officers, local CPA firms, the Regional Inspector General, and the Host Country Government Supreme Audit Institution in the implementation of the annual plan. 	<ul style="list-style-type: none"> • Ensures risk-based processes are used during preparation of the annual audit, review, and assessment plan, such that funding constraints are addressed while at the same time ensuring adequate coverage during each fiscal year. • Assists in the resolution of medium to complex internal control and program issues identified in recommendations. • Contributes towards training plans which ensure Mission staff is adequately equipped with knowledge to implement and evaluate internal control systems. 	<ul style="list-style-type: none"> • Leads the Mission Management Control Review Committee, develops the annual audit universe, and reviews and approves risk-based methods and recommendations related to the plan; in doing so, strategizes in conjunction with the Regional Inspector General, the local CPA firms and the Supreme Audit Institution. • Offers financial management solutions to the most complex issues or planned programmatic events. • Directs or contributes to assessments of the Host Country Government budget, including financial or procurements systems.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>3. Financial Analysis: Demonstrates knowledge and understanding of various advisory services offered by the Financial Analysis (FA) Division of the Mission and directs the FA Division as it relates to duties within the financial analysis arena.</p>	<ul style="list-style-type: none"> • Possesses baseline knowledge of USAID strategies, initiatives, and reforms and of Aid Effectiveness objectives. • Assesses financial situations of simple to medium complexity and provides effective recommendations. 	<ul style="list-style-type: none"> • Directs the Financial Analysts in the planning and implementation of the annual plan as it relates to reviews, assessments, pre-award surveys, etc. • Reviews and analyzes medium to complex financial situations and recommends programs and projects going forward with implementation as planned and includes improvements as they relate to financial management and systems. • Conducts reviews, assessments, and surveys using approved model checklist provides by the AICPA, the Office of Inspector General, or other authoritative bodies; tailors checklists to appropriate situation. 	<ul style="list-style-type: none"> • Identifies opportunities associated with a particular portfolio, intervention, or financial management solution while comprehending the overall environment in which the Mission operates. • Provides strategic vision related to USAID Aid effectiveness strategies, initiatives, and reforms as they relate to assessment outcomes, planning strategies, and mutually agreed upon standards.
4. Operational	<ul style="list-style-type: none"> • Participates in the Mission 	<ul style="list-style-type: none"> • Directs the Financial 	<ul style="list-style-type: none"> • Oversees and contributes to

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>Costs Budget and Execution Processes: Possesses knowledge and understanding of the operational cost budget and execution process. Directs Accountants and/or contributes to the Mission or operating unit operational costs budget and execution processes, ensuring compliance with laws, regulations, standards, policies, guidance, procedures and best practices.</p>	<p>operating and administration expense procurement planning, training committees, and ICASS meetings.</p> <ul style="list-style-type: none"> • Demonstrates ample knowledge related to budget areas covered by special laws, rules, regulations, policies, or procedures such as the Federal Travel Regulations, allowances, funding of the USAID workforce, etc. • Demonstrates ample knowledge related to the various funding sources used for the budget including Agency OE and program “admin” funds and how they relate to each other and the budget process overall. 	<p>Management Office Operating Expense Accountants in the preparation of the annual operational costs budget within the annual report process in coordination with the Mission Executive Officer or other designated official.</p> <ul style="list-style-type: none"> • Effectively communicates to Washington Bureau budget offices operational budget plans and changes thereof throughout the fiscal year. • Communicates to Washington Human Resources the Development Leadership budget plan and changes thereof throughout the fiscal year. • Confirms compliance with Expanded Object Class Codes to ensure effective reporting. 	<p>the budget process via the USAID’s Budget Formulation and Execution Manager (BFEM) and the Manage-to-Budget (MTB) process.</p> <ul style="list-style-type: none"> • Manages the Mission operational cost budget in the most complex environments, such as CPC countries, ensuring resources are adequate based on actual needs. • Anticipates and communicates unplanned Mission needs to Washington Bureau budget offices and Human Resources in sufficient time to allow urgent reprogramming or reallocation to occur prior to spending needs. • Works with the Executive Officer and other Mission personnel in identifying cost savings.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>5. Administrative Control of Funds: Possesses knowledge and understanding of the administrative control of funds as it relates to the Federal government and USAID and ensures Mission management and staff are trained on and understand the administrative control of funds, process and comply with those rules, and report to the Director of FPS (M/CFO/FPS) per ADS 634 when violations occur.</p>	<ul style="list-style-type: none"> • Possesses ample knowledge of ADS 634 Administrative Control of Funds and the M/CFO/FPS Funds Control Violation Tracking System. • Possess ample knowledge of Federal Appropriation Law and related budget and spending levels within the Phoenix Financials system. • Detects occurrence of potential or actual funds control violations and contributes basic facts and timelines to the investigation required by the ADS. • Confirms adequate controls are in place to avoid basic administrative violations. 	<ul style="list-style-type: none"> • Possesses significant breadth and depth of knowledge of the laws, policies, systems, and procedures surrounding the funds control environment. • Gathers information related to potential and actual violations and construct objective, accurate and fair reporting to Mission officials and to the Director of Financial Policy & Support (M/CFO/FPS) as per ADS 634. • Understands the impact of the violations on a local level and the process to implement required internal controls to avoid administrative and Anti-deficiency violations. 	<ul style="list-style-type: none"> • At the Mission level, ensures that effective funds control systems are implemented and/or ensures established systems at the Washington level, such as Phoenix, GLAAS, and E2, are complied with in order to ensure compliance with various law that are enacted to control and guide the formulation and implementation of federal fiscal policy and prevent spending in advance of funds reservations and overspending. • Ensures proper allocations of funds and the avoidance of appropriations augmentation. • Understands the impact of violations on both a local and Agency-wide level and recommends system or process changes on a Mission or global scale to reduce administrative funds violations and to ensure that Anti-deficiency violations rarely if ever occur at the Mission level.
<p>6. Accounting and</p>	<ul style="list-style-type: none"> • Directs the Program 	<ul style="list-style-type: none"> • Directs the Program 	<ul style="list-style-type: none"> • Solicits advisory services from

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>Reporting: Possesses knowledge and understanding of the accounting and reporting functions and directs the Accountants in the accounting operations.</p>	<p>Accountants in the timely reviews, accruals, reconciliations, and adjustments at the transactional level.</p> <ul style="list-style-type: none"> Ensures proper quarterly reviews of validity of obligations and undisbursed balances and annual certification which occur in a team fashion with the cognizant technical officers. Conducts recurring training throughout the Mission, ensuring all Mission personal maintain up-to-date knowledge and implementation of the review process. 	<p>Accountants in the reporting of pipeline and other funds status reporting; demonstrates solid knowledge of Ops Master.</p> <ul style="list-style-type: none"> Ensures timely quarterly reconciliations with USAID partners, both Host Country Governments and non-host country partners. Provides timely financial information to Washington OAA and Regional contracting and grants officers as it relates to closeouts of contracts and grants. 	<p>the Financial Management Office as financial related problems surface with contractors or grantees.</p> <ul style="list-style-type: none"> Notifies official contracting or grant officers at the Mission or in Washington in a timely fashion when reviews or reconciliations of contractor or grantee records indicate serious issues exist.
<p>7. Cash Management & Payments, including Cashiering: Possesses knowledge and understanding of the payments, collections and cashiering</p>	<ul style="list-style-type: none"> Possesses ample knowledge of unique systems such as the Letter of Credit (LOC) system, the Intragovernmental Payment and Collection (IPAC) system, and others. Ensures disbursements are certified by an Authorized Certifying Officer (ACO) and 	<ul style="list-style-type: none"> Directs the Voucher Section staff that work with a multiplicity of systems, laws, regulations, policies, and procedures in a high-paced environment with risks and non-stop deadlines and does so such that 	<ul style="list-style-type: none"> Using risk-based methods and analyses, establishes appropriate systems which mitigate risk as it relates to the management of cash on hand and cash equivalent assets and provides oversight according to laws, regulations, policies, and procedures. Implements new methods for

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
operations and directs the Voucher Examiners, Document Control staff and Cashiers and/or privatized banks in the cash management and payments operations.	<p>in accordance with laws, regulations, policies, and procedures.</p> <ul style="list-style-type: none"> • In tandem, works with the Accountants in ensuring accurate and timely monthly reporting to the Treasury Department on disbursements and collections and the reconciliations thereof. 	<p>payments are accurate, complete, and timely with minimal interest penalties.</p> <ul style="list-style-type: none"> • Establishes and implements payment processes that ensure accurate, complete, and timely payments, and collections and compliance with laws, regulations, policies, and procedures; ensures accurate, complete, and timely reporting. • Demonstrates ability to resolve old and complex issues related to the reconciliation with Fund Balance with Treasury (FBWT) and the Suspense Account. 	<p>Cashiering that reduce risk such as a privatized cashier with a local bank and cash card mechanisms such as the declining balance card.</p> <ul style="list-style-type: none"> • Ensures 100% VAT refund to the U.S Government. • Maintains a 100% up-to-date reconciliation with Fund Balance with Treasury (FBWT) and ensures zero transactions outstanding greater than 90 days along with zero transactions in suspense greater than 60 days.
8. Cash Transfer Programs & Local Currency and Host Country Contracting: Demonstrates knowledge and understanding of	<ul style="list-style-type: none"> • Possesses ample knowledge related to US Government, State, and USAID policies governing the generation, programming, and accountability requirements associated with host 	<ul style="list-style-type: none"> • Possesses significant breadth and depth of knowledge regarding types of support and activities and the circumstances under which local currency is 	<ul style="list-style-type: none"> • Utilizes vast knowledge of the various classifications of the USAID workforce, including direct hire, personal service contractor, and others, to oversee salary issues. • Works effectively through the

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
cash transfer programs, local currency programs and host country contracting and manages one or more related instruments.	country-owned local currency. <ul style="list-style-type: none"> • Possesses basic knowledge related to the legal authorities under the Foreign Assistance Act (FAA) and the provisions contained in Public Law 480 and Section 416(b). • Manages existing agreements and Trust Fund accounts. 	generated and applicable laws related to account deposits. <ul style="list-style-type: none"> • Understands that policies permit Missions to jointly program local currency to help fund a host government’s deficit or reduce its debt. • Demonstrates knowledge of accountability standards for managing local currency. 	Foreign Service Limited (FSL) funding and related processes. <ul style="list-style-type: none"> • Puts into action the parent-child funding mechanisms such as PEPFAR and MCC and related processes. • Supports the Development Leadership Initiative through proper usage of funding mechanisms and processes.
9. Accounts Receivable & Debt Collection: Demonstrates knowledge and understanding of the Federal debt collection regulations and processes – Managing Federal Receivables.	<ul style="list-style-type: none"> • Directs the Accountants in the timely issuance of Bills for Collection (BFC) to both staff internal to the Mission and to external partners as a result of excessive advances and/or audit findings. • Ensures proper notification and timely collection or where timely collection does not occur the addition of interest and penalties where applicable. 	<ul style="list-style-type: none"> • At the Mission level, ensures compliance with laws, regulations, policies, and procedures related to the management of Federal receivables; performs timely indebtedness recognition, collection, and referral as warranted write-offs. • Assists in the resolution of disputes regarding complex financial issues. 	<ul style="list-style-type: none"> • Resolves complex financial issues and/or assists in the financial analysis needed by the official contracting or grant officer in the negotiation and resolution of claims to the U.S. Government under contracts and grants. • Ensures Mission billing systems include timely, accurate, and complete billing information in accordance with laws, regulations, policies, and procedures.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Awareness	Intermediate	Expert/Teacher
<p>10. Federal Credit Programs: Demonstrates knowledge and understanding of Federal Credit Programs and manages Federal credit programs at the Mission level.</p>	<ul style="list-style-type: none"> Manages the Notice of Payment Due (NPD) process at the Mission level for direct loans, host country government guarantees, and Development Credit Authority (DCA) guarantees. Coordinates with cognizant technical officers and host country officials to ensure timely payments of NPDs either via the Mission or Embassy Cashier or via wire transfer to USAID’s account at the Federal Reserve Board in New York (FRBNY) and handles routine issues related to wire transfer issues. 	<ul style="list-style-type: none"> At the Mission level, ensures compliance with laws, regulations, policies, and procedures related to the management of Federal credit programs; acts as liaison between host governments, CFO Washington operations, and the USAID Payment Transfer Agent (PTA). Intervenes in difficult cases related to borrower late payment and/or default. 	<ul style="list-style-type: none"> Where applicable, regularly monitors potential 620(q) or Brooke-Alexander situations whereby borrower default could jeopardize the Mission programs and operations. Assists cognizant technical officers and Washington EGAT/DC portfolio managers in assessing private financial institution issues as they relate to Development Credit Authority (DCA) issues.

Economics

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Development Economics: Knowledge of and ability to articulate and apply modern economic development concepts and tools in order to promote economic growth and to improve the living standards of populations.</p>	<ul style="list-style-type: none"> Applies economic theory to promote economic growth and improve the potential of populations being served 	<ul style="list-style-type: none"> Designs applications of economic theory in order to promote economic growth and improve the potential of populations being served 	<ul style="list-style-type: none"> Supervises and evaluates applications of economic theory in order to promote economic growth and improve the potential of populations being served
<p>2. Application of Development Economics: Ability to apply development economics concepts to the design and implementation of USAID economic growth policies, programs, and projects.</p>	<ul style="list-style-type: none"> Applies economic development theory and practice to a specific country context 	<ul style="list-style-type: none"> Adapts and applies economic development theory and practice to a specific country context 	<ul style="list-style-type: none"> Supervises and evaluates efforts to adapt and apply economic development theory and practice to a specific country context
<p>3. Project Analysis: Analysis of economic feasibility of a program or activity in terms of</p>	<ul style="list-style-type: none"> Uses economic analysis to rank order possible new projects and choose best alternatives for financing. Analyzes welfare 	<ul style="list-style-type: none"> Designs economic analysis approaches and frameworks to rank order possible new projects and choose best alternatives for 	<ul style="list-style-type: none"> Supervises and examines economic analyses of projects and policy

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
economic costs and benefits.	implications of economic policies and policy changes	financing <ul style="list-style-type: none"> • Designs and directs analyses of welfare implications of economic policies and policy changes 	
4. Project/ Program Design and Management: The ability to design economic growth projects/programs that appropriately address constraints to growth and development, and to manage their implementation so as to achieve maximum impact.	<ul style="list-style-type: none"> • Implements USAID EG activities in an effective manner 	<ul style="list-style-type: none"> • Designs and manages USAID EG activities in an effective manner 	<ul style="list-style-type: none"> • Reviews and evaluates USAID EG activities in broader country context
5. Strategic Economic Planning: Prepare long-term plan of action to help solve the development problems of a developing country.	<ul style="list-style-type: none"> • Applies economic analysis to identify potential USAID program activities • Aware of factors influencing the economic and financial sustainability of proposed, USAID-assisted program activities for an economic sector of the host country 	<ul style="list-style-type: none"> • Adapts USAID strategic policy to economic work • Applies economic analysis to identify potential USAID program activities • Assesses the economic and financial sustainability of 	<ul style="list-style-type: none"> • Oversees adaption of USAID strategic policy to economic work • At highest levels of analysis, assesses the economic and financial sustainability of proposed, USAID-assisted program activities for the host country

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		proposed, USAID-assisted program activities for an economic sector of the host country	
6. Fundamentals of Microeconomics: Knowledge of and application of microeconomic concepts at the level of the firm, industry, and household.	<ul style="list-style-type: none"> Helps identify policies and institutional problems impeding efficient markets 	<ul style="list-style-type: none"> Identifies policies and institutional problems impeding efficient markets and recommends appropriate corrections 	<ul style="list-style-type: none"> Recommends appropriate corrections to policies and institutional problems impeding efficient markets and advocates for adoption at appropriate host country level
7. Fundamentals of Macroeconomics: Knowledge of ability to recommend appropriate policy responses to macroeconomic imbalances.	<ul style="list-style-type: none"> Interprets recent and projected fiscal, monetary, and external financial developments of a country and recommends appropriate policy measures (such as revenue, expenditure, banking and financial-market or exchange market actions) that would reduce imbalances 	<ul style="list-style-type: none"> Recommends appropriate policy measures (such as revenue, expenditure, banking and financial-market or exchange market actions) that would reduce imbalances 	<ul style="list-style-type: none"> Supervises and validates policy measures that would reduce imbalances; advocates for adoption of recommended policy actions at appropriate host country level
8. USAID Backstopping by Pillar and Regional Bureaus:	<ul style="list-style-type: none"> Coordinates with EGAT to implement USAID best practices consistent with stage of career 	<ul style="list-style-type: none"> Coordinates with EGAT to implement USAID best practices consistent with stage of career 	<ul style="list-style-type: none"> Coordinates with EGAT to implement USAID best practices consistent with stage of career

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
The understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus.			
9. Applied Statistics and Economic Forecasting: The ability to collect, analyze, interpret and present data; and to use the data along with modern econometric techniques to project income, production, expenditure levels, and external balance.	<ul style="list-style-type: none"> • Awareness of economics and mathematics used to analyze economic and financial data • Uses forecasting models to guide economic development policies • Conducts USAID collection of survey data 	<ul style="list-style-type: none"> • Combines economics and mathematics to analyze economic and financial data • Constructs forecasting models to guide economic development policies • Develops a work plan for USAID collection of survey data 	<ul style="list-style-type: none"> • Ensures use of economics and mathematics to analyze economic and financial data • Utilizes forecasting models and data collection activities to guide and develop economic development policy • Ensures validity of survey data collection

Engineering

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
<p>1. Engineering Program Planning: Analyzes infrastructure needs and host country requirements and capabilities.</p>	<ul style="list-style-type: none"> • Possesses understanding of infrastructure needs and host country requirements and capabilities. • Understands the range of engineering analysis and support services, including key USAID documents such as the Country Strategic Plan (CSP), the Annual Report, and the Congressional Budget Justification. 	<ul style="list-style-type: none"> • Analyzes infrastructure needs and host country requirements and capabilities. • Manages the day-to-day execution of a comprehensive range of engineering analysis and support services. 	<ul style="list-style-type: none"> • Assesses infrastructure needs and host country requirements and capabilities and proposes recommendations. • Oversees a range of engineering analysis and support services to ensure that they are completed in a timely fashion.
<p>2. Engineering Analysis and Project Design: Analyzes the need for and designs projects requiring engineering services such as civil, environmental, mechanical, and electrical or chemical engineering.</p>	<ul style="list-style-type: none"> • Understands the principles of public/users safety and related cost effectiveness, quality control (QC), and quality assurance (QA). • Understands detailed engineering designs, plans, and cost estimates for assigned programs and activities. 	<ul style="list-style-type: none"> • Designs projects that ensure public/users safety and related cost effectiveness, quality control (QC), and quality assurance (QA). • Assists in the development of detailed engineering designs, plans, and cost estimates for assigned programs and activities. 	<ul style="list-style-type: none"> • Analyzes project design and outcome with an eye towards public/users safety and related cost effectiveness, quality control (QC), and quality assurance (QA). • Advises on the development of detailed engineering designs, plans, and cost estimates for assigned programs and activities.
<p>3. Contracting</p>	<ul style="list-style-type: none"> • Understands the 	<ul style="list-style-type: none"> • Recommends options for 	<ul style="list-style-type: none"> • Oversees and advises

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>Where Engineering is a Factor: Systematically and efficiently designs and monitors contracts where engineering is a factor for the purpose of maximizing financial and operational performance and minimizing risk.</p>	<p>characteristics of different procurement approaches for construction contracting, including design-bid-build, FARA, and other types of host-country contracting.</p> <ul style="list-style-type: none"> • Supports contracting actions for architecture/engineering and design-build activities, construction management, and construction services (e.g. design and bid documents for performance-based and incentives contracts, design-build and design-bid-build contracts, construction oversight, and management services) • Understands the elements of a procurement package, which includes technical proposals, solicitations, award recommendations, and contracts. • Reviews projects and understands concerns related to engineering feasibility. 	<p>procurement approach to construction contracting.</p> <ul style="list-style-type: none"> • Prepares contracting actions for architecture/engineering and design-build activities, construction management, and construction services (e.g. design and bid documents for performance-based and incentives contracts, design-build and design-bid-build contracts, build-operate-transfer (BOT) contracts, construction oversight, and management services) • Prepares the procurement package, which includes the review of technical proposals, solicitations, award recommendations, and contracts. • Designs, reviews, and evaluates projects and provides professional recommendations concerning engineering feasibility. • Reviews solicitations, technical proposals, award recommendations, and 	<p>contracting actions for architecture/engineering and Design Build activities, construction management, and construction services (e.g. design and bid documents for performance-based and incentives contracts, design-build and design-bid-build contracts, construction oversight, and management services)</p> <ul style="list-style-type: none"> • Assists in the preparation and review of procurement documentation and review of technical proposals, solicitations, award recommendations, and contracts regarding engineering accuracy and technical adequacy. • Designs, reviews, and evaluates projects and provides professional recommendations concerning engineering feasibility. • Oversees the preparation and review of procurement documentation and technical proposals to ensure engineering accuracy and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		contracts regarding engineering accuracy and technical adequacy.	technical adequacy. <ul style="list-style-type: none"> Diagnoses and mitigates problems relating to construction and maintenance of infrastructure facilities and other engineering related activities.
<p>4. Project Implementation: Accurately monitors contract performance on a timely basis, verifies project process versus planned schedule and budget expenditures, verifies compliance with codes and standards, identifies deviations from contract terms and conditions and potential contract complaints, and proposes solutions.</p>	<ul style="list-style-type: none"> Recognizes contract complaints and issues and understands the need for and the process to modify contracts. Monitors project progress against contract requirements. Contributes to status and other reports and memoranda to USAID Management regarding progress and performance, problems and corrective actions, and general oversight regarding engineering works and construction projects. Assists with monitoring the adequacy and acceptability of the delivery of various goods and services provided under infrastructure-related activities, including 	<ul style="list-style-type: none"> Identifies contract complaints and issues, monitors project progress against contract requirements, and recommends contract modifications. Submits status and other reports and memoranda regarding progress and performance, problems and corrective actions, and general oversight regarding engineering works and construction projects. Monitors the adequacy and acceptability of the delivery of various goods and services provided under infrastructure-related activities, including construction, equipment installation and training 	<ul style="list-style-type: none"> Manages and approves contract performance benchmarks, addresses complaints and issues, monitors project progress against contract requirements, supports contract amendments appropriately when required, and negotiates contract agreements, modifications, and required deliverables. Reviews status and other reports and memoranda and provides analysis to senior management regarding progress and performance, problems and corrective actions, and general oversight regarding engineering works and construction projects. Determines the adequacy and acceptability of the delivery of

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>construction, equipment installation and training activities through field inspections, contractor reports, and meetings with project personnel and contractor representatives.</p> <ul style="list-style-type: none"> Assists with inspection of project sites to monitor progress and ensure conformance to design specifications and safety and sanitation standards. 	<p>activities through field inspections, contractor reports, and meetings with project personnel and contractor representatives.</p> <ul style="list-style-type: none"> Inspects project sites to monitor progress and ensure conformance to design specifications and safety and sanitation standards. Where appropriate, confirms that an appropriate training plan is in place and implemented to ensure that the facility will be properly maintained and operated once hand-over is complete. Confirms that all necessary operating manuals are provided. 	<p>various goods and services provided under infrastructure-related activities, including construction, equipment installation and training activities through field inspections, contractor reports, and meetings with project personnel and contractor representatives.</p> <ul style="list-style-type: none"> Oversees the monitoring of project sites to ensure conformance to design specifications and safety and sanitation standards.
<p>5. Engineering Policies and Regulations: Understands rules in relations between states and nations. Possesses ability to confirm that prevailing regulatory codes</p>	<ul style="list-style-type: none"> Provides daily support to the leadership of an engineering program of national scope and impact. Keeps abreast of current developments in the infrastructure and reconstruction sectors, including recent technological 	<ul style="list-style-type: none"> Provides project management support to the technical leadership of engineering programs. Uses knowledge of current developments in the infrastructure/reconstruction sectors to design topical projects. 	<ul style="list-style-type: none"> Advises the technical leadership of engineering programs of national scope and impact. Oversees projects to ensure their relevancy given current developments in the infrastructure and reconstruction sectors. Develops and maintains

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
and standards are appropriate for USG financing and to suggest improvements to local policy-makers if the regulatory codes and standards are inadequate.	<p>developments; international policy issues; host country needs and capabilities; and national concerns, issues, trends, and changes in policy and regulations.</p> <ul style="list-style-type: none"> • Supports continuing contacts with implementing agencies, suppliers, and contractors through day-to-day communication. 	<ul style="list-style-type: none"> • Utilizes extensive contact network in order to promote sound policy and program formulation. 	<p>continuing contacts with implementing agencies, suppliers, and contractors.</p>
<p>6. Infrastructure Legal and Regulatory Issues: Possesses ability to confirm that prevailing legal and regulatory policies will allow for an adequate facility to be designed and constructed, to confirm that the project approvals process will allow for timely implementation, to ensure that issues such as land tenure and land-use</p>	<ul style="list-style-type: none"> • Maintains an understanding of the legal and regulatory environment in which a proposed program/project will be implemented and identifies issues that may positively or negatively impact feasibility and implementation. • Ensures that the legal/regulatory environment meets a standard that will allow for USG investment. • Monitors proper enforcement of laws and regulations to ensure that project implementation is not impeded. 	<ul style="list-style-type: none"> • Possesses the ability to propose alternatives in situations in which the local legal/regulatory environment is in conflict with USG standards and to suggest relevant conditions precedent. 	<ul style="list-style-type: none"> • Maintains relationships with senior host government officials to ensure that legal/regulatory issues do not negatively impact project feasibility or implementation. • Develops and presents to host government agencies adjustments to national policies to promote more effective infrastructure development and operation. • Negotiates national-level understandings on enforcement of laws and regulations to ensure that project implementation is not impeded.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
designations are appropriate, and to, as needed, confirm that local regulations will allow for sustainable operation.	<ul style="list-style-type: none"> Keeps senior program managers informed of potential issues. 		

Health

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Research Monitoring and Evaluation: Expertise in the use of research, monitoring, and evaluation tools in the development and assessment of health programs in developing countries.</p>	<ul style="list-style-type: none"> Understands the basic framework of monitoring and evaluation on health status in developing countries. Aware of the importance of openness and transparency with respect to the production and dissemination of health research. Supports evidence based interventions and programs based on valid research. Understands methods of gathering health data, different types of health research activities, cost-benefits studies, and other research methods. Assists with reporting and disseminating of monitoring and evaluation data. 	<ul style="list-style-type: none"> Monitors, evaluates, and applies on health status in developing countries. Encourages openness and transparency with respect to the production and dissemination of health research. Develops evidence based interventions and programs based on valid research. Presents and disseminates key data to support decision making processes. Utilizes methods of gathering health data, different types of health research activities, cost-benefits studies, and other research methods. Conducts analysis of monitoring and evaluation data; manages reporting and 	<ul style="list-style-type: none"> Oversees monitoring, evaluation, and application of on health status in developing countries. Promotes openness and transparency with respect to the production and dissemination of health research in all aspects of work. Promotes and oversees evidence based interventions and develop programs based on valid research. Uses key data to support decision making processes. Ensures dissemination of methods of gathering health data, different types of health research activities, cost-benefits studies, and other research methods. Uses monitoring and evaluation data to advocate for specific decisions. Utilizes data in USAID reports to best advantage of program; articulates data to describe

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		dissemination of data.	program.
<p>2. Gender Equity: Expertise in gender equity programs, strategies, and interventions associated with Family Planning/ Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal, Newborn, and Child Health (MNCH).</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming to promote gender equality and desired health outcomes, reflective of international best practices while ensuring compliance of Agency policy guidance and other USG policies and guidance, including the GHI /WGGE and PEPFAR. Understands relevant matters pertaining to gender equality, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, other harmful traditional practices and norms, and structural determinants of health. Collaborates as directed in the planning, analysis, design, implementation, 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming to promote gender equality and desired health outcomes, reflective of international best practices while ensuring compliance of Agency policy guidance and other USG policies and guidance, including the GHI /WGGE and PEPFAR. Provides guidance on matters pertaining to gender equality, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, other harmful 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners promotes gender equality and desired health outcomes, reflective of international best practices while ensuring compliance of Agency policy guidance and other USG policies and guidance, including the GHI /WGGE and PEPFAR. Advises Mission Director, other mission and Washington staff, and donors on matters pertaining to gender equality, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, other harmful traditional practices and norms, and structural determinants of health. Promotes collaboration and participates with other partners including USG officials, host country

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>monitoring, and evaluation of programming that promotes gender equality in health.</p> <ul style="list-style-type: none"> • Supports program activities, management of resources, and development of recommendations on gender-integrated strategies, issues, and programming. • Uses sex-disaggregated and gender-relevant evaluation data and demographic analysis to support decision making. 	<p>traditional practices and norms, and structural determinants of health.</p> <ul style="list-style-type: none"> • Participates with other partners including USG officials, host country counterparts, and donors in the planning, analysis, design, implementation, monitoring, and evaluation of programming that promotes gender equality in health. • Directs program activities and resources and makes recommendations on gender-integrated strategies, issues, and programming. • Provides input to decision making processes based on sex-disaggregated and gender-relevant evaluation data and demographic analysis. Reports data and information to relevant 	<p>counterparts, and donors in the planning, analysis, design, implementation, monitoring, and evaluation of programming that promotes gender equality in health.</p> <ul style="list-style-type: none"> • Provides technical expertise and high-level guidance to program activities and development of recommendations on gender-integrated strategies, issues, and programming. • Makes final decisions based on sex-disaggregated and gender-relevant evaluation data and demographic analysis. Oversees reporting of data to relevant decision makers.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		decision makers.	
<p>3. Nutrition: Expertise in nutrition including malnutrition and how nutrition relates to development goals and other sectors such as food security, HIV/AIDS, and MCH.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Understands relevant matters pertaining to nutrition such as young child nutrition, HIV/AIDS nutrition, maternal nutrition and micronutrients. Collaborates as directed in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition. Provides input to recommendations on nutrition strategies, issues, and programming. Utilizes evaluation data and demographic analysis to inform decision making. Reports data and 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Provides guidance on matters pertaining to nutrition such as young child nutrition, HIV/AIDS nutrition, and micronutrients. Participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition. Manages program 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to nutrition such as young child nutrition, HIV/AIDS nutrition, and micronutrients. Promotes collaboration and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition. Leads program activities and resources and makes strategic or high-level recommendations on nutrition strategies, issues, and programming.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>information to relevant persons in an efficient and effective manner.</p> <ul style="list-style-type: none"> • Applies recommendations on nutrition strategies, issues, and programming. 	<p>activities and resources and makes recommendations on nutrition strategies, issues, and programming.</p> <ul style="list-style-type: none"> • Provides input to decision making process based on evaluation data and demographic analysis for decision making. Reports data and information to relevant persons in an efficient and effective manner. • Informs and develops recommendations on nutrition strategies, issues, and programming. 	<ul style="list-style-type: none"> • Makes final decisions based on evaluation data and demographic analysis for decision making. • Oversees and promotes recommendations on nutrition strategies, issues, and programming. • Advocates for evidence-based interventions and effective resource management in areas pertaining to nutrition.
<p>4. Behavior Change and Communication (BCC): Expertise in the communication strategies associated with Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn</p>	<ul style="list-style-type: none"> • Supports behavior change and communication across FP/RH, HIV, ID, and MNCH. • Understands all matters pertaining to BCC such as behavioral and social change theories, health communication theories, and strategies for involving 	<ul style="list-style-type: none"> • Manages behavior change and communication activities and technical expertise across FP/RH, HIV, ID, and MNCH. • Provides guidance on matters pertaining to BCC such as behavioral 	<ul style="list-style-type: none"> • Directs behavior change and provides communication expertise and technical leadership across FP/RH, HIV, ID, and MNCH. • Advises Mission Director and staff on all matters pertaining to BCC such as behavioral and social change theories, health

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
and Child Health (MNCH).	media in health. <ul style="list-style-type: none"> Supports the planning, analysis, design, implementation, monitoring, and evaluation on BCC programs. Monitors quality of communication interventions. 	and social change theories, health communication theories, and strategies for involving media in health. <ul style="list-style-type: none"> Participates with cooperating government officials in the planning, analysis, design, implementation, monitoring, and evaluation on BCC programs. Monitors quality of communication interventions and makes recommendations for improvement. 	communication theories, and strategies for involving media in health. <ul style="list-style-type: none"> Promotes collaboration with government officials in the planning, analysis, design, implementation, monitoring, and evaluation on BCC programs. Oversees communication interventions and executes recommendations for improvement.
5. HIV/AIDS Programs: Expertise in HIV/AIDS program components, strategies, interventions, and drivers.	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming reflective of international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices while ensuring compliance of Agency 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Advises Mission Director, other missions, donors, and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> • Understands relevant matters pertaining to HIV/AIDS such as epidemiology, current building blocks to HIV prevention, and family planning. • Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS. • Supports program activities and resources. • Utilizes evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers. 	<p>policy guidance (CS), Congressional earmarks, and USG policies.</p> <ul style="list-style-type: none"> • Provides guidance on matters pertaining to HIV/AIDS such as epidemiology, current building blocks to HIV prevention, and family planning. • Participates with other partners including USG officials, Donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS. • Manages program activities and resources and makes recommendations on HIV/AIDS strategies, issues, and programming. • Provides input to decision making based on evaluation data and demographic analysis. Reports data and information to relevant 	<p>appropriate Washington staff on matters pertaining to HIV/AIDS such as epidemiology, current building blocks to HIV prevention, and family planning.</p> <ul style="list-style-type: none"> • Promotes collaboration and participates with other partners including USG officials, Donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS. • Directs program activities and resources and makes recommendations on HIV/AIDS strategies, issues, and programming. • Makes final decisions based on evaluation data and demographic analysis. • Advocates for evidence-based interventions and effective resource management in areas pertaining to HIV/AIDS programs.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>6. Family Planning and Reproductive Health (FP/RH): Expertise in population, family planning, and reproductive health strategies, interventions, and issues throughout the world and how they relate to health programs, other sectors, and broader development goals.</p>	<ul style="list-style-type: none"> • Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. • Understands relevant matters pertaining to family planning and reproductive health such as contraceptive technology, health survey tools, and cultural and religious factors. • Provides input to recommendations on family planning and reproductive health strategies, issues, and programming. • Utilizes evaluation data and demographic analysis to inform decision making. Reports relevant data and information to key persons in an efficient and effective 	<p>decision makers.</p> <ul style="list-style-type: none"> • Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. • Provides guidance on matters pertaining to family planning and reproductive health such as contraceptive technology, health survey tools, and cultural and religious factors. • Designs and manages program activities and resources and makes recommendations on family planning and reproductive health 	<ul style="list-style-type: none"> • Manages programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds. • Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to family planning and reproductive health such as contraceptive technology, health survey tools, and cultural and religious factors. • Leads program activities and resources and makes strategic or high-level recommendations on family planning and reproductive health strategies, issues, and programming. • Makes final strategic, management, and programmatic decisions based on evaluation data and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>manner.</p> <ul style="list-style-type: none"> Aware of relevant matters pertaining to long term contraception. 	<p>strategies, issues, and programming.</p> <ul style="list-style-type: none"> Provides input to decision making process based on evaluation data and demographic analysis. Reports relevant data and information to relevant persons in an efficient and effective manner. Understands relevant matters pertaining to long term contraception. 	<p>demographic analysis.</p> <ul style="list-style-type: none"> Possesses sophisticated understanding of relevant matters pertaining to long term contraception. Advocates for evidence-based interventions and effective resource management in areas pertaining to family planning and reproductive health.
<p>7. Infectious Disease: Expertise in infectious diseases including TB, Malaria, other infectious diseases as well as Avian Influenza, and how they affect health, development, and economic growth in the developing world.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Understands relevant matters pertaining to infectious diseases such as the Presidential Malaria Initiative, PEPFAR, and the 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Provides guidance on 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to infectious diseases such as the Presidential Malaria Initiative, PEPFAR, and the Stop TB

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>Stop TB Strategy.</p> <ul style="list-style-type: none"> • Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of infectious disease activities (e.g., education, prevention). • Provides input to recommendations on specific infectious disease strategies, issues, and programming. • Utilizes evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers. • Gathers information to contribute to the design and development of procurement activities. 	<p>matters pertaining to infectious diseases such as the Presidential Malaria Initiative, PEPFAR, and the Stop TB Strategy.</p> <ul style="list-style-type: none"> • Participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of infectious disease activities (e.g., education, prevention). • Manages program activities and resources and makes recommendations on specific infectious disease strategies, issues, and programming. • Provides input to decision making processes based on evaluation data and demographic analysis for decision making. 	<p>Strategy.</p> <ul style="list-style-type: none"> • Promotes collaboration and participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of infectious disease activities (e.g., education, prevention). • Leads program activities and resources and makes strategic or high-level recommendations on specific infectious disease strategies, issues, and programming. • Makes final decisions based on evaluation data and demographic analysis for decision making. • Verifies procurements and makes decisions regarding programmatic instruments (for example, scopes of work, program and position descriptions, etc.). • Advocates for evidence-based interventions and effective resource management in areas

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		<p>Reports data and information to relevant decision makers.</p> <ul style="list-style-type: none"> • Designs and develops procurement activities. 	<p>pertaining to infectious disease.</p>
<p>8. Maternal, Newborn and Child Health (MNCH): Expertise in the management of risks associated with maternal, newborn, and child health and how it relates to other health sector programs and development goals.</p>	<ul style="list-style-type: none"> • Assists Mission health staff and implementing partners by providing technical expertise in appropriate programming reflective of international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. • Understands relevant matters pertaining to MNCH, especially regarding host country MNCH programs and policies such as infectious disease, water and sanitation, family planning, and health system issues. • Collaborates as directed in the planning, analysis, design, implementation, monitoring, and evaluation of MNCH activities. • Supports program activities 	<ul style="list-style-type: none"> • Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. • Provides guidance on matters pertaining to MNCH, especially regarding host country MNCH programs and policies such as infectious disease, water and sanitation, family planning, and health system issues. 	<ul style="list-style-type: none"> • Ensures programming of Mission health staff and implementing partners that reflects international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies. • Advises Mission Director and staff, other missions, donors, and appropriate Washington staff on matters pertaining to MNCH relevant to their country. • Represents USAID in discussions with host country government regarding MNCH programs and policies such as infectious disease, water and sanitation, family planning, and health system issues. • Promotes collaboration and participates with other partners including other USG

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>and management of resources.</p> <ul style="list-style-type: none"> • Understands USG interests and positions on international multi-agency initiatives operating in the country, such as Global Fund, GAVI, and GAIN, even if not directly programmed through USAID. • Utilizes research, evaluation data, and demographic analysis for decision-making. Reports data and information to relevant decision makers. 	<ul style="list-style-type: none"> • Participates with other partners including other USG agencies, donors, multilateral agencies, foundations, NGOs, and private sector entities in the planning, analysis, design, implementation, monitoring, and evaluation of MNCH activities. • Manages program activities and resources. • Provides input regarding USG interests and positions in inter-agency discussions on international multi-agency initiatives operating in the country, such as Global Fund, GAVI, and GAIN, even if not directly programmed through USAID. • Provides input to decision making processes based on research, evaluation data, and demographic analysis. Reports data 	<p>agencies, donors, multilateral agencies, foundations, NGOs, and private sector entities in the planning, analysis, design, implementation, monitoring, and evaluation of MNCH activities.</p> <ul style="list-style-type: none"> • Provides technical expertise and high-level guidance to program activities and management of resources. • Represents USG interests and positions in inter-agency discussions on international multi-agency initiatives operating in the country, such as Global Fund, GAVI, and GAIN, even if not directly programmed through USAID. • Makes final decisions based on research, evaluation data, and demographic analysis for decision-making. • Advocates for evidence-based interventions and effective resource management in areas pertaining to MNCH.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		and information to relevant decision makers.	
<p>9. Environmental Health: Expertise in addressing natural and man-made environmental health threats as they pertain to developing countries and development goals.</p>	<ul style="list-style-type: none"> Assists Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflecting international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies. Understands relevant matters pertaining to environmental health such as water, sanitation, hygiene, and vector-control interventions. Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of environmental health activities. Utilizes evaluation data and demographic analysis for 	<ul style="list-style-type: none"> Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflecting international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies. Provides guidance on matters pertaining to environmental health such as water, sanitation, hygiene, and vector-control interventions. Participates with other partners including USG officials, donors, and Foundations in the 	<ul style="list-style-type: none"> Ensures programming of Mission health staff and implementing partners reflects international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies. Advises Mission Director, other Mission staff, donors, and appropriate Washington staff on matters pertaining to environmental health such as water, sanitation, hygiene, and vector-control interventions. Promotes collaboration and participates with other partners including USG officials, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of environmental health activities.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>decision making. Reports data and information to relevant decision makers.</p>	<p>planning, analysis, design, implementation, monitoring, and evaluation of environmental health activities.</p> <ul style="list-style-type: none"> Provides input to decision making processes based on evaluation data and demographic analysis. Reports data and information to relevant decision makers. 	<ul style="list-style-type: none"> Makes final decisions based on evaluation data and demographic analysis for decision making. Advocates for evidence-based interventions and effective resource management in areas pertaining to environmental health.
<p>10. Health Systems Reform and Financing: Expertise in redirecting organization and institution resources whose primary intent is to improve health care.</p>	<ul style="list-style-type: none"> Articulates linkages among the systems functions (financing; governance; resource development for human resources, medicines, and information; and service delivery), using systems thinking to improve health outcomes, service responsiveness, and equity of access. Recognizes the impacts of policies and interventions for health systems strengthening on the accessibility, quality, 	<ul style="list-style-type: none"> Guides Mission health staff to design health systems strengthening projects using systems thinking to overcome in-country challenges within each focal area of USAID health investment (such as HIV/AIDS, Maternal and Child Health). Designs health systems strengthening projects that integrate the health system functions across multiple focal areas of 	<ul style="list-style-type: none"> Coordinates development of country level strategies for health systems strengthening, using systems thinking to address challenges within each focal area of USAID health investment and cross-cutting, integrated investments. Oversees health systems strengthening to turn strategies into programs that improve access, quality, efficiency, and equity of health programs. Promotes cost-effective investments in health systems

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>efficiency, and equity of health programs and develops an understanding of how improved processes and policies can address these problems.</p> <ul style="list-style-type: none"> • Recognizes the linkages of health systems functions to other sectors, including countries' overall governance, economic growth, and human resources. • Aware of the use of data for decision-making and evidence-based programming in health systems strengthening. • Collaborates as directed on the planning, analysis, design, implementation, monitoring, and evaluation of Health Systems activities. 	<p>health investment, such as integrated information systems.</p> <ul style="list-style-type: none"> • Develops local projects that link health systems functions to other sectors, including countries' governance, human resources, and economic policies. • Supports the use of data for decision-making and evidence-based programming in health systems strengthening. • Participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of Health Systems activities. 	<p>strengthening interventions that link health and non-health sector approaches.</p> <ul style="list-style-type: none"> • Champions use of data for decision-making and evidence-based programming for health systems strengthening. • Promotes collaboration and participates with other partners including USG officials, host country, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of Health Systems activities. • Advocates for evidence-based interventions and effective resource management in areas pertaining to health systems.

