

# GLOBAL HEALTH CORPS

August 2013

## Partner Timeline and Management Guide

2013

# Partner Timeline and Management Guide

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# (1) Timeline

|                   |   |
|-------------------|---|
| August 26         | Request for applications opens  |
| October 4         | Partnership application deadline  |
| October 18        | Notifications about partnership status to all applicants (accepted, accepted contingent on funding, not accepted)                         |
| November 1        | Part 1 GHC Fellowship application opens   |
| November 4        | Partners finalized  |
| November 18       | Specific fellowship job descriptions due to GHC   |
| November 25       | GHC notifies partners about cost-sharing commitment and partners sent Memorandum of Understanding (MOU) and full partner guide for review |
| December 6        | Job descriptions for fellowships posted. Part 2 Fellowship application opens  |
| January 26        | Fellowship application closes   |
| Jan 27- Feb 25    | Fellow application review and semi-finalist selection   |
| February 15       | Cost-sharing commitment from partner organization finalized   |
| April 1           | MOU signed between GHC and partner organization   |
| March 3 - 23      | GHC Interviews US and African semi-finalists  |
| March 25          | Partner organization receives finalists from GHC for each position  |
| March 26-April 11 | Partner organization interviews with finalists  |
| April 15          | First round offer sent to selected fellows  |
| April 15 - May 15 | Placement org supervisors meet with GHC staff   |
| May 15            | Fellow Arrival + Logistics Form due to GHC  |
| May 16            | Fellow class finalized  |
| June 1-July 1     | Check-in phone call between partner organization supervisor and fellow team   |
| June 29           | GHC Training & Orientation for full fellow class at Yale University   |
| July 13           | Fellows depart New Haven for placement sites  |

## (2) Fellow Support and Management

### Pre-Arrival

- GHC requires that before extending an offer to fellows, the placement organization has identified a manager within the organization who will supervise and mentor the fellow team throughout the year.
- When offering the fellowship position to a candidate, GHC provides and requires the signing of an offer letter, GHC Code of Conduct and Fellow Corps Commitments.
- GHC encourages the placement organization to also sign an agreement directly with each fellow stipulating the terms of the fellowship. We also encourage placement organizations to require the fellows to sign any core organizational employment policies (e.g. code of conduct or sexual harassment policy).
- In April or May 2014 (dates vary on a country basis) the Placement Organization supervisor/s will attend a meeting with GHC staff to review placement organization and GHC responsibilities.
- GHC requires each organization submits a Fellow Arrival + Logistics Form by May 15. This form includes information about grant and payment information, fellow housing, emergency response contact information and other details.
- Between June 1 and July 1, GHC requires that the fellows' manager have at least 1 phone conversation with the fellow team in order to alert them to any adjustments in the job description or shifts in organizational priorities, as well as to begin to build the fellow-manager relationship.
- The placement organization will work with the international fellow to help him/her prepare any required materials for his/her work permit and submit required materials in a timely manner. This is especially important when work permits must be obtained before entering the country (i.e. Malawi and the United States). For placement organizations in the United States, GHC will work with our partner Atlas Corps to obtain J-1 visas for international Fellows. More detailed information about the visa process and required preparations in each country will be provided in April 2014.

### Upon Arrival

- Fellows' manager should create time within the first days of arrival to introduce the fellow pair to the organization and its team and to orient the fellow team to their assignments for the year. This orientation should include a review of relevant HR policies and emergency and security protocols.
- Within the first 3 weeks of arrival we ask managers to work with fellows to create a workplan for the year. This workplan will be submitted to GHC within 1 month of fellows' arrival on site.

## Throughout the Year

Once fellows begin work with the partner organization, GHC strives to have them treated as closely to other equivalent staff or volunteers as possible. This means:

- Fellows should be expected to work the same hours as other equivalent staff with a minimum of 40 hours per week
- Fellows should adhere to partner organization policy on vacation and personal time
- Fellows should receive regular feedback and communication from their manager (ideally a weekly check-in)
- Partner organization supervisors are asked to conduct a mid-year and end of year coaching session with each of the fellows.

