



# GLOBAL HEALTH TECHNICAL PROFESSIONALS

Annual Report for Program Year One

November 8, 2019

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## ACRONYMS

AFR	Bureau for Africa
AMS	Administrative and Management Support
AWP	Annual Work Plan
ASIA	Bureau for Asia
BFS	Bureau for Food Security
CO	Contracting Officer
COR	Contracting Officer's Representative
DCHA	Democracy, Conflict, and Humanitarian Assistance
DoD	Department of Defense
EOP	End of Project
ETD	Emerging Threats Division
FAC	Facility Access Clearance
FAQ	Frequently Asked Questions
FFP	Office of Food for Peace
GH	Global Health
GHFP-II	Global Health Fellows Program II
GHSI-III	Global Health Support Initiative III
GHSA	Global Health Security Agenda
GHTP	Global Health Technical Professionals
GS	General Schedule
HBCU	Historically Black Colleges and Universities
HCC	Health Career Connections
HM	Hiring Manager
ID	Infectious Diseases
ILTP	Individual Learning and Training Plan
IT	Information Technology
MAL	Malaria
MCCS	Marine Corps Community Services
MCHN	Maternal Child Health and Nutrition
MEL	Monitoring, Evaluation, and Learning
NEH	Nutrition and Environmental Health
NEO	New Employee Orientation
NTD	Neglected Tropical Diseases
OAA	Office of Acquisitions and Assistance
OCS	Office of Country Support
OFDA	Office of U.S. Foreign Disaster Assistance
OHA	Office of HIV/AIDS
OSM	Onsite Manager
OVC	Orphans and Vulnerable Children
P3	Office of Policy, Programs, and Planning
PD	Professional Development
PDMS	Professional Development and Management Services
PEC	Policy, Evaluation, and Communication
PHI	Public Health Institute
PMEP	Performance Monitoring and Evaluation Plan
POC	Point of Contact
PPIR	Priority Populations, Integration, and Rights
PRH	Population and Reproductive Health
PTC	Performance and Transition Coordinator

PY	Program Year
R&R	Rest and Recuperation
RA	Results Area
RES	Research
RTU	Research, Technology, and Utilization
SAEO	Strategy, Analysis, Evaluation, and Outreach
SCC	Strategic Coordination and Communication
SCH	Supply Chain for Health
SD	Office of Sustainable Development
SEC	Office of Security
SID-W	Society for International Development – Washington, D.C.
SIEI	Strategic Information, Evaluation, and Informatics
SOW	Scope of Work
SPS	Systems and Program Sustainability
STAR	Sustaining Technical and Analytic Resources
TAG	Technical Assistance Group
TB	Tuberculosis
TDY	Temporary Duty
TP	Technical Professional
TS	Office of Technical Services
USAID	United States Agency for International Development
USAID GH	USAID Global Health Bureau
VAC	Violence Against Children
WASH	Water, Sanitation, and Hygiene

## **EXECUTIVE SUMMARY**

Program Year (PY) I of the Global Health Technical Professionals (GHTP) project encompassed start up activities which included project planning; hiring support staff; establishing various programmatic, financial, and administrative systems; transitioning participants from the predecessor project to GHTP; and commencing the hiring of new technical professionals. Below is a summary of program activities during the project period:

### **IDENTIFY, RECRUIT, PLACE, AND SUPPORT GH TECHNICAL PROFESSIONALS ACTIVITIES**

- Recruitment – Recruitment systems and processes were created during the performance period. In PYI, GHTP staff developed recruitment tools and processes in coordination with USAID, including the position description template, the GHTP position reclassification guide, and the expanded recruitment database. During PYI, active new recruitments began in earnest shortly after the launch of GHTP, with a total of 47 positions launched for recruitment at the request of USAID hiring managers (HMs) in various offices within USAID. A total of 12 TPs were onboarded and oriented in PYI.
- Start up and Transition – From February 11 – March 11, 2019, GHTP transitioned 44 TPs (100 percent of eligible TPs). Individuals who did not transition to GHTP from the predecessor hiring mechanism decided not to transition due to job opportunities external to GHTP. TP transitions were delayed due to the extension of the predecessor mechanism through June 2019 and the partial Government shutdown in December 2018 and January 2019 which delayed approvals from OAA. Transitions occurred after the Government shutdown ended and USAID Office of Security (SEC) provided guidance that TPs could be transitioned to GHTP while TPs' badges were valid under the predecessor mechanism.
- Administrative and Logistical Support – GHTP staff established policies and procedures for TPs and held two brown bag training sessions to introduce TPs to these systems. Staff secured a travel agency and coordinated appropriate insurance coverages during the performance period. GHTP staff supported 111 TDYs, one professional development (PD) trip, and three Rest and Recuperation (R&R) trips during this period.