Personnel/Human Resources

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Mission Human Resource Management: Advises plans and/or directs the full spectrum of personnel management operations for the Mission’s Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Ensures successful integration of personnel into Mission community. Responsible for all HR database applications at Mission level, including WebPASS.</p>	<ul style="list-style-type: none"> • Collaborates in preparing for and implementing personnel management operations and integration. • Understands HR database applications and assists in updating, reviewing and entering data as directed. 	<ul style="list-style-type: none"> • Designs and administers customized plans for personnel management and integration based on Mission culture and objectives. • Designs opportunities for relationship building within the Mission. • Ensures all HR database applications are updated consistently. 	<ul style="list-style-type: none"> • Develops and directs process improvements to address personnel management and integration challenges. • Fosters a collaborative Mission culture that supports the integration of new personnel and engages all employees in the Mission vision.
<p>2. Employee Benefits: Provides guidance on employee benefits and interpretations and eligibility of entitlements. Implements HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs and assists employees with filling out any necessary paperwork related to benefits.</p>	<ul style="list-style-type: none"> • Demonstrates knowledge of HR concepts, principles, and practices by rendering assistance to fellow colleagues whenever needed. 	<ul style="list-style-type: none"> • Administers and advises on HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs. 	<ul style="list-style-type: none"> • Plans, develops, and evaluates HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>3. HR Information Systems: Uses automated HR systems to administer HR functions in the Mission. Manages HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems.</p>	<ul style="list-style-type: none"> Articulates knowledge of HR management concepts and principles by identifying HR processes. Gathers records/data necessary for delivering and maintaining HR information systems. 	<ul style="list-style-type: none"> Manages HR management concepts and principles, analyzes HR processes, and translates functional requirements into technical requirements. Processes and analyzes records/data for delivering and maintaining HR information systems. 	<ul style="list-style-type: none"> Advises Mission leadership on HR management concepts, principles, and related processes. Verifies the accuracy of records/data for delivering and maintaining HR information systems.
<p>4. Compensation: Implements compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities.</p>	<ul style="list-style-type: none"> Demonstrates knowledge of compensation concepts, principles, practices, and flexibilities by rendering assistance to fellow colleagues whenever needed. Understands pay and leave administration practices and assists in such procedures whenever needed. 	<ul style="list-style-type: none"> Administers Mission compensation policies. Manages Mission pay and leave procedures and processes. 	<ul style="list-style-type: none"> Ensures compensation concepts, principles, practices, and flexibilities are compliant with legal requirements. Ensures pay and leave administration are compliant with legal requirements.
<p>5. Recruitment/Placement: Uses recruitment principles, and practices</p>	<ul style="list-style-type: none"> Actively pursues HR concepts, principles, and practices to support the recruitment of individuals 	<ul style="list-style-type: none"> Utilizes knowledge of HR concepts, principles, and practices to assess individual's 	<ul style="list-style-type: none"> Develops and implements a strategic hiring plan based on anticipated mission needs. Advises and ensures the

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
to identify, attract, select, and place individuals into positions to address organizational requirements. Provides guidance and coordination of the recruitment and placement process for the entire mission.	for addressing changing organizational needs.	qualifications and organizational needs in order to identify, attract, and select individuals into positions to address changing organizational needs.	selection of qualified individuals to address changing organizational needs.
<p>6. Personnel Related Documentation: Processes, verifies, and maintains personnel related documentation, including staffing, recruitment, training, performance evaluations, position descriptions, and employee leaves of absence.</p>	<ul style="list-style-type: none"> Understands the systems and processes pertaining to the maintenance of personnel related documentation. Participates under supervision in gathering, reviewing, and verifying personnel documentation. 	<ul style="list-style-type: none"> Utilizes knowledge of systems and processes to direct the efficient and accurate verification and maintenance of personnel documentation. Identifies discrepancies and delays in documentation review, staffing recruitment, and performance evaluation processes and quickly reconciles any issues. 	<ul style="list-style-type: none"> Reviews policies and procedures pertaining to personnel documentation and ensures they are accurately and consistently applied across the Mission.
<p>7. Human Resources Policy: Applies and explains relevant agency personnel policies, benefits, and procedures</p>	<ul style="list-style-type: none"> Understands laws, rules, regulations, case law, principles, and practices related to agency personnel policies, benefits and 	<ul style="list-style-type: none"> Interprets and utilizes laws, rules, regulations, case law, principles, and practices related to agency personnel 	<ul style="list-style-type: none"> Reviews and ensures organization compliance with federal and state laws related to agency personnel policies, benefits and procedures.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
to employees or job applicants and answers questions regarding eligibility, salaries, benefits, and other pertinent information.	procedures.	policies, benefits and procedures. <ul style="list-style-type: none"> Investigates policies and procedures through research when ambiguity arises. 	
8. Employee Relations: Reviews laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.	<ul style="list-style-type: none"> Understands laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution. 	<ul style="list-style-type: none"> Interprets and utilizes laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution. 	<ul style="list-style-type: none"> Reviews and ensures organizational compliance with federal and state laws related to employee conduct, performance, and dispute resolution. Coaches mission leadership on strategies for performance management and dispute resolution. Mediates challenging employee disputes as necessary.
9. Staff Planning and Selections: Identifies staffing needs in the Mission. Requests information from law enforcement officials, previous employers, and other references to determine applicants' employment acceptability and reviews employment applications to evaluate	<ul style="list-style-type: none"> Gathers and reviews documentation of employment eligibility. Reports data and information to relevant decision makers. 	<ul style="list-style-type: none"> Provides guidance to selection committees on principles and practices of employee selection and eligibility. 	<ul style="list-style-type: none"> Anticipates and identifies Mission staffing needs and collaborates with Mission leadership to develop strategic solutions. Ensures the selection of eligible candidates by coaching selection committees to consider evolving skillset requirements.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
qualifications or eligibility of applicants.			
<p>10. Training Administration: Plans, schedules, and administers training events in the Mission. Provides assistance to employees in registering and attending training. Strategically considers alternative solutions, resources and/or experiences for the training needs of the mission.</p>	<ul style="list-style-type: none"> Collaborates in the planning and administration of training events. 	<ul style="list-style-type: none"> Organizes and oversees Mission training events. Provides input on prospective training needs and corresponding cost-effective solutions. 	<ul style="list-style-type: none"> Proactively identifies mission needs and ensures the alignment of training with those needs. Identifies training opportunities and resources and publicizes these opportunities and resources within the Mission.
<p>11. Advertising Vacancies: Arranges for advertising or posting of job vacancies and notifies eligible workers of position availability. Represents USAID at personnel-related hearings and investigations.</p>	<ul style="list-style-type: none"> Monitors and publicizes job vacancies through designated communication channels as directed. 	<ul style="list-style-type: none"> Manages the tracking and advertising of job vacancies. Establishes and coordinates communication channels outside the Mission to broaden the candidate pool. 	<ul style="list-style-type: none"> Develops talent management strategies to ensure the recruitment of top candidates. Represents USAID and the Mission at personnel related hearings and investigations.
<p>12. Labor Relations: Reviews laws, rules, regulations, case law, principles, and practices</p>	<ul style="list-style-type: none"> Understands laws, rules, regulations, case law, principles, and practices related to negotiating and 	<ul style="list-style-type: none"> Interprets and utilizes laws, rules, regulations, case law, principles, and practices related to 	<ul style="list-style-type: none"> Reviews and ensures organizational compliance with federal and state laws related to negotiating and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
related to negotiating and administering labor agreements.	administering labor agreements.	negotiating and administering labor agreements.	administering labor agreements. <ul style="list-style-type: none"> • Possesses an understanding of local labor practices and advocates for their accommodation when negotiating labor agreements.
13. Records Management: Gathers personnel records from other departments or employees and records data for each employee including information such as addresses, weekly earnings, absences, production, supervisory reports on performance, and dates of and reasons for termination.	<ul style="list-style-type: none"> • Understands data tracking systems and procedures. • Gathers, reviews, and records employees data. 	<ul style="list-style-type: none"> • Directs the accurate and efficient processing of employee records. • Processes and analyzes records/data and communicates the results to relevant decision makers. • Identifies discrepancies and ineffective practices in records management and develops appropriate solutions. 	<ul style="list-style-type: none"> • Ensures records are maintained in compliance with relevant laws and regulations. • Verifies the accuracy of records/data for delivering and maintaining personnel records.
14. Payroll: Processes paperwork for new employees and enters employee information into the payroll system. Reviews and verifies time sheets, work charts, wage computation, and other information to detect and	<ul style="list-style-type: none"> • Understands the payroll system and administration practices and assists in the process as directed. 	<ul style="list-style-type: none"> • Directs the accurate and efficient processing of payroll documentation. • Identifies payroll discrepancies and quickly reconciles issues. 	<ul style="list-style-type: none"> • Reviews and ensures organizational compliance with federal and state laws related to payroll documentation and processing. • Develops strategic solutions to address reoccurring payroll discrepancies.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
reconcile payroll discrepancies. Records employee leave time and compiles employee time, production, and payroll data from time sheets and other records.			
15. Employee Inquiries: Examines employee files to answer inquiries and provides information for personnel actions.	<ul style="list-style-type: none"> Understands HR concepts, principles, and practices to respond to employee inquiries. Redirects inquiries to the appropriate HR specialist when unequipped to respond. Follows up with the employee to ensure their questions have been resolved. 	<ul style="list-style-type: none"> Possesses significant breadth and depth of knowledge regarding HR concepts, principles and practices. Explains HR concepts, principles and practices to employees in a clear and effective manner. 	<ul style="list-style-type: none"> Possesses sophisticated understanding of HR concepts, principles and practices. Ensures the accurate and timely response to employee inquires.

Budget Analyst

Competency	Proficiency Level	Proficiency Level	Proficiency Level
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	Basic	Intermediate	Advanced
1. Budget Preparation and Planning: Prepares estimates for future requirements of operating programs.	<ul style="list-style-type: none"> Attends meetings and supports the Agency's strategic planning process in an administrative capacity. Receives and compiles estimates received from others within USAID. 	<ul style="list-style-type: none"> Actively participates in Agency's strategic planning process, offering valuable ideas and insight. Verifies estimates received from others within USAID. 	<ul style="list-style-type: none"> Leads Agency's strategic planning process, delegating tasks as required. Evaluates the accuracy of all budget projections for USAID and leverages results of evaluation to make strategic decisions.
2. Budget Obligations/Expenditures Monitoring: Monitors, tracks, and reports on budget obligations and expenditures.	<ul style="list-style-type: none"> Identifies differences between current spending and the projected estimates and performs reconciliation with accounting. Assures that program funding data is entered correctly into USAID's financial management system. 	<ul style="list-style-type: none"> Recommends adjustments to accommodate future needs. Coordinates accounting documents and apportionments, allocations, and operating budgets. 	<ul style="list-style-type: none"> Analyzes financial reports of obligations and expenditures. Reviews accounting documents and apportionments, allocations, and operating budgets.
3. Budget Analysis: Reviews budget data and creates organizational, division-level, and task-level budgets.	<ul style="list-style-type: none"> Assists with preparing basic estimates for future requirements for a specific operating program using a predetermined formula. 	<ul style="list-style-type: none"> Independently prepares complicated estimates for future requirements for a specific operating program. 	<ul style="list-style-type: none"> Consolidates all operating program estimates into an integrated budget.
4. Budget Reporting: Assembles and writes documentation, including statements and justification for budget requests.	<ul style="list-style-type: none"> Obtains and compiles data for use by others within the Agency and prepares data summaries for inclusion in financial reports. 	<ul style="list-style-type: none"> Prepares period budget-related status reports and justifications for increased funds and materials. 	<ul style="list-style-type: none"> Ensures accurate portrayal of status of funds and analyzes the accuracy and completeness of contractor financial accounting.
5. Budget Advisor: Serves as resource/advisor for funds control staff.	<ul style="list-style-type: none"> Processes paperwork and liaises between program managers and budget staff at 	<ul style="list-style-type: none"> Coordinates all budget-related requests between program 	<ul style="list-style-type: none"> Ensures clear communication channels exist between program managers and budget

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	USAID. <ul style="list-style-type: none"> • Demonstrates an awareness of basic budgeting discrepancies and the need for contingency measures through completion of basic tasks assigned. 	managers and budget staff at USAID and reconciles any discrepancies. <ul style="list-style-type: none"> • Crafts solutions to basic budget problems based on contingency measures. 	staff at USAID. <ul style="list-style-type: none"> • Recommends budget adjustments due to unanticipated program changes.
6. Budget Reprogramming: Identifies trends indicating a deficit in future funds and develops ways to reconcile the problems.	<ul style="list-style-type: none"> • Analyzes accounting data and assists in reconciling transactions. • Studies problem areas in anticipation of correction action needed. 	<ul style="list-style-type: none"> • Independently analyzes fund audits and recommends reprogramming actions. • Recommends correction action needed for problem areas. 	<ul style="list-style-type: none"> • Creates justification for reprogramming. • Plans for program restrictions and revisions to the budget plans based on problem areas and changes in program requirements.
7. Budget Justification: Provides accountability to the budget process.	<ul style="list-style-type: none"> • Supports preparation of budget submissions and Congressional Presentations in an administrative capacity. 	<ul style="list-style-type: none"> • Examines and compiles budgetary and accounting data in support of budget submissions and Congressional Presentations. 	<ul style="list-style-type: none"> • Leads preparation of budget submissions and Congressional Presentations by outlining Agency's financial programs for briefings.
8. Accounting System Administration: Manages appropriated and non-appropriated funds and accounts for operation and maintenance expenses.	<ul style="list-style-type: none"> • Enters data into various ledgers and records, updates accounts, and prepares reports and statements. • Implements revisions to system structure as directed with extensive guidance from supervisor. 	<ul style="list-style-type: none"> • Determines the effect of financial accounting transactions on the operation of the organization. • Independently implements revisions to system structure. 	<ul style="list-style-type: none"> • Enacts program operations adjustments based on analysis of accounting data trends and reports. • Evaluates existing system structure to determine if changes are necessary to tailor system to local needs.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>9. Professional Accounting: Develops, operates, maintains, and improves financial management systems for the Agency.</p>	<ul style="list-style-type: none"> • Demonstrates in-depth knowledge of compilation and reporting requirements of the Department of Treasury, the Office of Management and Budget, and Agency-specific legislation through completion of basic tasks assigned. • Operates and maintains established financial systems. 	<ul style="list-style-type: none"> • Develops financial information systems following compilation and reporting requirements of the Department of Treasury, the Office of Management and Budget, and Agency-specific legislation. • Reviews existing financial systems to ensure compliance with government requirements and evaluates the data being used in the financial systems. 	<ul style="list-style-type: none"> • Sets strategic direction of financial information systems following compilation and reporting requirements of the Department of Treasury, the Office of Management and Budget, and Agency-specific legislation. • Evaluates existing financial management systems for adequacy and makes high-level adjustments to improve performance of financial systems.
<p>10. Cash Management: Responsible for the day-to-day management of accounting operations that address efficiency with which funds are obligated, transferred, controlled, and reported.</p>	<ul style="list-style-type: none"> • Demonstrates understanding of regulatory agency standards for accounting operations through completion of basic tasks assigned. • Implements changes to efficiency of systems and operations. • Revises fiduciary reports to ensure accurate reflection of financial operations with 	<ul style="list-style-type: none"> • Applies standards of regulatory agencies to complex accounting operations. • Designs and conducts performance checks on efficiency of systems and operations. • Cross-checks fiduciary reports with results of financial operations and identifies and reports 	<ul style="list-style-type: none"> • Communicates with regulatory agencies to clarify standards for accounting operations and revises accounting operations as necessary. • Revises systems and operations at a high-level to increase efficiency. • Verifies and approves all final fiduciary reports before submission.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	guidance from supervisor.	any discrepancies.	
11. Staff Accounting: Provides analysis and advice regarding accounting programs, financial systems, or public and private sector businesses.	<ul style="list-style-type: none"> • Implements agency accounting policies with extensive guidance. • Compiles disclosure documents and newly promulgated laws, requirements, and statements of central oversight agencies. 	<ul style="list-style-type: none"> • Independently implements agency accounting policies with minimal supervision. • Advises on the effects of newly promulgated laws or the requirements or statements of central oversight agencies. 	<ul style="list-style-type: none"> • Develops agency accounting policies. • Sets strategic direction based upon the effects of newly promulgated laws or the requirements or statements of central oversight agencies.
12. Bookkeeping: Responsible for basic financial operations including accounts payable and receivable, logging receipts, and balancing accounts. Ensures financial books are appropriately accounted for.	<ul style="list-style-type: none"> • Assists in preparation of basic sections of various reports. • Confirms inclusion of information in accounts. • Identifies the appropriate books of original entry for transactions. 	<ul style="list-style-type: none"> • Independently prepares the most complex sections of various reports. • Verifies accounting data by examining files of accounting document. • Classifies transactions to determine which accounts to debit and credit. 	<ul style="list-style-type: none"> • Coordinates all report preparation and ensures all timelines are met for report submission. • Substantiates accounting data by examining files of accounting document and determines if adjustment entries are needed. • Determines which subsidiary records are affected by classification of transactions.

Computer Management

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>1. Mission Information Technology, Security, and Privacy Management: Plans and manages Mission's information and related technology including hardware, software, data, and telecommunications in conformance with applicable statutes, regulations, policies, and local constraints. Collects, stores, manages, delivers, disseminates, and disposes of information as required. Serves as Mission Information Systems Security Officer to ensure the confidentiality, integrity and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.</p>	<ul style="list-style-type: none"> • Assists in electronic records management solution acquisition and system maintenance in compliance with Federal and Agency laws and policies. • Aids the Mission Information Systems Security Officer (ISSO) in reviewing logs for appropriate use. • Assists the Mission Privacy Officer in adjudicating complaints. 	<ul style="list-style-type: none"> • Maintains day-to-day responsibility for IT budget and staff, electronic management solution implementation, and system operations in compliance with Federal and Agency laws and policies. • Assists the Mission Information Systems Security Officer (ISSO) by identifying threats and taking appropriate action and implementing countermeasures for manual and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies. • Assesses the security and integrity of manual and automated systems to prevent inappropriate disclosure of personal information. 	<ul style="list-style-type: none"> • Serves as the Mission Information Management and Technology Officer, with overarching responsibility for managing IT requirements analyses, enterprise architecture, and system upgrade development plans. • Serves as the Mission Information Systems Security Officer (ISSO), responsible for reviewing logs for appropriate use. • Serves as the Mission Information Systems Security Officer (ISSO), responsible for overseeing system operations and mitigating system damage. • Serves as the Mission Privacy Officer, responsible for addressing violations and specifying remedies in accordance with Federal and Agency laws and policies.

<p>2. Operating Systems: Manages computer network, desktop, and mainframe operating systems and their applications.</p>	<ul style="list-style-type: none"> Facilitates the troubleshooting process for computer operating systems by organizing problem reports and prioritizing requests. 	<ul style="list-style-type: none"> Manages computer operating systems by responding to troubleshooting requests from employees. 	<ul style="list-style-type: none"> Supervises the management of operating systems and troubleshooting and provides guidance when necessary.
<p>3. Configuration Management: Plans and manages the implementation, update, or integration of information systems components.</p>	<ul style="list-style-type: none"> Performs regular updates to establish and maintain consistency or performance of a system. 	<ul style="list-style-type: none"> Identifies opportunities for increased integration to establish and maintain consistency or performance of a system. 	<ul style="list-style-type: none"> Supervises the efforts to configure and coordinate information system components to ensure consistency and effective performance of a system.
<p>4. Troubleshooting: Ability to identify, diagnose, and correct problems with workstation, server, and network hardware and software.</p>	<ul style="list-style-type: none"> Understands problem tracking systems and procedures. Participates in diagnosing and rectifying minor systems issues. 	<ul style="list-style-type: none"> Identifies reoccurring issues and develops strategic and sustainable solutions. 	<ul style="list-style-type: none"> Oversees problem tracking and ensures the provision of timely and effective solutions.
<p>5. Information Assurance: Manages methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.</p>	<ul style="list-style-type: none"> Demonstrates an understanding of information assurance by performing credibility checks on information systems and data. 	<ul style="list-style-type: none"> Manages information systems and data against specified criteria to ensure information meets criteria for credibility. 	<ul style="list-style-type: none"> Evaluates the credibility of information systems and data and establishes criteria for trustworthiness and reliability.

<p>6. Database Management Systems: Uses database management systems and software to control the organization, storage, retrieval, security, and integrity of data.</p>	<ul style="list-style-type: none"> • Employs database management systems and software to implement policy directives on security, storage, efficiency, and credibility standards. • Performs maintenance on organizational data to ensure its security and integrity. 	<ul style="list-style-type: none"> • Analyzes database management systems and software for performance against organization standards. • Analyzes the security and integrity of organizational data and makes adjustments when appropriate. 	<ul style="list-style-type: none"> • Supervises database management to adapt organization standards where necessary. • Oversees the management of the security and integrity of organizational data and provides guidance when necessary.
<p>7. Hardware: Manages specifications, uses, and types of computers.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of hardware engineering by supporting colleagues in the development of computer hardware as assigned. • Performs appropriate basic computer hardware testing. 	<ul style="list-style-type: none"> • Applies hardware engineering theory to design and develop computer hardware. • Analyzes test results of computer hardware for successful hardware creation. 	<ul style="list-style-type: none"> • Supervises the application of hardware engineering theory to ensure effectiveness in the design and development of computer hardware. • Oversees the testing of computer hardware and provides guidance where necessary.
<p>8. Network Management: Manages the operation and maintenance of network and telecommunication systems and linked systems and peripherals.</p>	<ul style="list-style-type: none"> • Implements software and processes to protect the network and detect failed components. • Performs basic tasks to resolve traffic issues. 	<ul style="list-style-type: none"> • Resolves problems with failed components in the network. • Monitors traffic patterns, recommends needed upgrades, blocks certain types of traffic, and detects abnormal network traffic. 	<ul style="list-style-type: none"> • Supervises the detection and resolution of failed components in the network and provides guidance where needed. • Directs traffic regulations to avoid problems with abnormal and illegal traffic.

<p>9. Technology Awareness: Understands developments and new applications of information technology (hardware, software, telecommunications), emerging technologies and their applications to business processes, and applications and implementation of information systems to meet organizational needs.</p>	<ul style="list-style-type: none"> • Researches and appropriately applies new technology to ensure efficient transmission of information and the storage and analysis of information. 	<ul style="list-style-type: none"> • Identifies and presents reasons for integration of new technology to ensure efficient transmission of information and the storage and analysis of information. 	<ul style="list-style-type: none"> • Approves and evaluates the incorporation of new technology to ensure efficient transmission of information and the storage and analysis of information.
<p>10. Encryption: Provides procedures, tools, and applications used to keep data or information secure, including public key infrastructure.</p>	<ul style="list-style-type: none"> • Updates or makes changes to the encryption level of organizational data and information, as assigned. • Assists in informing employees about the procedures and instruments to utilize when ensuring the security of their information. 	<ul style="list-style-type: none"> • Develops the algorithm for the specified encryption level to keep organizational data information secure. • Communicates the required use of procedures and instruments to implement security standards for use by employees. 	<ul style="list-style-type: none"> • Institutes the encryption level necessary to ensure security of organizational data and information. • Identifies the appropriate procedures, instruments and treatments used to ensure the security of the organization's infrastructure.

<p>11. Hardware Engineering: Deploys methods and tools for designing, developing, and testing computer equipment.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of hardware engineering by supporting colleagues in the development of computer hardware as assigned. • Performs appropriate basic computer hardware testing. 	<ul style="list-style-type: none"> • Applies hardware engineering theory to design and develop computer hardware. • Analyzes test results of computer hardware for successful hardware creation. 	<ul style="list-style-type: none"> • Supervises the application of hardware engineering theory to ensure effectiveness in the design and development of computer hardware. • Oversees the testing of computer hardware and provides guidance where necessary.
<p>12. Systems Life Cycle Management: Adopts systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems to ensure system durability.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of system life cycle phases in whole by performing production, distribution, maintenance, and disposal tasks to develop a proposed system. • Completes basic retirement, phase-out, and disposal tasks. 	<ul style="list-style-type: none"> • Manages knowledge of system life cycle phases by managing the conception and performing design, development, and support tasks for a proposed system. • Monitors systems that may be ready for retirement, phase-out, and disposal. 	<ul style="list-style-type: none"> • Uses expert knowledge of system life cycle phases to supervise the efforts in the beginning to end stages of a proposed system. • Evaluates and approves the readiness of a system for retirement, phase-out, and disposal.
<p>13. System Testing and Evaluation: Utilizes principles, methods, and tools for analyzing and developing systems test and evaluation procedures and technical characteristics of IT systems, including identifying critical operational issues.</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of IT systems testing and evaluation methodology. • Performs appropriate basic testing procedures. 	<ul style="list-style-type: none"> • Analyzes systems test results and identifies critical issues. 	<ul style="list-style-type: none"> • Oversees systems testing and provides guidance when necessary. • Applies expert knowledge to develop procedural testing changes as needed.

Voucher Examination

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
1. Travel Support: Provides assistance with travel arrangements; prepares and disseminates travel vouchers.	<ul style="list-style-type: none"> Prepares travel arrangements to include airline, train, car rental requests, hotel, and travel documents. 	<ul style="list-style-type: none"> Prepares and gives guidance on proper travel voucher preparations. 	<ul style="list-style-type: none"> Coordinates all travel arrangement preparations.
2. Agency Familiarization: Possesses a working knowledge of office and Agency structure and makes accurate referrals.	<ul style="list-style-type: none"> Maintains knowledge of Agency structure, goals, missions, and values. 	<ul style="list-style-type: none"> Directs calls and data requests to appropriate Bureau/office within USAID and other federal agencies. 	<ul style="list-style-type: none"> Oversees and coordinates internal and external requests and troubleshoots any issues.
3. Office Management: Organizes and plans the flow of work; liaises with appropriate administrative offices, sets in place systems to track the progress of activities, and controls the flow of documents.	<ul style="list-style-type: none"> Assists with ensuring office workflow, including scheduling appointments and meetings and drafting routine correspondence. Demonstrates thorough understanding of supply inventory procedures through completion of basic tasks assigned. 	<ul style="list-style-type: none"> Performs administrative duties such as the initiation of requests for personnel action, office moves, and travel planning; prepares authorizations and vouchers. Monitors supply inventory utilization and prepares requisitions for supplies and equipment. 	<ul style="list-style-type: none"> Oversees all administrative duties and responsibilities and troubleshoots any issues. Reviews established procedures for procurement and tracking of office supplies and equipment, evaluates their effectiveness, and recommends modifications.
4. Records Management: Maintains files and records including petty cash receipts, travel vouchers,	<ul style="list-style-type: none"> Demonstrates thorough understanding of manual and automated correspondence control 	<ul style="list-style-type: none"> Maintains a manual or automated correspondence control system for managing 	<ul style="list-style-type: none"> Establishes a manual or automated correspondence control system for managing distribution of actionable

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
and purchase orders.	<p>systems for managing distribution of actionable documents through completion of basic tasks assigned.</p> <ul style="list-style-type: none"> Performs basic office procedures and practices, including organizing and implementing an office filing tracking or documentation system, following up on the status of responses, and requesting extensions. 	<p>distribution of actionable documents.</p> <ul style="list-style-type: none"> Classifies and cross-references materials by reading and analyzing the substance of documents to determine the primary subject and the most appropriate heading under which the materials should be filed. 	<p>documents.</p> <ul style="list-style-type: none"> Proofs and edits finished documents for responsiveness and completeness as necessary, to ensure that all required issues are addressed, that the response is in accordance with established policy, and that appropriate coordination and clearances have been achieved.
5. Payrolls: Manages and operates payroll system.	<ul style="list-style-type: none"> Monitors the correct functioning of the payroll system and assists with user troubleshooting. 	<ul style="list-style-type: none"> Supervises the maintenance and proper functioning of the payroll system, directing responses to errors or bugs. 	<ul style="list-style-type: none"> Directs the design and operation of the payroll system, managing system redesigns and policy changes as needed to meet mission needs.
6. Program Support: Provides administrative support specific to a USAID program initiative.	<ul style="list-style-type: none"> Monitors the status of program assignments, ensuring that due dates are noted and established. 	<ul style="list-style-type: none"> Prepares reports, statistical information, and other materials needed by program staff members to support various functions and projects. 	<ul style="list-style-type: none"> Serves as a liaison between the supervisor and staff on program-related matters, including reports, statistical information, and other materials.
9. Records Administration: Prepares and supports the records administration work of the	<ul style="list-style-type: none"> Monitors the status of records administration at the mission, supporting and ensuring record integrity. 	<ul style="list-style-type: none"> Directs records administration efforts at the mission, guiding initiatives to ensure 	<ul style="list-style-type: none"> Devises records administration systems at the mission, developing initiatives and systems to ensure records

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
organization.		records integrity.	integrity.

Program Manager

Competency	Proficiency Level Basic	Proficiency Level Intermediate	Proficiency Level Advanced
<p>1. Project/Program, Design, Development and Management: Understands scope of work of new programs. Designs, develops, facilitates, and oversees projects/programs and activities that appropriately address programmatic needs and constraints to growth and development, and manages their implementation for the USAID Operating Unit so as to achieve maximum impact. Supports prioritization of program/projects based on Agency need.</p>	<ul style="list-style-type: none"> • Incorporates analysis results of external and internal factors that impact strategic analysis and planning into relevant reports and planning activities. • Organizes the strategic planning process and analysis of agency strategy. • Demonstrates an understanding of the justifications for USAID intervention at the sector or cross-sector level through writing basic portions of justifications. 	<ul style="list-style-type: none"> • Identifies and analyzes external and internal factors that impact strategic analysis and planning. • Manages individual tasks in the strategic planning process and analysis of agency strategy. • Independently leads writing of justifications for USAID intervention at the sector or cross-sector level. 	<ul style="list-style-type: none"> • Approves analysis results of external and internal factors that impact strategic analysis and planning. • Oversees the strategic planning process and analysis of agency strategy. • Formulates and conveys at a high-level justifications for USAID intervention at the sector or cross-sector level to staff.
<p>2. Strategy Development: Provides input to strategic analysis and planning, including analysis on country-specific and cross-</p>	<ul style="list-style-type: none"> • Demonstrates a basic understanding of Agency strategic planning guidance, including ADS 201 and CDCS Guidance. 	<ul style="list-style-type: none"> • Leads the process to finalize the USAID Strategic Plan for submission to Washington and 	<ul style="list-style-type: none"> • Drafts and oversees the completion of the USAID Strategic Plan for submission to Washington for approval. • Synthesizes and assesses

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
<p>sector governance issues, environmental, economic, political, social, and other considerations and the impact of U.S. assistance. Coordinates drafting of USAID Regional Development Coordination Strategy and new Development Objectives. Works with State Department counterparts on issues related to strategic planning.</p>	<ul style="list-style-type: none"> • Incorporates comments from Washington into the USAID Strategic Plan and submits the Plan to the regional Bureau for approval. • Cross-checks USAID strategies, objectives, priorities, and policy directives against that of the USG for discrepancies. • Attends roundtables and forums at which US strategies, programs, and projects are discussed and coordinated with donors and agencies. • Demonstrates basic understanding of the documents required for strategy development and coordinates with the Mission/Bureau Environment Officer to ensure completion of 118/119 Environmental Analysis. • Demonstrates basic understanding in gender analysis and why the field is 	<p>regional Bureau for approval.</p> <ul style="list-style-type: none"> • Participates in roundtables and forums where US strategies, programs, and projects are discussed and coordinated with donors and agencies. • Prepares documentation for submission to USAID at the pre-design stage and assists technical offices in the development of new DOs for approval. • Procures analyses of US assistance impacts on the host country or region as needed. 	<p>conformity across USAID and USG strategies, objectives, priorities, and policy directives and reconciles disparities.</p> <ul style="list-style-type: none"> • Actively engages in roundtables and forums where US strategies, programs, and projects are discussed and coordinated with donors and agencies. • Provides a plan for completion of all documentation and prepares justifications for USAID intervention at the sector or cross-sector level. • Arranges for supplementary and ad-hoc sector or cross-sector analyses beyond those required by ADS guidance and conducts analyses of US assistance impacts on the host country or region as needed or indicated. Ensures that findings of analyses are followed up on and that teams correctly apply analysis. • Leads the Mission in pursuit of the goals set forth in the Strategic Plan and framework process by considering the critical needs of the country

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>critical to successful strategic planning.</p> <ul style="list-style-type: none"> Identifies requirements for ad-hoc sector or cross-sector analyses beyond those required by ADS guidance. 		<p>and helping to build technical team collaboration.</p>
<p>3. Budget Cycle Management: Provides support to the budget cycle processes to optimally align budget resources with program strategy and policy objectives. Supports coordination and completion of several annual reports and analyses related to the budget cycle between the mission and bureaus, including the Mission Resource Request, CBJ, Operational Plans, OMB Pass-back.</p>	<ul style="list-style-type: none"> Demonstrates a basic understanding of Mission Specific Resource Plans (MSRP) and assembles and packages inputs for USAID contribution to MSRP. Understands the administrative process of Congressional Budget Justification (CBJ) and coordinates with DO teams to assemble and package Mission-wide inputs for CBJ submission. Submits final Operational Year Budget (OYB) matrix for the previous year and reconciles funds; assures technical teams are aware of earmark levels and definitions, and requests allowances for carryover and urgent funding. Follows receipt of Office of 	<ul style="list-style-type: none"> Disseminates guidance for Mission Strategic Resource Plans (MSRP) and leads the drafting and finalization of the Foreign Assistance section of the narrative. Disseminates guidance for Congressional Budget Justification (CBJ) and leads the development of all requisite justification documents. Keeps the MD and Bureau updated on the status of Operational Year Budget (OYB) obligations and provides verification that the previous year earmarks were met. Leads the process to allocate funds across 	<ul style="list-style-type: none"> Coordinates with Embassy Mission Strategic Resource Plans (MSRP) coordinator to define USAID's role in the preparation of MSRP budget requests and tables and to determine budget levels and areas where increases will be requested. Oversees and coordinates with a host of internal and external entities including technical teams, Washington Desk Officers and LPA on the preparation, submission, and expiration of separate Congressional Notifications for the Congressional Budget Justification (CBJ). Coordinates with Desk Officer on Country Checklists and supervises preparation of Activity Checklist to ensure all Pre-Obligation requirements

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>Management and Budget (OMB) pass-back figures and communicates relevant OMB pass-back information to DO teams.</p> <ul style="list-style-type: none"> Receives and processes budget allowances from the regional bureau. 	<p>AOs after Office of Management and Budget (OMB) pass-back and sets OYB for current FY upon appropriation of funds.</p> <ul style="list-style-type: none"> Determines the need for Emergency Funds during Continuing Resolution and provides input and completes 653(a) reports to Congress. 	<p>are met for the Operational Year Budget (OYB).</p> <ul style="list-style-type: none"> Develops proposed OYB allocation for future years after Office of Management and Budget (OMB) pass-back based on analysis of past and new activities; for unresolved differences, suggests proposed solutions to Mission Director. Liaises with Bureau controller on budget allowance issues. Leads budget discussions by simultaneously taking into account development goals and budget realities, all the while bringing together different technical teams to coordinate on their budgets.
<p>4. Cross-Cutting Program Management: Supports the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy.</p>	<ul style="list-style-type: none"> Assists with implementation of cross-cutting programs and demonstrates understanding of scopes of work that are prepared for US Mission Special Initiatives. 	<ul style="list-style-type: none"> Drafts scopes of work for cross-cutting programs implemented through the program office. Carries out all Mission training responsibilities as defined by ADS 252 for Participant Training and manages implementation of 	<ul style="list-style-type: none"> Supervises implementation of cross-cutting programs and US Mission Special Initiatives such as Roma education, GDAs, persons with disabilities, hospice care, and anti-trafficking.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		cross-cutting programs.	
<p>5. Program Reporting: Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of country/Mission specific programs. Analyzes data and compiles reports to present data effectively. Coordinates the Performance Plan and Report in cooperation with US Missions.</p>	<ul style="list-style-type: none"> Provides information on USAID programs as required by country team, Mission management or external resources. Compiles final versions of DO narratives. Edits Performance Plan and Report (PPR) for cohesion, clarity, content, results, and completeness. 	<ul style="list-style-type: none"> Prepares and submits responses to inquiries originating in the regional bureaus and desk offices and prepares periodic reports on congressional mandates including microenterprise, gender, civilian-military cooperation and earmark utilization, directives and issues of special interest to the Administration. Reviews end-of-year pipelines and compares to DO projections to prepare for the budget request. Writes parts of Performance Plan and Report (PPR) / CBJ / Resource Request. Prepares and maintains required reporting documentation for all 	<ul style="list-style-type: none"> Coordinates Mission input to reports requiring broad understanding of USG programs in country, including congressional inquiries, reports required by host country, donor coordination forums, UN family agencies, and others. Drafts and reviews draft of DO narratives for technical offices. Coordinates with all offices and management to finalize the Performance Plan and Report (PPR). Leads all performance reporting efforts by infusing strategic planning and innovative thinking.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		Mission and Agency special initiatives. <ul style="list-style-type: none"> • Responds to public inquiries for information and brings this data back to Washington office. 	
6. Activity and Project Implementation: Coordinates the USAID operating unit's assessment of activity and project implementation, from the first stage of implementation till the end of the project to ensure goals are achieved.	<ul style="list-style-type: none"> • Checks for compliance with USG and Agency rules and regulations in relation to project implementation. • Participates in site visits to monitor progress and collect data. • Identifies project/activity implementation bottlenecks in completion of basic tasks assigned. 	<ul style="list-style-type: none"> • Ensures compliance with USAID Host Country Contribution (HCC) requirements and prepares Congressional Notifications when required. • Assesses data collection needs and progress and implements a mission-wide evaluation plan in coordination with program office. • Prepares project performance and implementation letters, waivers, and other implementation documents. 	<ul style="list-style-type: none"> • Determines Congressional Notification requirements and reviews and recommends action on documents submitted to meet present conditions. • Coordinates all monitoring and evaluation; develops a mission-wide evaluation plan in coordination with program office. • Reviews and manages implementation documents and resolves project/activity implementation bottlenecks.
7. Project Monitoring and Evaluation: Monitors and evaluates projects by	<ul style="list-style-type: none"> • Assists host government and implementing partners in Joint Portfolio Reviews 	<ul style="list-style-type: none"> • Coordinates with host government and implementing partners 	<ul style="list-style-type: none"> • Leads USAID participation in Joint Portfolio Reviews with host government and

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
continuously assessing the project, including project scope, design, impact, and progress, conducting impact assessments as necessary. Assures application of what is learned to ongoing project implementation and new project design. Ensures that an evaluation plan is incorporated into project concept papers, designs, and approval documents and reviews evaluation statements of work and provide feedback.	<p>through providing advice to technical teams, COTRs, and activity managers on basic issues.</p> <ul style="list-style-type: none"> Organizes data for data collection review and assists in Portfolio Reviews. Assists in the conduct of audits. 	<p>in Joint Portfolio Reviews and provides advice to technical teams, COTRs, and activity managers on complex issues.</p> <ul style="list-style-type: none"> Resolves and provides advice on data collection problems and executes Portfolio Reviews. Coordinates with IG in the preparation, conduct, and follow-up of audits. 	<p>implementing partners and provides expert advice to technical teams, COTRs, and activity managers on the most complex issues.</p> <ul style="list-style-type: none"> Reviews targeted plans with AO teams to determine data collection problems and manages Portfolio Reviews. Manages the audit process and ensures compliance with legislative requirements.
8. Partnering: Acts as a liaison between USG, host government, and development partners and stakeholders and USAID and coordinates among donors to achieve common objectives and leverage development resources with external partners. Leads efforts in donor coordination and supports interagency coordination to achieve common objectives.	<ul style="list-style-type: none"> Demonstrates basic awareness of alternate and novel sources of funding, including the potential for funding from non-traditional sources. Participates in donor assistance coordination meetings, particularly those requiring a cross-sector approach. Assists in US government interagency coordination by 	<ul style="list-style-type: none"> Communicates with external entities, including non-traditional development partners, to seek out alternate and innovative funding ventures including public-private partnership, support to private sector endeavors, and others. Attends and synthesizes results from donor 	<ul style="list-style-type: none"> Coordinates with a range of entities to seek out alternate and novel funding ventures including public-private partnership, joint activities with multilateral banks, support to private sector endeavors, and others. Leads donor assistance coordination meetings, mostly for those requiring a cross-sector approach but also for sector-specific approaches.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
	<p>passing along incoming resource requests.</p>	<p>assistance coordination meetings on cross-sector approaches.</p> <ul style="list-style-type: none"> Serves as a resource person for interagency coordination, ensuring all requests are responded to in a timely manner and identifying the resources needed to fulfill requests. 	<ul style="list-style-type: none"> Oversees interagency coordination, serving as the point of contact and resolving any miscommunication issues, ensuring all requests are fulfilled. Utilizes partnerships in conjunction with strategic vision to augment the ability of the agency to provide innovative, dynamic services.
<p>9. Communication Management: Communicates the Mission’s work to the public using a range of tools including social media and public education. Differentiates USAID from other development organizations through image branding.</p>	<ul style="list-style-type: none"> Assists with coordination of outreach and communication with various external entities including the Embassy of Public Affairs Section and LPA/W, and other publicity events. Maintains USAID outreach materials and assesses additional printing needs including program descriptions, country sheets, and the USAID Mission website. 	<ul style="list-style-type: none"> Manages all external coordination for outreach and communication including the media, the Embassy of Public Affairs Section and LPA/W and other publicity events; ensures branding compliance. Updates USAID outreach materials including program descriptions, country sheets, and the USAID Mission website. Serves as point person for Mission-wide 	<ul style="list-style-type: none"> Develops a comprehensive strategic plan for outreach and communication with all external entities including the media, the Embassy of Public Affairs Section and LPA/W, VIP visits, and other publicity events. Leads the development of additional outreach content including additions to the USAID website, country sheets and program descriptions. Serves as a thought leader in pioneering need methods to create and disseminate communications to other elements of the USG and the wider public.

Competency	Proficiency Level	Proficiency Level	Proficiency Level
	Basic	Intermediate	Advanced
		events, such as partner meetings.	
10. USAID Development Programs and Processes: Understands and applies USAID programs and processes to all implementation capabilities.	<ul style="list-style-type: none"> Demonstrates understanding of USAID mission and foreign policy objectives by participating in the implementation of new applications to achieve agency objectives. 	<ul style="list-style-type: none"> Demonstrates knowledge of USAID mission and foreign policy objectives by developing and implementing new applications to achieve agency objectives. 	<ul style="list-style-type: none"> Applies knowledge of USAID mission and foreign policy objectives by overseeing the development and implementation of new applications to achieve agency objectives.

Appendix I: Foreign Service Key Behaviors, Knowledge, Skills, and Abilities

Backstop 2 – Program Analysis

Competency	Description
Mission Support	On behalf of the front office, participates in a wide range of communications and liaison efforts to support internal operating unit communications, inter-agency relationships, donor coordination, counterpart partner organization, and host government relationships. Responsibilities also include preparing and ensuring quality and management control of Mission documents, reports and requests for information, and liaison events.
Strategy Development	Oversees various elements of strategic analysis and planning, including analysis on cross-sector issues, environmental considerations and the impact of U.S. assistance. Responsibilities also include drafting the USAID Country Development Cooperation Strategy and new Development Objectives (DOs), as well as ensuring conformity with USG priorities. Works closely with State Department counterparts on issues related to strategic planning and gender equality.

Budget Cycle Management	Manages the budget cycle processes to optimally align budget resources with program strategy and policy objectives. Includes coordinating and guiding the completion of several annual reports and analyses related to the budget cycle, including the MSRP, CBJ, OYB, OP OMB Pass-back, budget allowances and partnerships with groups outside of USAID (Embassy staff, technical teams, OMB and USAID/W). Completes Strategic Objective Agreements (SOAGs) with host country to effectively obligate funds.
Partnering	Leads efforts in donor coordination, advocates strategic engagement with private sector through public-private partnerships, and supports interagency coordination to achieve common objectives and leverage development resources with external partners, including non-traditional partners.
Program Operations and Reporting	Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of USG programs, congressional mandates, and topics of special interest to the Administration. Specific responsibility for coordinating the Performance Plan and Report in cooperation with other on-post USG entities as appropriate. Responsibilities also include responding to information inquiries from USAID/W and external audiences. Ensures that PMPs are in place and that they effectively support Mission strategy.
Program Management	Manages the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy. Manages any new policy pertaining to programming, including defining

	a process of implementation and ensuring process is carried out successfully.
Program Analysis Monitoring and Evaluation	Takes the lead in providing advice, support and management for various aspects of monitoring and evaluation activities required from the Mission, including PMPs, Portfolio Reviews, Joint Portfolio Reviews, revision of Mission Orders, data-quality assessments, and GIS/mapping. When appropriate, officers may also liaise with OIG on the preparation, conduct, and follow-up of audits. Thoroughly understands ADS 203. Manages activities and relationships with resource partners. Interprets and applies results of M&E.
Public Outreach and Communication	Coordinates and assists in all aspects of official public outreach and communication, including media relations and special events, coordination with State and USAID public affairs offices, branding compliance, and management of outreach materials and websites.
Knowledge Areas	The successful execution of all BS02 competencies requires a working knowledge of these areas.

Mission Support

On behalf of the front office, participates in a wide range of communications and liaison efforts to support internal operating unit communications, inter-agency relationships, donor coordination, counterpart partner organization, and host government relationships. Responsibilities also include preparing and ensuring quality and management control of Mission documents, reports and requests for information, and liaison events.

Strategy Development	<p>Oversees various elements of strategic analysis and planning, including analysis on cross-sector issues, environmental considerations and the impact of U.S. assistance. Responsibilities also include drafting the USAID Country Development Cooperation Strategy and new Development Objectives (DOs), as well as ensuring conformity with USG priorities. Works closely with State Department counterparts on issues related to strategic planning and gender equality.</p>
Key Behavior	<p>Oversees strategic analysis and planning and on-going cycle of strategy formulation (analysis, synthesis, and decision-making) and implementation (implementation, action, and evaluation) at assigned level (Mission, bureau, agency, etc.)</p>
Key Behavior	<p>Leads the drafting and finalizing of the USAID Strategic Plan for submission to Washington for approval.</p>
Key Behavior	<p>Leads the process to finalize the USAID Strategic Plan, incorporating comments from Washington for USAID regional Bureau approval.</p>
Key Behavior	<p>Synthesizes and ensures conformity between USG priorities, USAID strategy environment, policy directives, and development experience.</p>
Key Behavior	<p>Ensures conformity of proposed activity/project designs with USAID and whole-of-government strategic plans, policies, and directives.</p>
Key Behavior	<p>Assists technical offices in the development of new AOs for approval.</p>

Key Behavior	Prepares justifications for USAID intervention at the sector or cross-sector level; prepares documentation for submission to USAID/W at the pre-design stage.
Key Behavior	Identifies requirements for and arranges for supplementary and ad-hoc sector or cross-sector analyses beyond those required by ADS guidance.
Key Behavior	Coordinates with Mission/Bureau Environment Officer to ensure completion of 118/119 Environmental Analysis.
Key Behavior	Conducts or procures analyses, as needed or indicated, of US assistance impacts on the host country or region.
Key Behavior	Participates in roundtables and forums at which US strategies, programs, and projects are discussed or coordinated with other donors or agencies.