Partner organizations will also be asked to release fellows 3 times during the year so that they are able to participate in GHC training activities—for a 2-day workshop in October or November, a 4-day mid-year retreat in January or February, and an additional 2-day workshop in April or May. Additionally, fellows will be requested to participate in recruiting and selection activities (up to 3 days) and may be asked to attend certain events or conferences. Fellows should not be required to use vacation days to attend these events.

## GHC Training and Support

During the year, fellows participate in a program involving a series of trainings, discussions and activities with fellows, advisors and alumni. The aims of GHC programming are to support young professionals in their growth as global health practitioners and leaders, and to build a sense of community and shared values among GHC fellows.

We believe this program not only makes fellows more effective and motivated during the fellowship year, but helps to build better leaders for the future. Through participation in the program, fellows build a community that is a source of strength during the fellowship year and remains an important resource throughout their lives. This program includes:

### *Training and Retreats*

- *Training Institute:* The goal of these 2 weeks is to engage the fellows in critical thinking and reflection about their roles as leaders and practitioners, as well as to provide some intellectual frameworks for approaching challenges they will face in the field.
- *Quarter 1 and Quarter 3 Workshops:* 2-day workshops conducted on a country basis. May require some fellows to miss 1 day of work.
- *Mid-Year Retreat:* Required 4 day meeting in January or February 2014. Will require fellows to miss up to 5 days of work. Fellows evaluate progress towards the goals they set at training, share successes and frustrations. They also engage in some reflective activities around how they are living their values, how they are pushing themselves as leaders, and how they can better collaborate and support one another.

- *End of Year Retreat:* The purpose of the end of year retreat is to bring the fellows back together at the close of the fellowship in order to reflect on successes and challenges throughout the year, to reconnect with the GHC community, and to make commitments and set goals for post-fellowship life.

### *GHC Staff Site Visits and Check-Ins*

- Regional staff and global staff conduct regular visits and phone calls with fellows. These provide space for fellows to discuss any issues in their work, with partner organizations or partner fellows or with cultural or personal issues.
- Fellows will receive 2 site visits at their place of work, as well as 3 check-in phone calls or meetings with GHC staff during the fellowship year.
- The first check-in phone call is done with each fellow within a month of their arrival on site.
- The first site visit by regional staff is done within the first quarter, before Nov 1.

### *Knowledge Sharing and Communications*

- *Blogging:* GHC has a public blog that fellows are required to write posts for once a quarter, totaling in 4 over the course of the fellowship year. The blog is a space for fellows to share their work and invite conversation with a wider audience. It is also an opportunity for fellows to keep track of, comment on and celebrate the work of their peers.
- *Public Engagement:* Because GHC Fellows should be developing as leaders who can communicate effectively and build the movement through engagement of others, all fellows are required to fulfill a Public Engagement Requirement where once in each half of the year (2 in total) their voices are heard by a larger audience in ways such as speaking at a conference, having an article published or presenting at a GHC recruiting event.
- *Distance Learning:* GHC is working on developing different platforms to continue to facilitate knowledge, idea and resource sharing across the GHC community. In addition to the Facebook groups, where fellows are encouraged to share links to interesting articles, jobs and other resources, GHC is piloting Learning Tracks, which will act as organic spaces for fellows and alumni to openly collaborate in order to build upon and tap into the communal breadth of knowledge held by the GHC community, even when geographically far apart.