### **OVERSEE AND SUPPORT THE PROFESSIONAL AND CAREER DEVELOPMENT OF THE TPS ACTIVITIES**

- Performance Management, Professional Development, and Mentoring – In PYI, GHTP staff developed professional development and performance management processes and policies, including the Annual Work Plan (AWP), Individual Learning and Training Plan (ILTP), and the performance evaluation. GHTP staff regularly sent PD opportunities to TPs during the performance period and implemented a quarterly check-in process with each TP, which led to valuable programmatic and performance feedback for program staff. The GHTP mentorship program also successfully launched and matched 16 mentorship pairs.

### **CONDUCT DIVERSITY INITIATIVE OUTREACH EVENTS AND EXCHANGES TO SERVE ALL GH HIRING MECHANISMS ACTIVITIES**

- Outreach and Diversity Inclusion – During the performance period, GHTP staff attended 35 in-person and virtual outreach events, reaching a total of 10,749 people. Sixteen of these events, reaching 2,353 people, focused on attendees with diverse backgrounds. GHTP staff coordinated with other USAID GH hiring mechanisms (Sustaining Technical and Analytic Resources [STAR], and Global Health Support Initiative III [GHSI-III]) by participating in two USAID sponsored partner meetings and met with both mechanisms to discuss recruiting and outreach to benefit the pipeline of USAID GH professionals.

## CROSS CUTTING ACTIVITIES

- Cross-Cutting (Finance, Operations, Administration, and IT) – Temporary project office space was secured in co-location with GHFP-II in order to enhance the transition of participants, with a new space secured and preparations underway to move to a space close to USAID GH's new building shortly after the end of the current performance period. GHTP staff created an online financial reporting tool to give the COR and relevant Direct-Hire staff access to real-time pipeline and expenditure information. IT support was provided to all transitioned and onboarded TPs during the performance period, including providing laptops and software, and, notably, launching an online repository for TPs to access relevant project-related documents. The Performance Monitoring and Evaluation Plan (PMEP) and workplan were approved by USAID and executed during PY1.

## OVERVIEW OF ACTIVITIES

GHTP was designed by USAID to offer early- to mid-career global health and other technical professionals (TPs) the opportunity to advance their careers supporting USAID GH, Missions, and other USAID Bureaus and Offices. GHTP helps USAID improve global health, international development, and humanitarian assistance outcomes in communities around the world by building a new generation of TPs who reflect the diversity of the American people.

TP positions under the GHTP mechanism are contractor positions. All GHTP contractors are employees of either Credence Management Solutions, LLC (Credence) or its partner, Public Health Institute (PHI). The early- to mid-career (GS-11, -12, -13 equivalent) TPs have varying years of public health, global health, or other relevant experience and are either U.S. citizens or permanent residents.

Recognizing the importance of continuous professional and career development for the success of the next generation of TPs, GHTP staff provide tailored resources, information, and opportunities throughout the TPs' tenure serving USAID under the GHTP contract.

The period of performance began on September 27, 2018; however, USAID provided a notice to proceed on November 7, 2018. Therefore, work under the GHTP contract began on November 7, 2018. As defined in the GHTP contract, the GHTP annual report details and describes progress made on the annual workplan activities. The workplan activities are represented in the tables throughout the report with a status on each activity. Each table is followed by a summary describing those activities and their status to provide further information. In addition to the required status of workplan activities, the report provides detailed information on the program's PMEP indicators (Annex A) as approved by USAID at the time of award. The PMEP is divided into three results areas (RAs). Within each of the results sections, the report displays progress made on each, followed by narrative to address the overall progress in the RA. In addition to the PMEP indicators and RAs, the report includes discussion on accomplishments in other areas such as supporting TP travel. The report includes information on accomplishments in PY1 and ends with a display of PY2 workplan activities as approved by USAID (Annex B).

## WORKPLAN ACTIVITIES IN RA 1: IDENTIFY, RECRUIT, PLACE AND SUPPORT TECHNICAL PROFESSIONALS

Table 1: Workplan Activities Related to Recruitment

ID	ACTIVITY	START DATE	END DATE	CURRENT STATUS/NOTES
A1	Develop recruitment tools and processes	November 7, 2018	February 28, 2019	Recruitment strategy finalized and processes in place as of February 28, 2018.
A2	Develop and enhance recruitment database	December 1, 2018	September 26, 2019	Developed and continued to enhance recruitment database through the end of PYI.
A3	Draft job descriptions for each requested position and send to USAID Hiring Manager (HM) / Point of Contact (POC) for review	Day one of receipt of request	Day three of receipt of request	All job descriptions were formatted in GHTP template and shared with HM/POC within one to three days of receipt of request.
A4	Finalize new TP process to include approval of the application package, final offer letter, and company onboarding	Day six	Day 54	Completed December 31, 2018.
A5	Finalize and share onboarding systems and process with USAID	November 7, 2018	December 31, 2018	Transition and new TP onboarding processes designed by December 31, 2018.
A8	Develop orientation for incoming TPs	December 3, 2018	April 28, 2019	New TP orientation completed on April 28, 2019.
A10	Implement orientation for incoming TPs	TP start date	Within week of TP start date	Each orientation was conducted between the first to third day of TP start date.