Budget Cycle Management	Manages the budget cycle processes to optimally align budget resources with program strategy and policy objectives. Includes coordinating and guiding the completion of several annual reports and analyses related to the budget cycle, including the MSRP, CBJ, OYB, OP OMB Pass-back, budget allowances and partnerships with groups outside of USAID (Embassy staff, technical teams, OMB and USAID/W). Completes Strategic Objective Agreements (SOAGs) with host country to effectively obligate funds.
Key Behavior	Mission Strategic Plans (MSP)- Coordinates with Embassy MSP coordinator to define USAID's role in the preparation of Performance Goal Papers, MSP budget requests and tables, and results reporting.
Key Behavior	MSP- Leads the drafting and finalizing of the Foreign Assistance section of the narrative.
Key Behavior	MSP- Coordinates with Embassy personnel to determine budget levels and areas where increases will be requested.
Key Behavior	MSP- Disseminates guidance; assembles and packages inputs for USAID contribution to the Mission Strategic Plans.
Key Behavior	Congressional Budget Justification (CBJ)- Disseminates guidance; assembles and packages inputs Mission-wide for CBJ submission with AO teams.
Key Behavior	CBJ- Leads the development of the Budget Performance Assessments (BPAs) with indicators and targets.

Key Behavior	CBJ- Oversees and coordinates with technical teams, Washington Desk Officers and LPA on the preparation, submission, and expiration of separate Congressional Notifications, as needed.
Key Behavior	Operational Year Budget (OYB)- Submits final OYB matrix for last year & reconciles funds.
Key Behavior	OYB- Assures that technical teams are aware of earmark levels and earmark definitions.
Key Behavior	OYB- Requests allowances for carryover and urgent funding.
Key Behavior	OYB- Coordinates with Desk Officer on Country Checklists and ensures preparation of Activity Checklist to assure all Pre-Obligation requirements are met. Provide verification that previous year earmarks were met.
Key Behavior	OYB- Keeps the MD and Bureau updated on the status of current OYB obligations.
Key Behavior	OMB Pass-back- Follows receipt of OMB pass-back figures, leads the process to allocate funds across AOs, remains transparent and impartial, and communicates needed information to SO teams.
Key Behavior	OMB Pass-back- Assures that earmark levels are met and technical teams understand earmark definitions.
Key Behavior	OMB Pass-back- Develops proposed OYB allocation for future years, based on pipeline analysis of past and new activities. For unresolved differences, suggests proposed solutions to Mission Director.

Key Behavior	OMB Pass-back- Sets OYB for current FY upon appropriation of funds.
Key Behavior	Budget Allowances- Determines need for Emergency Funds during Continuing Resolution (CR).
Key Behavior	Budget Allowances- Receives and process budget allowances from regional bureau.
Key Behavior	Budget Allowances- Provides input and completes 653 (a) reports to Congress.
Key Behavior	Budget Allowances- Liaises with Bureau controller on allowance issues.

Partnering	Leads efforts in donor coordination, advocates strategic engagement with private sector through public-private partnerships, and supports interagency coordination to achieve common objectives and leverage development resources with external partners, including non-traditional partners.
Key Behavior	Explores alternate and innovative funding ventures, including public-private partnerships, joint activities with multilateral banks, support to private sector endeavors, and similar activities.
Key Behavior	Participates in donor assistance coordination meetings, particularly those requiring a cross-sector approach and that are not sector-specific.
Key Behavior	Serves as point of contact for interagency coordination.

Program Operations and Reporting	Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of USG programs, congressional mandates, and topics of special interest to the Administration. Specific responsibility for coordinating the Performance Plan and Report in cooperation with other on-post USG entities as appropriate. Responsibilities also include responding to information inquiries from USAID/W and external audiences. Ensures that PMPs are in place and that they effectively support Mission strategy.
Key Behavior	Leads Mission/Operating Unit performance reporting efforts and ensure the overall cohesion of the PPR and other ad hoc reporting.
Key Behavior	Prepares or coordinates Mission input to reports requiring broad understanding of USG programs in country, including congressional inquiries, reports required by host country, donor coordination forums, UN family agencies and others.
Key Behavior	Prepares periodic reports on congressional mandates, including microenterprise, gender, civilian-military cooperation and earmark utilization, directives and issues of special interest to the Administration.
Key Behavior	Prepares and submits responses to inquiries originating in regional bureaus and desk offices.
Key Behavior	Provides information on USAID programs as required by country team, Mission management or external audiences.
Key Behavior	Insures operating unit compliance on a series of applicable regulations, especially mandatory provisions of the most recent ADS 200.

Key Behavior	Program Performance Review (PPR)- Provides guidance to technical offices on information needed for the PPR.
Key Behavior	PPR- Sets up and leads portfolio reviews to inform the PPR.
Key Behavior	PPR- Reviews end-of-year pipelines and compares to AO projections to prepare for the budget request.
Key Behavior	PPR- Drafts or reviews draft of Assistance Objective narratives for technical offices and compiles final versions.
Key Behavior	PPR- Writes parts of PPR/CBJ/Resource Request.
Key Behavior	PPR- Edits entire document for cohesion, content, clarity, results, and completeness.
Key Behavior	PPR- Coordinates with all offices and management to finalize the report.

Program Management	Manages the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy. Manages any new policy pertaining to programming, including defining a process of implementation and ensuring process is carried out successfully.
Key Behavior	Manages implementation of cross-cutting programs.
Key Behavior	Carries out all Mission training responsibilities as defined by ADS 252 for Participant Training.
Key Behavior	Serves as Mission Approver for Visa Compliance for Exchange Visitors.
Key Behavior	Ensures that all scopes of work are prepared for U.S. Mission Special Initiatives (e.g. Roma education, GDAs, persons with disabilities, hospice care, anti-trafficking etc.)
Key Behavior	Prepares required reporting documentation for all Mission and/or Agency special initiatives.
Key Behavior	Coordinates responses to unsolicited proposals, funding request letters and other expressions of interest in USAID and USAID support.
Key Behavior	Initiates and updates Mission policies and procedures (Mission Orders) on matters pertaining to strategy and activity development and approval, pre-obligation requirements, gender, participant training, unsolicited proposals, and portfolio reviews.

Program Analysis Monitoring and Evaluation	<p>Takes the lead in providing advice, support and management for various aspects of monitoring and evaluation activities required from the Mission, including PMPs, Portfolio Reviews, Joint Portfolio Reviews, revision of Mission Orders, data-quality assessments, and GIS/mapping. When appropriate, officers may also liaise with OIG on the preparation, conduct, and follow-up of audits. Thoroughly understands ADS 203. Manages activities and relationships with resource partners. Interprets and applies results of M&E.</p>
Key Behavior	Provides advice and support to technical teams, COTRs and activity managers in the development of Performance Monitoring Plans and tools.
Key Behavior	Periodically reviews existing evaluations and monitoring programs and advise Mission leadership about additional opportunities for sector and cross-sectional evaluations.
Key Behavior	Develops scopes of work and supervises or manages evaluation teams.
Key Behavior	Manages portfolio reviews.
Key Behavior	Assists AO teams in revising PMPs based on Portfolio Reviews.
Key Behavior	Works with AO teams to review plans to see if indicators are relevant, targets are set for next year, and whether there are data collection problems.

Key Behavior	Assists technical offices with data-quality assessments and helps guide technical teams to ensure credibility of reporting data.
Key Behavior	Monitors progress in implementing decisions and other follow-up action issued from portfolio reviews.
Key Behavior	Works with technical offices to determine and document indicators to be reported in the PPR.
Key Behavior	Leads USAID participation in Joint Portfolio Reviews with the host Government and implementing partners.
Key Behavior	Recommends programs for audit.
Key Behavior	Works with IG in the preparation, conduct, and follow-up of audits.
Key Behavior	Monitors compliance with legislative requirements such as the Federal Managers' Financial Integrity Act (FMFIA).
Key Behavior	Verifies required level of host country contributions.
Key Behavior	Acts as the Mission/operating unit focal point for GIS/Mapping for country.

Public Outreach and Communication	Coordinates and assists in all aspects of official public outreach and communication, including media relations and special events, coordination with State and USAID public affairs offices, branding compliance, and management of outreach materials and websites.
Key Behavior	Manages media relations (interviews, press trips).
Key Behavior	Coordinates with Embassy Public Affairs Section and LPA/W.
Key Behavior	Insures branding compliance.
Key Behavior	Develops and updates USAID outreach materials (country sheets, program descriptions, etc.).
Key Behavior	Develops and keeps up the USAID Mission website.
Key Behavior	Manages VIP visits and other publicity events.

Knowledge Areas

The successful execution of all BS02 competencies requires a working knowledge of these areas.

Knowledge of...

- USAID strategic analysis, planning, and implementation procedures, environment, and policy directives
ADS 200 series-planning, implementing and M&E; ADS 204 Environmental Compliance, ADS 604 forward funding
- Evaluation basics
- General front office operations and documents
- Quality and management control policies and procedures, including intra-agency clearance procedures
- Inter-agency coordination issues and dynamics
- Donor coordination issues and best practices
- Communications policies and procedures, including VIP visit issues and best practices
- Documentation required for Mission response to information requests
- Format and best practices of Mission Risk-based Assessment Reports
- National data dissemination entities
- Overall USG priorities and whole-of-government strategic plans, policies, and directives in country
- AO development and approval procedures and best practices, including narrative
- Documentation for USAID intervention justification, including for submission to USAID/W at pre-design stage
- Supplementary and ad-hoc analysis requirements and best practices, including analysis of US assistance impacts and 118/119 Environmental Analysis
- Narrative and other requirements and best practices for documentation, including Mission strategic plan, congressional budget justification, and operational plan.
- MSP inputs, including Performance Goal Papers, budget requests and tables, and results reporting
- All CBJ inputs, format, preparation, and intra-agency coordination
- Pipeline issues and calculation
- All OYB inputs, allocation, matrix and fund reconciliation procedures, including requests for carryover and urgent funding allowances

- Country and activity checklists and pre-obligation requirements
- Emergency fund evaluation procedures
- OMB passback and fund allocation procedures
- Budget allowance processing procedures
- Alternate funding venture issues and best practices
- Performance reporting procedures and documentation
- USG programs in country and common reporting requests from various stakeholders, including country team, Mission management, regional bureaus, desk offices, Congress, host country, donor coordination forums, and UN
- Congressional mandates and issues of special interest to the Administration and periodic reporting requirements for both
- ADS 252 Participant Training responsibilities
- Visa Compliance for Exchange Visitors policies and procedures
- Scope of Work preparation, format, and evaluation best practices
- Performance Monitoring Plans and tools
- Monitoring and evaluation best practices
- Portfolio review procedures and best practices
- Indicator and target selection criteria
- Data collection procedures and quality assessments
- Portfolio Review procedures and best practices
- Mission Order formulation procedures
- Audit policies, procedures, and requirements
- Legislative requirements, such as FMFIA
- Host country contribution agreements
- GIS/Mapping activities in country
- Assistance Agreements and other LSGAs

Backstop 3 – Operations/Administrative Management

Competency	Description
Mission Management, Communications and Reporting	Responsible for all Operations Management and Communications internal to USAID mission, to agencies at post, and to Washington (USAID/W). Coordinates preparation with mission principles and issues Mission Orders and Notices to reflect operational procedures and policy changes. Prepares, reviews, and submits mandatory quarterly and annual reports and responds to ad hoc data requests from Embassy and USAID/W.
Business Management Advisor	Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.
Mission Human Resource Management	Plans and directs the full spectrum of personnel management operations for the Mission's Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements. Ensures successful integration of Development Leadership Initiative (DLI) staff into Mission community. Responsible for all HR database applications at Mission level, including WebPASS.

Mission Information Technology, Security and Privacy Management	Plans and manages Mission's information and related technology including hardware, software, data, and telecommunications in conformance with applicable statutes, regulations, policies, and local constraints. Collects, stores, manages, delivers, disseminates, and disposes of information as required. Serves as Mission Information Systems Security Officer to ensure the confidentiality, integrity and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.
Security, Safety, Health Programs	Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Collaborates closely with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accounts for best practices of health and sanitation in coordination with DoS SHEM/POSHO.
Mission Management of Operations Budget	Develops, manages, and implements the operations budget for the USAID mission in coordination with the controller and Mission management.

<p>Contract, Simplified Acquisitions and Procurement Management</p>	<p>Manages and oversees management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the design and review of the administrative and logistical components of development assistance activities. Prepares request and statement of work (SOW). Functions as or delegates role of COTR on service, operations, construction contracts. Prepares PSC contracts, responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.</p>
<p>General Services Operations, Facilities Management and Construction Management</p>	<p>Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non expendable property, automotive and office equipment and develops standards for issuing and controlling Mission personal property. Manages Mission motor pool. Provides services for vehicle maintenance, travel, shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, vital and Mission records, TDY staff support, and VIP visit support. Develops plans for consolidation of services coordinating closely with the Embassy. Implements Mission space planning in coordination with M/OMS. Manages construction of needed facilities, including plans, specifications, designs, cost estimates, and justifications, in conjunction with M/OMS, to meet all US government and host country requirements.</p>

Contract, Cooperative Agreement and Grantee Administrative Support	Advises the Contracting Officer, COTR, contractors, and grantees on the administrative support available for implementing partners for USAID activities and provides support during the contract period within the contract provisions. Develops the request and statement of work and serves as COTR for administrative service contracts.
Interagency Liaison Services	Advocates for USAID at interagency committees and on initiatives within the Embassy. Committees may include the ICASS Council, Joint Awards Committee, Post Employment Committee, Property Survey Board, and Emergency Action Committee. Advocates for USAID at Interagency Housing Board meetings. Provides USAID's workforce planning information for the annual Mission Performance Plan. Participates in rightsizing decisions. Coordinates with Health Unit for medevacs and health related initiatives. Coordinates support for CODEL, POTUS and FLOTUS visits. Serves on FSN association board. Coordinates with CLO for all personnel arrivals, and Mission activities.
Emergency Response/Mission Disaster Relief Operations	Develops and executes emergency response plans and Procedures. Promotes awareness in first responder training. Assists with alternate communications center and support. Administers logistics for emergency evacuations and temporary Mission shut down.
ICASS Management	Manages ICASS operating cost systems for workload counts and time allocations, staffing organizations, and multi agency governance.

Mission Management, Communications and Reporting	Responsible for all Operations Management and Communications internal to USAID mission, to agencies at post, and to Washington (USAID/W). Coordinates preparation with mission principles and issues Mission Orders and Notices to reflect operational procedures and policy changes. Prepares, reviews, and submits mandatory quarterly and annual reports and responds to ad hoc data requests from Embassy and USAID/W.
Key Behavior	Develops and monitors internal management systems and procedures ensuring efficient and proper use of government resources.
Key Behavior	Participates in the formulation of Mission management policies on program planning, development, implementation, and evaluations.
Key Behavior	Maintains constant awareness of and assures compliance with host country statutory or regulatory requirements affecting administrative services of the Mission or its employees.
Key Behavior	Establishes working relationships with the host country government and its business community. Additional working relationships include but are not limited to: other U.S. Government agencies, voluntary agencies, other institutions, and USAID-funded organizations operating within the host country.
Key Behavior	Issues Mission Orders and Notices to reflect procedure and policy changes.
Key Behavior	Prepares cables for transmittal.

Knowledge of...

- ECC Country Clearance application
- Cable Express to pick up cables for Mission.
- Federal and agency policy, regulations and guidelines regarding management issues

Business Management Advisor	Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.
Key Behavior	Ensure and maintain a high level of integrity to support the transparency and accountability of mission operations.
Key Behavior	Serve as the principal advisor to the mission director for all personnel matters.

Knowledge of...

- A full range of subjects for which responsible along with the ability to plan for future requirements.

Skills in...

- Highly developed leadership and interpersonal skills.
- Strong negotiation skills to forward the requirements of the agency in an inter-agency environment.

Mission Human Resource Management	Plans and directs the full spectrum of personnel management operations for the Mission's Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements. Ensures successful integration of Development Leadership Initiative (DLI) staff into Mission community. Responsible for all HR database applications at Mission level, including WebPASS.
Key Behavior	Plans and directs continuous evaluation of the organization, staffing, and services to ensure maximum utilization of material and human resources.
Key Behavior	Maintains constant awareness of host country dynamics to assure compliance with host country statutory and/or regulatory requirements in labor laws affecting hiring practices and personnel entitlements.
Key Behavior	Oversees the staff planning, position classification, CAJEing recruitment, selection of new personnel, and in-processing.
Key Behavior	Conducts market determinations for USPSC positions.
Key Behavior	Liaises with Management Counselor and Embassy HR on the salary surveys and compensation reviews, and participates in Health and Retirement working groups and other joint personnel policies and operations.
Key Behavior	Manages Mission performance evaluation process for USDH, FSN, PSCs in compliance with Agency requirements.
Key Behavior	Together with Mission management and in consultation

	with the Embassy and the General Counsel, oversees and administers disciplinary actions as prescribed.
Key Behavior	Manages the validation of positions via EIMS and transfer of USDH.
Key Behavior	Prepares Reduction in Force (RIF) plans in the event of Mission downsizing.
Key Behavior	Provides guidance on employee benefits and interpretations and eligibility of entitlements. Understands and administers Local Compensation Plan at post as it relates to benefits and entitlements of FSN personnel.
Key Behavior	Provides counseling to employees and their families on a wide range of subjects, including allowances, education, housing, and medical support.
Key Behavior	Provides counseling to employees on equal opportunity, career development, performance planning, substance abuse, onward assignments, and professional relations.
Key Behavior	Interfaces with Post Equal Employment Opportunity (EEO) counselor.
Key Behavior	Participates in Post Employment Committee reviews and hiring decisions.
Key Behavior	Ensures successful integration of DLIE staff into Mission community.
Key Behavior	Manages DLI staffing assignments, training rotations, and evaluations.
Key Behavior	Ensures security clearances are completed for all perspective employees. Coordinates with RSO for FSN

	hiring, USAID SEC for FSN and TCN hiring, and with USAID SEC for all USPSC hiring.
Key Behavior	Coordinates with Management Counselor on integration of GSO staff from USAID to ICASS employment during consolidation of services.
Key Behavior	Manages Mission Staff Recognition Awards program. Manages and represents Mission at the Mission Awards Committee.
Key Behavior	Prepares and sign PSC contracts. Responsible for Simplified Acquisitions and purchases.
Key Behavior	Responds to Federal Activities Inventory Reform (FAIR) Act, Circular A76, to identify all activities performed by government personnel as either commercial or inherently governmental.
Key Behavior	Liaises with USAID FSN Representative Council.
Key Behavior	Manages annual training plan and allocated budget; coordinates with USAID/W for local and regional course offerings for maximum participation. Coordinates and evaluates training and staff development activities to ensure appropriate skill sets supporting Mission goals and priorities.
Key Behavior	Liaises with Regional Legal Advisors for Ethics Training, OGE 450 and SF 278 submissions.

Knowledge of...

- Federal and agency policy, regulations and guidelines, regarding human resource and personnel management issues.
- CAJE methodology and software.
- Policies and procedures governing contract and government personnel employment.

- Rightsizing review process.
- Mission close out procedures.
- PSC contracting rules/regulations.

<p>Mission Information Technology, Security and Privacy Management</p>	<p>Plans and manages Mission’s information and related technology including hardware, software, data, and telecommunications in conformance with applicable statutes, regulations, policies, and local constraints. Collects, stores, manages, delivers, disseminates, and disposes of information as required. Serves as Mission Information Systems Security Officer to ensure the confidentiality, integrity and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.</p>
<p>Key Behavior</p>	<p>Serves as the Mission Information Management and Technology Officers. Manages IT requirements analyses, IT budget and staff, and enterprise architecture. Responsible for electronic records management solution acquisition and implementation, system upgrade development plan, and system operations and maintenance in compliance with Federal and Agency laws and policies.</p>
<p>Key Behavior</p>	<p>Serves as the Mission Information Systems Security Officer (ISSO). Prevents unauthorized and unnecessary access, reviews logs for appropriate use, oversees system operations, identifies threats and takes appropriate action, mitigates system damage, and implements countermeasures for manual and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies.</p>

Key Behavior	Serves as the Mission Privacy Officer. Assesses the security and integrity of manual and automated systems to prevent inappropriate disclosure of personal information, adjudicates complaints, and addresses violations and specifying remedies in accordance with Federal and Agency laws and policies.
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Knowledge of...

- Systems security regulations.
- IT procurement regulations.

Skills in...

- USAID IT system usage.

Security, Safety, Health Programs	Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Collaborates closely with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accounts for best practices of health and sanitation in coordination with DoS SHEM/POSHO.
Key Behavior	Coordinates with USAID SEC for background investigations for DHs, PSCs and contractors.
Key Behavior	Coordinates and cooperates with Office of Inspector General on all investigations.
Key Behavior	Coordinates with RSO and oversees all staff training in required security policies and procedures.
Key Behavior	Directs, in conjunction with the RSO, all required drills, including Duck and Cover, Fire Drills, and routine tests of speaker systems.
Key Behavior	Coordinates with RSO to ensure safe haven meets all FEBR standards and is fully supplied and operational.
Key Behavior	Manages life cycle of armored vehicle program in accordance with USAID SEC regulations. This includes selection, purchase, maintenance, storage of level C and D vehicles, and driver trainings.
Key Behavior	Manages, installs and maintains access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers.

Key Behavior	Serves on the Post Occupation Safety and Health Committee.
Key Behavior	Coordinates with RSO on FSN background checks.

Knowledge of...

- All security policies and procedures, this includes but not limited too; the security policies within ADS 552 / 561 thru 568, 12 FAH-6, 12 FAH-5, 12 FAH -1, and 12 FAM.
- The procedures to conduct background investigations/checks for security clearances and/or employment suitability.

Skills in...

- Identifying and reporting all security deficiencies and/or discrepancies in the annual R4 budget request cable from SEC.

Abilities in...

- Ensuring all security systems on USAID compound/s and/or facilities are operating properly, including but not limited to: Active Anti-Ram Barriers, Security Communications, Armored Vehicles, CCTV, Public Address, Access Control, Alarms, and Public Screening Systems.
- Maintaining accountability of all security equipment on the Post property records in accordance with the ADS.
- Coordinating with the RSO to ensure USAID employees participate in the weekly radio check and report the results to USAID/SEC; this includes radio checks of all radios in USAID vehicles.
- Administering USAID Occupational Safety and Health programs on USAID compound/s and/or facilities. Establishing compliance and reporting programs at a USAID Mission overseas.

Mission Management of Operations Budget	Develops, manages, and implements the operations budget for the USAID mission in coordination with the controller and Mission management.
Key Behavior	Develop mission management requirements as related to operations and develops administrative and technical support.
Key Behavior	Manages and prepares obligation documents and quarterly accruals for Mission administrative costs.
Key Behavior	Develops and monitors administrative budget for the Mission in coordination with the Controller and other staff.
Key Behavior	Prepares a multi-year budget strategy in coordination with senior Mission staff.
Key Behavior	Provides advice on administrative support to technical offices in the process of developing program budgets.
Key Behavior	Prepares budget reclaim requests for Mission operations expenses.
Key Behavior	Identifies Mission objectives and services under ICASS cost centers.
Key Behavior	Validates work load counts and time distribution, and approves ICASS charges.
Key Behavior	Participates in FMFIA and other Mission assessments and audits.
Key Behavior	Creates an environment of careful stewardship of the taxpayer dollar.

Knowledge of...

- Budgeting, accounting, and financial management.
- Familiarity with Phoenix Viewer.
- Relevant ADS sections.

Contract, Simplified Acquisitions and Procurement Management	<p>Manages and oversees management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the design and review of the administrative and logistical components of development assistance activities. Prepares request and statement of work (SOW). Functions as or delegates role of COTR on service, operations, construction contracts. Prepares PSC contracts, responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.</p>
Key Behavior	<p>Executes contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority.</p>
Key Behavior	<p>Prepares and budgets for annual acquisition requirements.</p>
Key Behavior	<p>Trains staff in effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar.</p>
Key Behavior	<p>Prepares requests and statements of work (SOWs); functions as or delegates the role of Contracting Officer's Technical Representative (COTR) on service, operations, construction contracts and PSC contracts.</p>
Key Behavior	<p>Provides training or ensures training requirements are fulfilled for designated Executive Office COTR Delegation of Authority responsibilities.</p>
Key Behavior	<p>Prepares and negotiates Executive Office COTR Delegation of Authority Letters as required.</p>

Key Behavior	Responsible for Simplified Acquisitions (<\$100,000) for purchases.
Key Behavior	Oversees credit card program in Mission for OE purchases.

Knowledge of...

- US Government Purchase Card program, policies, and guidelines; is trained as the Organization Program Coordinator (OPC); supervises the cardholders; and supervises the mission cardholders. Ensures prompt approval of payments.
- The EPICS and GLASS procurement systems.
- The DoS GSO system in ILMS Ariba.
- Familiarity with the Buy America Act/Source Origin Rules.
- Familiarity with JFOC procedures.
- PSC contracting and contract management.
- Construction Contracting.

Skills in...

- Certified as a COTR / AOTR.
- Strong negotiation skills.

<p>General Services Operations, Facilities Management and Construction Management</p>	<p>Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non expendable property, automotive and office equipment and develops standards for issuing and controlling Mission personal property. Manages Mission motor pool. Provides services for vehicle maintenance, travel, shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, vital and Mission records, TDY staff support, and VIP visit support. Develops plans for consolidation of services coordinating closely with the Embassy. Implements Mission space planning in coordination with M/OMS. Manages construction of needed facilities, including plans, specifications, designs, cost estimates, and justifications, in conjunction with M/OMS, to meet all US government and host country requirements.</p>
<p>Key Behavior</p>	<p>Responsible for the accountability, disposition, and disposal of expendable and non-expendable property, vehicles and automotive equipment, office supplies and office equipment both leased and purchased.</p>
<p>Key Behavior</p>	<p>Manages the operation of the mission Motor-pool, including vehicle life cycle replacement program, spare parts and routine maintenance. Conducts accident investigation as required. Oversees driver training program and ensures efficient and effective use of resources.</p>

Key Behavior	Provides services for travel, shipment of personal effects and Mission furnishings and equipment, customs clearance, negotiation of leases for residential properties, and contracts for structural modifications and changes.
Key Behavior	Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non-expendable property, automotive and office equipment, and standards development for issuing and controlling Mission personal property.
Key Behavior	Manages operation of Mission personal property including property requisition process, warehousing accountability and disposal of non-expendable equipment and supplies.
Key Behavior	Develops standards for issuing, care and accountability of Mission personal property.
Key Behavior	Manages PSCs and contractor workforce for services contracted by the EXO office, i.e. training, deliveries, that ensure high quality customer service and standards.
Key Behavior	Coordinates and oversees service delivery from the Embassy ICASS. Ensures services are delivered equal to or greater than established Collaborative Management Initiative (CMI) standards.
Key Behavior	Manages Mission Communications and Records program according to USAID records management standards.

Key Behavior	Provides logistics and management support for TDY staff support and Congressional Delegations (CODELs) and other high-level visitors.
Key Behavior	Manages space planning in coordination with M/OMS and the Embassy.
Key Behavior	Manages construction of needed facilities, including review and approval of plans, specifications, designs, cost estimates, justifications to meet all US government and host country requirements.
Key Behavior	Coordinates with the Embassy to prepare and implement consolidation of services.
Key Behavior	Maintains the highest levels of transparency, accountability and consistency in providing services.

Knowledge of...

- State ILMS System and its modules.
- E2 Travel Management Application.
- USG, Foreign Affairs Manual and USAID travel administration policies, including the Fly America Act and Agency Business Class policy.
- Barscan, State NEPA and personal property inventory management systems.
- Construction Management best practices and construction contracting.
- New Motor Vehicle Management System (VMIS).

Skills in...

- Negotiation.

Abilities in...

- Managing projects in a multi-cultural team environment.

Contract, Cooperative Agreement and Grantee Administrative Support	Advises the Contracting Officer, COTR, contractors, and grantees on the administrative support available for implementing partners for USAID activities and provides support during the contract period within the contract provisions. Develops the request and statement of work and serves as COTR for administrative service contracts.
Key Behavior	Works with partners, contracting officers and assistance officers to ensure orderly close-out of their activities, particularly as they dispose of USG-purchased property.
Key Behavior	Provides administrative services support as determined necessary.
Key Behavior	Works with the host government on the tax and duty free entry of project goods and services, to the degree necessary.
Key Behavior	Provides advice and guidance on working in the host country, application of U.S. government allowances, clearance processes, and of contractor and local hire compensation plans as required.
Key Behavior	Updates implementing partners on evolving security issues and changes in threat levels, in coordination with RSO.
Key Behavior	Advises implementing partners on local salary scales and benefits for locally hired staff.
Key Behavior	Participates in the design and review of the administrative and logistical components of development assistance activities.

Knowledge of...

- Bi-lateral agreement with host government.

Abilities in...

- Building coalitions and communication networks.
- Managing and building teams.
- Communicating in writing to a variety of multi-cultural organizations.

<p>Interagency Liaison Services</p>	<p>Advocates for USAID at interagency committees and on initiatives within the Embassy. Committees may include the ICASS Council, Joint Awards Committee, Post Employment Committee, Property Survey Board, and Emergency Action Committee. Advocates for USAID at Interagency Housing Board meetings. Provides USAID's workforce planning information for the annual Mission Performance Plan. Participates in rightsizing decisions. Coordinates with Health Unit for medevacs and health related initiatives. Coordinates support for CODEL, POTUS and FLOTUS visits. Serves on FSN association board. Coordinates with CLO for all personnel arrivals, and Mission activities.</p>
<p>Key Behavior</p>	<p>Participates in reviews from DoS Office of Allowances on post allowance, danger pay, COLA, and changes in post specific entitlements.</p>
<p>Key Behavior</p>	<p>Participates in rightsizing decisions.</p>
<p>Key Behavior</p>	<p>Represents USAID on Interagency Housing Board and serves as Mission advocate to ensure equitable assignment of housing.</p>
<p>Key Behavior</p>	<p>Coordinates with Health Unit for medevacs and health related initiatives.</p>
<p>Key Behavior</p>	<p>Represents USAID in Interagency Incentive and Recognition Awards program.</p>
<p>Key Behavior</p>	<p>Serves on FSN association board.</p>

Key Behavior	Represents USAID on ICASS council. Coordinates and oversees service delivery from Embassy ICASS.
Key Behavior	Represents USAID on Emergency Action Committee and Post Committee.
Key Behavior	Coordinates with the Embassy on General Services Operations, Facilities Management and Construction Management.
Key Behavior	Coordinates with Community Liaison Office (CLO) for all personnel arrivals and Mission activities.

Knowledge of...

- ICASS handbook, 6 FAH.
- All Embassy functions and activities.
- Post Housing Handbook
- Post Emergency Action Plan.

Skills in...

- Negotiation.
- Presentations to large and diverse groups.

Abilities in...

- Resolving conflict and seek common ground.
- Managing and building teams and interagency coalitions.

Emergency Response Operations/Mission Disaster Relief Operations	Develops and executes emergency response plans and Procedures. Promotes awareness in first responder training. Assists with alternate communications center and support. Administers logistics for emergency evacuations and temporary Mission shut down.
Key Behavior	Prepares Mission Disaster Recovery plan.
Key Behavior	Represents USAID interest on the Emergency Action Committee and Post Committee
Key Behavior	Participates in formation of post Draw Down plan.
Key Behavior	Assists with alternate communications center and support.
Key Behavior	Administers logistics for emergency evacuations and temporary Mission shut down.
Key Behavior	Promotes awareness in first responder training.

Knowledge of...

- Evacuation procedures.
- Post emergency action plan to include evacuation procedures.
- The Ambassadors Emergency fund and process for implementation.
- The Operations of OFDA and Civilian Response Corps (CRC).
- Familiarity with threat types and threat levels of location.
- The emergency procedures.

Abilities in...

- Leading and direct others during a security or safety crisis.
- Leading and make informed decisions during a crisis.
- Leading and providing leadership of confidence during a crisis or emergency response.
- Making critical decisions under pressure.

ICASS Management	Manages ICASS operating cost systems for workload counts and time allocations, staffing organizations, and multi agency governance.
Key Behavior	Negotiates accurate and equitable work load counts.
Key Behavior	Ensures efficient and effective delivery of services,
Key Behavior	Monitors Collaborative Management Initiative (CMI) uniform service standards.
Key Behavior	Advocates for completion of customer service survey.
Key Behavior	Ensures invoices are signed and MOUs are in place.
Key Behavior	Utilizes customer service survey results.

Knowledge of...

- All aspects of the ICASS Handbook, both financial and operational.
- First-hand experience managing the USAID delivery of general services to USAID customers for those general services now being delivered by ICASS to USAID customers.
- Familiarity with Rightsizing and consolidation decisions and issues.
- ICASS software.
- The role of the ICASS Service Center.

Skills in...

- Analytical skills to connect the dots between ICASS service delivery systems and poor USAID customer service satisfaction, and to identify corrective solutions.
- Communication skills for achieving results in conflict situations and counseling customer.

Abilities in...

- Building interagency coalitions.
- Being persuasive.

Backstop 4 – Financial Management

Competency	Description
Agency and Professional Expertise	Demonstrates Agency and professional technical knowledge as it relates to financial topics, issues and management as well as broad Agency policy and programmatic interventions.
Audit, Performance, and Compliance	Demonstrates knowledge and understanding of the laws, regulations, standards, policies, procedures, and systems surrounding audit, performance, and compliance and directs the Financial Analyst (FA) Division as it relates to audit, performance, and compliance.
Financial Analysis	Demonstrates knowledge and understanding of various advisory services offered by the Financial Analysis (FA) Division of the Mission and directs the FA Division as it relates to duties within the financial analysis arena.
Operational Costs Budget and Execution Processes	Demonstrates knowledge and understanding of the operational cost budget and execution process and directs the Accountants and/or contributes to the Mission or operating unit operational costs unit budget and execution process, ensuring compliance with laws, regulations, standards, policies, guidance, procedures and best practices.
Administrative Control of Funds	Demonstrates knowledge and understanding of the administrative control of funds as it relates to the Federal government and USAID and ensures Mission management and staff are trained on and understand the administrative control of funds process and comply with those rules, and

	report to the Director of FPS (M/CFO/FPS) per ADS 634 when violations occur.
Accounting and Reporting	Demonstrates knowledge and understanding of the accounting and reporting functions and directs the Accountants in the accounting operations.
Cash Management & Payments, including Cashiering	Demonstrates knowledge and understanding of the payments, collections and cashiering operations and directs the Voucher Examiners, Document Control staff and Cashiers and/or privatized banks in the cash management & payments operations.
Funding the USAID workforce for the Mission - Salaries & Benefits and Other Direct Costs	Demonstrates knowledge and understanding of the budgeting and implementation of costs related to salaries & benefits (S&B) and other direct costs (ODC) for all types of employees and contractors and directs the Accountant in the construction of that portion of the operating unit operational costs as it relates to S&B and ODC.
Accounts Receivable & Debt Collection	Demonstrates knowledge and understanding of the Federal debt collection regulations and processes - Managing Federal Receivables.
Federal Credit Programs	Demonstrates knowledge and understanding of Federal Credit Programs and manages Federal credit programs at the Mission level.
Cash Transfer Programs & Local Currency and Host Country Contracting	Demonstrates knowledge and understanding of cash transfer programs, local currency programs and host country contracting and manages one or more related instruments.
ICASS and Alternative Service Provider Working Capital Funds and State-USAID Consolidation	Demonstrates knowledge and understanding of service provider activities as they relate to the Department of State ICASS and USAID Alternate Service Provider processes; demonstrates knowledge and ability as it

	relates to effective consolidation of administrative services and/or USAID moves to New Embassy Compounds.
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Agency and Professional Expertise

Demonstrates Agency and professional technical knowledge as it relates to financial topics, issues and management as well as broad Agency policy and programmatic interventions.

**Audit, Performance,
and Compliance**

Demonstrates knowledge and understanding of the laws, regulations, standards, policies, procedures, and systems surrounding audit, performance, and compliance and directs the Financial Analyst (FA) Division as it relates to audit, performance, and compliance.

Financial Analysis	Demonstrates knowledge and understanding of various advisory services offered by the Financial Analysis (FA) Division of the Mission and directs the FA Division as it relates to duties within the financial analysis arena.
Key Behavior	Conducts payment verification and evaluation of recipients
Key Behavior	Develops, uses, and modifies checklists, American Institute of Certified Public Accountants (AICPA) tools, and audit materials for evaluations and review engagements
Key Behavior	Conducts portfolio oversight management, including risk aversion, transparency, anti-corruption, sensitivity to political and internal control environments
Key Behavior	Coordinates efforts in obtaining international Donor aid effectiveness in reaching mutually agreed upon standards - Paris Declaration/Ghana Accord
Key Behavior	Provides Financial Management Guidance to Technical Officers, Programmatic Partners, Host Government, and Donor community

Knowledge of...

- Project design using Financial Management input
- Internal Controls, Pre/Post Award Surveys, Financial Analysis Models, Pipeline Analysis, Monitoring and Evaluation, Methods of Implementation and Financing
- Political Sensitivities of USAID Projects

Abilities in...

- Dealing tactfully with other employees to implement revised financial policies and procedures

- Comprehending overall environment when determining how to manage financial risks associated with a particular project or intervention

<p>Operational Costs Budget and Execution Processes</p>	<p>Demonstrates knowledge and understanding of the operational cost budget and execution process and directs the Accountants and/or contributes to the Mission or operating unit operational costs unit budget and execution process, ensuring compliance with laws, regulations, standards, policies, guidance, procedures and best practices.</p>
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Administrative Control of Funds	Demonstrates knowledge and understanding of the administrative control of funds as it relates to the Federal government and USAID and ensures Mission management and staff are trained on and understand the administrative control of funds process and comply with those rules, and report to the Director of FPS (M/CFO/FPS) per ADS 634 when violations occur.
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Accounting and Reporting	Demonstrates knowledge and understanding of the accounting and reporting functions and directs the Accountants in the accounting operations.
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Cash Management & Payments, including Cashiering

Demonstrates knowledge and understanding of the payments, collections and cashiering operations and directs the Voucher Examiners, Document Control staff and Cashiers and/or privatized banks in the cash management & payments operations.

Funding the USAID workforce for the Mission - Salaries & Benefits and Other Direct Costs

Demonstrates knowledge and understanding of the budgeting and implementation of costs related to salaries & benefits (S&B) and other direct costs (ODC) for all types of employees and contractors and directs the Accountant in the construction of that portion of the operating unit operational costs as it relates to S&B and ODC.

Accounts Receivable & Debt Collection	Demonstrates knowledge and understanding of the Federal debt collection regulations and processes - Managing Federal Receivables.
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Federal Credit Programs

Demonstrates knowledge and understanding of Federal Credit Programs and manages Federal credit programs at the Mission level.

**Cash Transfer Programs
& Local Currency and
Host Country
Contracting**

Demonstrates knowledge and understanding of cash transfer programs, local currency programs and host country contracting and manages one or more related instruments.

ICASS and Alternative Service Provider Working Capital Funds and State-USAID Consolidation	Demonstrates knowledge and understanding of service provider activities as they relate to the Department of State ICASS and USAID Alternate Service Provider processes; demonstrates knowledge and ability as it relates to effective consolidation of administrative services and/or USAID moves to New Embassy Compounds.
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Backstop 10 - Agriculture

Competency	Description
Agricultural Production Systems	Understands food and agricultural production (crops, livestock, poultry, fish, fiber, forage, forests products, etc.) needs and practices and their implications for USAID's agricultural policy and agriculture-focused investments to support food security, health, and economic growth strategies.
Agricultural Science and Technology	Understands agricultural research and technological innovation systems and their implications for agricultural production, productivity, and marketing.
Agriculture and the Environment	Understands the interactions between agriculture and the natural resources base on which it depends as well as on broader environmental issues, such as climate change and biodiversity, and the implications for USAID agricultural programming.
Food and Agriculture Policy	Understands agricultural economics, in particular how host-country agriculture policies affect development outcomes. Possesses knowledge of the impact of trade, pricing, fiscal, and other macro- and micro-economic policies on the availability of and access to food for developing country consumers. Understands the enabling environment needs for agriculture and rural sector investments.
Agribusiness Development	Knowledge of the components of agro-enterprise development and operation, and their role in promoting agriculture and rural sector growth.

Agricultural Marketing and Trade	Understands agriculture markets and trade to ensure efficient food availability and utilization.
Agriculture and Rural Financial Services	Understands the types and functions of rural financial services, their relevance to agricultural production and marketing, and their implications for USAID agricultural policy and investments.
Agricultural Extension, Education, Training and Communication	Knowledge of the modes, developments and trends in agricultural education, training, communications and extension, and their use in development programming.
Agricultural Institutions	Understands the strengths and weaknesses of developing country agricultural institutions, and the use of that knowledge to enhance USAID investments in the agricultural sector.
Agricultural Partnerships	Understands participants, investors and investment sources and patterns in international agricultural development and its implications for USAID's policies, strategies, and programs in the sector.
Rural Infrastructure	Understands important types of rural infrastructure, (irrigation, transportation, and community infrastructure) their importance to agricultural production and marketing, and their implications for USAID agricultural policy.
Rural Development	Understands the multi-sectoral development needs at the community level necessary to achieving positive development impacts and their importance for USAID agricultural policies and investments.

Agricultural Production Systems	Understanding of food and agricultural production (crops, livestock, poultry, fish, fiber, forage, forests products, etc.) needs and practices and their implications for USAID's agricultural policy and agriculture-focused investments to support food security, health, and economic growth strategies.
Key Behavior	Uses agricultural production knowledge to identify priority agricultural development interventions.
Key Behavior	Recognizes relevance of comparative and competitive advantages to influence agricultural production and productivity.
Key Behavior	Visits farms and farmer groups, fields and production sites to assess current production, identify problems and opportunities, and promote sustainable development approaches.

Knowledge of...

- Agricultural production value chain including the role and relevance of communication and extension methods
- The impact of economic and trade policies on agricultural production and productivity
- The impact and influence of agricultural service and service delivery system on agricultural production and productivity
- Agro-ecologies and farm management challenges and opportunities for different production systems
- The role and importance of soil, water and other input requirements in various agricultural production systems
- Major production systems (e.g. pastoral, intensive, extensive) and associated constraints, opportunities, advantages, and disadvantages

- The critical link between food, health, agricultural production/ productivity and their collective impact on overall economic growth
- Agriculture production technologies and irrigation methods that can increase water use efficiency.
- Conservation agriculture technologies and their impacts on soil and water conservation.

Abilities in...

- Assessing technical, policy, and institutional constraints to agricultural production and productivity and articulate relevant interventions to overcome them
- Identifying and targeting existing opportunities or create and target new opportunities to be exploited through increased agricultural production.
Employing information dissemination strategies and tools to deliver critical products and services to increase production

Agricultural Science and Technology	Understanding of agricultural research and technological innovation systems and their implications for agricultural production, productivity, and marketing.
Key Behavior	Recognizes opportunities that science and technology offer to improve agricultural production, productivity and competitiveness
Key Behavior	Applies technical knowledge of and constituencies in science and technology in designing and developing agricultural development programs, strategies and policies
Key Behavior	Applies knowledge of investors' and partners' agricultural research priorities, goals, objectives, strategies, and investments to ensure synergy, avoid duplication, and leverage resources/efforts

Knowledge of...

- How to apply agricultural science and technology to influence agricultural and rural economic growth
- The role and relevance of science and technology to foster sector development
- National and international investments, investment patterns and strategies in agricultural research
- Agricultural science and technology and extension systems, including technical and educational institutions, constituencies and investors active in USAID target countries and regions
- USAID's agricultural science and technology policies, investments, and regulations
- Research design, monitoring, and evaluation methods; research management; and analysis and interpretation of research results

Abilities in...

- Articulating science and technology interventions that strengthen competitiveness of agricultural commodity producers and processors

- Analyzing constraints to agricultural sector productivity and articulating knowledge and technological solutions to overcome them
 - Applying knowledge of science and technology systems and constituencies in agricultural program design and implementation
 - Applying knowledge of USAID's science and technology policies, investments, and regulations to successfully lead technical evaluation of agricultural science and technology applications and proposals
 - Direct research and technology priority setting based on market, producer, and consumer needs and demands
 - Recognizing the importance of and assessing/analyzing host country policies and programs to inform development assistance investment decisions in science and technology
 - Applying research system knowledge to foster strategic partnerships involving relevant partners and investors to optimize return on USAID's investment in agricultural research
- Reviewing and analyzing research reports, policy papers, and strategy documents for relevance and soundness

Agriculture and the Environment	Understanding of the interactions between agriculture and the natural resources base on which it depends as well as on broader environmental issues, such as climate change and biodiversity, and the implications for USAID agricultural programming.
Key Behavior	Applies a systems approach to agriculture program planning that emphasizes natural resources management, environmental sustainability, climate change mitigation and adaptation, biodiversity conservation, and market opportunities.
Key Behavior	Ensures that agriculture-related programs are designed and implemented so that negative environmental impacts are minimized.
Key Behavior	Visits farms and farmer groups, fields, and production sites to assess current production; identifies problems and opportunities; and promotes sustainable development approaches

Knowledge of...

- Agriculture production technologies and irrigation methods that can improve soil management and increase water use efficiency.
- Conservation agriculture technologies and their impacts on soil and water conservation, as well as knowledge of how to apply those technologies to increase sustainable agricultural production.
- The environmental, economic, and social impacts of agricultural runoff and soil erosion on down-stream rivers, lakes and coastal areas.
- Agriculture's role as both a contributor to and mitigator of climate change.
- The interactions between agriculture production systems and biodiversity.
- Land tenure laws and their implications for natural resources management.

- USAID's environmental compliance regulations (Regulation 216).

Abilities in...