### *Accompaniment Program*

- Together with the organization Still Harbor, GHC has created an accompaniment program designed to provide emotional, spiritual, and mentor support for fellows particularly in their efforts to develop deeper awareness of self and others.
- Chaplains are available to fellows for confidential individual discussions on a wide range of issues throughout the year
- Mental health assessment, support and referral services are also available to fellows through Still Harbor

## *Professional Development and Networking Opportunities*

- *Professional Development Fund:* Fellows can request these funds for the study of a language or skill that will significantly enhance their effectiveness during the fellowship year. Some examples include a weekly language tutorial, an EMT training class or a Microsoft Excel course. Fellows can also request funds for an activity, trip or event that will advance their professional development.
- *Community Building and Networking Events:* On occasion GHC will also host “Meet the Fellows” receptions with key partners, providing an opportunity for fellows to meet a range of partners and advisers. GHC staff will also occasionally organize brown-bag lunches and other informal social gatherings on a country-basis.
- *Advisor Program:* Fellows can opt-in to our advising program by completing an advisor request form. They are matched with a leader in the field who commits to a monthly meeting or phone call to provide advising on technical challenges, career or graduate school advice.

## (3) Placement Organization Support

In addition to supporting our fellows, GHC wants our partner organizations to thrive! GHC provides partners with resources, networking, collaboration opportunities and access to talent as part of the support we offer our partners.

### A. Partner Portal and Additional Resources

GHC designed an online Partner Portal site for easy access to GHC resources and information. The Partner Portal includes the following:

- Training materials, reading assignments, and presentations from all GHC trainings, workshops and retreats
- Fellow forms and onboarding guides
- General information about GHC programs and policies
- All GHC staff contact information
- Links to the GHC blog, Facebook and Twitter accounts

All of the resources that GHC posts we consider to be open source and are thrilled when partners adopt our templates for use within their organizations. In the past, organizations have used the templates for our workplan, have disseminated articles from training for their staff to read, and have used our onboarding guide to bring on new hires in addition to fellows.

### B. Networking Opportunities

#### *GHC Events*

Partners are invited to all GHC community events within each country. These events allow for placement organizations to meet one another, as well as other GHC fellows and alumni, and provide opportunities for greater collaboration and connection.

### *GHC community collaboration opportunities*

GHC is happy to be a connector between our partner organizations as well as ally organizations as a way to promote collaboration and capacity building, so feel free to be in touch with any GHC staff to request an introduction.

## **C. Connecting placements to talent**

In addition to placing two GHC fellows with our placement organizations, we can also connect you with talent to fill other roles within the organization.

**Hiring fellows post-fellowship:** In addition to many placement organizations hiring their fellows at the end of the fellowship year, some also hire fellows from other placement organizations to join their team at the end of their fellowship year.

**Talent Pipeline:** GHC has a repertoire of high achieving individuals and is often approached by placement organizations for recommendations to fill vacant positions. GHC sends out job opportunity announcements regularly to the alumni network.

During the selection period, GHC and placement organization often find that they have more great candidates than they are able to offer fellowships to. In the past, organizations have not only brought on fellows from the application pool, but also hired full-time employees who were finalists for GHC fellowship positions.

## **(4) Cost-Sharing Model**

Global Health Corps works with organizations of all sizes. We have different financial models to accommodate the range of organizations we work with.

We ask different levels of contributions from placement organizations based on their budget size. At a minimum, placement organizations must cover fellow work expenses, any employee taxes and work visa fees. Cost considerations include housing, monthly living stipend for fellows, health insurance, vaccinations and prophylaxis, professional development funds, completion award and fellow travel and programming – as detailed below. For further details on contribution expectations for US and Africa-based placements please see Appendix A.

### **A. Housing and Utilities**

#### *Housing Overview*

GHC requires that fellows are provided housing and utilities throughout their fellowship year. Alternatively, fellows may opt to select a housing allowance of equal value if they choose not to live in arranged housing. Housing in the US is arranged by Global Health Corps. Housing is typically arranged by placement organizations in East and Southern Africa and in general, is at the discretion of partners. However, we do require that:

1. Fellows are safe and their property is reasonably secure in the provided housing. Fellows are not required to go to great measures or expense to feel secure.