In PYI, GHTP staff developed recruitment tools and processes to include the position description template, the GHTP position reclassification guide, GHTP recruitment and hiring process, social media groups to enhance recruitment capabilities, and an internal GHTP communication network amongst the TPs. GHTP staff completed and shared the onboarding systems and processes with USAID in December 2018. In addition to company specific onboarding processes for all new employees, GHTP staff developed the HM/POC Guide to GHTP, developed and implemented a GHTP POC orientation, and designed and executed the new GHTP TP orientation.

At the start of GHTP, USAID requested a position description template from GHTP staff that would be used across the project. GHTP presented the position description template which was approved by USAID. All positions, both incumbent positions transitioned to GHTP and new positions, are currently in the approved position description template. For each new GHTP TP position, the position description in GHTP format is sent to the HM/POC for final review and approval before moving forward with further recruitment and sharing of qualified candidates.

As part of the recruitment process timeline, the proposed timeline is 22 days which includes the approval of the application package from the COR and CO, completion of background check and clearance process, receipt of a signed final offer letter from TP, and a confirmed start date including GHTP orientation. The average time for the hiring process was 47.5 days (please see Annex A for details). During PYI, the timeline, as discussed in section I.I.I of the PMEP in Annex A, the delay in the hiring process was most often due to a delay in the clearance process and, in a few cases, the withdrawal of the candidate during the hiring process.

The development of the GHTP orientation was completed by April 28, 2019. The GHTP orientation was designed to provide an introduction to GHTP and USAID and to ensure that each TP has the tools she or he needs to successful support USAID’s technical work. The GHTP orientation includes areas such as:

- GHTP program overview
- Overview of USAID relevant information (complementing USAID’s NEO without repeating the same information) and USAID GH resources
- Roles of different stakeholders under GHTP (e.g., CO, COR, POC, TP, GHTP staff) and defining inherently governmental functions
- Resources available through GHTP to support TPs in successfully performing their duties with USAID
- Performance Management
- Professional Development/Mentorship
- GHTP Travel Policy and processes
- GHTP contact information and company specific information

The first GHTP orientation took place on June 12, 2019. From the first orientation on June 12<sup>th</sup>, to the end of the PYI on September 26<sup>th</sup>, GHTP staff conducted nine orientations with 12 TPs in attendance. Each orientation was completed within the first to third day of hire. For those TPs who had previously worked at USAID and did not require the USAID NEO, the orientation was held on the first day of hire. For those new TPs who were required to attend NEO, they received the GHTP orientation on the third day of hire as NEO was conducted on day one and two of employment.

A total of eight TPs responded to a survey upon completion of the GHTP orientation. All respondents were either very satisfied or satisfied overall with the orientation session.

For a full list of TPs as of September 26, 2019, please see Annex C.

**TRANSITION FROM GHFP-II TO GHTP**

*Table 2: Workplan Activities Related to Transition of GHFP-II Fellows to GHTP TPs*

ID	ACTIVITY	START DATE	END DATE	CURRENT STATUS/NOTES
A3	Finalize job descriptions for each position (development and approval)	Day 1	February 28, 2019	Transition application packages completed as of February 28, 2019. See above for explanation of delay.
A4	Finalize the application packages, including submission and approval	Day 6	February 28, 2019	Transition application packages completed as of February 28, 2019. See above for explanation of delay.



ID	ACTIVITY	START DATE	END DATE	CURRENT STATUS/NOTES
A5	Finalize and share onboarding systems and process with USAID	November 7, 2018	December 31, 2018	Transition onboarding processes designed by December 31, 2018.
A6	Implement onboarding process for each participant	Day 33	March 11, 2019	Transition process completed by March 11, 2019
A7	Develop orientation for transitioning TPs (town hall)	December 3, 2018	December 7, 2018	Town Hall developed as of December 7, 2018.
A9	Implement orientation for all transitioning TPs (town hall)	November 11, 2018	April 18, 2019	Brown bag sessions for Position Descriptions, Travel, and PD completed by April 18, 2019.