- Applying Regulation 216 requirements to agriculture program design and preparing initial environmental evaluations (IEE).
- Assessing environmental impacts of agriculture activities and to determine mitigation strategies as appropriate.
- Designing agricultural production activities that include soil, water, forestry, biodiversity and other natural resources management practices in order to ensure sustainability.

Food and Agriculture Policy	Understanding of agricultural economics, in particular how host country agricultural policies affect development outcomes. Possesses knowledge of the impact of trade, pricing, fiscal, and other macro- and micro-economic policies on the availability of and access to food for developing country consumers. Understands the enabling environment needs for agriculture and rural sector investments.
Key Behavior	Recognizes impacts of common policy distortions on outcomes in prices, incentives, employment, rural incomes, infrastructure, etc. Develops understanding of how improved policies can address these problems.
Key Behavior	Recognizes impacts of poor macroeconomic policies on agricultural and rural development outcomes such as inflation, growth, and international competitiveness. Develops understanding of how improved policies can address these problems.
Key Behavior	Applies concepts of USAID agriculture and economic growth strategies to programs and projects.
Key Behavior	Promotes pro poor growth, social protections, and targeted nutrition interventions

Knowledge of...

- Microeconomic and macroeconomic principles and their application.
- Market incentives and market impediments.
- Agriculture as an engine of chronic poverty reduction.
- The requirements for agriculture sector recovery in post conflict settings.

- Economic development policies and their implications on agricultural production, competitiveness, and sustainability.

Abilities in...

- Articulating linkages among food prices, growth, and chronic poverty.
- Articulating key issues in agriculture policy related to food security.
- Articulating key issues in agriculture policy related to trade in food/agricultural products
- Carrying out analyses of investment options, e.g. conducting cost-benefit analysis
- Coordinating development of country level strategies/plans for agriculture sector recovery post disaster or conflict

Agribusiness Development	Knowledge of the components of agro-enterprise development and operation, and their role in promoting agriculture and rural sector growth.
Key Behavior	Recognizes and explores the synergies between agribusiness development and the performance of the agriculture sector
Key Behavior	Assesses the legal, regulatory, and policy frameworks for small rural-based and large-scale agribusinesses to operate effectively and profitably
Key Behavior	Assesses the availability and viability of public and private services to support agribusinesses, including finance and risk-sharing institutions, infrastructure, and producer and export associations
Key Behavior	Assesses the workforce and training needs for agribusinesses to grow and increase the value-added of agricultural products
Key Behavior	Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for developing and strengthening agribusinesses
Key Behavior	Participates with other USG agencies, donors, and host governments in the analysis, design, implementation, and evaluation of activities supporting agribusiness development and operation

Knowledge of...

- Financial obligations and intermediaries involved with agribusinesses.
- Farm management and its implications for agribusinesses.

- Food processing, packaging, transportation, and input/output distribution as they relate to agribusiness operations.
- Farm to market systems that link producers to consumers, and the points of intervention by agribusinesses.
- Who the major agribusinesses are in the field of international agricultural development, and the opportunities for them to partner with USAID and its implementers in host countries.

Abilities in...

- Identifying sources of commercial financing for agribusiness investment
- Identifying and promoting the implementation of host- government policies, laws and regulations that favor agribusiness expansion
- Analyzing and defining labor and workforce needs for agribusinesses to operate effectively
- Forging public-private partnerships involving agribusinesses and local producer associations and/or non-governmental organizations in host countries
- Mapping a value chain for a particular food/agriculture product and identifying agribusiness points of intervention
- Helping agribusinesses increase competitiveness and gain access to new markets by meeting food safety and regulatory standards

Agricultural Marketing and Trade	Understanding of agriculture markets and trade to ensure efficient food availability and utilization.
Key Behavior	Promotes policies, programs, partnerships, and incentives, in consultation with host governments, to reduce the costs of market transactions and increase the quality and availability of food and agricultural products for consumers at competitive prices
Key Behavior	Improves the capacity of producers and producer associations, traders, and processors of food and agricultural products to access markets and respond to consumer demand
Key Behavior	Assesses the constraints to increased flow of agricultural goods and services between producers and consumers, and across local, regional, and international borders
Key Behavior	Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for agricultural marketing and trade

Knowledge of...

- Agriculture value chains and opportunities within value chains for host governments, agribusinesses, and producers to improve product quality and timeliness of delivery through market and trade interventions
- How good governance and public policy, market infrastructure, and market information services work to make agriculture markets effective
- Regional and bilateral trade agreements for food and agricultural products affecting USAID-assisted countries
- Innovative approaches and technologies (such as ICT) to link producers to markets

Abilities in...

- Analyzing and describing the impact of inappropriate market and trade policies on food availability, utilization, and competitiveness
- Collecting, assessing, and utilizing market information for planning and design of agricultural market and trade programs
- Identifying training and capacity building needs of producer organizations, host government institutions, and agribusinesses to improve food availability and utilization through markets and trade
- Fostering strategic partnerships and alliances to improve agricultural marketing and trade

Agriculture and Rural Financial Services	Understands the types and functions of rural financial services, their relevance to agricultural production and marketing, and their implications for USAID agricultural policy and investments.
Key Behavior	Promotes innovative financial services
Key Behavior	Advocates incorporating rural finance for agricultural activities as part of a wider financial system approach

Knowledge of...

- The unique challenges of providing financing for agriculture.
- The institutions and individuals in the rural finance system: agricultural banks, microfinance institutions, membership-based financial organizations, processors and traders and informal financial intermediaries.
- Bank and non-bank financial intermediation, their purposes and processes, products including insurance, cash flow lending, warehouse receipts, etc.
- The legal environment for rural finance for agriculture.

Abilities in...

- Identifying key constraints for producers and agribusinesses to access finance for agricultural and rural activities and underlying systemic causes.
- Articulating unique factors associated with extending rural finance.
- Applying innovative agriculture or rural finance practices in USAID program designs.

Agricultural Extension, Education, Training & Communication	Knowledge of the modes, developments and trends in agricultural education, training, communications and extension, and their use in development programming.
Key Behavior	Assesses agricultural/rural community, farm and enterprise needs and opportunities
Key Behavior	Assesses the capabilities/capacities of educational/training institutions to meet demands
Key Behavior	Assesses the gamut of ICT extant in target countries and their relevant potentials
Key Behavior	Informs and organizes technology and service providers and users
Key Behavior	Provides technical expertise and analysis to USAID missions and offices on programming options

Knowledge of...

- The characteristics and needs of rural sociology and the rural economy for agricultural education, extension, and communication to be effective.
- Methods for assessing and responding to the information, communication, and training needs of the agricultural and rural population.
- Education systems, curricula, and the needs of trained personnel to stimulate and maintain agricultural and rural growth.
- The application and assessment of information & communication technologies for use in agricultural and rural development programming.
- The application and assessment of public and private extension systems for use in agricultural and rural development programming.
- Commerce/industry training systems.

Abilities in...

- Identifying and matching needs and opportunities.

- Evaluating education & training policy & regulatory environments; and identifying key changes.
- Conceptualizing and designing interventions.

Agricultural Institutions	Understanding of the strength and weaknesses of developing country agricultural institutions, and the use of that knowledge to enhance USAID investments in the agricultural sector.
Key Behavior	Collaborates with public and private agricultural institutions in host-countries to understand their roles and capabilities, and to identify opportunities for them to support agricultural development
Key Behavior	Recognizes and explore the impact of institutional weaknesses on agricultural investments, production and trade, input and output markets, and access to factors of production
Key Behavior	Provides technical expertise and analysis to USAID missions and Washington offices on funding and programming options for developing and strengthening public and private agricultural institutions
Key Behavior	Participates in a leading role with other USG agencies, donors, and host governments in the planning, design, and evaluation of activities supporting agricultural institutions

Knowledge of...

- The various types and the roles of institutions serving the agriculture sector, including host-government ministries, regional trade commissions, education and research institutes, banking and finance institutions, and producer and marketing associations.
- How institutions contribute to agriculture policy formulation, workforce development, technology design and dissemination, open markets, and other development outcomes.
- Strategies and approaches to strengthen institutions and to develop partnerships, and to implement policies and programs to achieve agriculture sector growth through institutions.
- The role of multilateral institutions in agricultural training, policy analysis, and technical assistance, as well as their programs and procedures.

Abilities in...

- Distinguishing between public and private institutional roles and capabilities for agriculture sector program development.
Identifying and utilizing institutional strengths and weaknesses in designing programs that respond to the needs of producer associations
- Designing programs and mobilizing resources that strengthen institutions to support the agriculture sector, and for them to implement policies and programs with transparency and accountability
- Assessing training needs of institutions and their staffs to effectively implement complex programs.
Fostering strategic partnerships and alliances involving public and private institutions.

Agricultural Partnerships	Understands participants, investors, and investment sources and patterns in international agricultural development and its implications for USAID's policies, strategies, and programs in the sector.
Key Behavior	Recognizes similarities and differences between USAID's and other investors' / players' agricultural development goals, objectives, strategies, and investments
Key Behavior	Applies knowledge of investors' /partners' agricultural development goals, objectives, strategies, and investments to ensure synergy, avoid duplication, and leverage resources/efforts.

Knowledge of...

- The investment goals and objectives of major investors and participants in agricultural sector development in USAID target countries and regions.
- National and international investments, investment patterns, and strategies in agricultural development.
- Cultural, operational, policy, and business model similarities and differences of development partners and assistance recipients.
- The role of multilateral, regional, and sub-regional organizations in influencing international agricultural development.

Abilities in...

- Articulating and fostering strategic partnerships involving relevant partners and investors to optimize returns on USAID's investment in international agricultural development programs.
- Applying knowledge of relevant partners' strategies and investments in designing and implementing USAID's agricultural programs to ensure program effectiveness, efficiency and development impact.
- Applying negotiation skills to build successful collaborative undertakings.

- Applying state of the art communication skills and technologies to effectively and persuasively communicate USAID's agricultural development positions, policies, programs, and strategies to relevant audiences.

Rural Infrastructure	Understanding of important types of rural infrastructure (irrigation, transportation, community infrastructure) and their importance to agricultural production and marketing and their implications for USAID agricultural policy.
Key Behavior	Considers infrastructure needs and constraints to rural livelihood systems and development activities
Key Behavior	Takes a holistic approach to investments in infrastructure, considering issues of maintenance, management, sustainability and cost/benefit

Knowledge of...

- The potentially high impact of investment in rural infrastructure on rural poverty reduction and economic growth.
- The importance of and options for planning for ownership, operation, and maintenance of investments in infrastructure.
- The advantages and disadvantages of different irrigation systems.
- The importance of drainage to sustainable irrigation systems and the constraints on water resource use.
- The options and advantages and disadvantages of various mechanisms for financing infrastructure development.
- Issues with development, operation and maintenance of rural community social infrastructure (water systems, schools, health posts, markets, community centers) that provide links to agricultural productivity, employment, and food and nutrition.

Abilities in...

- Planning for user involvement in infrastructure planning, operation, and maintenance.
- Designing and evaluating labor intensive infrastructure development activities.

- Developing scopes of work and evaluating feasibility and planning studies for infrastructure investments, including environmental analyses and cost benefit analyses.
- Identifying transport needs (roads, ports, rail, and customs clearance facilities) to facilitate improvement in marketing of rural products.
- Identifying power and energy needs to facilitate expansion of rural production and processing activities.
- Identifying infrastructure needs (storage, cold stores, market infrastructures, roads, ports, and rail) for efficient processing and marketing of rural products.
- Identifying irrigation and drainage needs to increase agricultural productivity.

Rural Development	Understanding of the multi-sectoral development needs at the community level necessary to achieving positive development impacts and their importance for USAID agricultural policies and investments.
Key Behavior	Assesses rural needs on a holistic basis to identify economic, social, environmental and political needs
Key Behavior	Ensures consultation with rural populations in the design, implementation, and sustainability of development programs
Key Behavior	Considers social issues, impacts, and feasibility of development programs and projects
Key Behavior	Uses traditional institutions and mechanisms, when possible, for the planning, implementation and evaluation of development activities

Knowledge of...

- Different options and their advantages and disadvantages for participatory needs assessment and planning of development activities.
- The interrelationships between economic, social, and environmental issues at the local level.
- The importance of traditional cultural and religious beliefs, attitudes, and values as relate to rural economic, social, and political development.
- The structure, nature, and role of traditional community, clan, tribal, and ethnic leadership and their relationship to rural development activities.
- Social factors affecting development programs, adoption of innovations, and program impacts, and their importance for USAID agricultural policies and investments.
- The challenges and benefits of integrating development planning across technical disciplines for development activities.
- Local government structures and organization and principles of decentralized administrations for local governance and development planning.

Abilities in...

- Designing, coordinating, and evaluating multi-sectoral investments in area development programs.
- Planning for and evaluating proposals for local needs assessments and participatory planning and implementation programs.
- Structuring development programs to work through and build capacity of local governmental organizations and civil society organizations.
- Accessing specialized expertise for rural development planning.
- Planning and evaluating social soundness analyses for rural development projects.
- Designing programs to have positive impacts on social and economic equity and program participation and benefits, as related to gender, ethnicity or other social factors.
- Assessing social science research on rural development issues.
- Accessing specialized technical assistance and support relating to sociological factors affecting development programs.

Backstop 11 - Economics

Competency	Description
Development Economics	Knowledge of and ability to articulate and apply modern economic development concepts and tools in order to promote economic growth and to improve the living standards of populations.
Application of Development Economics	Ability to apply development economics concepts to the design and implementation of USAID economic growth policies, programs, and projects.
Project Analysis	Analysis of economic feasibility of a program or activity in terms of economic costs and benefits.
Strategic Economic Planning	Prepare long-term plan of action to help solve the development problems of a developing country.
Project/Program Design and Management	The ability to design economic growth projects/programs that appropriately address constraints to growth and development, and to manage their implementation so as to achieve maximum impact.
USAID Backstopping by Pillar and Regional Bureaus	The understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus.

Applied Statistics and Economic Forecasting	The ability to collect, analyze, interpret and present data; and to use the data along with modern econometric techniques to project income, production, expenditure levels, and external balance.
Fundamentals of macroeconomics	Knowledge of and ability to recommend appropriate policy responses to macroeconomic imbalances.
Fundamentals of microeconomics	Knowledge of and application of microeconomic concepts at the level of the firm, industry, and household.

Development Economics	Knowledge of and ability to articulate and apply modern economic development concepts and tools in order to promote economic growth and to improve the living standards of populations.
Key Behaviors	Applies economic theory to promote economic growth and improve the potential of populations being served.

Knowledge of...

- Theories and models of economic growth and development
- Determinants of economic growth
- Open economy macroeconomics
- Privatization and economic reform, including in the areas of legal frameworks, regulation, fiscal policy, trade and investment, labor, and the financial sector
- Enterprise development and competitiveness
- Micro-, small-, and medium- enterprise (SME) development
- The foreign assistance community and donor coordination
- Ability to apply economic theory to realities on the ground

Application of Development Economics	Ability to apply development economics concepts to the design and implementation of USAID economic growth policies, programs, and projects.
Key Behaviors	Adapts and applies economic development theory and practice to a specific country context.
Key Behaviors	Collaborates with other sectors in the mission to maximize effectiveness of mission resources.

Knowledge of...

- IBRD /IMF Poverty Reduction Strategy Programs
- USAID non-project assistance
- Public finance, monetary and fiscal policies, trade policy and international financial policy, and agricultural sector policies
- Economic issues pertaining to demography, education, health, environment, energy, financial sector
- Knowledge of structural adjustment problems, processes, policies, and solutions
- Political economy of development
- Working knowledge of ADS series 200 regarding Programming Policies and Standards
- Country specific process of stabilization of macroeconomic financial structures; general content of an IMF stand-by program.

Abilities in...

- Ability to design and implement new development programs and projects
- Ability to monitor and evaluate economic development programs and activities.

Project Analysis	Analysis of economic feasibility of a program or activity in terms of economic costs and benefits, <i>quantifiable non-economic costs and political economy analysis</i> . This includes analyzing programs or activities in non-traditional sectors like health, environment and education.
Key Behaviors	Uses economic analysis to rank order possible new projects and choose best alternatives for financing.
Key Behaviors	Analyzes welfare implications of economic policies and policy changes.
Key Behaviors	Evaluates risks associated with alternative scenarios and considers risk mitigation and/or management.
Key Behaviors	Applies economic analysis in non-traditional sectors like health, environment and education.
Key Behaviors	Reflects political economy analysis in project design where appropriate.

Knowledge of...

- Sources and use of economic and social data

Skills in...

- Statistical analysis
- Cost-benefit and cost effectiveness analysis
- Survey design, sampling, and statistical interpretation of survey data

Abilities in...

- Determination of outputs, outcomes, and impacts that can be quantified for use in analysis

- Data collection, specification, and analysis

Strategic Economic Planning	Prepare long-term plan of action to help solve the development problems of a developing country.
Key Behavior	Adapts USAID strategic policy to economic work
Key Behavior	Applies economic analysis to identify potential USAID program activities
Key Behavior	Assesses the economic and financial sustainability of proposed, USAID-assisted program activities for an economic sector of the host country (e.g., international trade, infrastructure, agriculture, health)

Knowledge of...

- Joint Strategic Plan/Foreign Assistance Framework
- Results framework for program planning
- The USAID Automated Directives System, Section 200
- Preparation of a Country Strategic Plan and Operational Plan
- The Annual Report
- The USAID Annual Performance Plan and Annual Performance Report
- USAID budgeting and the Congressional Budget Justification

Project/Program Design and Management	The ability to design economic growth projects/programs that appropriately address constraints to growth and development, and to manage their implementation so as to achieve maximum impact. The ability to apply economics principles and tools across all USAID sectors, especially health, environment and education.
Key Behavior	Designs and manages USAID EG activities in an effective manner
Key Behavior	Ability to apply economics tools and principles across multiple sectors in support of project implementation.
Key Behavior	Identify, engage and communicate effectively with all stakeholders.

Knowledge of...

- USAID strategic framework and use of results/indicators
- Design and procurement standards for project and non-project assistance

Abilities in...

- Ability to combine knowledge of a country and its growth constraints with design and management skills to successfully oversee the development and management of EG projects/programs
- Combining knowledge of a country and its constraints with design and management skills to successfully oversee the development and management of projects/programs in non-economic sectors, including health, environment and education.

USAID Backstopping by Pillar and Regional Bureaus	The understanding of and ability to work with the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and Regional Bureaus.
Key Behavior	Coordinates with EGAT to implement USAID best practices

Knowledge of...

- Organizational structure and responsibilities in EGAT and Regional Bureaus
- EGAT programs, procedures, and backstopping
- Contracting and assistance mechanisms
- The Economic Growth Sector Council and EG-related training opportunities
- Technical competencies of the complementary backstops (BS-10 and 21)
- Agency initiatives supported by EGAT including trade capacity building, poverty reduction, agriculture, workforce development, and environment.

Applied Statistics and Economic Forecasting	Have statistical expertise necessary for monitoring and evaluation. Possess the ability to collect, analyze, interpret and present data; and to use the data along with modern econometric techniques to project income, production, expenditure levels, and external balance, as well as to support monitoring and evaluation of sectors including health, environment and education.
Key Behavior	Combines economics and mathematics to analyze economic and financial data
Key Behavior	Constructs forecasting models to guide economic development policies
Key Behavior	Develops a work plan for USAID collection of survey data (e.g., household income-expenditure survey)
Key Behavior	Supports monitoring and evaluation efforts, including in sectors like health, environment and education

Knowledge of...

- Knowledge of IMF, host-country, and other data sources necessary for forecasting

Skills in...

- Statistical and econometric analysis

Abilities in...

- Mathematical and analytic reasoning
- Ability to compile and analyze complex datasets

Fundamentals of macroeconomics	Knowledge of and application of macroeconomic concepts. Ability to recommend, communicate, and advocate for appropriate policy responses to macroeconomic imbalances.
Key Behavior	Interprets recent and projected fiscal, monetary, and external financial developments of a country and recommends, effectively communicates or advocates for appropriate policy measures (such as revenue, expenditure, banking and financial- market, or exchange-market actions) to key stakeholders.

Knowledge of...

- National income accounting
- Balance of payments accounting
- Economic governance issues in the macroeconomic context
- Leading macroeconomic theories and their implications for real income, prices, interest rates, and other macro variables
- International dimensions of macroeconomics
- Analysis of debt dynamics and sustainability

Skills in...

- Ability to assess macroeconomic conditions and recommend appropriate program responses

Fundamentals of microeconomics	Knowledge of and application of microeconomic concepts at the level of the firm, industry, and household, as well as in non-traditional sectors like health, environment and education. Ability to recommend, communicate, and advocate for appropriate policy responses to microeconomic impediments.
Key Behaviors	Identifies policies and institutional problems impeding efficient markets and recommends appropriate corrections including in non-traditional sectors like health, environment and education.

Knowledge of...

- Consumer surplus, producer surplus, and welfare impacts of policy distortions
- International trade: comparative advantage, terms of trade, trade policies (tariffs and QRs)
- Economic governance issues in the microeconomic context
- Externalities, public goods, and implications for policy
- Sources of productivity change, including factor accumulation and technological change
- Application of economic theory and tools in non-traditional sectors like health, environment and education.

Backstop 21 – Private Enterprise Development

Competency	Description
Economic Policy and Institutions	Understands how host-country economic policies and institutions affect development outcomes and shows the ability to identify needed improvements.
Enterprise Development	Knowledge of and ability to interpret the effects of various economic, policy, and social factors on the development and viability of enterprises and how to design and implement programs to alleviate constraints to enterprise development.
Trade and Investment	Factors that encourage or constrain trade and investment, including internal enabling environments and external incentives, how they affect economic growth, and USAID's role in promoting trade and investment.
Financial Sector	A thorough understanding of how competitive financial markets contribute to economic growth goals. This should include understanding the importance of access to a full range of financial services, not just credit.
Privatization	The ability to determine a) when a return to the private sector of ownership and control of state-owned assets is necessary to increase economic efficiency and wealth creation, and b) how to identify and undertake an appropriate mix of policy, legal, regulatory, fiscal, financial, and institutional changes that are feasible, offer positive costs/benefits, and serve to enable the private sector to produce broad-based and real economic growth.

Commercial Law and Institutional Reform	An overall understanding of the systems that produce and implement commercial laws and regulations and how those laws and regulations affect private enterprise and economic development.
Development Economics	Knowledge of and ability to articulate and implement developmental economic theory. This includes methods of promoting economic growth and improving the potential of poor, un-empowered, and disadvantaged populations.
Economic Development Policies	Knowledge of and ability to articulate/defend USAID economic development policy.
Cross-Cutting Implications for Economic Growth	Gender, Environment, Education (including youth and employment generation), Health, Governance, Poverty Reduction, Local Economic Development, Conflict, and Corruption.
Political Economy of Reform	Systems and institutions necessary for stable and sustainable reforms leading to economic reform.
Clear and Cogent Communication	Communicate complex ideas to non-experts in a compelling fashion.

Economic Policy Institutions	Understand how host-country economic policies and institutions affect development outcomes and be able to identify needed improvements
Key Behavior	Recognizes impacts of common policy distortions and institutional weaknesses on outcomes in labor markets, finance, infrastructure, industry, health, education, agriculture, and services sectors. Develop understanding of how improved policies can address these problems.
Key Behavior	Recognizes impacts of poor macroeconomic policies on outcomes such as inflation, growth, international competitiveness, and the risk of economic crisis. Develop understanding of how improved policies can address these problems.
Key Behavior	Applies concepts of USAID economic growth strategy to programs and projects

Knowledge of...

- Basic understanding of microeconomic principles (the role of prices, the interaction of supply and demand, market failure, competition and the results of the absence of competition) and their application
- Basic understanding of macroeconomic principles (aggregate supply and demand, inflation, the need to finance budget deficits, exchange rate regimes, national income accounts) and their application
- Understand role of multilateral institutions in economic policy-making (IMF, World Bank, WTO), as well as their programs and procedures

Abilities in...

- Articulating key issues in microeconomic policy, e.g. barriers to competition, minimum/maximum pricing regulations, regulation/deregulation
- Articulating key issues in macroeconomic policy related to monetary and fiscal policies, budgetary sustainability, and exchange rate regimes

Enterprise Development	Knowledge of and ability to interpret the effects of various economic, policy, and social factors on the development and viability of enterprises and how to design and implement programs to alleviate constraints to enterprise development
Key Behavior	Assesses the competitiveness of enterprises in terms of markets for products/services and linkages to markets
Key Behavior	Assesses the policy and regulatory environment for business development
Key Behavior	Assesses the role of workforce development in increasing firm productivity and worker incomes, along with options for fostering improved job skills, including training by private providers vs. public entities (e.g., educational institutions) and incentives for employers and workers to invest in training
Key Behavior	Assesses the availability and viability of services for enterprise development, including finance, infrastructure, associations, and general business service providers

Knowledge of...

- Understand the principles of institutional development of public and private organizations in supporting enterprises
- Understand the factors contributing to enterprise productivity (technology, management, information/business services, etc.) and the motivations of business persons to trade and to invest.
- Understand how improvements to the policy and regulatory environment can impact on the competitiveness of enterprises in local and international markets
- Understand the product- to-market system, sourcing and product development, including supply/value chains and how to apply it to specific sectors/subsectors

- Understand key terms in enterprise development, current/new trends in program design and lessons learned from previous enterprise development projects
- Understand key principles in privatizing state enterprises and lessons learned from previous donor activities in this area

Abilities in...

- Analyzing and drafting a report on the constraints to enterprise development within a country
- Mapping a supply/value chain for a sector in a country
- Interacting with public and private actors to achieve improvements in the enterprise development environment in a country.
- Helping the private sector increase its competitiveness and gain access to new markets by meeting private/voluntary standards, including HAACP, ISO, labor/environmental standards and certification, standards for transparency/ ethics, quality standards, specifications for particular market chains, etc.

Trade and Investment	Factors that encourage or constrain trade and investment, including internal enabling environments and external incentives, how they affect economic growth, and USAID's role in promoting trade and investment.
Key Behavior	Assesses trade capacity building needs, including commitments made in the World Trade Organization and other bilateral or regional trade agreements, and incorporate these needs into USAID programming.

Knowledge of...

- General climate for trade and investment in developing and transition countries and the relationship between trade and investment.
- Relationships among trade, investment, and competitiveness
- USAID's role in trade capacity building in developing and transition economies
- USTR's role in developing trade policy and how it links to USAID's development goals
- Issues to address trade liberalization impact on key sectors, eg: agriculture, services, etc.
- Trade and investment financing, institutions and structures, including trade facilitation and customs operations
- Regulatory structures, laws, and institutions to facilitate trade and investment, including intellectual property rights and shareholder protection

Skills in...

- Distinguishing between short-term and long-term economic and social effects of trade liberalization.
- Incorporating trade practices into programs.
- Identifying general legal and regulatory constraints to trade and investment and their causes.
- Recognizing barriers to competitiveness arising from trade and investment policies and practices.

Financial Sector	A thorough understanding of the effects of the financial sector on economic growth goals. This should include understanding the importance of access to a full range of financial services, not just credit.
Key Behavior	Uses knowledge of the financial sector to further USAID goals
Key Behavior	Promotes financial services not just access to credit

Knowledge of...

- Bank and non-bank financial intermediation: purposes, institutions, and processes (commercial banking, insurance, credit unions, microfinance, rural banking, payments, clearing systems, trade finance, cash flow lending, housing finance, inventory finance, receivables finance, factoring, equipment finance, leasing, credit card operations, mobile banking, credit analysis, risk management, actuarial science, etc.)
- Bank, currency, and non-bank crisis resolution
- Key central bank structures and functions
- Regulatory institutions and structures for prudential supervision
- Issues related to sovereign debt issuance and management, sub-sovereign debt issuance practices
- Key elements of capital markets development, and securities market regulation (ie: brokers, dealers, transfer agents, stock exchanges, and electronic trading systems, custodians, securities exchange commissions, etc.)
- Other financial sector functions and institutions, ie: deposit insurance, lenders of “last resort,” “enterprise funds,” venture capital structures, money laundering, and terrorist financing etc.
- The role, timing, and key elements of pension reform
- Articulate issues of international capital flows and importance to stability of financial sector (trends, relevance and structures)
- The financial sector enabling environment, especially the importance of key laws and regulations and how they affect enterprise competitiveness.
- Enterprise constraints and weaknesses when seeking finance

Skills in...

- Identifying key constraints to access to finance and underlying systemic causes
- Designing and developing integrated programs incorporating financial sector and strengthening access to financial services

Abilities in...

- Undertaking quick assessments using Agency resources and coordinating with other donors.
- Articulating unique factors and role for extending rural finance, and commercializing microfinance.

Privatization	The ability to determine a) when a return to the private sector of ownership and control of state-owned assets is necessary to increase economic efficiency and wealth creation, and b) how to identify and undertake an appropriate mix of policy, legal, regulatory, fiscal, financial and institutional changes that are feasible, offer positive costs/benefits, and serve to enable the private sector to produce broad-based and real economic growth.
Key Behavior	Presents to and persuades diverse national audiences, from highest policy-making decision levels to the average citizen, the potential benefits of privatization for increased economic growth, economic efficiency, job creation, and long term wealth creation that serves all levels of society and increases the quality of life.

Knowledge of...

- Understanding and being conversant with the major issues surrounding privatization, inter alia, the more significant being: economic efficiency vs. fairness, corporate governance narrowly or broadly implemented, weak financial sector intermediation and institutions, regulatory effectiveness, concentrated or diverse ownership, political objectives vs. market-based decisions, weak or lacking competition policy, private provision of public services (i.e. utilities), respect for rule of law and due-process, state subsidies and allocative efficiency, state control vs. private initiative, raising revenue for the state vs. rapid and market-based privatization actions, social objectives vs. economic efficiency, appropriate role of donor financing and technical assistance, and when to intervene and assist a state to privatize and when to withdraw from involvement.
- Understanding the history of privatization, broadly defined, and incorporate this in presentations to state authorities which place your counterpart country in a path of progressive evolution toward a market-based, private sector-led political economy.

- Understanding the process of privatization of land, labor and capital and relate this to the economy of your counterpart country.
- Understanding in Conflict/Post-conflict countries that privatization may need to be sublimated to the more immediate objectives of stabilization, basic security, and recovery of basic services. Identify needs for social safety nets for employees of defunct or minimally operating SOEs. Assess assistance needs for improving the business enabling environment and contributing to reform of the legal, fiscal, regulatory and institutional environment that can set the stage for some initial privatization planning and actions.
- Understanding failures in past privatizations, including sell-offs to entrenched interests, conversions of state monopoly to private monopoly, and looting of corporate assets.

Skills in...

- Privatization requires a broad understanding of the legal, regulatory, financial, and institutional structure of a counterpart country's economy. Specific skills needed include understanding of: enterprise formation, management, operation, governance, finance, and interaction with the surrounding business environment and legal and regulatory systems.
- Understanding macro and micro economics, value chains, local and foreign sources of finance and investment and the institutional actors and mechanics that are necessary to divest state assets to the private sector.
- Differentiating between the methods of privatization: operational and financial restructuring, asset valuation, sale methods, management contracts, concessions, attracting foreign investment.

Abilities in...

- Identifying gaps and structural issues in the financial sector which prevent or impede necessary privatization actions and plan for technical assistance to address and remedy these gaps.

Commercial Law and Institutional Reform	An overall understanding of the systems that produce and implement commercial laws and regulations and how those laws and regulations affect private enterprise and economic development.
Key Behavior	Uses knowledge of legal and regulatory systems and institutions in developing US development policies
Key Behavior	Promotes business-friendly commercial legal systems through effective public-private dialogue.

Knowledge of...

- Knowledge of foundations of commerce: property, contract, and enforcement systems; property, including movable, immovable, intangible, and intellectual property; contract, including formal vs. informal and civil vs. common law; enforcement, including self-help, mediation, arbitration, and judicial systems
- Knowledge of interplay between commercial foundations and finance systems, and the roles of courts, credit bureaus, registries, stock exchanges and financial markets, e-commerce, and bankruptcy.
- Knowledge of Real Property Systems Reform: Land reform measures including titling, registration, land cadastres; and mortgages.
- Knowledge of Intellectual Property Rights: trade, tax, and environmental implications of new international IPR regimes, and its impact on sustainable trade relations and domestic competitiveness.
- Knowledge of ROL Reform Coordination: choice of law reforms (prioritization, timing and sequencing); coordination with regional law initiatives (e.g., EU directives, MERCOSUR); and participating in dialogue for international legal frameworks (e.g., UNIDROIT, UNCITRAL).
- Understand the role of private sector and civil society and their role in identification, development, and implementation of legal reform.
- Understand how each major area of law affects the costs, risks, and revenues of enterprises.

Skills in...

- Assessing CLIR environment and recommend priorities, taking into consideration informality, poverty and gender.
- Analyzing systemic problems in laws and regulations and identify the underlying causes.
- Ability to design reform programs using participatory drafting and vetting to ensure input and ownership by relevant stakeholders.
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- Identifying the systems connected to each area of commercial law and the impact of legal reforms on each institution, including ministries, courts, education, professional associations, business organizations, and consumer advocates.

Abilities in...

- Ability to articulate the difference between legal, institutional and regulatory frameworks for implementing and enforcing the substantive law reforms discussed above.

Development Economics	Knowledge of and ability to articulate and implement developmental economic theory. This includes methods of promoting economic growth and improving the potential of poor, un-empowered, and disadvantaged populations.
Key Behavior	Applies development economic theory to promote economic growth and improve the potential of all populations being served in a sustainable way.

Knowledge of...

- Development and economic growth models and theories
- Determinants of economic growth
- Open economy macroeconomics
- New institutional economics
- Transition economies
- Privatization
- Enterprise development
- Micro-enterprise development
- The foreign assistance community and donor coordination
- International Finance
- International Trade
- Microeconomics

Abilities in...

- Consolidating development economic theories with realities on the ground

Economic Development Policies	Knowledge of and ability to articulate/defend USAID economic development policy.
Key Behavior	Adapts USAID economic development policy to a specified country and environment.
Key Behavior	Applies concepts of USAID economic growth strategy to programs and projects

Knowledge of...

- IBRD /IMF Poverty Reduction Strategy Programs
- USAID non-project assistance
- Theory of Public finance, monetary and fiscal policies, trade policy and international financial policy, and agricultural sector policies
- Sustainable economic issues deriving from demography, education, health, environment
- Theory of structural adjustment problems, processes, policies, and solutions
- Political economy of development
- Working knowledge of ADS series 200 regarding Programming Policies and Standards
- Economic stabilization programs
- Country specific process of stabilization of macroeconomic financial structures; general content of an IMF stand-by program.
- IBRD/IMF Poverty Reduction Strategy Programs
- USAID non-project assistance

Abilities in...

- Designing and implementing new development programs and projects
- Monitoring and evaluating economic development programs and activities.

Cross-Cutting implications for Economic Growth	Gender, Environment, Education (including youth and employment generation), Health, Governance, Poverty Reduction, Local Economic Development, Conflict, and Corruption.
Key Behavior	Applies and integrates these concepts to Economic Growth Programs and Projects.

Knowledge of...

- Impact of these factors on economic stability and sustainability

Abilities in...

- Designing economic reform programs using effective processes to address the cross-cutting factors

Political Economy of Reform	Systems and institutions necessary for stable and sustainable reforms leading to economic reform.
Key Behavior	Combines reform targets with participatory reform processes based on stakeholder input and expert analysis

Knowledge of...

- Understand the relative roles and responsibilities of public sector agencies, private sector organizations and civil society generally in the reform process

Skills in...

- Analytical capacity of identify reform dynamics, especially strengths and weaknesses of winners and losers

Abilities in...

- Designing programs of reform that incorporate appropriate reform processes within local political economy dynamics

**Clear and Cogent
Communication**

Communicate complex ideas to non-experts in a compelling fashion

Knowledge of...

- Awareness of forms of information and learning styles and how to incorporate those into all communications

Skills in...

- Storytelling

Backstop 25 - Engineering

Competency	Description
Engineering Program Planning	Analyzes infrastructure needs and host country requirements and capabilities.
Engineering Analysis and Project Design	Analyzes the need for and designs projects requiring engineering services such as civil, environmental, mechanical, and electrical or chemical engineering.
Contracting Where Engineering is a Factor	Systematically and efficiently designs and monitors contracts where engineering is a factor for the purpose of maximizing financial and operational performance and minimizing risk.
Project Implementation	Accurately monitors contract performance on a timely basis, verifies project process versus planned schedule and budget expenditures, verifies compliance with codes and standards, identifies deviations from contract terms and conditions and potential contract complaints, and proposes solutions.
Engineering Policies and Regulations	Understands rules regarding and accepted as binding in relations between states and nations. Possesses ability to confirm that prevailing regulatory codes and standards are appropriate for USG financing and to suggest improvements to local policy-makers if they are inadequate.
Infrastructure Legal and Regulatory Issues	Possesses ability to confirm that prevailing legal and regulatory policies will allow for an adequate facility to be designed and constructed, to confirm that the project approvals process will allow for timely implementation, to

	ensure that issues such as land tenure and land-use designations are appropriate, and to, as needed, confirm that local regulations will allow for sustainable operation.
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**Engineering Program
Planning**

Analyzes infrastructure needs and host country requirements and capabilities.

Engineering Analysis and Project Design	Analyzes the need for and designs projects requiring engineering services such as civil, environmental, mechanical, and electrical or chemical engineering.
Key Behavior	Utilizes appropriate methods for completing any project and the various tasks necessary to complete the work while ensuring public/users safety and related cost effectiveness, quality control (QC) and quality assurance (QA) procedures of project design and implementation.
Key Behavior	Provides a comprehensive range of engineering analysis and support services involving the planning and implementation of programs and proposed activities, including preparing portions of key USAID documents such as the Country Strategic Plan (CSP), the Annual Report, and the Congressional Budget Justification.
Key Behavior	Advises and assists in the development of detailed engineering designs, plans, and cost estimates for assigned programs and activities.

Knowledge of...

- Principles of engineering and engineering project design and construction as well as maintenance of infrastructure facilities, including related knowledge in mathematics, economics, and physical sciences, and how those engineering principles and scientific disciplines affect the management, design, construction, and maintenance of infrastructure and facilities.
- The differences in resource usage and project duration to comply with objectives, including the ability to develop and use methods to evaluate cost effectiveness, cost reliability, and implementation schedules of engineering, construction, and maintenance works.
- Productivity analyses and related computation of the quantities of works and the related unit cost analysis of construction and maintenance works of infrastructure facilities and other engineering-related activities.
- The requirements for constructing and designing any project under host country standards and laws.

- Industry standards.

Skills in...

- Providing strategic and technical advice to USAID, development partners, implementing partners, and host country counterparts on engineering policies and issues.
- Reviewing, evaluating, and making professional recommendations concerning the engineering feasibility of plans developed.

Abilities in...

- Designing, completing, and/or evaluating the productivity of the planning, design, construction, and maintenance activities associated with infrastructure facilities and other engineering-related activities within a certain timeframe, usually with defined stages and within allocated resources.
- Developing or analyzing construction schemes, and other engineering-related activities, using advanced engineering techniques that support lesser cost, decreased construction time, or better product, and prepare or evaluate the related designs considered necessary to ensure adequate QC/QA and avert cost overrun.
- Reviewing, modifying, accepting, or rejecting claims which the builder may present for additional compensation and/or extension of time, considering the legal and engineering constraints of the contract.

Contracting Where Engineering is a Factor	Systematically and efficiently designs and monitors contracts where engineering is a factor for the purpose of maximizing financial and operational performance and minimizing risk.
Key Behavior	Investigates and provides detailed responses (including corrective action) for complaints and issues pertaining to projects and designs where engineering is a factor.
Key Behavior	Supports project management activities, direction of construction, operations, maintenance activities, and other engineering-related activities at project sites.
Key Behavior	Monitors the adequacy and acceptability of the delivery of various goods and services provided.
Key Behavior	Assists in the preparation and review of procurement documentation and review of technical proposals, solicitations, award recommendations, and contracts regarding engineering accuracy and technical adequacy.
Key Behavior	Coordinates and discusses construction and maintenance works of infrastructure facilities, and other engineering-related activities, with implementing partners, member countries and affected communities in order to avert conflicts and related implementation delays and cost increase

Knowledge of...

- The terms, conditions, and negotiation processes in contracts and ensuring compliance with the terms and conditions

- The complexities of projects, goods, and services that are regulated with detailed specifications, including the capacity to design and evaluate engineering testing procedures of construction materials needed to assure that the quality of the construction works comply with the project specification and related quality control procedures and ensuring that these works comply with USAID and its member countries environmental laws and regulations and mitigation measures and to avert the risks of large remediation works related to construction and maintenance works of infrastructure and facilities.
- Authoring, negotiation, service level agreement, and transaction compliance.
- The circumstances in which a contract can be amended and modified, and is familiar with risk sharing procedures, pay equations, and value engineering that support cost reliability and cost effectiveness of project implementation.

Skills in...

- Preparing and presenting engineering reports such as bid proposals, deeds, environmental impact statements, and property and right of way descriptions,
- Analyzing and evaluating designs, drawings, specifications, schedules, and lists of equipment requirements and informing and recommending USAID's position on acquisition or assistance commitments for infrastructure development and construction activities.

Abilities in...

- Developing or analyzing construction schemes and other engineering-related activities using advanced engineering techniques that support lesser cost, decreased construction time or better product, and preparing or evaluating the related designs considered necessary to ensure adequate QC/QA and avert cost overrun
- Reviewing and approving the implementing partners and/or work schedule or revisions thereto including a critical path diagram for the construction of the project or other engineering-related activities and any plans or programs that the partner is obliged to furnish. Verifies or resolves all technical, environmental, land acquisition and resettlement issues to ensure proper project schedule implementation thereby averting work delays and related partner's claims

- Preparing or evaluating detailed bidding documents for the implementation of construction and maintenance works of infrastructure facilities or other engineering-related activities and to carry out the bidding process, including the: (a) preparation of the pre-qualification technical standards of contractors; (b) preparation of the invitation of bids from the pre-qualified contractors; (c) chairing the pre-bid conference for the bidders; (d) technical evaluation of the bids, technical selection of the implementing partner and preparation of a detailed report on the bidding process and the proposed contract award conclusions.

Project Implementation

Accurately monitors contract performance on a timely basis, verifies project process versus planned schedule and budget expenditures, verifies compliance with codes and standards, identifies deviations from contract terms and conditions and potential contract complaints, and proposes solutions.

Engineering Policies and Regulations	Understands rules regarding and accepted as binding in relations between states and nations. Possesses ability to confirm that prevailing regulatory codes and standards are appropriate for USG financing and to suggest improvements to local policy-makers if they are inadequate.
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**Infrastructure Legal and
Regulatory Issues**

Possesses ability to confirm that prevailing legal and regulatory policies will allow for an adequate facility to be designed and constructed, to confirm that the project approvals process will allow for timely implementation, to ensure that issues such as land tenure and land-use designations are appropriate, and to, as needed, confirm that local regulations will allow for sustainable operation.

Backstop 40 – Environment/Natural Resource Management

Competency	Description
Cross-Sectoral Programming, Implications and Relationships ⁷	Programming that links and integrates key environmental ⁸ sectors (natural resources management, biodiversity, water, global climate change, energy, land tenure and urban) with other development sectors (i.e., economic growth, democracy and governance, health, agriculture, gender, etc.) to achieve optimum development and environment results.
Business, Markets, Trade, Economics and the Environment ⁹	Factors that encourage or constrain businesses, markets, trade and economic development related to key environmental sectors (natural resource management, biodiversity, water, climate change, energy, land, and urban) including legal and regulatory environment, business incentives, social safeguards, capital flows, and promotion of market development and trade.
Environmental and Social Compliance ¹⁰	Compliance of all USAID development sector programs with environment and social elements of relevant legislation, regulations and policies.

⁷ This competency applies to ALL BS-40 Officers.

⁸ The use of 'Environment' throughout this document refers to the following sectors and related sub-sectors that fall under the umbrella of Backstop-40: natural resources management, biodiversity, water, global climate change, energy, land tenure and urban.

⁹ This competency applies to ALL BS-40 Officers.

¹⁰ This competency applies to ALL BS-40 Officers.

Environment and Governance ^{11,12}	Capacity to create, reform, implement, and maintain systems of governance, including institutional arrangements, that positively affect development, environment and natural resource management outcomes.
Natural Resources Management ¹³	Sound and relevant sustainable natural resources management approaches and their implications for USAID, the host country and cross-sectoral development.
Climate Change and Development ¹⁴	Sound and relevant approaches to addressing and mainstreaming global climate change (GCC) considerations (including adaptation and mitigation) and their implications for USAID, the host country and cross-sectoral development.
Energy Development ¹⁵	Sound energy sector development approaches to USAID programs, including clean energy approaches, energy service provider development, and broader energy sector reforms.
Urban Environment ¹⁶	Good practice in urban management, governance and service delivery, particularly as it relates to natural resources, land and the environment.

¹¹ Governance is the process by which decisions are made and carried out through formal legal and regulatory systems and informal elements at many scales and sectors of society. Governance includes the rule of law, public-sector accountability, communication with citizens, anti-corruption measures, and the ability to deliver goods and services. Governance impacts the rights, use, and access to natural resources, making it a key leverage point for management and conservation actions (USAID'S Biodiversity Policy, 2014).

¹² This competency applies to ALL BS-40 Officers.

¹³ This competency applies to BS-40 Officers working on NRM-focused programming.

¹⁴ This competency applies to BS-40 Officers working on GCC-focused programming.

¹⁵ This competency applies to BS-40 Officers working on Energy-focused programming.