2. If a fellow's housing situation becomes unsafe for any reason, the placement organization will react appropriately and adjust living arrangements accordingly.
3. Housing is equipped with basic furniture in bedrooms, kitchen, and common living space. Please see below for more specific details on the minimum standards for fellow housing.
4. Fellows have a reasonable amount of privacy. It is preferred that fellows have single rooms though we understand that shared rooms are the norm for staff at some placement organizations.
5. Fellows have access to running water and a power source (even if inconsistent)

For fellows placed in existing staff housing or housing that is owned or rented by the placement organization, we require that:

1. Fellows are treated on par with an equivalent level employee or volunteer within the partner organization in terms of their access to and placement within the housing.
2. If meals or cleaning services are provided, clear expectations about payment are set with the fellows up front.
3. Many of our fellows have families. Partners are not required to provide housing for family members, but we ask that you do what you can to accommodate fellow needs in this circumstance. When possible, if staff housing cannot accommodate families, we ask that partner organizations provide a housing allowance to the fellow.

Global Health Corps does not discriminate against candidates who are disabled, and we require that placement organizations make appropriate housing accommodations if necessary.

## B. Living Stipend

GHC requires that placement organizations provide fellows with a monthly stipend. GHC requires that the stipend be above a certain floor, on a country-by-country basis. The minimum stipends (in USD) are as follows:

- Burundi: \$550
- Malawi: \$650
- Rwanda: \$650
- Uganda: \$550
- USA: \$1100 (gross/pre-tax)
- Zambia: \$650

Please note that **with the exception of the US**, this amount is in reference to the take-home sum for the fellows. **The placement organization must cover any transaction fees or taxes in addition to that amount to ensure that fellows receive the above amount in pocket each month.** GHC strongly prefers that fellows be paid in USD whenever possible, to minimize the impact of currency fluctuations on fellow payments.

**In the US:** \$1100 gross (i.e. pre tax). If fellows are included as employees, employer and employee taxes should be withheld from the \$1100 amount. If fellows are included as consultants, they will be responsible for paying their own taxes on the \$1100 sum.

Placement organizations may choose to provide additional funding above the minimum required stipend

if they so desire, but both fellows at the same placement organization must earn the same salary.

### *Payroll Cycle*

GHC asks that placement organizations indicate the schedule according to which payroll will be processed for fellows on the Arrivals and Logistics Form (sent out in May).

If the organization's regular payroll cycle does not start until the end of the month, whenever possible we ask placement organizations to issue the fellows' first month's pay during or before the second week of August.

We also ask that the fellows' final paychecks, including the completion award, are issued during or before the second week of July. This is to ensure smooth fiscal transition for fellows leaving the country at the end of the fellowship.

## **C. Health Insurance**

Global Health Corps is committed to ensuring that every fellow has quality health insurance (and travel insurance when appropriate) for the duration of the fellowship year.

### *For American fellows working in Africa*

We provide travel health insurance for American fellows working in Africa through iNext(<http://www.inext.com>). The policy covers emergency medical expenses up to \$500,000 in any healthcare setting, without the need for prior authorization or a referral. The policy also covers prescription medications, emergency medical evacuation, political evacuation, physical therapy, limited sports coverage, emergency dental and vision benefits, and repatriation of remains.

If a placement organization provides health insurance coverage to staff, fellows can opt into that, as long as arrangements are made before the fellows reach the placement site, and as long as the cost is approximately the same (\$500 per year per fellow). Insurance is purchased by GHC in early May 2014, before fellows arrive at training and will be valid through mid-August 2015.

### *For African fellows working in Africa*

If a placement organization provides health insurance to its employees, the organization has the option of adding the national fellow to the organization's insurance policy. This is often the most cost-effective way to provide coverage for national fellows. Health insurance offered to fellows must include doctor and hospital care, prescription medicines, and emergency dental and vision benefits.

