

Trip Report: Kimberly Hirsh

Ethiopia HIV/AIDS Care and Support Project
July 11, 2007 – August 5, 2007

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Kimberly Hirsh, HR Partner
July 11, 2007 – August 5, 2007

This trip report contains a high-level summary, aligned with the original scope of work. In addition, a daily detail of activities follows.

SUMMARY OF ACCOMPLISHMENTS

Area	Status
Research and clarify local employment laws	Belachew has local labor laws in Amharic and English.
Review current employee handbook and finalize project employee handbook	Alan Rogosh is in the process of updating the non-HR sections of the handbook. He turned over the HR sections to HR. The new HR Manager, Girma, has reviewed them and commented on changes needed to be in compliance with local laws.
Plan and implement project staffing and recruitment	<ul style="list-style-type: none"> • Offers made and accepted for short-term contracts for: Admin Assistant, IT Manager, Finance Manager. • Offers made and accepted for regular employment for: HR Manager, Admin Assistant, Operations Manager, Accountant. • Candidates screened and identified for: Contracts Officer, IT Specialist, Program Director-HIV/AIDS Integration, Sr. Contracts Manager, Regional Advisors, Receptionist, Operations Director. • Recruitment activities continue for those positions in bullet directly above and other positions.
Finalize local salary structure	Salary structure updated with new 2007 FSN scale and implemented. Salary structures collected from subs Save and Intrahealth. Salary levels are equitable.
Review subs benefits package and finalize project benefits package	Project benefits package will be the same as current MSH projects have in Ethiopia. Subs benefits packages are very similar. Issues raised relative to increasing transportation allowance.
Develop personnel filing system	A filing system exists in the office. It will be transferred from the Finance Manager to the HR Manager, once he starts.
Deliver new hire orientation	New hire orientation delivered to Girma Gebriel, new HR Manager.
Begin process for setting performance objectives for new hire	Delivered draft job descriptions to all new hires. Workplanning in progress. Job descriptions will

	be refined upon completion of workplanning.
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DETAILED ACTIVITY

Thursday, July 12 @ 9pm – Arrived at airport

Friday, July 13

9 am - Met with Haile Wubneh at hotel to get oriented, discuss the award and political environment.

10am-5pm - office. Worked on newspaper ad and model for shared services. Met with Fred, Kate, Alan Rogosh and Negussu.

Issue: Haile raised that positions must be advertised in the paper for 10 days prior to making an employment offer.

Saturday, July 14

10 am - Meetings at hotel with MSH HCSP team: Fred, Kate, Negussu, Haile, and new employees Belkis, Asaminew, Hailu. Agenda: introductions, create shared vision for the project, review and discuss organizational structure, review agenda for the coming week. Distributed proposal to the team.

Issue: discuss first priority staffing needs and org structure, including structure for regional offices – also ask USAID about staged approach for regions.

Issue: Belkis raised that she sits on advisory board at mission of foreign affairs regarding registration guidelines of NGOs and they are concerned about poaching of employees.

5pm – debriefed from day. Need to iterate and finalize vision. Need to brief Bannet. Need to ensure local team understands their accountability.

5:30pm Met again with Alan, Kate, and Rosita about structure for shared support services.

Sunday, Jul 15

Met with Belkis 1:1, Met with Kate 1:1

Edited newspaper ad and emailed it to Belachiew for placement

7 pm Kimberly and Bannet 1:1 about org structure changes (Ops shared services, Belkis's supervisor), my SOW, relationship between field project and Cambridge support team

Issue: Belkis's and Haile's reporting relationship

Monday, Jul 16

8am-12pm USAID meetings with USAID reps, MSH, and partners. Mission Director spoke. Kimberly presented staffing plan (5 minutes). USAID raised issue of HR crisis and not poaching MoH staff.

Rosita met with attorneys in the morning and passed me the contact information. We are not yet contracted with him. Contact information: Israel Tekle, Attorney-at-Law, Phone 011-66305898/Fax 011-662-6530/Mobile 091-120-3740/email israeltekle@ethion.et

2pm-5pm Office. MSH meeting with partners – MSH introductions (Fred), Objectives (Bannet), repeat introduction exercise (Kate) and vision exercise (Bannet), review proposal graphics, discuss org structure. Each MSH individual talks about their own role.