¹⁶ This competency applies to BS-40 Officers working on Urban-focused programming.

Cross-Sectoral Programming, Implications and Relationships	Programming that links and integrates key environmental sectors (natural resources management, biodiversity, water, global climate change, energy, land tenure and urban) with other development sectors (i.e., economic growth, democracy and governance, health, agriculture, gender, etc.) to achieve optimum development and environment results.
Key Behavior	Articulates why environmental issues are important to other sectors.
Key Behavior	Analyzes issues using a holistic approach, seeing the full development context (country realities, USAID, cross-sectoral variables, etc) and is able to assess the implications for environment program activities.

Knowledge of...

- All USAID development sectors and is able to identify and apply linkages with BS-40 activities to each.
- The relationships, trade-offs and dynamics between environment and other development sectors and how to integrate this into program planning, design and implementation.

Skills in...

- Articulating the value and importance of the environment sector to the mission of USAID to a diverse and cross-sectoral audience.

Abilities in...

- Negotiating and collaborating with colleagues across development sectors to effectively integrate environmental considerations into USAID strategies and programs.

- Facilitating working relationships within their operating unit and across all USAID bureaus and Missions to integrate environment dimensions and solutions into all Agency activities.
- Presenting to persuade diverse audiences, from highest policy-making decision levels to the average citizen, the benefits of planning and programming across development sectors including key environment sectors.

Business, Markets, Trade, Economics and the Environment	Factors that encourage or constrain businesses, markets, trade and economic development related to key environmental sectors (natural resource management, biodiversity, water, climate change, energy, land, and urban) including legal and regulatory environment, business incentives, social safeguards, capital flows, and promotion of market development and trade.
Key Behavior	Assesses barriers to the development of environmentally sustainable markets and trade (including markets for environmental services, clean energy, sustainably sourced natural resources), and incorporate these needs into USAID programming.
Key Behavior	Assesses environmental aspects of market development and trade, including both positive and negative impacts and incentives for sustainable resource management, pollution, and global environmental issues such as climate change and biodiversity.

Knowledge of...

- General climate for environment-related market development and trade in developing and transition countries.
- Regulatory structures, laws, institutions and capacity needed to facilitate environment-related trade and investment, to mitigate negative environmental impacts of economic development and to promote positive outcomes for environment and development.
- Environment-related investment financing, institutions and structures.

Skills in...

- Identifying general legal and regulatory constraints to trade and investment and their causes.

Abilities in...

- Identifying opportunities and developing activities which facilitate and encourage markets, trade and economic development which has a net-positive impact for environmental sectors.

Environmental and Social Compliance	Compliance of all USAID development sector programs with environment and social elements of relevant legislation, regulations and policies.
Key Behavior	Analyzes potential environmental impacts and other requirements during the design and implementation phases of an activity.
Key Behavior	Ensures that all environmental compliance requirements are met through regular monitoring and evaluation of USAID activities.
Key Behavior	Articulates requirements and reporting mechanisms to implementing partners and contractors.

Knowledge of...

- The application of 22 CFR 216 and ADS 204 (USAID Environmental Procedures) and requirements of Sections 117, 118 and 119 of the Foreign Assistance Act.

Abilities in...

- Applying principles of Environmental Impact Assessment and USAID Environmental Procedures to activity design and implementation.
- Identifying key environmental issues and contributing to an activity's Initial Environmental Examination (IEE).

Environment and Governance	Capacity to create, reform, implement, and maintain systems of governance, including institutional ¹⁷ arrangements, that positively affect development, environment and natural resource management outcomes.
Key Behavior	Determines a) when environment sector reform(s) are important for development, and b) what combination of policy, legal, regulatory, fiscal, financial and institutional changes are required.
Key Behavior	Recognizes impacts of poor legal and regulatory frameworks, pricing distortions, and institutional weaknesses on quality of environmental service provision, government finances/expenditures, economic growth, and social development.
Key Behavior	Demonstrates understanding of how improved policies and institutions at the international, regional, national, and local levels can address environment challenges to development.

Knowledge of...

- The role of multilateral institutions in environment policy-making (IMF, World Bank, WTO), as well as their programs and procedures.
- The role and impacts of international and United Nations agreements (conventions, treaties etc) on environment sectors.
- The importance of host country capacity to form and implement policy and manage institutions to success in the environment sector.

¹⁷ Institutions are significant practices, relationships, or organizations in a society or culture that influence decision-making and behavior.

- The principles of institutional development for public and private environment institutions (e.g., government entities, private service providers).

Skills in...

- Incorporating policy and institutional strengthening and reform measures in the planning, program design and management of USAID investments in the environment sector.
- Designing strategies and activities that contribute to host-country commitments under international environmental agreements in cooperation with government counterparts.

Abilities in...

- Articulating key issues in U.S. and international environment laws, policy, regulation, and institutions.
- Identifying best practices in environment governance and apply to current state of the sector and sub-sectors.
- Presenting to and persuading diverse national audiences, from highest policy-making decision levels to the average citizen, the potential benefits of environment policy reforms and good governance for improved sector performance and sustained development.
- Identifying gaps and structural issues in the environment sector(s) which prevent or impede necessary sector reform actions. Plan for technical assistance to address and remedy these gaps.

Natural Resources Management	Sound and relevant sustainable natural resources management approaches and their implications for USAID, the host country and cross-sectoral development.
Key Behavior	Understands and utilizes approaches such as land and seascape scale biodiversity conservation, eco-regional planning, Nature, Wealth and Power, payments for ecosystem services, and Integrated Water Resources Management (IWRM) in the design and implementation of natural resource management activities.

Knowledge of...

- Current environmental state and trends, how they impact and are impacted by development.

Skills in...

- Translating appropriate natural resources management data, approaches and technologies into a rigorous technical design and communicates this clearly to relevant stakeholders.
- Seeking opportunities to acquire, develop, and enhance knowledge, skills and abilities in natural resources management approaches and technologies.
- Developing and maintaining technical knowledge in different natural resources management technical areas including, but not limited to: forest management, sustainable agriculture, water resources management, biodiversity conservation, land tenure and access to resources.

Abilities in...

- Utilizing appropriate methodologies and analytical frameworks to conduct field assessments and data collection that identify critical natural resources management concerns and guides the design and implementation of NRM activities taking into consideration a dynamic context and impact on programs.

- Identifying gaps and issues in the natural resources management programs across sectors and appropriate integrated approaches and technical assistance to address these.
- Analyzing current state of the host country's natural resources management sector and translating into useful information for strategy and program planning and design.
- Identifying relevant NRM approaches and technologies and applying to current state of the host country

Climate Change and Development	Sound and relevant approaches to addressing and mainstreaming global climate change (GCC) considerations (including adaptation and mitigation) and their implications for USAID, the host country and cross-sectoral development.
Key Behavior 1	Communicates the importance of climate-resilient, low emissions development for development goals across sectors and benefits for the host country, especially poverty reduction and economic growth
Key Behavior 2	Manages climate change and development projects and activities, including monitoring and evaluation, to achieve identified climate change and development outcomes
Key Behavior 3	Designs climate change and development projects and activities that meet the requirements of the Operational Plan guidance, incorporate best practices in climate change and development programming and result in increased climate resilience or reduced GHG emissions, and improved development outcomes
Key Behavior 4	Engages actively with key climate change stakeholders and host country governance structures, regulations, policies and priorities, representing USAID climate change priorities and policies diplomatically through key engagement, including technical assistance
Key Behavior 5	Integrates GCC funding with other funding streams to achieve identified climate change and development outcomes, as appropriate

Key Behavior 6	Facilitates integration of climate change adaptation and mitigation considerations into programming in different sectors to ensure long-term success and sustainability of identified development outcomes
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Knowledge of...

Fundamentals

- basics of climate change science, including the greenhouse effect, greenhouse gases, general circulation models and downscaling
- climate and non-climate stressors, impacts and adaptation strategies
- sources of emissions, mitigation options and benefits for development
- relationships between poverty reduction and climate change

Programming and Policy Context

- USAID and other USG policies, priorities and strategy for climate change and development
- GCC Operational Plan guidance and requirements for GCC pillar funding
- United Nations Framework Convention on Climate Change outcomes, processes and reporting requirements, including host country focal point and related documents
- social and environmental soundness (SES) from USAID's programming perspective
- public and private climate finance mechanisms and how to access them, including how to mobilize private finance through USG assistance

Adaptation

- key concepts related to climate change adaptation, including vulnerability, exposure, sensitivity and adaptive capacity
- components and use of vulnerability assessments
- types of climate change adaptation interventions
- regional and local climate change impacts and vulnerabilities

LEDS

- Low Emission Development Strategy (LEDS) purpose, process and related co-benefits
- LEDS analysis and decision-making tools, including development impacts assessment and GHG emissions inventories
- LEDS implementation actions
- monitoring, reporting and verification (MRV) approaches, systems and standards
- regional and local emissions sources by sector

Clean Energy

- fundamentals of energy systems, services and activity data in the development context
- advantages and disadvantages of renewable energy and energy efficiency technologies, practices, resources and fuels
- key barriers to clean energy investment
- policy initiatives, regulatory frameworks, institutions, pricing mechanisms and incentives for renewable energy and energy efficiency
- the local political, economic and regulatory aspects of the energy sector, including the resource base

Sustainable Landscapes

- basic biology of plants and trees, carbon and nutrient cycles and flows, and the roles of forest, agricultural and other landscapes and land use in the context of climate change and development
- drivers of deforestation, forest degradation and emissions from agricultural and other land use, and key barriers to addressing these
- key concepts related to REDD+ design and implementation at national and subnational level, including monitoring, reporting and verification
- climate-smart (i.e., low emission) agricultural alternatives, tools, techniques and practices
- the local political, economic, regulatory and cultural aspects of land-use decisions

Integration

- main climate and non-climate stressors and sources of GHG emissions in different sectors

- general linkages between the programming goals of GCC funding and funding from different sectors
- technical basics, priority issues, objectives, and funding and reporting requirements of USAID programming in different sectors
- climate risk management process across the program cycle

Skills in...

- Communicating effectively with diverse climate change and development audiences (KB1)
- Articulating what distinguishes climate change adaptation activities from typical development activities (KB3)
- Articulating what distinguishes clean energy and sustainable landscapes programming for emissions-reductions goals from typical energy sector and conservation activities (KB3)
- Identifying resources and information on the local context for climate change programming (KB3)
- Identifying and selecting priority adaptation interventions based on potential climate change impact and using processes of participatory adaptation prioritization and planning (KB3)
- Identifying and prioritizing how USAID can support countries' development, enhancement and implementation of their LEDS (KB3)
- Identifying and selecting priority energy system interventions based on greatest potential emissions reductions and feasibility (KB3)
- Identifying and selecting priority land-use interventions based on greatest potential emissions reductions and feasibility, such as supporting the transition from REDD+ strategies to implementation and capturing emission reductions across landscapes and along agricultural value chains (KB3)
- Identifying and engaging with key climate change stakeholders during project design and implementation (KB4)
- Identifying and communicating shared goals and areas of alignment between GCC funding and other sectoral funding (KB5)
- Identifying and communicating entry points and priorities for integrating climate change considerations into the design and implementation of programming in different sectors, including addressing key areas of vulnerability and reducing greenhouse gas emissions (KB6)

Abilities in...

- Overseeing implementation of projects and activities that support operational roll-out of host country adaptation plans, low emission development strategies and other strategic guidance, applying adaptive management principles (KB2)
- Generating, documenting, monitoring and sharing technical best practices for climate change and development project design and implementation with local and international colleagues (KB2)
- Providing implementers with guidance and oversight on intended outcomes, monitoring and reporting requirements and the use of USAID-supported tools (KB2)
- Assessing adequacy of financing needed for projects and availability of climate finance, including public and private sector sources (KB3)
- Integrating technical best practices and lessons learned from GCC and other climate change programming (i.e., the evidence base) into project design (KB3)
- Assessing gaps and needs of host country government's climate change adaptation and mitigation plans, policies, activities and data and applying to project design (KB3)
- Assessing perceived and actual barriers to clean energy system development and deployment in the local context and applying to project design (KB3)
- Assessing drivers of deforestation, forest degradation and emissions from agricultural and other land use in the local context and applying to project design (KB3)
- Negotiating and navigating diverging priorities and policy positions, in particular between USAID, host government and key stakeholders, on GCC projects, regulations, policies and governance, using conflict mediation skills (KB4)
- Providing technical climate change information and facilitation to host country counterparts to inform climate-resilient, low emissions development (KB4)
- Facilitating or supporting climate risk management of strategies, projects and activities, i.e., climate risk screening or assessment and the integration of climate change considerations based on findings (KB6)
- Facilitating or supporting the integration of information from greenhouse gas (GHG) trends into programming in different sectors (KB6)

Energy Development	Sound energy sector development approaches to USAID programs, including clean energy approaches, energy service provider development, and broader energy sector reforms.
Key Behavior	Assesses the competitiveness of energy enterprises in terms of markets for products/services and linkages to markets, and designs clean energy development interventions, including renewable energy and energy efficiency.
Key Behavior	Interprets the effects of various economic, policy & social factors on the development and viability of energy service providers (e.g., utilities, enterprises) and designs and implements programs to alleviate constraints to energy service provider development.
Key Behavior	Determines a) when energy sector reform(s) are important for development, and b) which mix of policy, legal, regulatory, fiscal, financial, and institutional changes are required to provide the energy services needed to facilitate economic and social development.

Knowledge of...

- The principles of sound energy sector and project development (e.g., financial viability of utilities, security of energy supply, cost-reflective prices, etc).
- Energy enterprise development and competitiveness, including corporate governance and management practices; cost recovery and return on investment; customer service; and how changes in policy and regulatory environments can impact energy enterprises in local and international markets.
- Energy technologies, including fuel supply chains; conventional combustion technologies (e.g., coal, oil, gas); renewable energy (e.g., photovoltaic, CSP, wind, geothermal) and energy efficiency technologies (efficient appliances and building technologies); generation, transmission, and distribution of electricity; transportation fuels; and their associated environmental dimensions.

- Important enabling environment considerations (legal, policy, regulatory, and institutional frameworks) that are key and needed to encourage clean energy sector development and investment. This includes knowledge of the role of legislation; basic principles of economic regulation of energy; energy sector reforms and knowledge of failures in energy sector reforms; and the role of donor, commercial, and private sector financing and technical assistance.
- Both centralized grid connected (e.g., national utilities) and decentralized (e.g., community-based) approaches to the provision of energy services to further economic and social development.
- The project development process, key private and public sector players in the process, parameters and considerations that make a project financeable as opposed to purely economically feasible (with no chances of financing).
- How to appropriately address and potentially credit enhance inherent project risks that would prevent a project from coming to and achieving financial closure.
- The key issues that are associated with attracting private sector investment to clean and renewable energy projects, potential roles for multilateral and bilateral donors to take in encouraging this investment, and how to gradually over time move the country from being dependent on donor finance to becoming more attractive to private sector finance - both on the debt and the equity sides.
- Key multilateral and bilateral donors and the roles that they take in helping to support and develop energy and electricity sector development in USAID assisted countries. Understanding their roles in the objectives well enough and being able to define potential areas of cooperation and coordination so that donor organizations can jointly work together to achieve common energy sector objectives

Skills in...

- Interacting with public and private sector organizations that play a key role in energy sector development, including improvements in the business environment for energy service providers and clean energy development approaches. Note: this excludes any consideration of private sector developers who play a very key role in the development, financing, and operation of clean and renewable energy sector projects.
- Determining level of cost recovery for a national electricity sector, and the feasibility of individual renewable energy projects.

- Assessing the effectiveness of energy service providers in terms of quality of service provision and financial viability.

Abilities in...

- Identifying the basic problems that cause deficiencies in a country's energy sector, and understanding the impacts on other development sectors (health, education, agriculture, etc.).
- Determining the highest priority clean energy solutions for a specific national or local context, identifying barriers to clean energy development, and developing USAID programs to address barriers.

Urban Environment	Good practice in urban management, governance and service delivery, particularly as it relates to natural resources, land and the environment.
Key Behavior	Translates appropriate demographic, service delivery, and governance data, approaches and technologies into a rigorous technical design and communicates this clearly to relevant stakeholders. This could include understanding the implications of full cost recovery rates for services, billing and collection systems and more equitable access to services.

Knowledge of...

- Current urban environmental issues and trends and how they impact and are impacted by development and economic growth.

Skills in...

- Seeking opportunities to acquire, develop and enhance knowledge, skills and abilities in urban governance and service delivery approaches and technologies such as the ability to distinguish between the three facets of decentralization (political, fiscal and administrative) and sub national infrastructure finance, public-private partnerships, and civil society participation as a way of improving urban governance.
- Continuing to increase technical knowledge in different urban governance and service delivery technical areas including, but not limited to: water and sanitation, local economic development, municipal finance, local governance, shelter, land tenure and access to services.
- Utilizing appropriate methodologies and analytical frameworks to conduct field assessments and data gathering that identify critical urban governance and service delivery concerns and guides the design and implementation of urban programs taking into consideration a dynamic context and impact on programs.

Abilities in...

- Identifying gaps and issues in urban programs across sectors (e.g. health, education, water & sanitation, economic growth, etc.) and appropriate approaches and technical assistance to address these including the ability to draft program descriptions complete with problem statements, objectives, tasks and a strategy for empirically measuring program impact.
- Analyzing current state of the host country's urban policy and local government sector and translating into useful information for strategy and program planning and design. This could include the ability to review legislation which defines the functions and financing of urban areas, analyzing a host country's political will regarding decentralization and how USAID programs can impact these areas.
- Identifying relevant urban governance and service delivery approaches and appropriate technologies and applying to current state of the host country's national programs.
- Communicating the value and justification for key urban governance and service delivery approaches and technologies in USAID programming and how such programs can be integrated with other USAID programs.
- Presenting to and persuading diverse audiences, from highest policy-making decision levels to the average citizen, the potential benefits of urban programming. This could include making use of local government associations, civil society, and the media as part of USAID programming intended to improve urban management.

Backstop 50 – Health, Population, Nutrition

Competency	Description
Family Planning and Reproductive Health (FP/RH)	Expertise in population, family planning, and reproductive health strategies, interventions, policies, and issues throughout the world and how they relate to health programs, other sectors, and broader development goals.
Nutrition	Expertise in nutrition including malnutrition and how nutrition relates to development goals and other sectors such as food security, HIV/AIDS, and MCH.
Infectious Disease	Expertise in infectious diseases including TB, Malaria, other infectious diseases as well as Avian Influenza, and how they affect health, development, and economic growth in the developing world.
Health Systems Strengthening	Expertise in redirecting organization and institution resources to apply systems thinking to improve health promotion and health services.
Environmental Health	Expertise in redirecting organization and institution resources whose primary intent is to improve health care.
Research, Monitoring, and Evaluation	Expertise in the use of research and monitoring and evaluation tools in the development and assessment of health programs in developing countries.

Maternal, Newborn and Child Health (MNCH)	Expertise in the management of risks associated with maternal, newborn, and child health (MNCH) and how it relates to other health sector programs and development goals.
HIV/AIDS Programs	Expertise in HIV/AIDS program components, strategies, interventions, and drivers.
Behavior Change and Communication (BCC)	Expertise in the communication strategies associated with achieving sustainable behavior and normative changes to contribute to public health goals of Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).
Gender Equity	Expertise in the communication strategies associated with Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).

Family Planning and Reproductive Health (FP/RH)	Expertise in population, family planning, and reproductive health strategies, interventions, policies, and issues throughout the world and how they relate to health programs, other sectors, and broader development goals.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance with Congressional earmarks and statutory and policy requirements guiding the use of FP/RH funds.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to family planning and reproductive health.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation of family planning and reproductive health programs.
Key Behavior	Directs program activities and resources, and makes recommendations on family planning and reproductive health strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports relevant data and information to relevant persons in an efficient and effective manner.

Knowledge of...

- Political environment associated with family planning such as cultural and religious concerns in both the USA and developing world, in addition to a role of advocacy.
- Family planning's contribution to infant, child, and maternal health as well as to overall development goals such as education, economic growth, food security, environmental sustainability, and state stability.
- Components of supportive policy environment for FP/RH and approaches for promoting a supportive environment.
- Contraceptive technology and method choice
- Contraceptive logistics/security including financing and systems, supply chain management, and procurement and forecasting.
- Channels of family planning service delivery, including public, private, commercial, NGO, and community based.
- Performance improvement, management, and leadership needs and approaches
- Biomedical, operational, and evidence based research practices, methodologies and concepts.
- Key demographic and health survey tools (DHS) and methodologies (focus groups etc.), M&E approaches, and FP/RH indicators.
- Behavior change communication strategies associated with FP/RH.

Skills in...

- Identifying underserved populations (e.g., youth, men, PAC clients, lower wealth quintiles) and design FP/RH programs that address their needs.
- Applying best practices and lessons learned to program design and implementation.
- Advocating to ensure programs and policy are data/evidence-based.
- Leveraging other donor resources and cultivate partnerships.
- Using best practices and lessons learned to institutionalize capacity building for health systems.

Nutrition	Expertise in nutrition including malnutrition and how nutrition relates to development goals and other sectors such as good security, HIV/AIDS, and MCH.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to nutrition.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation on nutrition.
Key Behavior	Directs program activities and resources and makes recommendations on nutrition strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant persons in an efficient and effective manner.
Key Behavior	Makes recommendations on nutrition strategies, issues, and programming.

Knowledge of...

- Breastfeeding and young child nutrition: complementary feedings, Title II, food security, and agricultural approaches.

- Nutrition as it relates to HIV/AIDS.
- Micronutrients and related approaches (fortification, supplementation, including vitamin A).
- Nutrition during pregnancy.
- Behavior change communication strategies associated with nutrition.

Skills in...

- Using best practices and lessons learned to institutionalize capacity building for health systems.
- Applying best practices and lessons learned to program design and implementation.
- Advocating to ensure programs and policy are data/evidence-based.
- Leveraging other donor resources and cultivate partnerships.

Infectious Disease	Expertise in infectious diseases including TB, Malaria, other infectious diseases as well as Avian Influenza, and how they affect health, development, and economic growth in the developing world.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to infectious diseases.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation on infectious disease activities (e.g., education, prevention).
Key Behavior	Directs program activities and resources; and makes recommendations on specific infectious disease strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

- Malaria's global and regional magnitude, impact, transmission, and epidemiology. Key agency interventions to control and treat malaria (e.g. bed nets, effective treatment, malaria during pregnancy and indoor residual spraying, where to go for information on malaria and program implementation, and the Presidential Malaria Initiative.
- The TB epidemic, transmission, the dangers of multi-drug resistant TB, and strategies to address TB; familiarity with building blocks of the Stop TB Strategy including DOTS (Directly Observed Treatment, Short-Course); familiarity with Global Plan II, drug supply issues, and understanding the current USAID interventions and links to PEPFAR.
- Surveillance, different approaches, and basic building blocks of surveillance systems.
- Anti-microbial resistance - The threat of microbial resistance and drug management strategies.
- Avian influenza, other zoonotic diseases, and responses to other emerging diseases.
- Neglected tropical diseases.
- Behavior change communication strategies associated with infectious diseases.

Skills in...

- Applying best practices and lessons learned to program design and implementation.
- Advocating to ensure programs and policy are data/evidence-based.
- Assessing Infectious Disease programming with and contributions to health systems in a variety of environments.
- Leveraging other donor resources and cultivating partnerships.

Health Systems Strengthening	Expertise in redirecting organization and institution resources to apply systems thinking to improve health promotion and health services.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices and lessons learned.
Key Behavior	Advises Mission Director, staff, partners and appropriate Washington staff on matters pertaining to health care financing and reform.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and foundations in the planning, analysis, design, implementation, monitoring, and evaluation of health systems and reform activities.
Key Behavior	Promotes data for decision-making and evidence-based programming.

Knowledge of...

- Healthcare financing and decentralizing healthcare delivery models.
- Medical products, vaccines, and technology.
- Quality assurance and quality improvement approaches.
- Governance and leadership.
- Donors and the changing context for health systems (e.g., Paris/Abula/aid effectiveness).
- Rule of service delivery for both private and public sectors.
- Key components of health system including human resources, workforce development, health information systems, contraceptive security, etc.
- Role of training institutions and pre- and in-service training mechanisms.

Skills in...

- Using environmental health data in surveillance systems and program planning.
- Advocating to ensure programs and policy are data/evidence-based.
- Leveraging other donor resources and cultivating partnerships.
- Applying best practices and lessons learned to program design and implementation.

Environmental Health	Expertise in redirecting organization and institution resources whose primary intent is to improve health care.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflecting international best practices while ensuring compliance with Agency policy guidance (e.g. appropriate use of Child Survival and Health funds), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other Mission staff, donors, and appropriate Washington staff on matters pertaining to environmental health.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of environmental health activities.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

- Role of environmental health within broader Agency water frameworks and programs, including water, MNCH, nutrition, and HIV/AIDs.
- Community- and household-based approaches in water, sanitation, and hygiene, including application of the hygiene improvement framework for diarrheal disease reduction.
- Appropriate and inappropriate use of vector-control interventions.
- Environmental Health interventions linking program areas-health, family planning, urban programs, natural resources management, infrastructure, democracy, and governance.

- Behavior change communication strategies associated with environmental health.

Skills in...

- Using environmental health data in surveillance systems and program planning.
- Applying best practices and lessons learned to program design and implementation.
- Advocating to ensure programs and policy are data/evidence-based.
- Leveraging other donor resources and cultivating partnerships.

Research, Monitoring, and Evaluation	Expertise in the use of research and monitoring and evaluation tools in the development and assessment of health programs in developing countries.
Key Behavior	Monitors, evaluates, and applies impact data on health status in developing countries.
Key Behavior	Encourages openness and transparency with respect to the production and dissemination of health research.
Key Behavior	Seeks to utilize evidence based interventions and develop programs based on valid research.
Key Behavior	Presents, disseminates, and/or uses key data to support decision making processes.

Knowledge of...

Different quantitative and qualitative methods for gathering health data and when to use them.

Types of health research activities such as biomedical, program, and social science, as well as USAID research information resources.

Frameworks, selection of indicators, and performance measures.

Biomedical, operational, and evidence based research practices, methodologies, and concepts.

Technology developments.

Cost-benefit studies; cost analysis of program interventions.

Demographic research studies; causes of morbidity and mortality.

Data demand and use.

Skills in...

Advocating to ensure programs and policy are data/evidence-based.

Designing capacity building interventions to transfer technical skills for program research (institutionalization and sustainability of research capacity in host country).

Maternal, Newborn and Child Health (MNCH)	Expertise in the management of risks associated with maternal, newborn, and child health (MNCH) and how it relates to other health sector programs and development goals.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices based on current evidence while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director and staff, other missions, donors, and appropriate Washington staff on matters pertaining to MNCH.
Key Behavior	Represents USAID in discussions with host country government regarding MNCH programs and policies.
Key Behavior	Seeks to collaborate and participates with other partners including other USG agencies, donors, multilateral agencies, foundations, NGOs, and private sector entities in the planning, analysis, design, implementation, monitoring, and evaluation of MNCH activities.
Key Behavior	Directs program activities and resources.
Key Behavior	Represents USG interests and positions in inter-agency discussions on international multi-agency initiatives operating in the country, such as GAVI and GAIN, even if not directly programmed through USAID.

Key Behavior	Uses research, evaluation data, and demographic analysis for decision-making. Reports data and information to relevant decision makers.
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Knowledge of...

Nutrition interventions (see nutrition section).

Promotion of safe pregnancy, childbirth, and post-partum care, including prevention, detection, and management of complications

Care of the newborn, including Essential Newborn Care and detection and management of neonatal infections.

Immunization strategies and interventions, including new vaccines and their introduction.

Prevention and management of diarrheal diseases (including hygiene improvement, ORT, zinc).

Prevention and treatment of Acute Respiratory Infections, including relation to existing and new vaccines and risk factor reduction.

Program and technical linkages with malaria, HIV/AIDS, family planning, safe water, hygiene and sanitation, emergencies, etc.

Behavior change communication strategies associated with maternal, newborn, and child health.

Polio eradication strategies and program approaches, including Immunization Days, Mop-Ups, surveillance, laboratory requirements, and certification criteria, and their links to other health programs.

Skills in...

Applying best practices and lessons learned to program design and implementation.

Advocating to ensure programs and policy are data/evidence-based.

Assessing Health Systems in a variety of environments using multiple models.

Leveraging other donor resources and cultivating partnerships.

Maternal, Newborn and Child Health (MNCH)	Expertise in the management of risks associated with maternal, newborn, and child health (MNCH) and how they relate to other health sector programs and development goals.
Key Behavior	Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming reflective of international best practices while ensuring compliance of Agency policy guidance (CS), Congressional earmarks, and USG policies.
Key Behavior	Advises Mission Director, other missions, donors, and appropriate Washington staff on matters pertaining to HIV/AIDS.
Key Behavior	Seeks to collaborate and participates with other partners including USG officials, Donors, and Foundations in the planning, analysis, design, implementation, monitoring, and evaluation of HIV/AIDS.
Key Behavior	Directs program activities and resources, and makes recommendations on HIV/AIDS strategies, issues, and programming.
Key Behavior	Uses evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.

Knowledge of...

Epidemiology of HIV/AIDS including transmission and various stages of the epidemic.

Current building blocks to HIV prevention, ABC, BCC, PwP, VCT standards, STDs treatment, etc.

Family planning with HIV/AIDS integration and service delivery.

Interaction of public policy requirements and HIV prevention including human rights, confidentiality, stigma, discrimination, and other controversies and issues surrounding implementation.

Areas of interventions, care, and treatment for orphans and vulnerable children, such as Prevention Mother To Child Transmission (PMTCT), counseling, testing, etc.

USAID Core and OGAC funded HIV/AIDS programs and funding streams.

Access and financing of drugs (generics).

Contraceptive technology.

Integrated programming and issues, and targeted population strategy.

Intersection with other health areas: TB, malaria (other opportunistic infections), family planning, MNCH, etc.

Most at risk populations and best practices (IDUs, MSMs, CSWs, etc.).

Behavior change communication strategies associated with HIV/AIDS child survival.

Skills in...

Applying best practices and lessons learned to program design and implementation.

Advocating to ensure programs and policy are data/evidence-based.

Assessing Health Systems in a variety of environments using multiple models.

Leveraging other donor resources and cultivating partnerships.

Behavior Change Communication (BCC)	Expertise in the communication strategies associated with achieving sustainable behavior and normative changes to contribute to public health goals of Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).
Key Behavior	Provides behavior change and communication expertise and technical leadership across FP/RH, HIV, ID, and MNCH.
Key Behavior	Advises Mission Director and staff on all matters pertaining to BCC.
Key Behavior	Participates with cooperating government officials in the planning, analysis, design, implementation, monitoring, and evaluation on BCC programs.
Key Behavior	Monitors quality of communication interventions and makes recommendations for improvement.

Knowledge of...

- Key behavioral and normative drivers of family planning/reproductive health, HIV, infectious disease, and MNCH issues.
- Basic behavioral and social change theories, frameworks, and best practices.
- Basic health communication theories, approaches, and strategies.
- Evidence supporting effectiveness of various communication strategies.
- Qualitative and quantitative research methods, including participatory research.
- Key concepts, frameworks, tools, and methodologies for evaluating BCC programs.
- Strategies for involving media in health.

Skills in...

Defining clear behavioral and communication objectives.

Applying evidence and theory to design and implement communication interventions.

Advocating for communication interventions based on solid formative research, communication theory, best practices, and evidence of effectiveness.

<p>Gender Equity</p>	<p>Expertise in the communication strategies associated with Family Planning/Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).</p>
<p>Key Behavior</p>	<p>Guides Mission health staff and implementing partners by providing technical expertise/leadership in appropriate programming to promote gender equity and desired health outcomes, reflective of international best practices while ensuring compliance with Agency policy guidance and other USG policies.</p>
<p>Key Behavior</p>	<p>Advises Mission Director, other mission and Washington staff, and donors on matters pertaining to gender equity, including issues related to girls'/women's empowerment, constructive engagement of boys and men, gender-based violence, and other harmful traditional practices.</p>
<p>Key Behavior</p>	<p>Seeks to collaborate and participate with other partners including USG officials and donors in the planning, analysis, design, implementation, monitoring, and evaluation of programming that promotes gender equity in health.</p>
<p>Key Behavior</p>	<p>Directs program activities and resources, and makes recommendations on gender-integrated strategies, issues, and programming.</p>

Key Behavior	Uses sex-disaggregated and gender-relevant evaluation data and demographic analysis for decision making. Reports data and information to relevant decision makers.
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Knowledge of...

Understanding of gender-relevant research and gender-relevant programming in Family Planning/ Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH).

Understands the gender-related socio-cultural context, barriers and opportunities to quality health services and care, behavior change communication, community mobilization, and health policy.

Demonstrates experience in participatory methodologies to identify and address relevant gender dynamics, working with diverse constituencies, and ensuring broad stakeholder participation.

Integration of USAID/USG gender requirements in the planning, analysis, design, implementation, monitoring, and evaluation on programs.

Skills in...

Applying best practices and lessons learned in gender approaches to program design, implementation, and evaluation.

Integrating gender transformative approaches to the design, development, implementation, and evaluation of projects in the areas of Family Planning/ Reproductive Health (FP/RH), HIV, Infectious Disease (ID), and Maternal Newborn and Child Health (MNCH), including those that promote girls'/women's empowerment and address harmful male norms and behaviors.

Advocating to ensure programs and policies reflect innovative and data/evidence-based gender approaches.

Leveraging other donor resources and cultivating partnerships to promote gender equity.

Backstop 60 - Education

Competency	Description
Education Systems	Expertise in formal and non-formal education system levels including pre-primary, primary, lower and upper secondary, vocational, technical, teacher training colleges and institutes, and tertiary education.
Education Systems Reform	Knowledge of how to improve education systems.
Student Learning	Knowledge of key factors that affect efficient learning by children, adolescents and adults.
Professional Development for Educators	Knowledge of professional development for teachers and administrators.
Education Data	Knowledge of how to identify and use education research and information.
Cross-cutting Area: Education and Development	Understanding of the relationship between education and other areas of development.
Cross-cutting Area: Gender	Promotes gender equality in education programs.
Cross-cutting Area: Youth Development	Promotes youth development in education programs.

Cross-Cutting Area: Underserved Populations	Promotes underserved populations in education programs.
Cross-Cutting Area: Information and Communications Technology (ICT)	Promotes ICT in education programs.

Education Systems	Expertise in formal and non-formal education system levels including pre-primary, primary, lower and upper secondary, vocational, technical, teacher training colleges and institutes, and tertiary education.
Key Behavior	Provides technical expertise and analysis to Mission education staff and implementing partners on appropriate funding and programming
Key Behavior	Advises Mission, partners, and Washington staff on matters pertaining to all aspects of the education sector
Key Behavior	Participates in a leading role with USG officials, donors, and host governments in the planning, analysis, policy, design, implementation, monitoring, and evaluation of activities supporting the different levels of the formal education system
Key Behavior	Conducts and applies relevant analysis, research, and information, supporting/justifying where assistance to formal education system is most appropriate in a particular country setting

Knowledge of...

- Knowledge of key components of education system structure including pre-primary, primary, lower secondary, upper secondary, vocational, technical, teacher training colleges and institutes tertiary and non-formal education
- Knowledge of relevant data, analysis, and policies that are necessary in each level of the system
- Knowledge of options for education programming related to the broader country context
- Knowledge of implications of investments in each level of the system
- Knowledge of key agency interventions to improve capacity of Ministry and other education institutions in every level of formal and non-formal education levels

- Knowledge of political environment associated with education such as cultural and religious concerns in both the USA and developing world, in addition to role of advocacy.
- Knowledge of the role of parents and community in education service delivery.
- Knowledge of key demographic and education survey tools and methodologies (focus groups etc.)
- Knowledge of issues regarding girls schooling
- Knowledge of student transitions from one educational level to the next and the policies, infrastructure, human and institutional capacity that facilitate quality matriculation
- Knowledge of curriculum development and reform in all education levels and its contribution to specific sector development goals

Skills in...

- Applying education principles, theories, concepts to education programs
- Using relevant education data and statistics for program development, management, and evaluation
- Setting project performance benchmarks, and monitors and evaluates project implementation progress
- Developing strategic planning documents, country assistance strategies, sector strategies, project solicitations, and similar planning exercises
- Designing and implementing capacity building interventions to transfer technical skills for policy development, EMIS, survey research (institutionalization and sustainability of research capacity to host country).
- Applying best practices and lessons learned to program design and implementation.
- Advocating to ensure programs and policy are data/evidence-based
- Assessing Education Systems in a variety of environments using multiple models
- Leveraging other donor resources and cultivating partnerships.

Abilities in...

- Strategic planning for country, regional, or agency-wide programming includes performing strategic analysis of education system trends, and identifying future areas of opportunity

- Performing analyses of education sector trends and informing senior management and program managers of factors affecting U.S. assistance program
- Designing and managing education projects/programs in line with USG foreign assistance priorities, policies, programs, and directives
- Navigating and operating within the US Foreign Assistance Framework
- Coordinating with US, international and local NGOs, including civil society organizations, in the design of agency formal education programs

Education Systems Reform	Knowledge of how to improve education systems.
Key Behavior	Guides Mission education staff and implementing partners by providing technical expertise and leadership in appropriate programming to reflect international best practices and lessons learned.
Key Behavior	Collaborates and participates with other partners, including USG officials, donors, host governments, civil society and the private sector in the planning, analysis, design, implementation, monitoring, and evaluation of education systems and reform activities.
Key Behavior	Promotes the use of data for decision-making and evidence-based programming.

Knowledge of...

- Understand the factors contributing to enterprise productivity (technology, management, Knowledge of tools and processes, best practices and lessons learned for conducting education system analyses.
- Knowledge of tools and processes, best practices and lessons learned for supporting accountability and transparency in education systems (e.g. public expenditure tracking surveys; national education accounts).
- Knowledge of key education goals, including access, quality, equality, and efficiency, and corresponding options and considerations, best practices and lessons learned for implementation.

- Knowledge of key issues, best practices and lessons learned in financial distribution and management of education resources (e.g. conditional cash transfers, decentralization, school grants, per capita budgeting, and school fees etc.) Knowledge of key issues, best practices and lessons learned related to management and governance of education systems (including issues such as performance-based management and budgeting; decentralization and de-concentration of education management and governance; school-based management, including school management committees, Parent Teacher Associations and School Improvement Plans; and 'report cards' as tools for school, district, regional, national and cross-national management and accountability).
- Knowledge of key issues, best practices and lessons learned related to curriculum development and implementation (including development of curricular scaffolding, standards, competencies, and validation).
- Knowledge of key issues, best practices and lessons learned related to assessment of learning outcomes (including standards, tools and processes).
- Knowledge of key issues, best practices and lessons learned related to accreditation.
- Knowledge of key issues, best practices and lessons learned related to fostering constructive relationships between education systems and parents, communities and other stakeholders at national and local levels (including community mobilization, social marketing, and policy dialogue).
- Knowledge of key issues, best practices and lessons learned for public private partnerships in education (i.e., both contractual and non-contractual).

Skills in...

- Applying the Development Credit Guarantee tool appropriately in program design.
- Applying the Global Development Alliance Business Model appropriately in program design.
- Incorporating best practices and lessons learned in assessing, designing and managing public private partnerships in education.
- Incorporating best practices and lessons learned in approaches to promoting education systems reform.
- Using logic and analysis to identify strengths and weaknesses of different education systems reform models.
- Weighing technical benefits of education systems reform interventions to relative cost
- Developing sound approaches for using data in policy dialogue with Ministry of Education officials.

- Identifying the key factors that must be changed to bring about education systems reform.

Abilities in...

- Identifying relevant education statistical data that support program objectives for education systems reform.
- Orally communicating research findings on education systems reform so that others understand.
- Preparing written information on education systems reform so that others understand.
- Combining separate pieces of information on education systems reform to yield conclusions.
- Logically sequencing education systems' reform interventions.

Student Learning	Knowledge of key factors that affect efficient learning by children, adolescents and adults.
Key Behavior	Guides Mission education staff and implementing partners by providing technical expertise and leadership in appropriate basic education programming to reflect evidence-based best practices in effective learning for the appropriate age group and setting.
Key Behavior	Advocates for higher impact basic education programs that invest resources in basic skills acquisition for lower grades when data indicates a deficiency.
Key Behavior	Ensures compliance of Agency policy guidance on Program Focus within Basic Education and Congressional earmarks.
Key Behavior	Collaborates with other partners including USG and host country officials in the planning, analysis, design, implementation, monitoring, and evaluation of basic skills acquisition activities.
Key Behavior	Directs basic education program activities and resources, and makes recommendations on appropriate beneficiaries, related learning strategies, and project interventions.
Key Behavior	Uses assessment and test data for program decision making and policy advocacy with host government. Reports data and information to relevant decision makers and stakeholders.
Key Behavior	Determines the scope of education programs that emphasize learning acquisition and prepares draft solicitations and government cost estimates.

Key Behavior	Identifies relevant education statistical data that support program objectives for basic skills acquisition.
Key Behavior	Develops sound approaches for using learning outcome data in policy dialogue with Ministry of Education officials.

Knowledge of...

- Role of cognitive development, particularly with children, and the relationship of early reading acquisition to learning subsequent skills.
- Relationship of consistent reinforcement by maximizing available instructional time (time on task) at appropriate instructional levels to skill acquisition.
- Relationship of teaching young students reading and basic concepts in their mother tongue to basic skill acquisition.
- Availability of education materials (textbooks, workbooks) and child contact with the materials to basic skill acquisition.
- Relationship of instructional quality (pedagogy and classroom management) to basic skill acquisition.
- Relationship of home context (home learning environment) to basic skill acquisition.
- Relationship of interactive, purposeful, and meaningful engagement to learning by adolescents.
- Role of cognitive development of adults and the relationship of contextual learning approaches to learning.
- Types and uses of tests and assessments, international (Program for International Student Assessment-PISA and Trends in International Mathematics and Science Study-TIMSS), regional (Southern Africa Consortium for the Measurement of Education Quality-SACMEQ) and national, and USAID assessment tools (Early Grade Reading Assessment-EGRA, Early Grade Math Assessment-EGMA).
- Relationship of early literacy to school retention and school completion.
- Current USAID Policy on Program Focus within Basic Education.

Skills in...

- Designing results-based basic education programs that demonstrate an understanding of which interventions will yield learning outcomes for different age groups and settings.
- Writing logical concept documents that communicate clear learning acquisition problems for a specific beneficiary group and articulates plausible strategies for solving the problem.
- Using logic and analysis to identify strengths and weaknesses of different learning acquisition models.
- Weighing technical benefits of learning acquisition interventions to relative cost
- Identifying the key factors that must be changed to improve learning outcomes.
- Identifying the key factors that must be changed to improve learning outcomes.

Abilities in...

- Orally communicating research findings on learning acquisition so that others understand.
- Preparing written information on learning acquisition so that others understand.
- Combining separate pieces of information on learning acquisition to yield conclusions.
- Logically sequencing learning acquisition interventions.

Professional Development for Educators	Knowledge of professional development for teachers and administrators.
Key Behavior	Guides Mission and implementing partners by providing technical expertise and leadership in programming that reflects international best practices and ensures compliance of Agency policy guidance on Basic Education, Congressional earmarks, and other USG policy.
Key Behavior	Collaborates with USG, other donors, and host governments and provides technical expertise and leadership in planning, analysis, design, implementation, monitoring, and evaluation of education programs that improve educator professional development.
Key Behavior	Promotes highly effective teacher training models based on research.
Key Behavior	Designs programs with relevant, critical areas of educator professional development, and effectively monitors and evaluates these programs.

Knowledge of...

- Effective pre-service and in-service training models for teachers and administrators
- Effective instructional methods
- Teacher/Administrator subject matter proficiency, instructional leadership, classroom management, motivation and incentives
- Classroom testing and continuous assessment

Qualification standards and certification

- Effective approaches for teaching at-risk youth
- Role of teacher training providers (e.g. universities, teacher training colleges and other training institutions).

Skills in...

- Leading and collaborating on program planning, analysis, design, implementation, monitoring, and evaluation in educator professional development.
- Prioritizing and selecting effective, evidence-based teacher training models.
- Designing, monitoring, and evaluating programs that incorporate educator professional development.
- Leveraging other donor resources and cultivating partnerships.
- Using logic and analysis to identify strengths and weaknesses of different educator professional development models.
- Weighing technical benefits of educator professional development interventions to relative cost
- Developing sound approaches for using data in policy dialogue with Ministry of Education officials.
- Identifying the key factors that must be changed to improve educator professional development.

Abilities in...

- Identifying relevant education statistical data that support program objectives for educator professional development.
- Orally communicating research findings on educator professional development so that others understand.
- Preparing written information on educator professional development so that others understand.
- Combining separate pieces of information on educator professional development to yield conclusions.
- Logically sequencing educator professional development interventions.

Education Data	Knowledge of how to identify and use education research and information.
Key Behavior	Collaborates with Agency staff to design, assess, evaluate and track education programs worldwide
Key Behavior	Provides technical guidance for the design, development, implementation, and management of national standardized tests of knowledge, skills and/or attitudes
Key Behavior	Provides technical guidance in the development of measures and tools for the assessment of the cognitive, psycho-social, and applied learning of students and trainees worldwide
Key Behavior	Provides technical guidance on electronic data collection, manipulation, tracking, reporting, security, dissemination and storage needs worldwide
Key Behavior	Collaborates with Agency personnel and partners on the application of USAID regulations, expectations and formats regarding data, research, monitoring, and evaluation worldwide

Knowledge of...

