

6 FAH-5 H-160

ASSESSING ICASS EFFECTIVENESS: ANNUAL PERFORMANCE ASSESSMENT

(CT:ICASS-5; 07-21-2006)
(Office of Origin: RM/ICASS)

6 FAH-5 H-161 RESPONSIBILITIES

(CT:ICASS-5; 07-21-2006)
(Applies to participating ICASS agencies)

- a. As part of the accountability and feedback process, the council chairperson, in consultation with the council members (voting), prepares a comprehensive assessment memorandum for each service provider commenting upon the overall performance of the supervisor and the support provided in each of the service areas. It is the responsibility of the service provider to evaluate its compliance with the service standards it is providing, relying on the objective measures set forth in those standards. Further, the service provider should give its findings to the post ICASS council chairperson before the chairperson begins preparation of the annual assessment memorandum. It is recommended that Posts conduct regular customer satisfaction surveys, based to the extent practical on quantifiable service standards at post, as part of the annual assessment process.
- b. At many posts, council chairs will have to prepare multiple assessment memoranda. State's administrative section, for example, might provide service in 10 cost centers at post so the council chair would prepare and sign a memorandum contrasting provision of service with the established performance standards in those service areas. At the same post, the regional security officer (RSO), who now reports to the deputy chief of mission (DCM), might provide service in two cost centers, leading the council chair to draft and provide to the DCM an assessment memorandum on those cost centers. Where a non-State agency provides service in one or more cost centers, the council chair would have to prepare a third assessment memorandum on the service in those cost centers that it would provide to the rating officer of the supervisor of the unit providing those services prior to the preparation of that agency's annual performance report. In all cases, the council chair is responsible for asking when the service provider's annual performance report must be written and providing the rating officer input well in advance of the

agency's deadline.

6 FAH-5 H-162 EXPANDING THE ASSESSMENTS PROCESS

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- a. A successful post where ICASS is a true partnership between an active, effective council and service provider(s) will go beyond the minimum requirements of ICASS. At these posts, the emphasis will be on the team working together to improve conditions for the community as a whole. While posts, utilizing local empowerment, can develop their own approaches to fostering and maintaining a team-oriented partnership.
- b. The focus of whatever assessment mechanism the post ICASS partnership (council and service provider) develops, should be on improving the quality and reducing, where possible, the cost of administrative support operations as well as fostering and maintaining the quality of the working relationship between council and service provider. The quality of the service provider is clearly the responsibility of both parties and is an essential prerequisite to improving the quality or reducing the cost of services. The post's own assessment approach or system will result from a mutual agreement that is clear and well known to all before the beginning of the year. Changes at any subsequent point again will result from mutual agreements. Unilateral dictates by either side at post are the sign of a dysfunctional ICASS partnership and the harbinger of tough times ahead. Where an ICASS partnership concentrates on improving the quality of the ICASS partnership and the services it delivers, the obligatory assessment memorandum will be a noncontroversial by-product of an effective system.

6 FAH-5 H-163 ENCOURAGEMENT TO RATING/REVIEWING OFFICERS

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(Applies to participating ICASS agencies)

Rating and reviewing officers are highly encouraged to consider the use of ICASS assessment memoranda in the formal agency evaluation, but inclusion is left solely to their discretion. It is assumed that ICASS responsibilities are included in an officer's work requirements statement to reflect the support provided to other agencies. In that regard, it should be noted that the instructions for the preparation of Form DS-1829, U.S. Foreign Service Employee Evaluation Report, state that "In discussing

performance, work done for other agencies or outside the rater’s personal supervision may be cited, drawing as appropriate, on any evaluations submitted by the beneficiaries of the employee’s work.” For USAID, the council input represents an important part of the 360-degree evaluation process.

6 FAH-5 H-164 THROUGH H-169 UNASSIGNED