Kimberly met with HR Manager of Save the Children. She raised that Save has available staff as projects are ending. She agreed to pay on our scales and use our titling/banding structure. They have already advertised and cv's are coming in. Kimberly also met with Belachew to discuss additional support staff needs, newspaper advertisement, offer letters, headcount growth, outsourcing payroll, and facilities constraints. Kimberly will revise ad again, send to Belachew, who will deliver it to the papers on Tuesday and it will run on Wednesday.

Kimberly met with Bannet 1:1 about Belkis-Haile reporting relationship.

6:30pm-7:15 Met with Negussu and Bannet to present shared serviced model.

Jennifer Hogan identified a temp admin with HR, Acct, and Ops experience.

Tuesday, July 17

8am-1:30pm attended meetings with USAID and partners. MSH presented project components. One item they stressed is that MSH is expected to coordinate well its efforts in Ethiopia across projects to ensure all our strengths are leveraged. After lunch, partners left and MSH continued with USAID. Issues were raised in regard to opportunities to expand MSH's contract in Ethiopia and an ongoing relationship with FHI.

Issue: USAID requested that we develop a regional organogram in addition to the high level organogram included with the proposal.

2 and 3 pm Interviews with 2 HR Manager candidates

4 pm meet with Intrahealth re HR issues. Referred them to Kate with budget issues and Banner/Fred with workplanning issues.

6 pm meet with Sindu, Admin Assist candidate referred by Haile from Save Finland

Wednesday, July 18

8am-2:30pm drafted job descriptions for named staff and sent to Fred and Bannet for editing. Wrote offer letters, terms of assignment for named staff. Delivered offer packages (including biodata forms) to named staff.

2:30pm-3:30 Initial workplanning meeting with MSH and partner staff

8pm conference call with US support team regarding expansion of MSH activities in Ethiopia.

Thursday, July 19

8:30 am interviewed temporary Executive Assistant for Bannet. Brooke will start part-time on Monday, going to full-time the following week. She will apply for positions long-term. Process her paperwork for contracting payment.

9:00 am-10:30am met with insurance broker Kassahun Zewdie of Ethiopian Insurance Corporation. They currently provide our personal accident insurance and life insurance. They are an international firm with an ability to cover employees when they travel outside of Ethiopia. They reviewed coverage with us and will provide us quotations for basic medical insurance with additions for dental, eyeglasses, and ante-natal/delivery coverage.

Discuss extension of trip for Kate and Kimberly of 1 week and write justification.

Forwarded Bannet's terms to him.

Delivered to Belkis full U.S. offer package.

Wrote Contracts SOW

Friday, July 20

8am-10:30am meetings with USAID to debrief from the week's activities.

2 pm interview with Accounting candidate Nimru. He also met Belachew. He is highly qualified, perhaps overqualified. He may also be a candidate for a subordinate Contracts role. Kimberly forwarded his cv to Heather Rafey for comment.

3:30-6pm meetings with USAID continue to discuss FHI role.

6:30-9pm Diplomatic reception

Issue: MSH is also recruiting HIV/AIDS experts for its work in Nigeria. Discussed with Jennifer F, Jennifer H, and Marcia coordinating on candidates.

Saturday, July 21

Edited job description for new expat position -- Integration Advisor for HIV/AIDS

Sunday, July 22

Arranged for Brook's first day on Monday; she will meet us at the office at 10 for orientation.

Wrote to Kathleen Sullivan about new PBC expat position.

Drafted Senior Contracts Manager job description.

Monday, July 23

8 am to 10 am meeting with USAID and FHI regarding integration

10 am office. Orient Brook, temporary Operations Assistant. She is assisting with workplanning, logistics, and recruitment. She will support both Bannet and Haile until a second assistant is identified. She spent the afternoon scheduling interviews and helping to screen cv's for IT, Finance, and Admin.

2:30 pm Interview Accountant candidate Belay referral from Aseminew. He is also too senior. He has several years USAID experience as an international and supervised a small staff. He is interested and available for short-term consulting work.