- Measures and tools for designing, assessing, evaluating and tracking education programs
- Measures and tools for designing, developing, implementing, and managing national standardized tests of knowledge, skills and/or attitudes
- Measures and tools for developing and assessing cognitive, psycho-social, and applied learning of students
- Concepts and tools for electronic data collection, standards, manipulation, tracking, reporting, security, dissemination, and storage
- USAID regulations, expectations and formats regarding data, research, monitoring, and evaluation

- Use and interpretation of qualitative data

Skills in...

- Designing, managing and evaluating education programs
- Identifying weaknesses and ways to improve the design, development, implementation and management of national standardized tests of knowledge, skills and/or attitudes
- Designing and using measures and tools for developing and assessing cognitive, psycho-social and applied learning of students
- Collecting and applying data, including implementation, grading, reporting, security, transportation, storage, and management

Abilities in...

- Appropriately applying education program management assessment tools
- Identifying and knowing how to rectify problems with the design, development, implementation, and management of national standardized tests of knowledge, skills and/or attitudes
- Identifying and know how to rectify problems with data and test management, including implementation, grading, reporting, transportation and storage
- Interpreting and using qualitative data to report on educational activities.

Cross-Cutting Area: Education and Development	Understanding of the relationship between education and other areas of development.
Key Behavior	Provides technical expertise and leadership to Agency staff and partners on programming education cross-sectorally to reflect international best practices and lessons learned, including the use of decision-making tools
Key Behavior	Collaborates with colleagues in other technical sectors in planning, analysis, design, implementation, monitoring and evaluation of cross-sectoral programs with an education component
Key Behavior	Develops and advocates for appropriate education strategies and programming for development needs and context
Key Behavior	Collaborates with USG, other donors and host governments in the planning and implementation of cross-sector programming
Key Behavior	Articulates education's impact on development

Knowledge of...

- The relationship between the education and economic growth sectors
- The relationship between the education and health sectors
- The relationship between the education and democracy and governance sectors
- The relationship between the education and environment sectors
- The role of education in stabilizing countries that are post-conflict or at risk for conflict

Skills in...

- Application of analytical tools such as the Education and Fragility Assessment Tool, to assess the role for education in mitigating instability and crisis

Abilities in...

- Providing programming guidance based on analysis of the education sector's interactions with other sectors
- Designing education interventions to mitigate or reduce instability and conflict
- Preparing written information on education and development so that others understand
- Orally communicating research findings on education development so that others understand

Cross-cutting Area: Gender	Promotes gender equality in education programs.
Key Behavior	Provides Mission education staff and implementing partners with guidance in programming to promote gender equality and desired educational outcomes, reflective of international best practices while ensuring compliance with Agency policy guidance (ADS 200 and 300 Series) and other USG policies.
Key Behavior	Seeks to collaborate and participate with other partners including USG officials and donors in the planning, analysis, design, implementation, monitoring and evaluation of programming that promotes gender equality in education.
Key Behavior	Uses sex-disaggregated and gender-relevant evaluation data and demographic analysis for decision making.

Knowledge of...

- Research and programming that addresses inequalities and differences experienced by boys/girls and men/women in education.
- Two planning tools: Gender Equality in Education Framework and Continuum of Approaches for Achieving Gender Integration in Programming: A Decision-making Tool for Education Officers.
- Concepts of sex (physiology) vs. gender (cultural norms), gender dynamics, parity, equity and equality and how they relate to education programming.
- USAID/USG gender requirements (ADS 200 and 300 Series) in the planning, analysis, design, implementation, monitoring and evaluation of programs.
- Entry points for integrating gender considerations throughout the USAID education programming cycle.

Skills of...

- Incorporating best practices and lessons learned in approaches to promote gender equality in program design, implementation and evaluation.
- Developing a Statement of Work for a gender analysis.
- Incorporating findings of a gender analysis into project design.
- Using the Continuum of Approaches for Achieving Gender Integration in Programming to identify strategies and approaches that exploit, accommodate or transform gender roles and dynamics in USAID education projects.
- Applying gender transformative approaches to the design, development, implementation, and evaluation of education projects.
- Providing gender integration expertise and technical leadership across all education sub-sectors.
- Advocating to ensure programs and policies reflect innovative and evidence-based approaches for gender integration in education.
- Leveraging other donor resources and cultivating partnerships to promote gender equality in education.
- Identifying gender-related socio-cultural contexts that create different barriers and opportunities for boys/girls and men/women to educational access, quality and achievement.

Abilities in...

- Orally communicating research findings on gender that others understand.
- Preparing written information on gender so that others understand.
- Logically sequencing gender interventions.

Cross-cutting Area: Youth Development	Promotes youth development in education programs.
Key Behavior	Identifies issues and challenges for youth who are navigating the transition to adulthood and work and provides technical guidance and leadership to Agency, USG and host governments in assessment, planning, analysis, design, implementation, monitoring and evaluation of youth development programs.
Key Behavior	Collaborates effectively with host country ministries that affect youth development outcomes.
Key Behavior	Promotes partnerships between local organizations and private companies in order to leverage resources for supporting youth development programs.
Key Behavior	Uses youth assessments to inform the planning, design, implementation, monitoring and evaluation of youth development programs.
Key Behavior	Collaborates with economic growth, democracy and health officers and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs.
Key Behavior	Collaborates with other donors and provides technical expertise in planning, design, implementation, monitoring and evaluation of youth development programs.

Knowledge of...

- Research-based conceptual frameworks that underpin youth programming from diverse fields such as human development and community empowerment, with an emphasis on adult learning.

- Effective program models for youth in developing countries that help them transition from youth to adulthood in five key domains: education completion, employment, healthy lifestyles, family planning and civic engagement, with and emphasis on education completion. Understanding the role of education and training in meeting youth growth and development in an integrated manner.
- National youth development policies, strategies, and implementation plans in developing country contexts.
- Effective youth programming for post-conflict environments that enables youth to recover from the psycho-social effects of conflict, catch-up on education deficits, rebuild their relationships with their communities, and create sustainable livelihoods or find employment.
- The role and importance of youth development principles and practices within formal education systems (primary, secondary, and tertiary).
- Needs, potential contributions, and effective modalities of non-formal education and training services to national and sub-national youth development goals.
- Accreditation and certification systems that credentialize learning for out-of-school youth.
- Importance of effective targeting and messaging in youth programming to ensure that youth reached matches program goals.

Skills in...

- Participating in youth assessments that gather and analyze data from a variety of technical sectors and profile youth cohorts and sub-groups.
- Advocating to ensure programs and policies reflect innovative and evidence-based approaches for youth development.

Abilities in...

- Ensuring that USG-funded youth education programming integrates youth development principles and practices.
- Developing productive inter-office working relationships with other sectors at the Mission involved in addressing youth issues.
- Articulating the impact of youth development programs on stability and economic growth.

Cross-cutting Area: Underserved Populations	Promotes underserved populations in education programs.
Key Behavior	Identifies issues and challenges for underserved populations and provides technical guidance and leadership to Agency and USG officials on programming to promote access to quality education for underserved populations.
Key Behavior	Collaborates with USG, other donors and country governments and partners, and provides technical expertise in planning, analysis, design, implementation, monitoring, and evaluation of education programs for underserved populations.
Key Behavior	Directs program activities and resources, and makes recommendations on strategies, issues, and programming for underserved populations

Knowledge of...

- Issues and challenges for underserved populations, with a focus on access to quality education (formal and non-formal) for children and youth.
- Evidence-based best practices in education programs for underserved urban and/or rural populations.
- Evidence-based best practices in education programs for underserved ethnic groups.
- Evidence-based best practices in education programs for underserved children and youth with disabilities.

Skills in...

- Leading and collaborating on program planning, analysis, design, implementation, monitoring and evaluation of programs for underserved populations.

- Applying best practices to program design and implementation.
- Ensuring programs and policy are data/evidence-based.
- Leveraging other donor resources and cultivating partnerships.

Abilities in...

- Using logic and analysis to identify education issues and challenges for underserved populations, make recommendations and prioritize program interventions.
- Identifying relevant education statistical data that support program objectives for underserved populations.
- Orally communicating research findings on underserved populations so that others understand.
- Preparing written information on underserved populations so that others understand.
- Combining separate pieces of information on underserved populations to yield conclusions.
- Logically sequencing underserved populations interventions.

Cross-cutting Area: Information and Communications Technology (ICT)	Promotes ICT in education programs.
Key Behavior	Stays current on ICT for education (ICT4E) research, trends, policies, stakeholder roles, applications and devices.
Key Behavior	Guides Mission education staff and implementing partners by providing technical expertise and leadership in programming that reflect international best practices and lessons learned in ICT and education.
Key Behavior	Collaborates with other partners, including USG officials, donors, host governments, civil society, and the private sector in the planning, analysis, design, implementation, monitoring, and evaluation of ICT in education activities.

Knowledge of...

- ICT definitions, devices, lessons learned, and best practice application for formal and non-formal educational settings including pre- and in-service teacher training and student learning.
- ICT tools, best practices, and lessons learned for conducting education system analyses (e.g., education management information systems)
- Key issues, best practices and lessons learned related to using ICTs for curriculum development and implementation, including competencies.
- Key issues, best practices and lessons learned for public private partnerships in ICT and education initiatives
- USAID and partner instruments that support ICT in education activities

- ICT tools, best practices and lessons learned in promoting equitable access to education for underserved and out-of school populations

Skills in...

- Advocating for the use of ICTs to support critical thinking, problem solving, creativity, and innovation for education and work-related purposes.
- Providing technical leadership on how ICTs can be applied in low- and high-resource educational settings to enhance learning, livelihood skills development, and promote literacy and numeracy.
- Incorporating best practices and lessons learned in approaches to promoting ICT use in education systems reform.

Abilities in...

- Articulating appropriate uses of ICTs in education.
- Designing education interventions which include ICT best practices and lessons learned.
- Providing ICT in education programming guidance based on analysis of the education sector's interactions with other sectors

Backstop 76 FFP – Crisis, Stabilization and Governance

Competency	Description
Planning PRTD Development Strategies, Programs, and Processes	Operationalize and direct US foreign assistance.
PRTD Program Solicitation and Award	Identify appropriate PRTD programs & projects for implementation in crisis environments.
PRTD Program Implementation and Monitoring	Develops monitoring and evaluation plans to measure performance and results during program implementation.
Impact Evaluation	Develops evaluation plans to measure success and results during program implementation.
Intra-agency Integration	Works across sectors, bureaus and missions to achieve PRTD specific results and/or implementation of integrated activities.
Inter-Agency Operations	Contributes to institutionalizing, operationalizing, mainstreaming and disseminating PRTD planning and development initiatives in coordination with other USG agencies to further U.S. foreign policy priorities and goals.

Host Country, Donor & External Partner Coordination	Coordinates with a range of external partners such as host country counterparts, other government bodies, PIOs, NGOs, PVOs, donors, and implementing partners to accomplish PRTD goals and objectives.
Regulatory Compliance	Translates laws, regulations, policies, and administrative procedures.

**Planning PRTD
Development Strategies,
Programs, and Processes**

Operationalize and direct US foreign assistance.

PRTD Program Solicitation and Award	Identify appropriate PRTD programs & projects for implementation in crisis environments.
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**PRTD Program
Implementation and
Monitoring**

Develops monitoring and evaluation plans to measure performance and results during program implementation.

Impact Evaluation

Develops evaluation plans to measure success and results during program implementation.

Intra-agency Integration	Works across sectors, bureaus and missions to achieve PRTD specific results and/or implementation of integrated activities.
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Inter-Agency Operations	Contributes to institutionalizing, operationalizing, mainstreaming and disseminating PRTD planning and development initiatives in coordination with other USG agencies to further U.S. foreign policy priorities and goals.
Key Behavior	Communicates USAID objectives and procedures to outside audiences, including the military.
Key Behavior	Provides briefings on USAID, and USAID programming in hostile situations.
Key Behavior	Participates in interagency workgroups.
Key Behavior	Participates in interagency exercises.

Knowledge of...

- Interagency Management System and the role of S/CRS in the crisis response framework

Abilities in...

- Representing USAID interests in interagency forums while promoting whole-of-government approaches

Host Country, Donor & External Partner Coordination

Coordinates with a range of external partners such as host country counterparts, other government bodies, PIOs, NGOs, PVOs, donors, and implementing partners to accomplish PRTD goals and objectives.

Regulatory Compliance

Translates laws, regulations, policies, and administrative procedures.

Backstop 85 - Legal

Competency	Description
Legal Counsel and Compliance	Provides USAID components with legal advice and counsel on all legal matters.
Legal Research	Conducts legal research, interpreting and applying statutes, regulations, and precedents.
Legal Document Management	Examines reviews, interprets, prepares, and manages contract, bilateral agreements, grants, abstracts and other legally binding documents and related paper work.
Legal Representation	Represents USAID on all legal matters.

Legal Counsel and Compliance	Provides USAID components with legal advice and counsel on all legal matters.
Key Behavior	Assists in formulating policies, practices, and procedures.
Key Behavior	Represents USAID
Key Behavior	Checks documents for legal compliance.
Key Behavior	Ensures all regulations are followed throughout USAID.
Key Behavior	Audits programs
Key Behavior	Provides legal counsel to regional and pillar bureaus

Knowledge of...

- Contract law, procurement law, grants, and cooperative agreements
- Appropriations/fiscal law, government ethics laws and regulations
- Missions, projects, and operations that s/he is giving counsel on
- Foreign Assistance Act, annual appropriations acts, and statutes and regulations that affect USAID activities
- Federal procurements, legislative processes, administrative rules and regulations, in order to relate general governmental standards to USAID problems
- Foreign Assistance Act
- International law affecting loans, grants, agreements and other financial transactions related to USAID programs
- Relevant portions of the U.S. Code
- Relevant portions of applicable executive orders
- Relevant portions of the Code of Federal Regulations and other applicable administrative rules and regulations
- Relevant Federal court decisions and decisions of administrations
- Applicable official opinions of Federal agencies

General Counsel opinions

- US Statutes, Executive Orders and other regulations relating to the Foreign Assistance Act of 1961, as amended, and predecessor Acts
- USAID program and objectives, procedures and policies in order to respond to inquiries by Members of Congress, their staffs and staffs of Congressional Committees, attorneys in the private sector, and members of the public problems and accurately

Skill in...

- Interpreting legal documents
- Legal research and writing

Abilities in...

- Organizing and completing work assigned efficiently and accurately
- Making decisions or recommendations significantly changing, interpreting, or developing important public policies or programs
- Representing USAID in administrative hearings and meetings both within and outside USAID

Legal Research	Conduct legal research, interpreting and applying statutes, regulations, and precedents.
Key Behavior	Determines compliance with legal and regulatory requirements
Key Behavior	Reviews legal documents to extract the selected data/information relating to the positions area of specialization

Knowledge of...

- Agency regulations and directives
- Reconcile differences of opinion with respect to laws and regulations
- U.S. and cooperating country laws and regulations

Legal Document Management	Examines, reviews, interprets, prepares, and manages contracts, bilateral agreements, grants, abstracts and other legally binding documents and related paper work.
Key Behavior	Processes legal documents.
Key Behavior	Prepares correspondence incorporating legal references.
Key Behavior	Maintains legal records.
Key Behavior	Provides legal counsel to contracting officers and assistance officers.
Key Behavior	Drafts, revises, and reviews bilateral agreements.

Knowledge of...

- Contract law
- Procurement law
- Grants and cooperative agreements
- Federal and USAID procurement statutes, rules and procedures

Legal Representation	Represents USAID on all legal matters.
Key Behavior	Provides legal representation to USAID.
Key Behavior	Collaborates with other agencies, including Department of Justice and Department of State.
Key Behavior	Establishes and maintains professional relationships with senior officials.
Key Behavior	Establishes and maintains professional relationships with members of the bar.
Key Behavior	Makes recommendations interpreting rules that affect important public policies or programs.
Key Behavior	Negotiations loan agreements, and less routine project grant agreements.
Key Behavior	Negotiates project documentation agreements, leases, and contracts.

Knowledge of...

- Federal procedures, legislative processes, administrative rules and regulations, in order to relate general governmental standards to USAID problems
- Foreign Assistance Act
- Contract law, procurement law, grants, and cooperative agreements
- International law affecting loans, grants, agreements and other financial transactions related to USAID programs
- Principles of alternative dispute resolution
- Contract law, procurement law, grants, and cooperative agreements
- Principles of alternative dispute resolution

- Loan agreements
- Grant agreements

Skill in...

- Passing bar exam

Ability in...

- Advocating General Counsel's interests in intra-agency and inter-agency meetings
- Effectively organizing and completing work assigned efficiently and accurately
- Representing USAID in administrative hearings and meetings both within and outside USAID
- Representing USAID in negotiating with Members of Congress, their staffs, and staffs of Congressional Committees, as well as high officials of other agencies and foreign governments
- Remaining up-to-date with senior officials in missions, the U.S. Embassy, and cooperating governments
- Remaining up-to-date with members of the private bar
- Staying abreast of matters of local law, particularly those relating to foreign and local investment and national and local commercial transactions

Backstop 94 – Project Development

Competency	Description
Project Development Activity and Project Design	Oversees the design and development of activities and projects for the USAID Operating Unit and prioritizes program/projects based on Agency need. Complies with project design and approval policies and procedures (ADS 201-202).
Project Office Activity and Project Implementation	Coordinates the USAID operating unit's assessment of activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved.
Project Development Monitoring and Evaluation	Monitors and evaluates projects by continuously assessing the project, including project scope, design, impact, and progress. Assures application of what is learned to ongoing project implementation and new project design.
Skill Areas	The successful execution of all BS94 competencies requires these skills.
Knowledge Areas	The successful execution of all BS94 competencies requires a working knowledge of these areas.

Activity and Project Design and Development	Oversees the design and development of activities and projects for the Project Development function and prioritizes program/projects based on Agency need. Complies with project design and approval policies and procedures (ADS 201-202).
Key Behavior	Applies selected design tools and methods to activity and project design, including logical framework, results frameworks, ends-means, SWOT analysis and other tools.
Key Behavior	Assures that program/project designs are integral to the Strategic Plan and address Strategic Plan cross-cutting themes.
Key Behavior	Conceptualizes and writes or review project and activity documentation including concept papers, project design documents, interim reports, and modification documents, implementation plans, monitoring and evaluation plans, detailed activity and project budgets, assessments, and activity approval documents.
Key Behavior	Participates in, oversees, advises, acts as a resource person, and/or leads the project design teams across all USAID sectors.
Key Behavior	Structures project and activity design matching concepts with their appropriate modes of assistance, implementation and financing.
Key Behavior	Develops detailed budgets for projects, activities and acquisition documents.

Key Behavior	Undertakes assistance impact analyses, e.g., cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments.
Key Behavior	Disseminates guidance, assemble and package inputs for USAID contribution to the Mission Strategic Plans.
Key Behavior	Disseminates guidance, assemble and package inputs mission-wide for CBJ submissions with AO teams.
Key Behavior	Assists in negotiating assistance agreements with host countries.
Key Behavior	Ensures that program design conforms with USAID policy legislative requirements prior to any required RLA clearance.
Key Behavior	Assures compliance with USG and Agency rules and regulations regarding project design.

Knowledge of...

- Design tools and methods, including systems analysis, logical framework, results frameworks, ends-means, SWOT analysis, and other tools
- Strategic plans and strategic analysis impacting USAID activities (National Security Strategy, Quadrennial Diplomacy and Development Review, etc.), policy papers and directives, lessons learned from development experience, and pre-design assessments.
- Modes of assistance (project assistance, non-project assistance [cash transfers, sector grants, commodity import programs, etc.]) models of acquisition and payments.
- Assistance documentation, including requests for proposals and requests for applications.
- Standard project analyses best practices, including cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments, etc.

- Acquisition set-aside mechanisms, including 8(a), small business, and others.

Activity and Project Implementation	Oversee all aspects of activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved.
Key Behavior	Identifies and resolves project/activity implementation bottlenecks.
Key Behavior	Prepares or coordinates preparation of information for Congressional Budget Justification (CBJ) and Program Performance Reviews (PPRs).
Key Behavior	Reviews end-of-year pipelines and compares to SO projections to prepare for the budget request.
Key Behavior	Drafts or reviews draft of Assistance Objective narratives for technical offices and compile final versions.
Key Behavior	Negotiates Strategic Objective Agreements, amendments and reporting requirements that include results and performance reporting to the host country government, as well as cost-sharing reporting to USAID.
Key Behavior	Writes parts of PPR/CBJ/Resource Request.
Key Behavior	Edits entire document for cohesion, content, clarity, results, and completeness.
Key Behavior	Convenes final meeting with AO teams and management to finalize reports.
Key Behavior	Develops and implements a mission-wide evaluation plan, in coordination with program office.

Key Behavior	Coordinates with Acquisitions Officer and AO Teams for preparation of fiscal year's Procurement Plan, including determination of field support mechanisms.
Key Behavior	Determines Congressional Notification requirements and prepare/submit Congressional Notifications where required.
Key Behavior	Drafts new Project Agreements and amendments.
Key Behavior	Ensures that all pre-obligation requirements have been met (i.e., for new activities, environmental regulations, adequate planning, etc.).
Key Behavior	Schedules, coordinates and convenes mission-wide portfolio reviews, project reviews, and approval meetings and prepares for the PPR-CBJ process.
Key Behavior	Ensures compliance with USAID Host Country Contribution (HCC) requirements.
Key Behavior	Reviews and recommends action on documents submitted to meet conditions precedent.
Key Behavior	Prepares and manages project performance and implementation letters, waivers, other implementation documents.
Key Behavior	Writes or reviews requests for proposals, requests for application, and other acquisition documents.
Key Behavior	Chairs technical evaluation committees and advises acquisition officer during technical discussions and cost negotiations.

Key Behavior	Promotes diversity in contracting by suggesting appropriate usage of 8(a) set-asides, small business set-asides and other set-aside mechanisms.
Key Behavior	Assesses data collection needs and progress.
Key Behavior	Participates in site visits to monitor progress.
Key Behavior	Assures compliance with USG and Agency rules and regulations in relation to project implementation.

Knowledge of...

- Contractor/Grantee annual report formats and best practices.

Project Development Monitoring and Evaluation	Monitor and evaluate projects by continuously assessing the project, including project scope, design, impact, and progress.
Key Behavior	Synthesizes a wide range of information and documentation to produce project or activity level designs including USAID's strategic environment, policy directives, development experience and pre-design assessments.
Key Behavior	Writes or reviews scopes of work for a broad range of activities, including designs, assessments, evaluations and implementation activities.
Key Behavior	Identifies project design and implementation issues, draft issues papers, and create consensus on and advise management on solutions to resolve these issues.
Key Behavior	Undertakes assistance impact analyses, e.g., cost-benefit analyses, financial plans, social soundness analyses, biodiversity, gender assessments, PMPs and GDAs; and ensure integration of key findings and best practices in design.
Key Behavior	Assures that Contractor/Grantee annual reports feed into AO teams' narratives for portfolio review. Provides reality check on SO team projections and ensure HCC/Commodity reporting.
Key Behavior	Prepares summaries of portfolio reviews for submission to interested parties, including mission management.

Key Behavior	Monitors progress in implementing decisions and other follow-up action issued from portfolio reviews.
Key Behavior	Assesses data collection needs and progress.
Key Behavior	Participates in site visits to monitor progress.
Key Behavior	Assures that M&E findings are incorporated into future project implementation and design.
Key Behavior	As the subject matter expert, assures compliance with USG and Agency rules and regulations on M&E.

Knowledge of...

- Roles of different development partners in development (private sector, donors, interagency processes).
- Data collection procedures and best practices.

Skill in...

- Performing assessments/analyses of other studies that provide information useful for designing and monitoring USAID activities.

Skill Areas

The successful execution of all BS94 competencies requires these skills.

Skill in...

- Rapid synthesis of complex data into condensed format.
- Presentation of complex data to a wide variety of audiences.
- Supervisory skills, particularly of Foreign Service national personnel.
- Operation of standard office software.
- Ability to bridge cultural differences, including those between USG agencies, the military, HG government, the UN family and NGOs.
- Structure and function of the US embassy.
- Drafting and editing of large, complex documents.
- Accurate and timely reporting of development events.
- Drafting and formatting routine correspondence.
- Flowcharting, pert charting, GANTT charting.
- Visual presentation of statistical data.

Knowledge Areas

The successful execution of all BS94 competencies requires a working knowledge of these areas.

Knowledge of...

- Project/activity documentation, including concept papers, project design documents, interim reports and modification documents, implementation plans, monitoring and evaluation plans, detailed activity and project budgets, impact assessments, and activity approval documents.
- Appropriate formats and quality standards for scopes of work, designs, assessments, evaluations, and implementation activities.
- Budget cycle, including end-of-year pipelines, SO projections, and Congressional Notification requirements and format.
- Procedures and quality standards for portfolio reviews, project review and approval meetings.
- Project/activity design and implementation common issues and bottlenecks.
- Evaluation plan best practices and implementation process, and technical evaluation procedures and best practices.
- AR/CBJ/Resource Request and the portfolio review process, documentation and best practices.
- USAID guidelines, policy, and legislative requirements regarding program design.
- Procurement Plan best practices, including field support mechanisms.
- Pre-obligation requirements.
- Cost Country Contribution (HCC) requirements and HCC/Commodity reporting procedures.
- Assistance agreement fundamentals, best practices, and cross-cultural negotiation tactics.
- Principles of post-conflict reconstruction.
- ADS 200 subject matter expert relating to projects.

Appendix II: Civil Service Key Behaviors, Knowledge, Skills, and Abilities

Security

Series 0080 - Security Administration

Series 0132 - Intelligence Research Specialist

Series 1801 - General Inspection, Investigation, and Enforcement

Series 1810 - Background Investigator

Competency	Description
Personnel Security	Displays responsibility for conducting background investigations and assessing suitability for federal employment and eligibility for access to classified national security information.
Security Document Review	Reviews, evaluates, and adjudicates reports on investigations, personnel files, and other records.

Security Planning	Displays responsibility for planning, developing, and administering office operations; makes unusually frequent and extensive interpretations of national policy and judicial opinions in formulating extensive and precedent-setting systems, procedures, and methods in program implementation.
Physical Security	Manages physical protection of personnel, sensitive/classified materials, and property.
Sensitive Material Security	Reviews, designs, and inspects facilities where sensitive material is or will be located.
Vulnerable Site Survey and Analysis	Surveys and analyzes to identify how critical and vulnerable facilities or sites are and threats against them.
Security Plan Development	Develops security plans involving access to grounds, badge and pass systems, clearance records and controls, fences, alarms, intrusion detection, guard force levels and their duties, special room construction, and other means to limit entry.
Industrial Security	Ensures classified contracts contain appropriate language to manage contractor access and control of classified information.
Information Security	Responsible for ensuring the protection of all classified information.
Operations Security	Denies information to hostile military and intelligence services about planned, ongoing, and completed military operations.
Intelligence Research and Analysis	Evaluates information, drawing on pertinent inferences and their relevant interpretations in keeping with the requirements for officials responsible for planning or

	making policy decisions.
Intelligence Research and Monitoring	Monitors and coordinates requests for intelligence data. Ensures intelligence information is being relayed in accordance with security guidelines.
Security Policy, Procedure, System, and Program Formulation and Implementation	Provides recommendations and input to policy and procedure formulation. Ensures consistency with USAID and DoS mission requirements and regulations.

Personnel Security	Displays responsibility for conducting background investigations and assessing suitability for federal employment and eligibility for access to classified national security information.
Key Behavior	Plans and conducts special investigations for complex and extremely sensitive and national security issues.
Key Behavior	Interprets and applies pertinent personnel security regulations and standard operating procedures manuals governing written communications in order to manage cases, analyze information, and ensure investigations meet scope and criteria.
Key Behavior	Researches, reviews, and analyzes complex investigative information to ensure investigations meet the federal investigative standards.
Key Behavior	Reviews and adjudicates cases, providing sound written summaries and recommendations.

Knowledge of...

- Functions and jurisdictions of other federal agencies, such as the Director of National Intelligence, OPM, FBI, CIA, DoD, NSA, GSA, and Diplomatic Security Service.
- Standard procedures and established variations in security criteria involving background investigation such as special investigations, limited inquiries, issue resolution, reciprocity, adjudication of security clearances when clear-cut derogatory information is present, and due process proceedings.
- Background investigation programs, methods, and techniques to assess quality of investigative materials and, on occasion, serve as participants in meetings and ad hoc committees developing local implementing plans and instructions.
- Freedom of Information and Privacy Act guidelines.

Abilities in...

- Analyzing cases, data, and investigative activities to ensure coverage meets the investigative requirements.
- Analyzing and interpret complicated and difficult investigative reports and data as they relate to the overall investigation of an employee.
- Analyzing case and investigative data and reach sound logical conclusions or recommendations that are based on factual information and interpretation of the adjudicative guidelines.
- Preparing and present written/oral presentations that are clear, logically organized, and free of grammatical errors.

Security Document Review	Reviews, evaluates, and adjudicates reports on investigations, personnel files, and other records.
Key Behavior	Determines whether to grant, deny, revoke, suspend, or restrict security clearances consistent with national security and/or suitability issues.
Key Behavior	Determines adequacy and completeness of investigation and of other means by which data were collected.
Key Behavior	Evaluates the authenticity, veracity, and pertinence of the data.

Security Planning	Responsible for planning, developing, and administering office operations; makes unusually frequent and extensive interpretations of national policy and judicial opinions in formulating extensive and precedent-setting systems, procedures, and methods in program implementation.
Key Behavior	Serves as the technical advisor and expert concerning such major national security programs as counterintelligence, physical security, personnel security, and national security information.
Key Behavior	Plans, designs, develops, coordinates, and promulgates counterterrorism, general investigative, personnel, physical, information, operational security, and counterintelligence policy changes affecting the entire U.S. Agency for International Development.
Key Behavior	Formulates and executes comprehensive plans covering agency-wide activities such as the development of security plans and the prevention of security failures.
Key Behavior	Receives, reviews, and critically analyzes new laws, Executive Orders, Executive Agency directives, regulations, and other regulatory guidance.
Key Behavior	Implements laws, regulations, and policies for critical and large-scale national security programs of significant interest to the public and the government.

Physical Security	Manages physical protection of personnel, sensitive/classified materials, and property.
Key Behavior	Reviews intelligence and counterintelligence reports, assesses security vulnerabilities, and designs security systems based on their analysis of the intent and operating techniques of hostile intelligence and security services and terrorist organizations.
Key Behavior	Develops security programs that conform to the policies that deter, detect, and defend USAID facilities against attacks.
Key Behavior	Implements security programs in consultation with USAID Mission Management to devise protection systems that provide maximum security with the least interference in the organization's mission.
Key Behavior	Conducts physical security inspections at USAID facilities and provide written analysis, design, and recommendations to improve the security posture IAW the OSPB Standards and Public Laws.

Knowledge of...

- Policies, regulations, guidelines, public laws, and directives on physical and technical security requirements.
- How all security equipment works and how it is used to support the security programs at a USAID facilities.
- U.S. construction methods and code requirements, to include ADA and Fire Systems Requirements.

Abilities in...

- Preparing and present written/oral presentations that are clear, logically organized, and free of grammatical errors.

- Analytically developing countermeasures that can be justified and supported through established policies and/or scientific calculations/testing.
- Performing basic operational test on security systems deployed by SEC and record the results of the test in a technical written report.
- Properly assigning the correct classification to documents by using the classification guidelines.
- Demonstrating through implementation the methodology of the layer concept IAW OSPB Standards the protection personnel, sensitive/classified materials, and facilities.

Sensitive Material Security	Reviews designs and inspects facilities where sensitive material is or will be located.
Key Behavior	Evaluates the effectiveness of existing security practices.
Key Behavior	Recommends the type of control requirements, procedures, and facilities needed.
Key Behavior	Assures that organization personnel are adhering to established policy and practices.
Key Behavior	Recommends appropriate action to correct deficiencies.
Key Behavior	Coordinates special access clearance requests and investigations with agency personnel and supporting federal agencies.
Key Behavior	Conducts or coordinates the indoctrination and debriefing of employees with special access.

Knowledge of...

- State-of-the-art intrusion detection systems and devices, safes and other storage containers; locks and locking systems, personnel entry control systems, security measures applicable to transporting and shipping requirements, ballistics protection measures, protection levels for special nuclear materials, asset protection, and loss prevention.
- Sensitive Compartmented Information Facility policies and procedures concerning facility access requirements and briefing and debriefing procedures.

Skills in...

- Reading, understanding, and evaluating site/facility engineering drawings for potential security deficiencies and sensitive Compartmented Information Facility policies and procedures concerning facility access requirements and briefing and debriefing procedures.
- Design and implement installation security systems for new facilities.

Vulnerable Site Survey Analysis	Surveys and analyzes to identify how critical and vulnerable facilities or sites are and threats against them.
Key Behavior	Consults operating personnel and other specialists to devise protection systems.
Key Behavior	Ensures protected materials are accounted for.
Key Behavior	Determines appropriate tests for ensuring adequate protection.

Knowledge of...

- Conflicts between physical security requirements and organizational missions.

Abilities in...

- Adjusting security systems for multiple and sometimes conflicting requirements.

Security Plan Development	Develops security plans involving access to grounds, badge and pass systems, clearance records and controls, fences, alarms, intrusion detection, guard force levels and their duties, special room construction, and other means to limit entry.
Key Behavior	Resolves issues with industry officials involving security plans and makes adjustments.
Key Behavior	Inspects facilities possessing sensitive information.
Key Behavior	Reviews of facilities and their personnel to assess protection against espionage.
Key Behavior	Recommends measures to correct security deficiencies.

Industrial Security	Ensures classified contracts contain appropriate language to manage contractor access and control of classified information.
Key Behavior	Issues DD254 for Prime Contractors and reviews DD254 for Sub-Contractors.
Key Behavior	Maintains working relationship with Agency Contracting Officers (CO) and Contracting Officer's Technical Representatives (COTR).
Key Behavior	Maintains working relationship with contractor Facility Security Officers (FSO) and provide support in timely fashion.
Key Behavior	Acts as a trusted Agent for issuance of Personal Identification Verification Cards and Facility Access Cards.
Key Behavior	Works with Facility Security Officers to ensure that contractors obtain and maintain classification and clearance levels required and abide by security requirements of their contracts.
Key Behavior	Orients contractor to the security program.
Key Behavior	Facilitates the processing of organizational and personnel clearance actions.
Key Behavior	Determines from records the kinds of clearance actions to be initiated.
Key Behavior	Assists FSOs, COs, and COTRs in reviewing classified contracts to identify the level and kind of security work to be performed.

Knowledge of...

- Executive Order 12829, National Industrial Security Program.

Information Security	Responsible for ensuring the protection of all classified information.
Key Behavior	Provides guidance/instruction on marking of classified materials.
Key Behavior	Changes combinations on doors and/or safes.
Key Behavior	Provides instruction/guidance regarding the transmission of classified materials.
Key Behavior	Conducts, reviews, and analyzes security incident investigations to ensure investigations meet federal investigative standards.
Key Behavior	Coordinates with Agency personnel to complete annual classification accounting and reports for the Information Security Oversight Office (ISOO).
Key Behavior	Conducts new employee orientation and security refresher training for agency personnel.
Key Behavior	Passes and coordinates clearance levels and information with other federal agencies and non-federal, cleared organizations.
Key Behavior	Provides guidance/instruction regarding the proper destruction of classified material.

Knowledge of...

- Fundamental criteria for determining what qualifies for classification designation, marking, and safeguarding requirements associated with National Security Information, as outlined in E.O 12958, ISOO Directive 1, 12 FAM 500 and ADS 568.

Operations Security	Denies information to hostile military and intelligence services about planned, ongoing, and completed military operations.
Key Behavior	Conducts comprehensive surveys and analyses of operational functions to determine what needs to be protected.
Key Behavior	Identifies and assesses the degrees of vulnerability.
Key Behavior	Selects or designs appropriate countermeasures that will provide the necessary levels of protection.

Knowledge of...

- Organizational and management functions.
- Primary security specializations to assess and improve security systems and controls.

Intelligence Research and Analysis	Evaluation of information drawing on pertinent inferences from its analysis, and interpretation of such inferences in keeping with the requirements of officials responsible for planning or for making policy decisions.
Key Behavior	Receives, reviews, evaluates, and analyzes intelligence information.
Key Behavior	Analyzes and evaluates significance and validity of data and provide its storage and maintenance.
Key Behavior	Interprets and projects existing data to fill gaps in information.
Key Behavior	Requests the collection of data to fill gaps in knowledge.
Key Behavior	Reviews and evaluates finished intelligence reports.
Key Behavior	Researches, reviews, and analyzes complex investigative/intelligence information to ensure information is sufficient to support management actions and decisions

Knowledge of...

- Principles and techniques of inductive and deductive reasoning.
- IC methods and techniques.
- IC's systems and databases.

Abilities in...

- Assessing the validity and reliability of data.

Intelligence Research and Monitoring	Monitors and coordinates requests for intelligence data. Ensures intelligence information is being relayed in accordance with security guidelines.
Key Behavior	Determines the need for and write manuals and guides.
Key Behavior	Edits requests for intelligence data.
Key Behavior	Performs liaison functions within intelligence community.
Key Behavior	Determines the distribution of raw intelligence data and finished intelligence reports.
Key Behavior	Researches, reviews and analyzes complex investigative information to ensure investigations meet the federal investigative standards.

Knowledge of...

- Methods of collecting intelligence data.
- Resources and interests of the intelligence community.
- IC's intelligence collection capabilities and restrictions.

Security Policy, Procedure, System, and Program Formulation and Implementation	Provides recommendations and input to policy and procedure formulation. Ensures consistency with USAID and DoS mission requirements and regulations.
Key Behavior	Develops and implements security policies and procedures.
Key Behavior	Reviews requests for security clearances and special accesses.
Key Behavior	Interviews nominees and applicants.
Key Behavior	Evaluates the sensitivity determination for each position.
Key Behavior	Negotiates with organization officials to keep at a minimum the number of positions for which access to national security information is required.
Key Behavior	Researches and analyzes data, issues, and information that support project recommendations or the work assignments of higher-grade specialists.
Key Behavior	Presents facts, issues, and positions that convey the intended information with the appropriate diplomacy and emphasis.

Knowledge of...

- Agency regulations regarding person securities checks.
- Functions and jurisdictions of other federal agencies such as the FBI, CIA, DoD, NSA, GSA and Diplomatic Security Service.
- Familiarity with threat types and threat levels of location.

Abilities in...

- Strong communication skills to be able to clearly communicate decisions on security and safety issues.

Series 0136 – International Cooperation Specialist

Competency	Description
International Negotiation and Communication	Represents Bureau interests to senior-level and other host-government officials, as well as international and local private sector and NGO entities.
International Cooperation Program and Project Design	Conceptualizes, designs, documents and manages programs and projects focusing on international cooperation efforts.
International Cooperation Accountability	Monitors and analyzes social, cultural, and institutional arrangements and structures.
International Cooperation Coordination	Coordinates local Bureau activities with local officers working in the international cooperation area.
International Cooperation Project Management	Application of project management principles to International Cooperation programs. Ensures resource availability, accuracy of planning documentation and provides technical guidance to agency mission.

International Negotiation and Communication	Represents Bureau interests to senior-level and other host-government officials, as well as international and local private sector and NGO entities.
Key Behavior	Drafts talking points, briefing memoranda, and action memoranda.
Key Behavior	Advises local mission on program content.
Key Behavior	Consults with appropriate internal and external organizations.
Key Behavior	Conducts internal and external liaison activities.

Knowledge of...

- Recognized reference standards, Agency requirements, and Foreign development assistance programs.
- International cooperation best practices.

Abilities in...

- Communicate effectively, both orally and in writing.

International Cooperation Program and Project Design	Conceptualizes, designs, documents and manages programs and projects focusing on international cooperation efforts.
Key Behavior	Assess gaps in research.
Key Behavior	Directs mission in the application of priorities and strategies to regional and country problems.
Key Behavior	Creates new approaches to policy reform to increase the impact of USAID-supported interventions.
Key Behavior	Utilizes analyses for policy and strategic direction, as well as resource allocation.
Key Behavior	Advises on constraints in program and project development.
Key Behavior	Conducts feasibility studies for programs, projects and policies.

Knowledge of...

- Agency, USG, and international policies and programs.
- Characteristics of host-country's program for economic development.
- Political, economic, and military importance of host country.
- Internal political situation within host country.

International Cooperation Accountability	Monitors and analyzes social, cultural, and institutional arrangements and structures.
Key Behavior	Monitors the expansion of program initiatives through the region and the possible constraints.
Key Behavior	Analyzes the effectiveness of major policy reform and non-project assistance interventions.

Knowledge of...

- Documentation and reporting requirements.
- USG, international, and host-country laws and regulations.
- Policies, organization, operations, and work practices of host country.

International Cooperation Coordination	Coordinates local Bureau activities with local officers working in the international cooperation area.
Key Behavior	Makes decisions on research and analytic needs in international cooperation issues, and budget issues.
Key Behavior	Develops strategies for pursuing assistance through bilateral and regional projects.
Key Behavior	Supports programs/projects that improve the impact of resource use.
Key Behavior	Develops analytical models and methodologies and uses them to design and implement assistance programs/projects.
Key Behavior	Reviews and analyzes regional and country data.
Key Behavior	Analyzes sector-wide and country specific restraints.

Skills in...

- Use of standard data-gathering and analysis techniques.

International Cooperation Project Management	Application of project management principles to International Cooperation programs. Ensures resource availability, accuracy of planning documentation and provides technical guidance to agency mission.
Key Behavior	Reviews local Bureau and Mission policies and project planning documentation for coherence and relevance.
Key Behavior	Provide technical resource services to agency mission.
Key Behavior	Identifies resources within or outside USAID.
Key Behavior	Organizes research on sustainable development.

Knowledge of...

- Program and organizational analysis principles, methods, practices, and techniques.

Series 0201 – Human Resources Specialist

Competency	Description
Classification	Provides position classification and position management advice, guidance, and assistance to USAID management, AMS, and employees for General Schedule, Senior Executive, Administratively Determined, and Washington, D.C. Foreign Service Positions. Classifies, positions, and conducts desk audits, surveys and studies and completes reorganizations.
Compensation	Implements compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities.
HR Information Systems	Manages HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems.
Employee Benefits	Implements HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.
Employee Development	Implements employee development concepts, principles, and practices related to planning, evaluating and administering training, organizational development, and career development initiatives.
Employee Relations	Reviews laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.

Labor Relations	Reviews laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements.
Performance Management	Implements performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.
Recruitment/Placement	Pursues HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.
Workforce Planning	Analyzes HR concepts, principles, and practices related to determining workload projections and current and future competency gaps to align human capital with organizational goals.

Series 1035 – Public Affairs Specialist

Competency	Description
Public Relations	Creates, reviews, and disseminates written correspondence, brochures, and press releases.
Freedom of Information Act (FOIA) and Privacy Act Requests	Evaluates and analyzes requests from the Public for access to USAID's unclassified/classified records and records of its predecessor agencies.
Relationship Building	Establishes and maintains relationships with the general public, the news and information media, agency stakeholders, industry representatives, and community groups in order to communicate and disseminate program information.
Public Relations Communications	Creates, reviews, and disseminates written correspondence, brochures, memoranda and other media conveying information and ideas that engages the audience and helps them understand and retain the message.
Agency Familiarization	Possesses a working knowledge of office and Agency structure and is able to make accurate referrals and requests for documents.
Customer Interaction	Provides public contact support to third parties and personally handles requests for information.
Records Management	Maintains files and records, including case files that require redactions to comply with FOIA and Privacy Act specifications.

Public Relations	Creates, reviews, and disseminates written correspondence, brochures, and press releases.
Key Behavior	Maintains effective relationships with and serves as liaison to agency stakeholders and or key officials, the news media, and or members of the general public.
Key Behavior	Writes correspondence, memoranda, and other documents to respond to requests or inquires for information.
Key Behavior	Handles queries from elected officials, other government agencies, community organizations, and the public about USAID.
Key Behavior	Contributes to publications and reports.
Key Behavior	Applies FOIA exemptions to documents or information requests as needed.

Freedom of Information Act (FOIA) and Privacy Act Requests	Evaluates and analyzes requests from the Public for access to USAID's unclassified/classified records and records of its predecessor agencies.
Key Behavior	Responds in oral or written format to requests for complex information requiring coordination with a variety of agency offices or other government agencies.
Key Behavior	Determines the nature of the data requested on a case by case basis. Independently prepares material for each case according to agency best practices and FOIA requirements.
Key Behavior	Tracks all third-party information requests in FOIA Express data bases.
Key Behavior	Reviews incoming requests, contacting the requester as required for clarification.
Key Behavior	Researches requests, identifies legal issues, and analyzes whether there is any basis to assert exemption to disclosure.
Key Behavior	Conducts extensive record searches, requests other Agency offices to conduct record searches and then aids in making disclosure determinations.

Knowledge of...

- Freedom of Information Act (FOIA) and Privacy Act Laws.
- Automated information applications.
- FOIA appeal process.

Relationship Building	Establishes and maintains relationships with the general public, the news and information media, agency stakeholders, industry representatives and community groups in order to communicate and disseminate program information.
Key Behavior	Coordinates news and information media interviews.
Key Behavior	Develops communication plans and coordinates agency information programs.
Key Behavior	Evaluates the impact and effectiveness of the USAID public affairs program.