For fellows working at placement organizations without an employee health insurance policy, GHC can enroll fellows in a GHC policy specific to each country. If under the cost-sharing agreement between GHC and the placement organization, GHC is responsible for health insurance, the placement organization invoices GHC for the monthly or annual premium as part of the quarterly grant process.

### *For American fellows working in the US*

GHC asks each American fellow working in the US to select an individual health insurance plan or be added to their family or spouse/partner's plan by September 1. GHC provides a monthly subsidy of up to \$300 for fellows' health insurance costs. We ask that the plans have a low deductible (\$500 or less). GHC will assist fellows in filing and advocating for claims if necessary.

GHC will ask the placement organization to add the GHC monthly health insurance subsidy to the fellow's monthly stipend. GHC encourages partners to arrange fellow payroll in such a way that health insurance funds are not taxed.

### *For international fellows working in the US*

We provide travel health insurance for international fellows working in the US through iNext(<http://www.inext.com>). The policy covers emergency medical expenses up to \$500,000 in any healthcare setting, without the need for prior authorization or a referral. The policy also covers prescription medications, emergency medical evacuation, political evacuation, physical therapy, limited sports coverage, emergency dental and vision benefits, and repatriation of remains.

## D. Vaccinations/prophylaxis

All fellows must receive the required vaccinations necessary for their respective placement countries along with any relevant prophylaxis (ie anti-malaria medication).

## E. Work Visas

With the exception of placement organizations hosting fellows in the United States, all placement organizations are expected to manage the process of procuring a work visa for international fellows when they are required. Partners are also responsible for any related costs of securing a visa. While GHC will support the placement organization in whatever way we can, the procurement of the work visa is the responsibility of the placement organization. For placement organizations who have not had an international staff person before, or who have not managed the process of procuring a work visa or permit in the past, GHC can provide some basic instructions/recommendations.

## F. Employment Status/Taxes

During the fellowship year, fellows are employees of the placement organization, not Global Health Corps. We work to be flexible with the needs and constraints of our partners, and understand that fellows may need to be accounted for differently depending on a placement organization's staffing and financial structures. Any employee-related taxes are the responsibility of the placement organization. Generally we ask that fellows be legally categorized in one of 3 ways:

- *Volunteers/Interns*—Fellows receive a food stipend or volunteer per diem but do not receive benefits and are not subject to employment taxes
- *Consultants*—Fellows receive a monthly stipend but do not receive benefits and do not have employment taxes withheld. Fellows are responsible for reporting their own taxes
- *Employees*—Fellows receive a stipend/modest salary, receive employee benefits and have taxes withheld by the placement organization

As previously mentioned, **regardless of how fellows are categorized, GHC requires that they receive the minimum stipend amount in pocket (after taxes and benefits, excluding US fellows)**

## G. Professional Development Funds

Each fellow is able to apply for as much as \$600 USD during his or her fellowship year. All fellows are eligible to apply for funds from the GHC Professional Development Fund in order to pursue study or

activities during their fellowship year that will contribute to their professional development. The purpose of this Fund is to help fellows develop skills and enhance knowledge and leadership capacity while fellows are in their placements and in their professional careers. GHC typically covers these costs.

## H. Completion Award

Upon completion of the full fellowship year, each fellow receives an award of \$1500.

## I. GHC Training, Programming and Support

During the year fellows participate in a program involving a series of trainings, discussions and activities with fellows, advisers and alumni. The aims of GHC programming are to support young professionals in their growth as global health practitioners and leaders, and to build a sense of community and shared values among GHC fellows.

### *Reminder: Work Expenses*

As mentioned above, we expect that GHC fellows be treated on par with a junior employee or long-term volunteer at the placement organization. Any policy—regarding transport to/from work, transport for work meetings or functions, cell phone minutes, computer usage or laptop ownership—we expect to apply equally to fellows.

Fellows should not have to spend any of their stipends or their own funds in order to perform core work functions. Placement organizations are expected to cover all work expenses and as such, are not included in the cost-sharing agreement.