2pm and 3 pm Interview panel for HR Manager finalists Girma and Genet (Negussu, Belachew, Hany, Laike)

3:30 Interview IT Manager candidate Menbere referred by Accountant candidate Belay. He is former Oxfam for 10 countries in the region. He is interested and available for short-term consulting work. Next step is for Umar Arshed in DC to interview him.

4pm work planning review as a full group

Issue: None of the new named staff have returned their signed offer letters. Haile wanted to delay his transfer date to August 1, but seems now to have settled on July 16. Asaminew has requested more money since 1 year has passed; Heather and Bannet approved 5%. Hailu has told me that he has some questions.

Debriefed on HR Manager second round interviews. Girma was selected. Salary needs to be negotiated.

Issue: Do we need CO approval for people who charge only part time to bilateral? Yes, per Heather. We should send a blanket letter for all current staff on RPM+/SCMS that will begin charging time to the bilateral per the shared services model. (Note: Heather later changed her guidance on this.)

Emailed Sr Contracts Manager candidate, Kathleen O'Sullivan (internal); she is tentatively interested.

Tuesday, July 24

Site visits to Bole-city health clinic and health offices.

Screened first round of cv's for Program Director-HIV/AIDS candidates.

Wednesday, July 25

Prepared draft salary structure. Analyzed MSH, Save and Intrah's salaries relative to the structure. There is minor cleanup, but no major issues. Both Save and Intrah budgeted pay levels are within MSH ranges, though on the higher end of the ranges.

Issue: Save HR Manager informed me that Save is requesting 10 additional positions to be added to their budget to cover the regions. This was presented to the technical team on Monday afternoon.

Checked HR Manager candidate's references.

Drafted Operations Director job description and circulated to local team. Circulated all new job descriptions (Sr Contracts Manager, Operations Director, Program Director for Integration) to team in Cambridge home office.

Thursday, July 26

a.m. interviewed two IT Manager candidates. Both were good and will be passed on to Umar Ahmed in DC to interview.

Lunch debrief with Kate and Fred regarding trips to the field and cessation of FHI role.

p.m. Two Accountant candidates were interviewed by Belachew. Both were deemed well qualified, but too senior. Kimberly will review cv's received again.

2-4pm debrief with project team about trips to field and FHI role.

Intra Finance Director supplied information for Deloitte and Touche/HST contact person:

Mr. Getu Jemaneh
General Manager
HST Consulting
E-mail: hstconsulting@ethionet.et
Phone No. Office: 251-11-552-7666
Cell Phone: 251-91-167-1090

Notified Heather Rafey of need for subcontract with HST.

All MSH named staff signed and submitted their employment paperwork. Copies were provided to Belachew to run the July payroll.

8 pm met with MSH home office team to discuss short-term needs for continued high levels of LOE from home office staff (Kate O, Kimberly, additional staff).

Received determination from USAID regarding 37.5 hour vs. 40 hour work week.

Issue: the bilateral employees will have a 40 hour work week and the other employees will have 37.5. Notified relevant HR staff in US and Ethiopia.

Friday, July 27

9 am meeting with USAID to debrief on the visit and discuss emergency plan to cover “Care and Support” activities formerly covered by FHI.

11 am meeting with USAID Contracts Officer for post-award debriefing

2 pm MSH management team interviews additional HR Manager candidate Seifu. Team finalized decision to offer Girma the position.

3:30 pm Kimberly 3rd interview with HR Manager finalist Girma. Offer terms to be prepared.

Today was the deadline for cv’s to be received from the newspaper ad.

Saturday, Jul 28

Developed 3 month draft STTA plan with Fred and Kate.

Notify home office/HR regarding status of Operations Director recruitment. Finalized job description based on feedback.

Reviewed Program Director-HIV/AIDS cv’s received, through proactive sourcing (the position has not been advertised).

Phone conference with Umar Arshad, IT support person from Washington. Discussed IT staffing plan. Candidates skill levels were ranked as follows: 1- Menbere, 2 – Abiy (internal), 3 – Seblu, 4 – Girma, 5 – Hana (temp). Umar to discuss with Negussu Abiy’s transfer into full-time IT function as Network Administrator. Umar and Menbere to talk. Kimberly to offer Menbere short-term contract as IT Manager. Umar to interview Seblu for Desktop Specialist position.