Public Relations Communications	Creates, reviews, and disseminates written correspondence, brochures, memoranda and other media conveying information and ideas that engages the audience and helps them understand and retain the message.
Key Behavior	Examines reports, documents, correspondence, memoranda, and other materials provided by other program offices for completeness and conformity with third-party requests made.
Key Behavior	Writes correspondence, memoranda, press releases, or other documents relevant to program activities.
Key Behavior	Prepares written responses to all FOIA requests.

Agency Familiarization	Possesses a working knowledge of office and Agency structure and is able to make accurate referrals and requests for documents.
Key Behavior	Coordinates communications with other Bureaus to respond to third-party requests for information.
Key Behavior	Agency organizational structure, goals, missions, and values.
Key Behavior	Understands of Agency-wide and bureau specific missions and goals.

Customer Interaction	Provides public contact support to third parties and personally handles requests for information.
Key Behavior	Promptly responds to requests for information.
Key Behavior	Acts courteously in all interactions with internal and external customers.
Key Behavior	Screens calls and personally handles requests for information.
Key Behavior	Supports internal and external stakeholders as a primary focus; is customer-oriented.

Abilities in...

- Supporting internal and external stakeholders as a primary focus.
- Being customer-oriented.

Records Management	Maintains files and records, including case files that require redactions to comply with FOIA and Privacy Act specifications.
Key Behavior	Reviews existing case record information to determine if similar information has previously been compiled for a third-party request in the past.
Key Behavior	Follows up on status of responses and requests extensions.
Key Behavior	Provides third-party requestors with a written explanation of case documents provided and the reasons why certain information requested is releasable or un-releasable under applicable laws.

Administrative**Series 0303 - Administrative Support****Series 0318 - Secretary**

Competency	Description
Office Management	Organizes and plans the flow of work; liaises with appropriate administrative offices, sets in place systems to track the progress of activities, and controls the flow of classified material.
Automation	Uses word processing and computer skills to develop systems to monitor the flow of data and tracking correspondence.
Systems Administration	Resolves computer problems, provides technical advice to staff, and liaises with IRM and others on the provision of services.
Security	Responsible for handling of classified information and performing office security checks.
Time Management	Responsible for notifying all staff to attend necessary meetings, expedites work in the office.
Agency Familiarization	Possesses a working knowledge of office and Agency structure and makes accurate referrals.

Budget Processes	Prepares and monitors office budgets, if applicable; reads and understands significance of budget figures; tracks requested and received resources; keeps accurate records to prevent over-budget conditions.
Customer Interaction	Provides general public contact support services such as answering the telephone, referring visitors, or providing information about the office, its functions, and standard operating procedures, as well as similar information. Screens calls and personally handles requests for information.
Records Management	Maintains files and records, including subject files that require revisions to accommodate the changing nature of office activities.
Grant Support and Contract Management	Provides general support of the grant and contract management processes.
Program Support	Provides administrative support specific to a USAID program initiative.
Records Administration	Prepares and supports the records administration work of the organization.
Mail, Correspondence, and Document Processing	Provides administrative and clerical support regarding such matters as correspondence preparation, publications maintenance, and correspondence handling procedures.
Independent Background Research	Provides independent research support to respond to information requests from various internal and external sources.
Human Resources Liaison	Supports the human resources function within the Agency.

Travel Support	Provides assistance with travel arrangements.
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Office Management	Organizes and plans the flow of work; liaises with appropriate administrative offices, sets in place systems to track the progress of activities, and controls the flow of classified material.
Key Behavior	Helps to conduct the workflow of the office including the scheduling of appointments and meetings.
Key Behavior	Performs administrative duties such as the initiation of requests for personnel action, office moves, etc.
Key Behavior	Assists with travel planning, prepares authorizations and vouchers.
Key Behavior	Drafts routine correspondence.
Key Behavior	Monitors supply and inventory utilization and prepares requisitions for supplies and equipment.
Key Behavior	Reviews established procedures for procurement and tracking of office supplies and equipment. Evaluates their effectiveness and recommends modifications.

Knowledge of...

- Office procedures.
- Travel policy and regulations.
- Supply requisition procedures.
- Personal policy and regulations.
- Executive Secretary correspondence formats.

Automation	Uses word processing and computer skills to develop systems to monitor the flow of data and tracking correspondence.
Key Behavior	Provides technical advice on problems related to automation.
Key Behavior	Tracks office correspondence, program documents for review, maintains data bases.
Key Behavior	Integrates several types of software to generate specific working documents and forms such as spreadsheet, database, word processing, desktop publishing, graphics, and other similar products.
Key Behavior	Establishes and maintains a manual or automated correspondence control system for use in managing distribution of actionable documents to subordinate organizations.

Knowledge of...

- Follows up on status of responses and requests extensions.

Skills in...

- Microsoft Office programs (Intermediate proficiency level) and other highly utilized computer software.

Systems Administration	Resolves computer problems; provides technical advice to staff and liaises with IRM and others on the provision of services.
Key Behavior	Request computer modifications or additions.
Key Behavior	Perform minor computer help requests.

Knowledge of...

- Basic computer skills.
- IRM policies and procedures.

Security	Responsible for handling of classified information and performing office security checks.
Key Behavior	Reviews routine requests for security clearances for organization personnel holding lower graded positions or positions that require only a low level of clearance such as clearances.
Key Behavior	Performs periodic inventory of classified documents and arranges for the destruction of classified material (based on level of clearance granted).

Knowledge of...

- Security processes and procedures.

Time Management	Responsible for notifying all staff to attend necessary meetings, expedites work in the office.
Key Behavior	Prepares time and attendance sheets for office.
Key Behavior	Coordinates supervisor's schedule.
Key Behavior	Expedites the work of the office, including redistributing clerical assignments to take care of fluctuating workloads.

Knowledge of...

- WebTA.
- Microsoft Outlook and other scheduling software.

Agency Familiarization	Possesses a working knowledge of office and Agency structure and makes accurate referrals.
Key Behavior	Direct calls and data requests to proper Bureau/office within USAID and other federal agencies.

Knowledge of...

- Agency organizational structure, goals, missions, and values.
- Automated Directives System (ADS).

Budget Processes	Prepares and monitors office budgets, if applicable; can read and understand significance of budget figures; tracks requested and received resources; keeps accurate records to prevent over-budget conditions.
Key Behavior	Demonstrates familiarity with aspects of the USAID budget process and knows Agency points of contact for answers to budget questions.
Key Behavior	Complies with established budgeting procedures.
Key Behavior	Tracks and prepares reports on current year budget; helps prepares budget submission.

Knowledge of...

- Budget Requirements.

Abilities in...

- Reading and understanding the significance of budget figures.

Customer Interaction	Provides general public contact support services such as answering the telephone; referring visitors; or providing information about the office, its functions, and standard operating procedures as well as similar information. Screens calls and personally handles requests for information.
Key Behavior	Promptly responds to requests for help, information, and services.
Key Behavior	Acts courteously in all interactions with internal and external customers.
Key Behavior	Listens to customer concerns and promptly initiates process of resolving concerns.
Key Behavior	Establishes mechanisms for ongoing customer feedback as a means of continuous learning and improvement.
Key Behavior	Screens calls and personally handles requests for information.

Abilities in...

- Supporting internal and external stakeholders as a primary focus; being customer-oriented.

Records Management	Maintains files and records, including subject files that require revisions to accommodate the changing nature of office activities.
Key Behavior	Establishes and maintains a manual or automated correspondence control system for use in managing distribution of actionable documents.
Key Behavior	Follows up on status of responses and requests extensions.
Key Behavior	Classifies and cross-references material by reading and analyzing the substance of documents to determine the primary subject and the most appropriate heading under which the materials should be filed.
Key Behavior	Proofs and edits finished documents for responsiveness and completeness as necessary, that all required issues are addressed, that the response is in accordance with established policy, and that appropriate coordination and clearances have been achieved.
Key Behavior	Performs basic office procedures and practices such as organizing and implementing an office filing tracking or documentation system.

Knowledge of...

- USAID files and resources.
- Centralized records function, standardized handling/retention, improved records, conversion from paper to film/electronic data, and document searches.
- Continuity of Operations Program policies and procedures.

Grant Support and Contract Management	Provides general support of the grant and contract management processes.
Key Behavior	Processes grants, contracts, or cooperative agreements upon award and prepares documentation related to the implementation of the award.
Key Behavior	Reviews vouchers for contractor compliance with USAID regulations and ensures administrative approvals are provided timely in order to adhere to Prompt Payment Laws.
Key Behavior	Tracks and reports on the status of transactions related to grants, contracts, or cooperative agreements.
Key Behavior	Organizes, establishes, and maintains files for grants, contracts, or cooperative agreement transactions.
Key Behavior	Retrieves information from files and prepares both recurring and ad-hoc summary reports of actions processed.
Key Behavior	Enters or assists in entering and updating information in an audit tracking system.

Knowledge of...

- Matters pertaining to the completeness and accuracy of grants, contracts, or cooperative agreements.

Abilities in...

- Managing the annual review of process of grant applications, contracts, or cooperative agreements.

Program Support	Provides administrative support specific to a USAID program initiative.
Key Behavior	Prepares reports, statistical information, and other material needed by program staff members to support various functions and projects.
Key Behavior	Monitors the status of program assignments, ensuring that due dates are noted and established.
Key Behavior	Serves as a liaison between the supervisor and staff on program-related matters.

Knowledge of...

- Program related activities.

Records Administration	Prepares and supports the records administration work of the organization.
Key Behavior	Prepares standard correspondence related to program areas or cases, such as transmittals, acknowledgements, and requests for information concerning case matters.
Key Behavior	Responds to inquiries received from the courts, client agencies, or expert witnesses.
Key Behavior	Summarizes case materials, such as depositions and testimony.
Key Behavior	Provides support to attorneys and assists in processing correspondence and legal documents in an assigned area or case.
Key Behavior	Maintains files containing materials such as motions, pleadings, and correspondence in major cases.

Knowledge of...

- Automated applications that track or organize files and other information.

Mail, Correspondence, and Document Processing	Provides administrative and clerical support regarding such matters as correspondence preparation, publications maintenance, and correspondence handling procedures.
Key Behavior	Coordinates extensively with other USAID organizational elements to direct correspondence services for the organization based on the agency's mission.
Key Behavior	Receives all correspondence for the supervisor. Replies to mail not requiring the supervisor's attention, routing all matters to the appropriate subordinate unit.
Key Behavior	Maintains a sophisticated correspondence tracking system to ensure that deadlines are met and assignments are completed.
Key Behavior	Screens publications, directives, and periodicals, bringing items of significance to the supervisor's attention.
Key Behavior	Reviews outgoing correspondence for clarity, consistency, completeness, and compliance to organizational policy.

Knowledge of...

- Mail handling processes and procedures.
- USAID Executive Secretarial Correspondence Manual, USAID Branding Guidelines.
- USAID branding standards.

Abilities in...

- Editing documents for correct formatting, punctuation, spelling, and grammar.

Independent Background Research	Provides independent research support to respond to information requests from various internal and external sources.
Key Behavior	Receives requests for information from a variety of internal and external sources.
Key Behavior	Responds to inquiries or collects background information for technical staff when questions include a technical response.
Key Behavior	Develops and maintains systems to retain materials needed to respond to requests from within and outside the Agency.
Key Behavior	Responds to in-depth requests for information from Office or Bureau resources.
Key Behavior	Drafts requests for background materials for signature of superiors, when necessary, or requests materials independently.

Abilities in...

- Conducting research on a wide variety of topics with thoroughness and accuracy.
- Evaluating information.

Human Resources Liaison	Supports the Human Resource function within the agency.
Key Behavior	Assists and coordinates a variety of personnel processing activities.
Key Behavior	Serves as the organization's focal point for all human resources support activities, including recruitment and hiring, position control, security clearance procedures, and support staff utilization.
Key Behavior	Coordinates and assists with personnel matters related to the employee appraisal program, training, recruitment, hiring, position classification.
Key Behavior	Prepares and assists with administrative transactions relating to personnel actions.

Knowledge of...

- EEO (Diversity) policies, ethics, privacy guidelines.
- OPM hiring policies and procedures.
- Personnel Automation Systems.
- Basic knowledge of personnel regulations.
- Automated Directed System (ADS).

Travel Support	Provides assistance with travel arrangements.
Key Behavior	Prepares travel arrangements to include airline, train, car rental requests, hotel, and travel documents.
Key Behavior	Prepares and/or gives guidance on proper travel voucher preparations.

Knowledge of...

- Travel and CFR regulations.
- Travel automation systems.

Series 0343 – Management/Program Analyst

Competency	Description
Mission Management, Communications and Reporting	Responsible for all Operations Management and Communications internal to USAID mission, to agencies at post, and to Washington (USAID/W). Coordinates preparation with mission principles and issues Mission Orders and Notices to reflect operational procedures and policy changes. Prepares, reviews, and submits mandatory quarterly and annual reports and responds to ad hoc data requests from Embassy and USAID/W.
Business Management Advisor	Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.
Mission Human Resource Management	Plans and directs the full spectrum of personnel management operations for the Mission's Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements. Ensures successful integration of Development Leadership Initiative (DLI) staff into Mission community. Responsible for all HR database applications at Mission level, including WebPASS.

Mission Information Technology, Security and Privacy Management	Plans and manages Mission's information and related technology including hardware, software, data, and telecommunications in conformance with applicable statutes, regulations, policies, and local constraints. Collects, stores, manages, delivers, disseminates, and disposes of information as required. Serves as Mission Information Systems Security Officer to ensure the confidentiality, integrity and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.
Security, Safety, Health Programs	Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Collaborates closely with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accounts for best practices of health and sanitation in coordination with DoS SHEM/POSHO.
Mission Management of Operations Budget	Develops, manages, and implements the operations budget for the USAID mission in coordination with the controller and Mission management.

<p>Contract, Simplified Acquisitions and Procurement Management</p>	<p>Manages and oversees management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the design and review of the administrative and logistical components of development assistance activities. Prepares request and statement of work (SOW). Functions as or delegates role of COTR on service, operations, construction contracts. Prepares PSC contracts, responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.</p>
<p>General Services Operations, Facilities Management and Construction Management</p>	<p>Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non expendable property, automotive and office equipment and develops standards for issuing and controlling Mission personal property. Manages Mission motor pool. Provides services for vehicle maintenance, travel, shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, vital and Mission records, TDY staff support, and VIP visit support. Develops plans for consolidation of services coordinating closely with the Embassy. Implements Mission space planning in coordination with M/OMS. Manages construction of needed facilities, including plans, specifications, designs, cost estimates, and justifications, in conjunction with M/OMS, to meet all US government and host country requirements.</p>

Contract, Cooperative Agreement and Grantee Administrative Support	Advises the Contracting Officer, COTR, contractors, and grantees on the administrative support available for implementing partners for USAID activities and provides support during the contract period within the contract provisions. Develops the request and statement of work and serves as COTR for administrative service contracts.
Interagency Liaison Services	Advocates for USAID at interagency committees and on initiatives within the Embassy. Committees may include the ICASS Council, Joint Awards Committee, Post Employment Committee, Property Survey Board, and Emergency Action Committee. Advocates for USAID at Interagency Housing Board meetings. Provides USAID's workforce planning information for the annual Mission Performance Plan. Participates in rightsizing decisions. Coordinates with Health Unit for medevacs and health related initiatives. Coordinates support for CODEL, POTUS and FLOTUS visits. Serves on FSN association board. Coordinates with CLO for all personnel arrivals, and Mission activities.
Emergency Response/Mission Disaster Relief Operations	Develops and executes emergency response plans and procedures. Promotes awareness in first responder training. Assists with alternate communications center and support. Administers logistics for emergency evacuations and temporary Mission shut down.
ICASS Management	Manages ICASS operating cost systems for workload counts and time allocations, staffing organizations, and multi agency governance.

Executive Secretariat for the Front Office	On behalf of the front office, participates in a wide range of communications and liaison efforts to support internal operating unit communications, inter-agency relationships, donor coordination, counterpart partner organization, and host government relationships. Responsibilities also include preparing and ensuring quality and management control of Mission documents, reports and requests for information, and liaison events.
Strategy Development	Oversees various elements of strategic analysis and planning, including analysis on cross-sector issues, environmental considerations and the impact of U.S. assistance. Responsibilities also include drafting the USAID Strategic Plan and new AOs, as well as ensuring conformity with USG priorities.
Budget Cycle Management	Manages the budget cycle processes to optimally align budget resources with program strategy and policy objectives. Includes coordinating and guiding the completion of several annual reports and analyses related to the budget cycle, including the MSP, CBJ, PPR, OYB, OMB Pass-back, budget allowances and partnerships with groups outside of USAID (Embassy staff, technical teams, OMB and USAID/W).
Partnering	Leads efforts in donor coordination, public-private partnerships, and interagency coordination to achieve common objectives and leverage development resources with external partners.
Program Operations and Reporting	Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of USG programs, congressional mandates, and topics of special

	interest to the Administration. Responsibilities also include responding to information inquiries from USAID/W and external audiences.
Program Management	Manages the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy.
Monitoring and Evaluation	Takes the lead in providing advice, support and management for various aspects of monitoring and evaluation activities required from the Mission, including PMPs, Portfolio Reviews, Joint Portfolio Reviews, revision of Mission Orders, data-quality assessments, and GIS/mapping. When appropriate, officers may also liaise with IG on the preparation, conduct, and follow-up of audits.
Public Outreach and Communication	Coordinates and assists in all aspects of official public outreach and communication, including media relations and special events, coordination with State and USAID public affairs offices, branding compliance, and management of outreach materials and websites.
Activity and Project Design and Development	Oversees the design and development of activities and projects for the USAID Operating Unit and prioritizes program/projects based on Agency need.
Activity and Project Implementation	Coordinates the USAID operating unit's assessment of activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved.

Project Development Monitoring and Evaluation	Monitors and evaluates projects by continuously assessing the project, including project scope, design, impact, and progress. Assures application of what is learned to ongoing project implementation and new project design.
Knowledge Areas	The successful execution of all BS94 competencies requires a working knowledge of these areas.
Skill Areas	The successful execution of all BS94 competencies requires these skills.

Mission Management, Communications and Reporting	Responsible for all Operations Management and Communications internal to USAID mission, to agencies at post and to Washington (USAID/W). Coordinates preparation with mission principles and issues Mission Orders and Notices to reflect operational procedures and policy changes. Prepares, reviews, and submits mandatory quarterly and annual reports, and responds to ad hoc data requests from Embassy and USAID/W.
Key Behavior	Develops and monitors internal management systems and procedures ensuring efficient and proper use of government resources.
Key Behavior	Participates in the formulation of Mission management policies on program planning, development, implementation, and evaluations.
Key Behavior	Maintains constant awareness of and assures compliance with host country statutory or regulatory requirements affecting administrative services of the Mission or its employees.
Key Behavior	Establishes working relationships with the host country government and its business community. Additional working relationships include but are not limited to: other U.S. Government agencies, voluntary agencies, other institutions, and USAID-funded organizations operating within the host country.
Key Behavior	Issues Mission Orders and Notices to reflect procedure and policy changes.
Key Behavior	Prepares cables for transmittal.

Knowledge of...

- ECC Country Clearance application
- Cable Express to pick up cables for Mission.
- Federal and agency policy, regulations and guidelines regarding management issues

Business Management Advisor	Provides advice and guidance to mission management on all matters related to logistics, personnel management, organizational management, negotiation of services to be consolidated, and staff security and safety.
Key Behavior	Ensure and maintain a high level of integrity to support the transparency and accountability of mission operations.
Key Behavior	Serve as the principal advisor to the mission director for all personnel matters.

Knowledge of...

- A full range of subjects for which responsible along with the ability to plan for future requirements.

Skills in...

- Highly developed leadership and interpersonal skills.
- Strong negotiation skills to forward the requirements of the agency in an inter-agency environment.

Mission Human Resource Management	Plans and directs the full spectrum of personnel management operations for the Mission's Direct-Hire and FSN/US/TCN Personnel Service Contractor employees. Responsible for training, counseling, and evaluations. Provides guidance on employee benefits and interpretations and eligibility of entitlements. Ensures successful integration of Development Leadership Initiative (DLI) staff into Mission community. Responsible for all HR database applications at Mission level, including WebPASS.
Key Behavior	Plans and directs continuous evaluation of the organization, staffing, and services to ensure maximum utilization of material and human resources.
Key Behavior	Maintains constant awareness of host country dynamics to assure compliance with host country statutory and/or regulatory requirements in labor laws affecting hiring practices and personnel entitlements.
Key Behavior	Oversees the staff planning, position classification, CAJEing recruitment, selection of new personnel, and in-processing.
Key Behavior	Conducts market determinations for USPSC positions.
Key Behavior	Liaises with Management Counselor and Embassy HR on the salary surveys and compensation reviews, and participates in Health and Retirement working groups and other joint personnel policies and operations.
Key Behavior	Manages Mission performance evaluation process for USDH, FSN, PSCs in compliance with Agency requirements.
Key Behavior	Together with Mission management and in consultation

	with the Embassy and the General Counsel, oversees and administers disciplinary actions as prescribed.
Key Behavior	Manages the validation of positions via EIMS and transfer of USDH.
Key Behavior	Prepares Reduction in Force (RIF) plans in the event of Mission downsizing.
Key Behavior	Provides guidance on employee benefits and interpretations and eligibility of entitlements. Understands and administers Local Compensation Plan at post as it relates to benefits and entitlements of FSN personnel.
Key Behavior	Provides counseling to employees and their families on a wide range of subjects, including allowances, education, housing, and medical support.
Key Behavior	Provides counseling to employees on equal opportunity, career development, performance planning, substance abuse, onward assignments, and professional relations.
Key Behavior	Interfaces with Post Equal Employment Opportunity (EEO) counselor.
Key Behavior	Participates in Post Employment Committee reviews and hiring decisions.
Key Behavior	Ensures successful integration of DLIE staff into Mission community.
Key Behavior	Manages DLI staffing assignments, training rotations, and evaluations.
Key Behavior	Ensures security clearances are completed for all perspective employees. Coordinates with RSO for FSN

	hiring, USAID SEC for FSN and TCN hiring, and with USAID SEC for all USPSC hiring.
Key Behavior	Coordinates with Management Counselor on integration of GSO staff from USAID to ICASS employment during consolidation of services.
Key Behavior	Manages Mission Staff Recognition Awards program. Manages and represents Mission at the Mission Awards Committee.
Key Behavior	Prepares and sign PSC contracts. Responsible for Simplified Acquisitions and purchases.
Key Behavior	Responds to Federal Activities Inventory Reform (FAIR) Act, Circular A76, to identify all activities performed by government personnel as either commercial or inherently governmental.
Key Behavior	Liaises with USAID FSN Representative Council.
Key Behavior	Manages annual training plan and allocated budget; coordinates with USAID/W for local and regional course offerings for maximum participation. Coordinates and evaluates training and staff development activities to ensure appropriate skill sets supporting Mission goals and priorities.
Key Behavior	Liaises with Regional Legal Advisors for Ethics Training, OGE 450 and SF 278 submissions.

Knowledge of...

- Federal and agency policy, regulations and guidelines, regarding human resource and personnel management issues.
- CAJE methodology and software.
- Policies and procedures governing contract and government personnel employment.

- Rightsizing review process.
- Mission close out procedures.
- PSC contracting rules/regulations.

<p>Mission Information Technology, Security and Privacy Management</p>	<p>Plans and manages Mission’s information and related technology including hardware, software, data and telecommunications in conformance with applicable statutes, regulations, policies and local constraints. Collects, stores, manages, delivers, disseminates and disposes of information as required. Serves as Mission Information Systems Security Officer to ensure the confidentiality, integrity, and availability of Mission information. Serves as Mission Privacy Officer to prevent unauthorized disclosure of personally-identifiable information. Provides information management and technology advice and training.</p>
<p>Key Behavior</p>	<p>Serves as the Mission Information Management and Technology Officers. Manages IT requirements analyses, IT budget and staff, and enterprise architecture. Responsible for electronic records management solution acquisition and implementation, system upgrade development plan, and system operations and maintenance in compliance with Federal and Agency laws and policies.</p>
<p>Key Behavior</p>	<p>Serves as the Mission Information Systems Security Officer (ISSO). Prevents unauthorized and unnecessary access, reviews logs for appropriate use, oversees system operations, identifies threats and takes appropriate action, mitigates system damage, and implements countermeasures for manual and automated systems to ensure that all Mission systems are in compliance with Federal and Agency regulations and policies.</p>

Key Behavior	Serves as the Mission Privacy Officer. Assesses the security and integrity of manual and automated systems to prevent inappropriate disclosure of personal information, adjudicates complaints, and addresses violations and specifying remedies in accordance with Federal and Agency laws and policies.
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Knowledge of...

- Systems security regulations.
- IT procurement regulations.

Skills in...

- USAID IT system usage.

Security, Safety, Health Programs	Responsible for overseeing and implementing all security, safety, and health programs and procedures on USAID compound/s and/or facilities. Collaborates closely with the Regional Security Office (RSO) and USAID Office of Security (SEC). Accountable for best practices of health and sanitation in coordination with DoS SHEM/POSHO.
Key Behavior	Coordinates with USAID SEC for background investigations for DHs, PSCs and contractors.
Key Behavior	Coordinates and cooperates with Office of Inspector General on all investigations.
Key Behavior	Coordinates with RSO and oversees all staff training in required security policies and procedures.
Key Behavior	Directs, in conjunction with the RSO, all required drills, including Duck and Cover, Fire Drills, and routine tests of speaker systems.
Key Behavior	Coordinates with RSO to ensure safe haven meets all FEBR standards and is fully supplied and operational.
Key Behavior	Manages life cycle of armored vehicle program in accordance with USAID SEC regulations. This includes selection, purchase, maintenance, storage of level C and D vehicles, and driver trainings.
Key Behavior	Manages, installs and maintains access control equipment including bullet resistant doors, delta barriers, magnetic and forced entry door locks, walk through metal detectors, anti-ram equipment, tele-window, anti-vehicle penetration planters, X-ray machines, and itemizers.

Key Behavior	Serves on the Post Occupation Safety and Health Committee.
Key Behavior	Coordinates with RSO on FSN background checks.

Knowledge of...

- All security policies and procedures, this includes but not limited too; the security policies within ADS 552 / 561 thru 568, 12 FAH-6, 12 FAH-5, 12 FAH -1, and 12 FAM.
- The procedures to conduct background investigations/checks for security clearances and/or employment suitability with RSO and SEC.

Skills in...

- Identifying and reporting all security deficiencies and/or discrepancies in the annual R4 budget request cable from SEC.

Abilities in...

- Ensuring all security systems on USAID compound/s and/or facilities are operating properly, including but not limited to: Active Anti-Ram Barriers, Security Communications, Armored Vehicles, CCTV, Public Address, Access Control, Alarms, and Public Screening Systems.
- Maintaining accountability of all security equipment on the Post property records in accordance with the ADS.
- Coordinating with the RSO to ensure USAID employees participate in the weekly radio check and report the results to USAID/SEC; this includes radio checks of all radios in USAID vehicles.
- Administering USAID Occupational Safety and Health programs on USAID compound/s and/or facilities.
- Establishing compliance and reporting programs at a USAID Mission overseas.

Mission Management of Operations Budget	Develops, manages, and implements the operations budget for the USAID mission in coordination with the controller and Mission management.
Key Behavior	Develop mission management requirements as related to operations and develops administrative and technical support.
Key Behavior	Manages and prepares obligation documents and quarterly accruals for Mission administrative costs.
Key Behavior	Develops and monitors administrative budget for the Mission in coordination with the Controller and other staff.
Key Behavior	Prepares a multi-year budget strategy in coordination with senior Mission staff.
Key Behavior	Provides advice on administrative support to technical offices in the process of developing program budgets.
Key Behavior	Prepares budget reclaim requests for Mission operations expenses.
Key Behavior	Identifies Mission objectives and services under ICASS cost centers.
Key Behavior	Validates work load counts and time distribution, and approves ICASS charges.
Key Behavior	Participates in FMFIA and other Mission assessments and audits.
Key Behavior	Creates an environment of careful stewardship of the taxpayer dollar.

Knowledge of...

- Budgeting, accounting, and financial management.
- Familiarity with Phoenix Viewer.
- Relevant ADS sections.

Contract, Simplified Acquisitions and Procurement Management	<p>Manages and oversees management of contracts in accordance with procurement and Federal Acquisition Regulations (FAR). Participates in the design and review of the administrative and logistical components of development assistance activities. Prepares request and statement of work (SOW). Functions as or delegates role of COTR on service, operations, and construction contracts. Prepares PSC contracts, responsible for Simplified Acquisitions (<\$100,000 purchases). Oversees credit card program in Mission.</p>
Key Behavior	<p>Executes contracts and Purchase Orders in accordance with the Federal Acquisition Regulations (FAR) and USAID Acquisition Regulations (AIDAR) within the given warrant authority.</p>
Key Behavior	<p>Prepares and budgets for annual acquisition requirements.</p>
Key Behavior	<p>Trains staff in effective negotiation skills and procurement integrity to ensure best value for the taxpayer dollar.</p>
Key Behavior	<p>Prepares requests and statements of work (SOWs); functions as or delegates the role of Contracting Officer's Technical Representative (COTR) on service, operations, construction contracts and PSC contracts.</p>
Key Behavior	<p>Provides training or ensures training requirements are fulfilled for designated Executive Office COTR Delegation of Authority responsibilities.</p>
Key Behavior	<p>Prepares and negotiates Executive Office COTR Delegation of Authority Letters as required.</p>

Key Behavior	Responsible for Simplified Acquisitions (<\$100,000) for purchases.
Key Behavior	Oversees credit card program in Mission for OE purchases.

Knowledge of...

- US Government Purchase Card program, policies, and guidelines; is trained as the Organization Program Coordinator (OPC); supervises the cardholders; and supervises the mission cardholders. Ensures prompt approval of payments.
- The EPICS and GLASS procurement systems.
- The DoS GSO system in ILMS Ariba.
- Familiarity with the Buy America Act/Source Origin Rules.
- Familiarity with JFOC procedures.
- PSC contracting and contract management.
- Construction Contracting.

Skills in...

- Certified as a COTR / AOTR.
- Strong negotiation skills.

<p>General Services Operations, Facilities Management and Construction Management</p>	<p>Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition accountability and disposition, disposal of expendable and non expendable property including automotive and office equipment, ; and standards development for issuing and controlling Mission personal property. Manages Mission motor pool. Provides services for vehicle maintenance, travel, shipment of personal effects and equipment, customs clearance, negotiation of leases for residential properties, contracts for structural modifications and changes, vital and Mission records, TDY staff support, and VIP visit support. Develops plans for consolidation of services coordinating closely with the Embassy. Implements Mission space planning in coordination with M/OMS. Manages construction of needed facilities, including plans, specifications, designs, cost estimates and justifications, in conjunction with M/OMS, to meet all US government and host country requirements.</p>
<p>Key Behavior</p>	<p>Responsible for the accountability, disposition, and disposal of expendable and non-expendable property, vehicles and automotive equipment, office supplies and office equipment both leased and purchased.</p>
<p>Key Behavior</p>	<p>Manages the operation of the mission Motor-pool, including vehicle life cycle replacement program, spare parts and routine maintenance. Conducts accident investigation as required. Oversees driver training program and ensures efficient and effective use of resources.</p>

Key Behavior	Provides services for travel, shipment of personal effects and Mission furnishings and equipment, customs clearance, negotiation of leases for residential properties, and contracts for structural modifications and changes.
Key Behavior	Provides overall direction for the USAID Mission general services function, which includes leasing and maintenance of housing and office space, warehousing, personal property acquisition, accountability and disposition, disposal of expendable and non-expendable property, automotive and office equipment, and standards development for issuing and controlling Mission personal property.
Key Behavior	Manages operation of Mission personal property including property requisition process, warehousing accountability and disposal of non-expendable equipment and supplies.
Key Behavior	Develops standards for issuing, care and accountability of Mission personal property.
Key Behavior	Manages PSCs and contractor workforce for services contracted by the EXO office, i.e. training, deliveries, that ensure high quality customer service and standards.
Key Behavior	Coordinates and oversees service delivery from the Embassy ICASS. Ensures services are delivered equal to or greater than established Collaborative Management Initiative (CMI) standards.
Key Behavior	Manages Mission Communications and Records program according to USAID records management standards.

Key Behavior	Provides logistics and management support for TDY staff support and Congressional Delegations (CODELs) and other high-level visitors.
Key Behavior	Manages space planning in coordination with M/OMS and the Embassy.
Key Behavior	Manages construction of needed facilities, including review and approval of plans, specifications, designs, cost estimates, justifications to meet all US government and host country requirements.
Key Behavior	Coordinates with the Embassy to prepare and implement consolidation of services.
Key Behavior	Maintains the highest levels of transparency, accountability and consistency in providing services.

Knowledge of...

- State ILMS System and its modules.
- E2 Travel Management Application.
- USG, Foreign Affairs Manual and USAID travel administration policies, including the Fly America Act and Agency Business Class policy.
- Barscan, State NEPA and personal property inventory management systems.
- Construction Management best practices and construction contracting.
- New Motor Vehicle Management System (VMIS).

Skills in...

- Negotiation.

Abilities in...

- Managing projects in a multi-cultural team environment.

Contract, Cooperative Agreement and Grantee Administrative Support	Advises the Contracting Officer, COTR, contractors, and grantees on the administrative support available for implementing partners for USAID activities and provides support during the contract period within the contract provisions. Develops the request and statement of work and serves as COTR for administrative service contracts.
Key Behavior	Works with partners, contracting officers and assistance officers to ensure orderly close-out of their activities, particularly as they dispose of USG-purchased property.
Key Behavior	Provides administrative services support as determined necessary.
Key Behavior	Works with the host government on the tax and duty free entry of project goods and services, to the degree necessary.
Key Behavior	Provides advice and guidance on working in the host country, application of U.S. government allowances, clearance processes, and of contractor and local hire compensation plans as required.
Key Behavior	Updates implementing partners on evolving security issues and changes in threat levels, in coordination with RSO.
Key Behavior	Advises implementing partners on local salary scales and benefits for locally hired staff.
Key Behavior	Participates in the design and review of the administrative and logistical components of development assistance activities.

Knowledge of...

- Bi-lateral agreement with host government.

Abilities in...

- Building coalitions and communication networks.
- Managing and building teams.
- Communicating in writing to a variety of multi-cultural organizations.

<p>Interagency Liaison Services</p>	<p>Advocates for USAID at interagency committees and on initiatives within the Embassy. Committees may include the ICASS Council, Joint Awards Committee, Post Employment Committee, Property Survey Board, and Emergency Action Committee. Advocates for USAID at Interagency Housing Board meetings. Provides USAID's workforce planning information for the annual Mission Performance Plan. Participates in rightsizing decisions. Coordinates with Health Unit for medevacs and health related initiatives. Coordinates support for CODEL, POTUS and FLOTUS visits. Serves on FSN association board. Coordinates with CLO for all personnel arrivals, and Mission activities.</p>
<p>Key Behavior</p>	<p>Participates in reviews from DoS Office of Allowances on post allowance, danger pay, COLA, and changes in post specific entitlements.</p>
<p>Key Behavior</p>	<p>Participates in rightsizing decisions.</p>
<p>Key Behavior</p>	<p>Represents USAID on Interagency Housing Board and serves as Mission advocate to ensure equitable assignment of housing.</p>
<p>Key Behavior</p>	<p>Coordinates with Health Unit for medevacs and health related initiatives.</p>
<p>Key Behavior</p>	<p>Represents USAID in Interagency Incentive and Recognition Awards program.</p>
<p>Key Behavior</p>	<p>Serves on FSN association board.</p>

Key Behavior	Represents USAID on ICASS council. Coordinates and oversees service delivery from Embassy ICASS.
Key Behavior	Represents USAID on Emergency Action Committee and Post Committee.
Key Behavior	Coordinates with the Embassy on General Services Operations, Facilities Management and Construction Management.
Key Behavior	Coordinates with Community Liaison Office (CLO) for all personnel arrivals and Mission activities.

Knowledge of...

- ICASS handbook, 6 FAH.
- All Embassy functions and activities.
- Post Housing Handbook
- Post Emergency Action Plan.

Skills in...

- Negotiation.
- Presentations to large and diverse groups.

Abilities in...

- Resolving conflict and seek common ground.
- Managing and building teams and interagency coalitions.

Emergency Response Operations/Mission Disaster Relief Operations	Develops and executes emergency response plans and procedures. Promotes awareness in first responder training. Assists with alternate communications center and support. Administers logistics for emergency evacuations and temporary Mission shut down.
Key Behavior	Prepares Mission Disaster Recovery plan.
Key Behavior	Represents USAID interest on the Emergency Action Committee and Post Committee
Key Behavior	Participates in formation of post Draw Down plan.
Key Behavior	Assists with alternate communications center and support.
Key Behavior	Administers logistics for emergency evacuations and temporary Mission shut down.
Key Behavior	Promotes awareness in first responder training.

Knowledge of...

- Evacuation procedures.
- Post emergency action plan to include evacuation procedures.
- The Ambassadors Emergency fund and process for implementation.
- The Operations of OFDA and Civilian Response Corps (CRC).
- Familiarity with threat types and threat levels of location.
- The emergency procedures.

Abilities in...

- Leading and direct others during a security or safety crisis.
- Leading and make informed decisions during a crisis.
- Leading and providing leadership of confidence during a crisis or emergency response.
- Making critical decisions under pressure.

ICASS Management	Manages ICASS operating cost systems for workload counts and time allocations, staffing organizations, and multi agency governance.
Key Behavior	Negotiates accurate and equitable work load counts.
Key Behavior	Ensures efficient and effective delivery of services,
Key Behavior	Monitors Collaborative Management Initiative (CMI) uniform service standards.
Key Behavior	Advocates for completion of customer service survey.
Key Behavior	Ensures invoices are signed and MOUs are in place.
Key Behavior	Utilizes customer service survey results.

Knowledge of...

- All aspects of the ICASS Handbook, both financial and operational.
- First-hand experience managing the USAID delivery of general services to USAID customers for those general services now being delivered by ICASS to USAID customers.
- Familiarity with Rightsizing and consolidation decisions and issues.
- ICASS software.
- The role of the ICASS Service Center.

Skills in...

- Analytical skills to connect the dots between ICASS service delivery systems and poor USAID customer service satisfaction, and to identify corrective solutions.
- Communication skills for achieving results in conflict situations and counseling customer.

Abilities in...

- Building interagency coalitions.

- Being persuasive.

Executive Secretariat for the Front Office	<p>On behalf of the front office, participates in a wide range of communications and liaison efforts to support internal operating unit communications, inter-agency relationships, donor coordination, counterpart partner organization, and host government relationships. Responsibilities also include preparing and ensuring quality and management control of Mission documents, reports and requests for information, and liaison events.</p>
Key Behavior	Supports front office in a wide range of efforts from the overall perspective of the operating unit (executive memos, talking point, speeches, correspondence, signing ceremonies, issues/options papers, etc.)
Key Behavior	Quality and management control (policy and procedural) and compliance, including facilitating clearances within and between offices.
Key Behavior	Coordinates and communicates to facilitate inter-agency relationships.
Key Behavior	Facilitates Donor Coordination, particularly for portfolio-wide and cross-cutting issues. This includes meetings with donors (in lieu of Mission Director), attending donor coordination meetings, and responding to other donor requests for information.
Key Behavior	Prepares Mission response for Mission Director to various information requests and solicitations from Congress, Embassy, AIDW, other USG, host government, donors, other development partners, and private individuals.

Key Behavior	With the RLA and Mission Director, develops and negotiates Assistance Agreements with the host government.
Key Behavior	Liaises and cooperates with the national data dissemination entities.
Key Behavior	Prepares Mission Risk-based Assessment Reports.
Key Behavior	Coordinates for MCC potential and threshold program countries.

Strategy Development	Oversees various elements of strategic analysis and planning, including analysis on cross-sector issues, environmental considerations, and the impact of U.S. assistance. Responsibilities also include drafting the USAID Strategic Plan and new AOs, as well as ensuring conformity with USG priorities.
Key Behavior	Oversees strategic analysis and planning and on-going cycle of strategy formulation (analysis, synthesis, and decision-making) and implementation (implementation, action, and evaluation) at assigned level (Mission, bureau, agency, etc.)
Key Behavior	Leads the drafting and finalizing of the USAID Strategic Plan for submission to Washington for approval.
Key Behavior	Leads the process to finalize the USAID Strategic Plan, incorporating comments from Washington for USAID regional Bureau approval.

Key Behavior	Synthesizes and ensures conformity between USG priorities, USAID strategy environment, policy directives, and development experience.
Key Behavior	Ensures conformity of proposed activity/project designs with USAID and whole-of-government strategic plans, policies, and directives.
Key Behavior	Assists technical offices in the development of new AOs for approval.
Key Behavior	Prepares justifications for USAID intervention at the sector or cross-sector level; prepares documentation for submission to USAID/W at the pre-design stage.
Key Behavior	Identifies requirements for and arranges for supplementary and ad-hoc sector or cross-sector analyses beyond those required by ADS guidance.
Key Behavior	Coordinates with Mission/Bureau Environment Officer to ensure completion of 118/119 Environmental Analysis.
Key Behavior	Conducts or procures analyses, as needed or indicated, of US assistance impacts on the host country or region.
Key Behavior	Participates in roundtables and forums at which US strategies, programs, and projects are discussed or coordinated with other donors or agencies.

Budget Cycle Management	Manages the budget cycle processes to align in an optimal manner budget resources with program strategy and policy objectives. Includes coordinating and guiding the completion of several annual reports and analyses related to the budget cycle, including the MSP, CBJ, PPR, OYB, OMB Pass-back, budget allowances, and partnerships with groups outside of USAID (Embassy staff, technical teams, OMB, and USAID/W)
Key Behavior	Mission Strategic Plans (MSP)- Coordinates with Embassy MSP coordinator to define USAID's role in the preparation of Performance Goal Papers, MSP budget requests and tables, and results reporting.
Key Behavior	MSP- Leads the drafting and finalizing of the Foreign Assistance section of the narrative.
Key Behavior	MSP- Coordinates with Embassy personnel to determine budget levels and areas where increases will be requested.
Key Behavior	MSP- Disseminates guidance; assembles and packages inputs for USAID contribution to the Mission Strategic Plans.
Key Behavior	Congressional Budget Justification (CBJ)- Disseminates guidance; assembles and packages inputs Mission-wide for CBJ submission with AO teams.
Key Behavior	CBJ- Leads the development of the Budget Performance Assessments (BPAs) with indicators and targets.

Key Behavior	CBJ- Oversees and coordinates with technical teams, Washington Desk Officers and LPA on the preparation, submission, and expiration of separate Congressional Notifications, as needed.
Key Behavior	Operational Year Budget (OYB)- Submits final OYB matrix for last year & reconciles funds.
Key Behavior	OYB- Assures that technical teams are aware of earmark levels and earmark definitions.
Key Behavior	OYB- Requests allowances for carryover and urgent funding.
Key Behavior	OYB- Coordinates with Desk Officer on Country Checklists and ensures preparation of Activity Checklist to assure all Pre-Obligation requirements are met. Provide verification that previous year earmarks were met.
Key Behavior	OYB- Keeps the MD and Bureau updated on the status of current OYB obligations.
Key Behavior	OMB Pass-back- Follows receipt of OMB pass-back figures, leads the process to allocate funds across AOs, remains transparent and impartial, and communicates needed information to SO teams.
Key Behavior	OMB Pass-back- Assures that earmark levels are met and technical teams understand earmark definitions.
Key Behavior	OMB Pass-back- Develops proposed OYB allocation for future years, based on pipeline analysis of past and new activities. For unresolved differences, suggests proposed solutions to Mission Director.

Key Behavior	OMB Pass-back- Sets OYB for current FY upon appropriation of funds.
Key Behavior	Budget Allowances- Determines need for Emergency Funds during Continuing Resolution (CR).
Key Behavior	Budget Allowances- Receives and process budget allowances from regional bureau.
Key Behavior	Budget Allowances- Provides input and completes 653 (a) reports to Congress.
Key Behavior	Budget Allowances- Liaises with Bureau controller on allowance issues.

Partnering	Leads efforts in donor coordination, public private partnerships and interagency coordination to achieve common objectives and leverage development resources with external partners.
Key Behavior	Explores alternate and innovative funding ventures, including public-private partnerships, joint activities with multilateral banks, support to private sector endeavors, and similar activities.
Key Behavior	Participates in donor assistance coordination meetings, particularly those requiring a cross-sector approach and that are not sector-specific.
Key Behavior	Serves as point of contact for interagency coordination.

Program Operations and Reporting	Leads Mission/Operating Unit performance reporting efforts, including preparation and coordination of Mission input to reports requiring a broad understanding of USG programs, congressional mandates and topics of special interest to the Administration. Responsibilities also include responding to information inquiries from USAID/W and external audiences.
Key Behavior	Leads Mission/Operating Unit performance reporting efforts and ensure the overall cohesion of the PPR and other ad hoc reporting.
Key Behavior	Prepares or coordinates Mission input to reports requiring broad understanding of USG programs in country, including congressional inquiries, reports required by host country, donor coordination forums, UN family agencies and others.
Key Behavior	Prepares periodic reports on congressional mandates, including microenterprise, gender, civilian-military cooperation and earmark utilization, directives and issues of special interest to the Administration.
Key Behavior	Prepares and submits responses to inquiries originating in regional bureaus and desk offices.
Key Behavior	Provides information on USAID programs as required by country team, Mission management or external audiences.
Key Behavior	Insures operating unit compliance on a series of applicable regulations, especially mandatory provisions of the most recent ADS 200.
Key Behavior	Program Performance Review (PPR)- Provides guidance to technical offices on information needed for the PPR.