## (5) Respect in the Workplace

Global Health Corps takes respect in the workplace very seriously. One of our core values is that all fellows, regardless of gender, race, religion, or sexual orientation, have the right to be equal partners in GHC, and the movement for health equity. We seek out partners that share this core value, as well as share policies and norms that help enforce this value.

Global Health Corps emphasizes promoting equity in our training, orientation, retreats, and generally in our organizational culture. The absence of harassment is essential, but insufficient. We expect our fellows to stand up against any structures or norms that perpetuate inequality. Our quarterly reviews include a section for you to comment on their success in this -- please share stories of times when they have been exemplary in strengthening the culture of respect in your organization, and times when they may have fallen short.

Global Health Corps also maintains a non-discrimination policy and a sexual harassment policy. Any fellow deemed to be in violation of such policies may be terminated from the program, and all funds to their placement site may be suspended.

We ask that all partners have a non-discrimination policy and a sexual harassment policy. While all

fellows are a part of our program, our partners are their employers, and thus it is essential that we work with partner organizations to build systems to ensure safety and respect. We ask partners to share their non-discrimination and sexual harassment policies with Global Health Corps, and make a full review of these policies central to fellow orientation. In particular, we ask that all fellows be trained on the process of responding to any conduct that is not in line with partner organization policies.

We look forward to working with you in any way you'd like to collaborate in strengthening cultural norms within our organizations. Let us know if you have any ideas of how we can work towards this goal together. We know that building an effective movement for health equity will require bringing together leaders of all backgrounds in a community that does not only tolerate differences, but finds strength and power in diversity. Thank you for working with us to help build this movement.

## (6) GHC Contacts

If you have any questions about the program or the application process, please contact:

Heather Anderson, VP of Programs

Email: [heather@ghcorps.org](mailto:heather@ghcorps.org)

Office: +1.212.727.4017

Cell: +1.773.383.1482

Barbara Kayanja, East Africa Regional Director

Email: [bkayanja@ghcorps.org](mailto:bkayanja@ghcorps.org)

Phone: +256.77.252.3862

## APPENDIX A

Global Health Corps works with organizations of all sizes. We have different financial models to accommodate the range of organizations we work with. In particular, we ask different levels of contribution from placement organizations based on their budget size. Please note these levels below for Africa and US-based placements.

### AFRICA-BASED PLACEMENTS

#### Organizations with budgets under \$1 million USD provide...

- Employment taxes
- Work visa fees
- Housing and utilities
- 25% living stipend

#### Organizations with budgets \$1 and \$5 million USD provide...

- Employment taxes
- Work visa fees
- Health insurance (National fellow)
- Housing and utilities
- 50% living stipend

#### Organizations with budgets between \$5 and \$20 million provide...

- Employment taxes
- Work visa fees
- Health Insurance (National and International fellows)
- Housing and utilities
- 75% living stipend
- Prophylaxis + vaccinations for International fellow

#### Organizations with budgets between \$20 and \$100 million provide...

- Employment taxes
- Work visa fees
- Health Insurance (National and International fellows)
- Housing and utilities
- 100% living stipend
- Prophylaxis + vaccinations for International fellow

## US-BASED PLACEMENTS

### Organizations with budgets under \$1 million USD provide...

- Employment taxes
- Work visa fees
- Utilities
- Living stipend

### Organizations with budgets \$1 and \$5 million USD provide...

- Employment taxes
- Work visa fees
- Health insurance (National fellow)
- Utilities
- Living stipend

### Organizations with budgets between \$5 and \$20 million provide...

- Employment taxes
- Work visa fees
- Health insurance (National and International fellows)
- Utilities
- Living stipend
- Prophylaxis + vaccinations for International fellow
- Completion award

### Organizations with budgets between \$20 and \$100 million provide...

- Employment taxes
- Work visa fees
- Health insurance (National and International fellows)
- Housing and utilities
- Living stipend
- Prophylaxis + vaccinations for International fellows
- Completion award