Sunday, Jul 29

Met with Fred and Kate to plan for upcoming week. Discussed need for meeting on regional staffing with Haile and Hailu and with Negussu on hiring for operational positions.

Drafted newspaper ad for additional positions (Program Director for Integration, Regional Health Advisors, Operations Director) and re-advertise for Accountant.

Reviewed cv's received for Contracts Manager and Accountant. Selected 2-3 each for interview.

Monday, July 30

Met with Fred, Haile and Hailu about hiring strategy for Regional positions. Ad will run this week. Began networking with RPM+ regional advisors.

HR Manager, Girma Gebriel, accepted offer, contingent on USAID approval. He will begin training on Tuesday, July 31. His paperwork was submitted to USAID for approval.

Met 1:1 with Negussu to discuss internal candidates for shared services positions and coordination aspects with Bannet.

Revised 90 day STTA plan with partners' input.

Tuesday, July 31

9 am – 5 pm Orient new HR Manager.

a.m. Gave office overview, gave Care and Support overview, gave Project in a Box, reviewed HR project-in-a-box plan, covering all HR disciplines, introduced on line tool: internet employment tab, intranet policy handbook, emailed hard copy home office and Ethiopia policies. Once USAID approves, he'll give notice.

Aseminew's Finance Manager candidate Belay for short-term contract, he will accept any daily rate and agrees to take on some lower level tasks. Discussed with Fred SOW to work on finance, regional set up, contracts.

2 pm Girma to meet with Belachew about payroll, job descriptions, employment law compliance.

Issue: Set up Girma to train with Heather about procurement integrity, FAR, AIDAR and Care and Support contract requirements. KH to make him copies of Cynthia's and Heather's briefings.

Issue: Contacted Intrahealth regarding outstanding offer letters for their key staff.

2pm Kimberly met with Haile. He can use Belay as temp Finance Manager.

3 pm David to train Girma on HRActions, schedule iRecruiter training, ask about access to the worldwide staff report/Ethiopia part each pay period, ask if he has set up Girma's email address and intranet access. - rescheduled for next week

3 pm meeting with Kimberly, Kate, Fred, Negussu, Belachew regarding responsiveness.

4 pm conference call with Kate Griffin re need for internal financial audit

4:30 pm interview an Accountant candidate, Yerusalem. Belachew gave good feedback. Kimberly checked references.

Kimberly and Umar agreed temporary IT Manager Menbere will start on August 16.

Reviewed another batch of Program Director-HIV/AIDS. Identified several possibilities.

Wednesday, August 1

10 am second interview with Yerusalem, Accountant

11 am interviewed Tesfaye for Operations Manager.

2 pm interviewed Abiy for IT Manager.

Girma reviewed MSH-Ethiopia personnel policies for compliance with local laws. He recommends modifications related to probationary period, conditions for termination of contract, maternity leave sick leave, family events, allowances, per diem rates, recruitment procedures (internal/external), transfer, staff training/development. Once onboard, this will be a priority for him.

Documented and disseminated recruitment procedures in the regions to project team.

3:30 pm interviewed Aklilu, Accountant candidate.

Screened Admin cv's.

Phone conversation with Kathleen O'Sullivan, internal Senior Contracts Manager candidate.

Thursday, August 2

10:30 interview Samuel, Contracts candidate. Very good candidate. Submitted his cv to Heather in Cambridge for second interview.

Issue: Samuel works for Columbia U and we have a verbal agreement not to poach.

11:30 interview Abdella, Accountant candidate. He is qualified. Ranked lower than Aklilu. Building Engineer gave him a reference from Towers Consulting.

2 pm interview Hiwot, Program Assistant candidate for Haile

4:30 interview Elsa, Program Assistant candidate for Haile

Friday, August 3

9:30 am Belay to sign 3 month contract.

10 am interview Contracts candidate, Zelalem. Very good. Forwarded to Heather.

Prepared offer packages for Aklilu, Accountant and Elsa, Program Assistant.

2 pm debrief with USAID

4pm meet with D&T/HST and Senidu of Intrahealth.

Prepared and distributed recruitment status report to management team. Reviewed status of regional positions and disseminated information to interviewing managers.