Key Behavior	PPR- Sets up and leads portfolio reviews to inform the PPR.
Key Behavior	PPR- Reviews end-of-year pipelines and compares to AO projections to prepare for the budget request.
Key Behavior	PPR- Drafts or reviews draft of Assistance Objective narratives for technical offices and compiles final versions.
Key Behavior	PPR- Writes parts of PPR/CBJ/Resource Request.
Key Behavior	PPR- Edits entire document for cohesion, content, clarity, results, and completeness.
Key Behavior	PPR- Coordinates with all offices and management to finalize the report.

Program Management	Management of the implementation of cross-cutting programs and other interventions implemented through the program office to further the USAID country strategy.
Key Behavior	Manages implementation of cross-cutting programs.
Key Behavior	Carries out all Mission training responsibilities as defined by ADS 252 for Participant Training.
Key Behavior	Serves as Mission Approver for Visa Compliance for Exchange Visitors.
Key Behavior	Ensures that all scopes of work are prepared for U.S. Mission Special Initiatives (e.g. Roma education, GDAs, persons with disabilities, hospice care, anti-trafficking etc.)
Key Behavior	Prepares required reporting documentation for all Mission and/or Agency special initiatives.
Key Behavior	Coordinates responses to unsolicited proposals, funding request letters and other expressions of interest in USAID and USAID support.
Key Behavior	Initiates and updates Mission policies and procedures (Mission Orders) on matters pertaining to strategy and activity development and approval, pre-obligation requirements, gender, participant training, unsolicited proposals, and portfolio reviews.

Monitoring and Evaluation	Takes the lead in providing advice, support and management for various aspects of monitoring and evaluation activities required from the Mission, including PMPs, Portfolio Reviews, Joint Portfolio Reviews, revision of Mission Orders, data-quality assessments and GIS/mapping. When appropriate, officers may also liaise with IG on the preparation, conduct and follow-up of audits.
Key Behavior	Provides advice and support to technical teams, COTRs and activity managers in the development of Performance Monitoring Plans and tools.
Key Behavior	Periodically reviews existing evaluations and monitoring programs and advise Mission leadership about additional opportunities for sector and cross-sectional evaluations.
Key Behavior	Develops scopes of work and supervises or manages evaluation teams.
Key Behavior	Manages portfolio reviews.
Key Behavior	Assists AO teams in revising PMPs based on Portfolio Reviews.
Key Behavior	Works with AO teams to review plans to see if indicators are relevant, targets are set for next year, and whether there are data collection problems.
Key Behavior	Assists technical offices with data-quality assessments and helps guide technical teams to ensure credibility of reporting data.
Key Behavior	Monitors progress in implementing decisions and other follow-up action issued from portfolio reviews.

Key Behavior	Works with technical offices to determine and document indicators to be reported in the PPR.
Key Behavior	Leads USAID participation in Joint Portfolio Reviews with the host Government and implementing partners.
Key Behavior	Recommends programs for audit.
Key Behavior	Works with IG in the preparation, conduct, and follow-up of audits.
Key Behavior	Monitors compliance with legislative requirements such as the Federal Managers' Financial Integrity Act (FMFIA).
Key Behavior	Verifies required level of host country contributions.
Key Behavior	Acts as the Mission/operating unit focal point for GIS/Mapping for country.

Public Outreach and Communication	Coordinates and assists in all aspects of official public outreach and communication, including media relations and special events, coordination with State and USAID public affairs offices, branding compliance, and management of outreach materials and websites.
Key Behavior	Manages media relations (interviews, press trips).
Key Behavior	Coordinates with Embassy Public Affairs Section and LPA/W.
Key Behavior	Insures branding compliance.
Key Behavior	Develops and updates USAID outreach materials (country sheets, program descriptions, etc.).
Key Behavior	Develops and keeps up the USAID Mission website.

Key Behavior	Manages VIP visits and other publicity events.
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Activity and Project Design and Development	Overseas the design and development of activities and projects for the Project Development function and prioritizes program/projects based on Agency need.
Key Behavior	Applies selected design tools and methods to activity and project design, including logical framework, results frameworks, ends-means, SWOT analysis and other tools.
Key Behavior	Assures that program/project designs are integral to the Strategic Plan and address Strategic Plan cross-cutting themes.
Key Behavior	Conceptualizes and writes or review project and activity documentation including concept papers, project design documents, interim reports, and modification documents, implementation plans, monitoring and evaluation plans, detailed activity and project budgets, assessments, and activity approval documents.
Key Behavior	Participates in, oversees, advises, acts as a resource person, and/or leads the project design teams across all USAID sectors.
Key Behavior	Structures project and activity design matching concepts with their appropriate modes of assistance, implementation and financing.
Key Behavior	Develops detailed budgets for projects, activities and acquisition documents.

Key Behavior	Undertakes assistance impact analyses, e.g., cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments.
Key Behavior	Disseminates guidance, assemble and package inputs for USAID contribution to the Mission Strategic Plans.
Key Behavior	Disseminates guidance, assemble and package inputs mission-wide for CBJ submissions with AO teams.
Key Behavior	Assists in negotiating assistance agreements with host countries.
Key Behavior	Ensures that program design conforms with USAID policy legislative requirements prior to any required RLA clearance.
Key Behavior	Assures compliance with USG and Agency rules and regulations regarding project design.

Knowledge of...

- Design tools and methods, including systems analysis, logical framework, results frameworks, ends-means, SWOT analysis, and other tools
- Strategic plans and strategic analysis impacting USAID activities (National Security Strategy, Quadrennial Diplomacy and Development Review, etc.), policy papers and directives, lessons learned from development experience, and pre-design assessments.
- Modes of assistance (project assistance, non-project assistance [cash transfers, sector grants, commodity import programs, etc.]) models of acquisition and payments.
- Assistance documentation, including requests for proposals and requests for applications.
- Standard project analyses best practices, including cost-benefit analyses, financial plans, social soundness analyses, biodiversity, and gender assessments, etc.

- Acquisition set-aside mechanisms, including 8(a), small business, and others.

Activity and Project Implementation	Oversee all aspects of activity and project implementation, from the first stage of implementation through monitoring progress after initial implementation, to ensure goals are achieved.
Key Behavior	Identifies and resolves project/activity implementation bottlenecks.
Key Behavior	Prepares or coordinates preparation of information for Congressional Budget Justification (CBJ) and Program Performance Reviews (PPRs).
Key Behavior	Reviews end-of-year pipelines and compares to SO projections to prepare for the budget request.
Key Behavior	Drafts or reviews draft of Assistance Objective narratives for technical offices and compile final versions.
Key Behavior	Negotiates Strategic Objective Agreements, amendments and reporting requirements that include results and performance reporting to the host country government, as well as cost-sharing reporting to USAID.
Key Behavior	Writes parts of PPR/CBJ/Resource Request.
Key Behavior	Edits entire document for cohesion, content, clarity, results, and completeness.
Key Behavior	Convenes final meeting with AO teams and management to finalize reports.
Key Behavior	Develops and implements a mission-wide evaluation plan, in coordination with program office.

Key Behavior	Coordinates with Acquisitions Officer and AO Teams for preparation of fiscal year's Procurement Plan, including determination of field support mechanisms.
Key Behavior	Determines Congressional Notification requirements and prepare/submit Congressional Notifications where required.
Key Behavior	Drafts new Project Agreements and amendments.
Key Behavior	Ensures that all pre-obligation requirements have been met (i.e., for new activities, environmental regulations, adequate planning, etc.).
Key Behavior	Schedules, coordinates and convenes mission-wide portfolio reviews, project reviews, and approval meetings and prepares for the PPR-CBJ process.
Key Behavior	Ensures compliance with USAID Host Country Contribution (HCC) requirements.
Key Behavior	Reviews and recommends action on documents submitted to meet conditions precedent.
Key Behavior	Prepares and manages project performance and implementation letters, waivers, other implementation documents.
Key Behavior	Writes or reviews requests for proposals, requests for application, and other acquisition documents.
Key Behavior	Chairs technical evaluation committees and advises acquisition officer during technical discussions and cost negotiations.

Key Behavior	Promotes diversity in contracting by suggesting appropriate usage of 8(a) set-asides, small business set-asides and other set-aside mechanisms.
Key Behavior	Assesses data collection needs and progress.
Key Behavior	Participates in site visits to monitor progress.
Key Behavior	Assures compliance with USG and Agency rules and regulations in relation to project implementation.

Knowledge of...

- Contractor/Grantee annual report formats and best practices.

Project Development Monitoring and Evaluation	Monitor and evaluate projects by continuously assessing the project, including project scope, design, impact, and progress.
Key Behavior	Synthesizes a wide range of information and documentation to produce project or activity level designs including USAID's strategic environment, policy directives, development experience and pre-design assessments.
Key Behavior	Writes or reviews scopes of work for a broad range of activities, including designs, assessments, evaluations and implementation activities.
Key Behavior	Identifies project design and implementation issues, draft issues papers, and create consensus on and advise management on solutions to resolve these issues.
Key Behavior	Undertakes assistance impact analyses, e.g., cost-benefit analyses, financial plans, social soundness analyses, biodiversity, gender assessments, PMPs and GDAs; and ensure integration of key findings and best practices in design.
Key Behavior	Assures that Contractor/Grantee annual reports feed into AO teams' narratives for portfolio review. Provides reality check on SO team projections and ensure HCC/Commodity reporting.
Key Behavior	Prepares summaries of portfolio reviews for submission to interested parties, including mission management.

Key Behavior	Monitors progress in implementing decisions and other follow-up action issued from portfolio reviews.
Key Behavior	Assesses data collection needs and progress.
Key Behavior	Participates in site visits to monitor progress.
Key Behavior	Assures that M&E findings are incorporated into future project implementation and design.
Key Behavior	As the subject matter expert, assures compliance with USG and Agency rules and regulations on M&E.

Knowledge of...

- Roles of different development partners in development (private sector, donors, interagency processes).
- Data collection procedures and best practices.

Skill in...

- Performing assessments/analyses of other studies that provide information useful for designing and monitoring USAID activities.

Knowledge Areas

The successful execution of all BS94 competencies requires a working knowledge of these areas.

Knowledge of...

- USAID strategic analysis, planning, and implementation procedures, environment, and policy directives ADS 200 series-planning, implementing and M&E; ADS 204 Environmental Compliance, ADS 604 forward funding
- Evaluation basics
- General front office operations and documents
- Quality and management control policies and procedures, including intra-agency clearance procedures
- Inter-agency coordination issues and dynamics
- Donor coordination issues and best practices
- Communications policies and procedures, including VIP visit issues and best practices
- Documentation required for Mission response to information requests
- Format and best practices of Mission Risk-based Assessment Reports
- National data dissemination entities
- Overall USG priorities and whole-of-government strategic plans, policies, and directives in country
- AO development and approval procedures and best practices, including narrative
- Documentation for USAID intervention justification, including for submission to USAID/W at pre-design stage
- Supplementary and ad-hoc analysis requirements and best practices, including analysis of US assistance impacts and 118/119 Environmental Analysis
- Narrative and other requirements and best practices for documentation, including Mission strategic plan, congressional budget justification, and operational plan.
- MSP inputs, including Performance Goal Papers, budget requests and tables, and results reporting
- All CBJ inputs, format, preparation, and intra-agency coordination
- Pipeline issues and calculation
- All OYB inputs, allocation, matrix and fund reconciliation procedures, including requests for carryover and urgent funding allowances

- Country and activity checklists and pre-obligation requirements
- Emergency fund evaluation procedures
- OMB passback and fund allocation procedures
- Budget allowance processing procedures
- Alternate funding venture issues and best practices
- Performance reporting procedures and documentation
- USG programs in country and common reporting requests from various stakeholders, including country team, Mission management, regional bureaus, desk offices, Congress, host country, donor coordination forums, and UN
- Congressional mandates and issues of special interest to the Administration and periodic reporting requirements for both
- ADS 252 Participant Training responsibilities
- Visa Compliance for Exchange Visitors policies and procedures
- Scope of Work preparation, format, and evaluation best practices
- Performance Monitoring Plans and tools
- Monitoring and evaluation best practices
- Portfolio review procedures and best practices
- Indicator and target selection criteria
- Data collection procedures and quality assessments
- Portfolio Review procedures and best practices
- Mission Order formulation procedures
- Audit policies, procedures, and requirements
- Legislative requirements, such as FMFIA
- Host country contribution agreements
- GIS/Mapping activities in country
- Assistance Agreements and other LSGAs
- Project/activity documentation, including concept papers, project design documents, interim reports and modification documents, implementation plans, monitoring and evaluation plans, detailed activity and project budgets, impact assessments, and activity approval documents.

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- Appropriate formats and quality standards for scopes of work, designs, assessments, evaluations, and implementation activities.
 - Budget cycle, including end-of-year pipelines, SO projections, and Congressional Notification requirements and format.
 - Procedures and quality standards for portfolio reviews, project review and approval meetings.
 - Project/activity design and implementation common issues and bottlenecks.
 - Evaluation plan best practices and implementation process, and technical evaluation procedures and best practices.
 - AR/CBJ/Resource Request and the portfolio review process, documentation and best practices.
 - USAID guidelines, policy, and legislative requirements regarding program design.
 - Procurement Plan best practices, including field support mechanisms.
 - Pre-obligation requirements.
 - Cost Country Contribution (HCC) requirements and HCC/Commodity reporting procedures.
 - Assistance agreement fundamentals, best practices, and cross-cultural negotiation tactics.
 - Principles of post-conflict reconstruction.
 - ADS 200 subject matter expert relating to projects.

Skill Areas

The successful execution of all BS94 competencies requires these skills.

Skill in...

- Rapid synthesis of complex data into condensed format.
- Presentation of complex data to a wide variety of audiences.
- Supervisory skills, particularly of Foreign Service national personnel.
- Operation of standard office software.
- Ability to bridge cultural differences, including those between USG agencies, the military, HG government, the UN family and NGOs.
- Structure and function of the US embassy.
- Drafting and editing of large, complex documents.
- Accurate and timely reporting of development events.
- Drafting and formatting routine correspondence.
- Flowcharting, pert charting, GANTT charting.
- Visual presentation of statistical data.

Financial Management

Series 0501 – Financial Operations

Series 0510 - Accountant

Series 0560 - Budget Analyst

Series 1160 – Financial Operations

Competency	Description
Budget Analysis	Reviews budget data and creates organizational budgets.
Budget Preparation and Planning	Prepares estimates for future requirements for operating programs.
Budget Reporting	Assembles and writes documentation, including statements and justification for budget requests.
Budget Obligations/Expenditures Monitoring	Monitors, tracks, and reports on budget obligations and expenditures.
Budget Reprogramming	Identifies trends indicating a deficit in future funds and develops ways to reconcile the problems.

Budget Justification	Provides accountability to the budget process.
Budgetary Advisor	Serves as resource/advisor for funds control staff.
Professional Accounting	Develops, operates, maintains, and improves financial management systems for the Agency.
Bookkeeping	Responsible for basic financial operations and ensures financial books are appropriately accounted for
Cash Management	Responsible for the day-to-day management of accounting operations that address efficiency and economic with which funds are obligated, transferred, controlled, and reported.
Accounting System Administration	Manages appropriated and non-appropriated funds and accounts for operation and maintenance expenses.
Accounting System Design	Responsible for designing new accounting systems or developing modifications to existing systems.
Staff Accounting	Provides analysis and advice regarding accounting programs, financial systems, or public and private sector businesses.
Budget Analysis	Reviews budget data and creates organizational budgets.
Key Behavior	Prepares estimates for future requirements for a specific operating program.
Key Behavior	Consolidates estimates into an integrated budget.

Knowledge of...

- Predetermined formulas.
- Standard budgetary methods, practices, procedures, regulations, precedents, policies, and other guides of the installation.
- Basic missions, functions, and organizational structure of the Agency and its divisions.
- The roles central agencies, such as OMB, Treasury, GSA, and OPM play in government operations.
- Public laws, executive orders, OMB circulars, bulletins, agency directives, Comptroller General decisions, and court opinions governing the Agency's management processes.

Budget Preparation and Planning	Prepares estimates for future requirements for operating programs.
Key Behavior	Verifies estimates received from others within USAID.
Key Behavior	Evaluates the realism of budget projections.
Key Behavior	Participates in Agency strategic planning processes.

Knowledge of...

- Standard budgetary methods, practices, procedures, regulations, precedents, policies, and other guides of the installation.
- Missions, functions, goals, objectives, work processes, and sources of funding.
- Area coding processes.
- Structure of appropriations and other funds that support the Agency's mission.

Budget Reporting	Assembles and writes documentation, including statements and justification for budget requests.
Key Behavior	Obtains and compiles data for use by others within the Agency.
Key Behavior	Prepares data summaries for inclusion in financial reports.
Key Behavior	Prepares period budget-related status reports.
Key Behavior	Ensures accurate portrayal of status of funds.
Key Behavior	Prepares justifications for increased funds and material.
Key Behavior	Analyzes the accuracy and completeness of contractor financial accounting.

Knowledge of...

- Status of funds, expenses, and obligations.

Budget Obligations/Expenditures Monitoring	Monitors, tracks, and reports on budget obligations and expenditures.
Key Behavior	Identifies differences between current spending and the projected estimates.
Key Behavior	Reviews and coordinates of accounting documents and apportionments, allocations and operating budgets.
Key Behavior	Recommends adjustments to accommodate future needs.
Key Behavior	Analyzes financial reports of obligations and expenditures.
Key Behavior	Assures that program funding data is entered correcting into USAID's financial management system.
Key Behavior	Performs reconciliation with accounting.

Knowledge of...

- USAID's financial management system.
- Federal procurement, contract management, and grants management.
- Performance measures, cost accounting, and analysis.
- Productivity improvement systems and business reengineering processes.

Budget Reprogramming	Identifies trends indicating a deficit in future funds and develops ways to reconcile the problems.
Key Behavior	Analyzes fund audits and recommends reprogramming actions.
Key Behavior	Creates justification for reprogramming.
Key Behavior	Plans for program restrictions and revisions to the budget plans.
Key Behavior	Analyzes accounting data and reconciles transactions.
Key Behavior	Studies problem areas in anticipation of correction action needed.

Knowledge of...

- Funds control process.
- Standard budgetary methods, practices, procedures, regulations, precedents, policies, and other guides of the installation.
- Probability theory.

Budget Justification	Provides accountability to the budget process.
Key Behavior	Outlines Agency's financial program for use in briefings.
Key Behavior	Examines budgetary and accounting data.
Key Behavior	Supports preparation of the budget submissions and Congressional Presentations.

Knowledge of...

- Agency's budget operations and processes and how obligations and expenditures are incurred for assigned program areas.

Skills in...

- Cost-benefit analysis

Budgetary Advisor	Serves as resource/advisor for funds control staff.
Key Behavior	Recommends solutions to budget problems.
Key Behavior	Recommends budget adjustments due to unanticipated program changes.
Key Behavior	Negotiates agreements with other federal agencies for funding.
Key Behavior	Negotiates terms of Memoranda of Understanding with other federal agencies.
Key Behavior	Liaises between program managers and budget staff at USAID.

Knowledge of...

- Congressional appropriations and Federal budget preparation processes as they apply to the Agency.
- Current program, budget, and accounting issues and state-of-the-art developments in resources management field.

Professional Accounting	Develops, operates, maintains, and improves financial management systems for the Agency.
Key Behavior	Develops financial information systems following compilation and reporting requirement of the Department of Treasury, the Office of Management and Budget, and Agency-specific legislation.
Key Behavior	Operates, maintains, improves, and evaluates established financial systems.
Key Behavior	Evaluates the adequacy of the Agency's financial management systems
Key Behavior	Evaluates the current data being used in the financial management systems.
Key Behavior	Reviews the system to ensure it satisfies government requirements.

Knowledge of...

- Generally accepted accounting principles, concepts, and theories.
- Applicability and limitations of common accounting practices and formulas.
- Applicability and limitations of computer operations, electronic communications, spreadsheet analysis, and database creation and utilization.
- Legislation, principles of Federal appropriation law, Comptroller decisions, treasury reporting requirements, and OMB instructions.

Abilities in...

- Applying generally accepted accounting principles to theoretical and actual financial problems.
- Adapting concepts, principles, and techniques of disciplines such as economics, business law, statistics, and data processing.

- Organizing, analyzing, interpreting, and evaluating financial and management data in the solution of management, accounting, and taxation problem.

Bookkeeping	Responsible for basic financial operations and ensures financial books are appropriately accounted for.
Key Behavior	Classifies transactions to determine which accounts to debit and credit, the appropriate books of original entry, and the subsidiary records affected.
Key Behavior	Verifies and substantiates accounting data by examining files of accounting document.
Key Behavior	Confirms inclusion of information in accounts.
Key Behavior	Determines if adjustment entries are needed.
Key Behavior	Prepares various reports as necessary.

Cash Management	Responsible for the day-to-day management of accounting operations that address efficiency and economic with which funds are obligated, transferred, controlled, and reported.
Key Behavior	Ensures fiduciary reports accurately reflect results of financial operations.
Key Behavior	Improves accounting controls.
Key Behavior	Applies standards of regulatory agencies.
Key Behavior	Increases efficiencies of systems and operations.

Accounting System Administration	Manages appropriated and non-appropriated funds and accounts for operation and maintenance expenses.
Key Behavior	Updates accounts and determines effect of financial accounting transactions on operation of the organization.
Key Behavior	Oversees the entry of data into various ledgers and records.
Key Behavior	Prepares reports and statements.
Key Behavior	Revises system structure as directed or according to local needs.
Key Behavior	Advises managers on program operations as revealed by accounting data trends and reports.

Knowledge of...

- Characteristics and capabilities of accounting software architecture.

Accounting System Design	Responsible for designing new accounting systems or developing modifications to existing systems.
Key Behavior	Defines the nature and scope of activities to be covered by an accounting system.
Key Behavior	Ensures legislative, GAO, Treasury Department, and OMB requirements are satisfied.
Key Behavior	Designs the system of accounts and provides for account recoding and reconciliation at all appropriate levels.
Key Behavior	Defines transaction security requirements and provides for audit trails.
Key Behavior	Ensures the software architecture provides for future expansion of changes.
Key Behavior	Facilitates system access and query by authorized users.
Key Behavior	Provides timely report generation.
Key Behavior	Oversees new system installation, user training and continual modification of existing systems.

Staff Accounting	Provides analysis and advice regarding accounting programs, financial systems, or public and private sector businesses.
Key Behavior	Develops agency accounting policies.
Key Behavior	Advises on the accuracy of disclosure document and the financial condition of businesses.
Key Behavior	Advises on the effects of newly promulgated laws or the requirement or statements of central oversight agencies such as the Treasury Department, Office of Management and Budget, or the General Accounting Office.

Series 1102 – Contract Specialist

Competency	Description
Activity Program Coordination for Purchase Card	Performs oversight and execution for the Purchase Card Program.
Acquisition Planning	Performs acquisition planning by considering all available sources, methods of procurement (negotiation or seal bidding), milestones, and type of contract to satisfy mission needs while appropriately assessing risk.
Address Small Business Concerns - Annual Reviews	Advises the contracting activity small business specialist and assists the Small Business Administration's assigned representative in conducting annual reviews of small business share, evaluation of contractors' subcontracting performance, and planning to maximize the use of small businesses.
Address Small Business Concerns - Inquiries	Assists small business concerns in understanding how to do business with the government, identifying contracting opportunities in collaboration with the Agency's small business office, and responding to small business inquiries regarding payment delays or problems.
Address Small Business Concerns - Recommendations	Advises the contracting activity small business specialist to provide recommendations on acquisition documents as to whether a particular acquisition should be set aside for one of the Small Business programs.

Advanced Cost and/or Price Analysis - Evaluate Fee Plans	Evaluates award fee/incentive fee plans and arrangements for adherence to policy and guidance.
Advanced Cost and/or Price Analysis - Evaluate Price	Evaluates the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations.
Advanced Cost and/or Price Analysis - Price Positioning	Develops positions on pricing-related contract terms and conditions to aid in developing the Government's position.
Advanced Cost and/or Price Analysis - Recommend Positions	Supports special cost, price, and finance efforts by researching, analyzing, and providing recommended positions that are in the best interests of the Government.
Agreement Award - Award Documents	Prepares award documents in accordance with type of assistance and federal and Agency regulations.
Agreement Award - Recipient Dispute Resolution	Determines responses to recipient disputes in accordance with the terms of the grant/cooperative agreement and Federal and Agency regulations.

Agreement Award - Responsibility Assessment	Assesses prospective award recipient's responsibility and management competence.
Agreement Evaluation	Evaluates proposals against selection criteria to identify applications that are acceptable or can be made acceptable.
Agreement Performance Management - Analyze Amendments	Analyzes and administers amendments to agreements – such as revision to grant funding allocations; key personnel and subgrants; additional funding, program description changes, revisions to provisions, and extensions – in accordance with terms of the award and regulations.
Agreement Performance Management - Resolve Performance Problems	Resolves agreement performance problems by engaging award recipient and CTO to gather facts, determine remedies, and initiate remedial actions in order to find and provide a solution.
Agreement Preparation and Negotiation	Prepares for negotiations, discussions, and awards by requesting pre-award surveys as needed, reviewing technical evaluation memos, and conducting cost analysis to determine if the recipient's program costs are reasonable.
Bid Evaluation - Price Analysis	Performs price analysis to determine whether the lowest evaluated bid is reasonable and provides the best value to the Government.

Bid Evaluation - Sealed Bids	Evaluates the sealed bids in a transparent manner to allow for fair evaluation of price, past-performance, and technical capability.
Business Advice	Provides proactive business advice on requirements documentation based on analysis of requirements and performance-based approaches to find the best solution to satisfy mission requirements.
Close-out Contracts	Closes-out contracts following proper procedure to ensure property disposition, final payments, and documents/clearances have been received.
Contract Administration	Conducts post-award orientations to address customer concerns and contractor's responsibilities for performance contract. Administers contracts by monitoring CTO feedback and contractor performance, and enforcing contractor compliance with contract requirements. Terminates contracts using applicable FAR if it is in the best interest to the government.
Contract Pre-Award	Conducts market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources, suppliers, and services, including prospects for small-business set-asides. Conducts pre-solicitation industry conferences, analyzes responses to draft solicitation terms and conditions to promote full and open competition. Documents source selection, publicizes proposed procurements, and evaluates sealed bids. Evaluates proposals and quotes against technical and cost evaluation criteria.

Contract Award - Conduct Debriefings	Conducts pre/post-award debriefings for all unsuccessful offerors when requested to ensure appropriate disclosure of information.
Contract Award - Prepares Documents	Prepares award documents to award contract / issue task or delivery orders after ensuring fund availability and obtaining reviews and approvals.
Contract Award - Select Awardee	Selects the awardee who, in the Government's estimation, provides the best value.
Contract Justification	Justifies the need to negotiate or award the contract without full and open competition or, in a multiple award scenario, without providing for fair opportunity to be considered based on business strategies and market research.
Contract Performance Management - Administer Contracts	Administers contracts by monitoring CTO feedback and contractor performance and enforcing contractor compliance with contract requirements.
Contract Performance Management - Advise Contractor	Analyzes, negotiate and prepare claim file for final CO decision and advise contractor, including appeal rights.
Contract Performance Management - Contract Problems	Resolves contract performance problems by gathering facts, determining remedies, and initiating remedial actions in order to find and provide a solution.
Contract Performance Management - Past Performance Evaluation	Ensures past performance evaluation is initiated to ensure documentation of performance including contracting officer input and decision.

Contract Termination - Settlement	Negotiates contract settlement following proper procedures in coordination with agency general counsel and other offices, as appropriate.
Contract Termination - Termination	Terminates contracts using applicable FAR if it is in the best interest in the government (show cause, cure notice, termination for convenience or default).
Cost and Price Analysis	Develops positions on pricing-related contract terms and conditions to aid in developing the Government's position. Evaluates contractors proposed cost/price for use in preparing for complex negotiations.
E-Business Tools	Uses e-business systems and automated tools to promote standardization, efficiency, and transparency. Performs oversight and execution for the Purchase Card Program
Initiation of Work - Establish Contract Responsibilities	Plans for contract administration regarding delegating administrative functions; designating, training and managing Cognizant Technical Officers (CTOs); and formally establishing all contract administration responsibilities.
Initiation of Work - Post Award Orientations	Conducts post-award orientations to address customer concerns and contractor's responsibilities for performance of the contract.
IPRA Negotiation and Cost Accounting Standards Administration	Negotiates indirect cost rate agreements (NICRAs) for billing purposes and administers cost accounting standards to ensure contractors' compliance.
Issue Changes and Modifications	Analyzes the need for contract modifications and negotiate and issue contract modifications, as required.

Justifications/Terms Determination for Assistance	Determines the appropriate justifications and waivers, includes appropriate provisions and/or special provisions (e.g. financing/payments, etc.) based on technical requirements and regulations, and undertakes accordingly.
Market Research	Conducts market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and/or services, including prospects for small-business set-asides.
Negotiate Indirect Pricing Rates Agreements & Administer Cost Accounting Standards	Negotiates indirect cost rate agreements (NICRAs) for billing purposes and administer cost accounting standards to ensure contractor's compliance.
Payment Requests	Resolves disputes, claims, or questioned costs regarding contractor request for payments, including cost reimbursement payments, progress payments, or performance-based payments.
Position Development and Negotiation	Prepares for negotiations/discussions/awards by reviewing audit and technical reports, performing cost and/or price analysis, and developing pre-negotiation position to include identifying potential trade-offs.
Preparation and Negotiation - Positioning	Prepares for negotiations / discussions / awards by reviewing audit and technical reports, performing cost and/or price analysis (or reviewing price analysts reports), and developing pre-negotiation position to include identifying potential trade-offs.
Pre-Solicitation Conferences	Conducts pre-solicitation industry conferences and analyzes responses to draft solicitation terms and conditions to promote full and open competition.

Process Protests	Reviews and processes protests to determine whether to withhold award or stop performance pending outcome of the protest.
Procurement Analysis - Advise on Procurement Matters	Provides analysis to advise on procurement matters, including contract documentation, legislation issues, and congressional inquiries impacting contracting matters.
Procurement Analysis - Change in Process	Provides input on high-level legislation and policy matters to recommend and/or lead change in the procurement process.
Procurement Analysis - Contract Review Board	Provides business advice while participating on the Contract Review Board (CRB) to ensure compliance with all regulatory requirements and a logical and defensible business decision with a responsible organization or entity.
Procurement Analysis - Guidance on Compliance	Provides guidance on statutory/regulatory compliance to develop procurement policy and changes in procedures while having an active role on special policy development teams.
Procurement Analysis - Oversight and Review	Performs oversight and reviews contract files, compiles lessons learned, and ensures consistent policy application.
Procurement Policy	Provides analysis to advise on procurement matters including contract documentation, legislation issues, and congressional inquiries impacting contracting matters. Advises on high-level legislation and policy matters to recommend and/or lead change in the procurement process.
Proposal Briefing	Conducts briefing for technical evaluation committee (TEC) members to instruct them on handling of source selection information, conflict of interest, non-disclosure, and evaluation methodology.

Proposal Evaluation	Evaluates proposals and quotes against technical and cost evaluation criteria, and requests technical and pricing support, if needed, to identify offers that are acceptable or can be made acceptable.
Proposal Review	Conducts review of submitted proposals to ensure offers meet the requirements of the solicitation (e.g., page limitations, separation of technical and cost information, proposal information required in various sections, etc.).
Responsibility Determination	Determines contractor responsibility in accordance with the FAR and agency regulations (e.g., by assessing financial resources, ability to comply with delivery/performance, satisfactory performance, etc.).
Small Business Competition	Ensures solicitations and promotes small business subcontracting opportunities.
Small Business Socio-Economic Programs	Assists small business concerns in understanding how to do business with the government, identifying contracting opportunities in collaboration with the Agency's small business office, and responding to small business inquiries regarding payment delays or problems.
Solicitation of Offers - Conference	Conducts pre-bid or pre-proposal conference to inform offerors of the requirements of the acquisition and seek industry comments.
Solicitation of Offers - Publicize Procurement	Publicizes proposed procurements to promote full-and-open competition.
Solicitation of Offers - Respond to Inquiries	Responds to pre-award inquiries by issuing amendments or taking other appropriate actions that are in the best interest of the Government and conform to

	FAR/AIDAR/ADS.
Solicitation of Offers - Written Solicitation	Issues a written solicitation consistent with the requirements documents, acquisition plan and source selection plan, that includes the appropriate provisions and clauses tailored to the requirement [e.g. method of financing, Government property, intellectual property, organizational conflict of interest (OCI)].
Solicitation of Offers for Assistance - Application Type	Determines the appropriate type of application --Request For Agreement (RFA) and Annual Program Statements (APSS)--based on technical requirements and regulations, and undertake accordingly.
Solicitation of Offers for Assistance - Award Type	Determines the appropriate award type of assistance-- Grant, Cooperative Agreement, Global Development Application/Collaboration Application, Public International Organization--based on technical requirements and regulations, and undertake accordingly.
Solicitation of Offers for Assistance - Conference	Conducts pre-proposal conferences to inform applicants of the identified requirement of the grant and/or cooperative agreement.
Solicitation of Offers for Assistance - Pre-award Inquiries	Responds to pre-award inquiries by taking the appropriate action according to assistance regulations and/or input from the technical client office to resolve questions.
Solicitation of Offers for Assistance - Publicize Requirement	Publicizes proposed requirements to promote competition, to the maximum extent possible.

Solicitation of Offers for Assistance - Written RFA	Issues a written Request for Application (RFA) consistent with the annual procurement plan; the program description; selection criteria; and appropriate provisions tailored to the requirement.
Source Selection - Competitive Range	Establishes the competitive range to determine which of the offers will be considered for the award.
Source Selection - Hold Discussions	Decides whether to hold discussions based on results of the evaluation, when it is in the U.S. Government's best interest to do so.
Source Selection - Planning	Documents a source selection plan that is consistent with public law, federal regulations, agency policies, and other guidelines.
Special Requirement Consideration	Considers socio-economic and other requirements including small business, labor, environmental, foreign, gender, health, source/origin/nationality, and mentor-protégé in accordance with FAR/agency guidance.

Series 2130 – Traffic Management

Competency	Description
Traffic Management Specialist	Manages or participates in managing a transportation or traffic program involving (1) operating a transport or traffic system to move passengers or commodities of an organization when there is accountability for operating costs, (2) operating a transportation system to provide common carrier types of services to shippers, and (3) procuring common or other carriers and other transportation services to move an organization's personnel, freight, and/or other commodities.
Traffic Management Surveying	Conducts or participates in conducting surveys and studies of the traffic management function, operating methods, procedures, and performance.
Traffic Management Presentation	Presents on traffic matters before Federal, State, or local regulatory bodies.
Traffic Loss and Damage Assessment	Performs loss and damage prevention work when this includes responsibilities such as policy and procedures formulation and studies of traffic operations and services.
Traffic Policy Negotiation	Negotiates with carriers and/or regulatory bodies on questions of rates, transit privileges and charges, special services and charges thereof, and classification of commodities.
Traffic Advisory Services	Provides advisory service involving commodity analysis from the transportation standpoint.

Automation of Documentation	Adapts to changes in documenting systems used by USAID so that traffic management duties may be performed more efficiently and effectively.
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Traffic Management Specialist	Manages or participates in managing a transportation or traffic program involving (1) operating a transport or traffic system to move passengers or commodities of an organization when there is accountability for operating costs, (2) operating a transportation system to provide common carrier types of services to shippers, and (3) procuring common or other carriers and other transportation services to move an organization's personnel, freight, and/or other commodities.
Key Behavior	Plans and directs the overall traffic management program of an organization or unit.
Key Behavior	Negotiates rates and routings with carriers.
Key Behavior	Develops, plans, evaluates, and advises on traffic management policies and programs.
Key Behavior	Develops, adapts, and implements policies and plans to support the mission of the agency or installation served.
Key Behavior	Develops transportation plans to support a particular program or function, such as mobilization.
Key Behavior	Develops criteria and methodology for forecasting and scheduling cargo and/or passenger movements for agency use.

Knowledge of...

- Particular transportation programs; i.e., freight, personal property, and/or passenger.
- Transportation requirements and systems for specific geographic areas (international, continental United States).
- Functions or programs that require transportation support, e.g., contract administration, supply, storage, distribution, or inventory management.
- Program operations to identify and define requirements for the use of automated systems.

- Regulations and agency specific policies.

Traffic Management Surveying	Conducts or participates in conducting surveys and studies of the traffic management function, operating methods, procedures, and performance.
Key Behavior	Conducts traffic studies.
Key Behavior	Studies the general development, application, and impact of traffic management programs, policies, and operations, rather than focusing on individual shipments or transportation of passengers.
Key Behavior	Analyzes and evaluates effectiveness of shipment and transportation programs involving material and/or passengers and recommend alternative strategies to improve efficiency and economy of operations.
Key Behavior	Studies, analyzes, and evaluates the potential benefits of using automation to improve efficiency of transportation operations.
Key Behavior	Determines data requirements and makes recommendations for the automation of transportation administrative operations and systems.
Key Behavior	Surveys and evaluates transportation program operations to assess compliance with applicable regulations, policies, procedures, and sound management practices.

Traffic Management Presentation	Presents on traffic matters before Federal, State, or local regulatory bodies.
Key Behavior	Plans and leads USAID meetings and presentations at Government and non-government conferences, seminars, and meetings.
Key Behavior	Represents USAID as a contractual authority at a variety of high-level industry meetings and contract justification sessions.

Traffic Loss and Damage Assessment	Performs loss and damage prevention work when this included responsibilities such as policy and procedures formulation and studies of traffic operations and services.
Key Behavior	Monitors carrier performance and recommends or takes action to suspend or remove from service carriers that fail to perform satisfactorily.

Traffic Policy Negotiation	Negotiates with carriers and/or regulatory bodies on questions of rates, transit privileges and charges, special services and charges thereof, and classification of commodities.
Key Behavior	Represents the organization's position in disputes, such as disagreements over rates and charges.
Key Behavior	Analyzes transportation costs to develop alternatives in procurement, storage, distribution, or stocking procedures.
Key Behavior	Reviews carrier applications for approval to transport freight and distribute guidance for the use of approved carriers.
Key Behavior	Analyzes and evaluates legislative and regulatory proposals for potential impact on transportation programs, recommend revisions, and prepare implementing guidance.
Key Behavior	Reviews and analyzes the terms of contracts to determine the most effective arrangements for transporting passengers and material.
Key Behavior	Evaluates contractors' capability of meeting contractual requirements for passenger transportation and/or shipment of completed products.
Key Behavior	Maintains liaison with transportation industry representatives and organizations to evaluate industry proposals and deal with matters of mutual interest.

Knowledge of...

- Contract methodology for the procurement of specific transportation services.

Traffic Advisory Services	Provides advisory service involving commodity analysis from the transportation standpoint.
Key Behavior	Analyzes and advises on transportation matters.
Key Behavior	Provides advisory services to operating program managers on transportation program requirements, capabilities, policies, and procedures.

Automation of Documentation	Adapts to changes in documenting systems used by USAID so that traffic management duties may be performed more efficiently and effectively.
Key Behavior	Reviews to make sure that the rate was correctly charged under the contract.
Key Behavior	Ensures that people are following the rules and regulations which are updated daily/regularly through ADS 522 (automated directive systems).

Knowledge of...

- ILMS (State Department International Logistics Management System).
- The E2 Health System.
- The Phoenix Financial System.
- ADS 522.

Abilities in...

- Working with future integrations of E2 and Phoenix.

Information Technology

Series 0391 - Telecommunication Specialist

Series 2210 - Information Technology Management

Competency	Description
Accessibility	Employs tools, equipment, and technologies used to help individuals with disabilities use computer equipment and software.
Artificial Intelligence	Maintains understanding of the principles, methods, and tools used to design systems that perform human intelligence functions.
Business Process Reengineering	Manages methods, metrics, tools, and techniques of Business Process Reengineering.
Capacity Management	Monitors, estimates, and reports actual performance or the performance capability of information systems or components.
Capital Planning and Investment Assessment	Utilizes the principles and methods of capital investment analysis or business case analysis, including return on investment analysis.

Computer Forensics	Employs tools and techniques used in data recovery and preservation of electronic evidence.
Computer Languages	Develops using computer languages and their applications to enable a system to perform specific functions.
Configuration Management	Plans and manages the implementation, update, or integration of information systems components.
Cost-Benefit Analysis	Analyzes principles and methods of cost.
Data Management	Employs the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes.
Database Administration	Responsible for the principles, methods, and tools for automating, developing, implementing, or administering database systems.
Database Management Systems	Uses database management systems and software to control the organization, storage, retrieval, security, and integrity of data.
Distributed Systems	Comprehends principles, theoretical concepts, and tools underlying distributed computing systems, including their associated components and communication standards.
Electronic Commerce (e-Commerce)	Manages principles, methods, and tools for conducting business online, including electronic data interchange.

Embedded Computers	Reviews specifications and uses of specialized computer systems used to control devices (for example, automobiles, helicopters), including the appropriate programming languages.
Encryption	Provides procedures, tools, and applications used to keep data or information secure, including public key infrastructure.
Hardware	Manages specifications, uses, and types of computers.
Hardware Engineering	Deploys the principles, methods, and tools for designing, developing, and testing computer or computer.
Human Factors	Utilizes the principles, methods, and tools used to identify and apply information about human behavior, abilities, limitations, and other characteristics to the design of tools, machines, systems, tasks, jobs, and environments for effective human use.
Information Assurance	Manages methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.
Information Resources Strategy and Planning	Manages principles, methods, and techniques of information technology (IT) assessment, planning, management, monitoring, and evaluation, such as IT baseline assessment, interagency functional analysis, contingency planning, and disaster recovery.
Information Systems Security Certification	Uses principles, methods, and tools for evaluating information systems security features against a set of specified security requirements.

Information Systems/Network Security	Employs methods, tools, and procedures, including development of information security.
Information Technology Administration and Management	Plans, coordinates, and executes business functions, resource allocation, and production.
Information Technology Architecture	Uses architectural methodologies in the design and development of information systems, including the physical structure of a system's internal operations and interactions with other systems.
Information Technology Contracting/Procurement	Develops various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.
Information Technology Performance Assessment	Uses the principles, methods, and tools (for example, surveys, system performance measures) to assess the effectiveness and practicality of information technology systems.
Information Technology Research & Development	Reviews scientific principles, methods, and tools of basic and applied research used to conduct a systematic inquiry into a subject matter area.
Infrastructure Design	Knowledge of the architecture and typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another.
Knowledge Management	Organizes collected information and manages the methods of sharing that information throughout an organization.

Logical Systems Design	Utilizes the principles and methods for designing business logic components, system processes and outputs, user interfaces, data inputs, and productivity tools (for example, CASE).
Modeling and Simulation	Provides mathematical modeling and simulation tools and techniques to plan and conduct test and evaluation programs, characterize systems support decisions involving requirements, evaluate design alternatives, or support operational preparation.
Multimedia Technologies	Uses the principles, methods, tools, and techniques for developing or applying technology using text, audio, graphics, or other media.
Network Management	Manages the operation and maintenance of network and telecommunication systems and linked systems and peripherals.
Object Technology	Knowledge of the principles, methods, tools, and techniques that use object technology to combine data and processing.
Operating Systems	Manages computer network, desktop, and mainframe operating systems and their applications.
Operations Support	Follows procedures to ensure production or delivery of products and services, including tools and mechanisms for distributing new or enhanced software.
Organizational Development	Adheres to principles of organizational development, change management theories, and their applications.

Process Control	Utilizes the principles, methods, and procedures for the automated control of a process, including the design, development, and maintenance of associated software, hardware, and systems.
Product Evaluation	Researches and analyzes external products to determine their potential for meeting organizational standards and business needs.
Quality Assurance	Employs principles, methods, and tools of quality assurance and quality control to ensure a product fulfills functional requirements and standards.
Requirements Analysis	Identifies, analyzes, specifies, designs, and manages functional and infrastructure requirements; includes translating functional requirements into technical requirements used for logical design or for presentation of alternatives.
Risk Management	Manages methods and tools used for risk assessment and mitigation of risk.
Software Development	Utilizes the principles, methods, and tools for designing, developing, and testing software in a given environment.
Software Engineering	Consolidates software engineering design and development methodologies, paradigms, and tools; the software life cycle; software reusability; and software reliability metrics.
Software Testing and Evaluation	Uses the principles, methods, and tools for analyzing and developing software test and evaluation procedures.

Standards	Identifies standards that either are compliant with or derived from established standards or guidelines.
System Testing and Evaluation	Utilizes principles, methods, and tools for analyzing and developing systems test and evaluation procedures and technical characteristics of IT systems, including identifying critical operational issues.
Systems Integration	Integrates the principles, methods, and procedures for installing, integrating, and optimizing information systems components
Systems Life Cycle	Adopts systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.
Technical Documentation	Develops and follows procedures for developing technical and operational support documentation.
Technology Awareness	Understands developments and new applications of information technology (hardware, software, telecommunications), emerging technologies and their applications to business processes, and applications and implementation of information systems to meet organizational needs.
Telecommunications	Operates transmissions, broadcasting, switching, control, and telecommunications systems.
Web Technology	Utilizes the principles and methods of web technologies, tools, and delivery systems, including web security, privacy policy practices, and user interface issues.