At the start of the project, GHTP staff assembled and efforts focused on creating initial deliverables (PYI Work Plan, Program Monitoring and Evaluation Plan, Branding and Marking, Outreach, etc.). All incumbent GHFP-II positions were translated from scopes of work to position descriptions in order to map the positions to the GS scale prior to transition. In order to facilitate the smoothest possible transition, at the request of USAID, the GHTP team harmonized the benefits for the TPs between Credence and PHI so that the transition would not adversely impact them. GHTP staff also sent multiple updates to the TPs and their POCs, keeping all stakeholders informed on the progress of the transition. Additionally, two town hall and two brown bag meetings for TPs took place during this period to orient the TPs to GHTP processes and systems. An orientation was also provided to POCs.

### TP DEPARTURES

Four TPs departed from the GHTP contract in PYI. All four took other positions supporting USAID GH, either directly or through another GH mechanism.

*Table 3: TPs Who Departed the GHTP Project as of September 26, 2019*

NAME	BUREAU/OFFICE SUPPORTED	DATE OF DEPARTURE	TRANSITIONED TO WHAT POSITION?
Sarah Weber	GH/Office of HIV/AIDS (OHA) /Strategic Coordination and Communication Division (SCC)	March 15, 2019	USAID Direct-Hire
Ingrid Weiss	Bureau for Food Security (BFS)	April 12, 2019	USAID Foreign Service Limited
Sara Miner	USAID/Zambia	July 31, 2019	USAID Zimbabwe with GHSI-III
Leslie Koo	GH/Maternal and Child Health and Nutrition (MCHN) /Nutrition and Environmental Health (NEH)	August 2, 2019	USAID Foreign Service Limited

## ADMINISTRATIVE AND LOGISTICAL SUPPORT

Table 4: PYI Workplan Activities Related to IT/Admin/Finance

ID	ACTIVITIES	START DATE	END DATE	CURRENT STATUS/NOTES
G1	IT - Transition and customize reporting systems for recruitment, PD, and financial data	November 7, 2018	December 31, 2018	Recruitment and financial reporting systems completed – professional development reporting system in pilot phase, to be completed during 1 <sup>st</sup> quarter of PY2.
G2	IT- Establish network infrastructure and servers for GHTP office	December 1, 2018	December 31, 2018	Network infrastructure in transition project office completed.
G3	ADMIN - Provide and manage office and meeting space for participants and staff as requested by USAID	November 7, 2018	September 26, 2019	Transition office supported TPs and USAID meetings through September 26, 2019. New project office to be occupied as of November 1, 2019 – office and meeting space management will be ongoing as of that date.
H1	FINANCE - Ensure the required and ad hoc financial reports are correct and submitted in a timely manner	Start of each quarter and upon USAID request	30 days after the end of each quarter and upon USAID request	All financial reporting has been submitted as required or requested in PY1.

## LOGISTICS AND TRAVEL

During PYI, GHTP staff designed and implemented all GHTP travel processes, basing them on relevant federal government rules, regulations, and FAR and AIDAR based directives.

GHTP staff negotiated and signed a contract with a travel agency after evaluating multiple travel agencies to provide the best value to USAID and travelers under GHTP. Additionally, after evaluating multiple vendors, GHTP staff established a relationship with a visa agency so that TPs could continue to submit their visa applications in a timely and expedient manner.

Also, during PYI, GHTP staff developed and subsequently revised the GHTP Travel Policy, which provides all relevant guidance to TPs who undertake TDYs or travel for professional development purposes. GHTP staff also began developing supplemental travel policy documents, including the Travel Advance policy, the Rest and Recuperation (R&R) policy, the Cost Reimbursement Agreement, and the Travel Advance Agreement. Additionally, several templates were developed, such as the travel cost estimate form, the expense report template, the non-travel expense report, and the visa letter template.

GHTP staff developed and presented an in-person and telephonically recorded travel brown bag presentation, which thoroughly oriented all transitioned TPs to the new travel policies, processes, and templates under GHTP, and allowed the TPs to ask questions and to receive clarification for any areas or issues. GHTP also developed, presented, and recorded another in-person travel orientation brown bag specifically for TPs new to the project, orienting them to both the project and USAID travel processes and policies.

GHTP staff coordinated the development of travel estimate packages with the TPs as they received requests for TDY. Each TDY required approval from the COR. In PYI, GHTP staff supported 111 TDYs, one trip for professional development, and three R&R trips for 40 unique travelers.

## WORKPLAN ACTIVITIES IN RA 2: OVERSEE AND SUPPORT THE PROFESSIONAL AND CAREER DEVELOPMENT OF THE TPS

Table 5: Workplan Activities Related to Performance Management and Professional Development

ID	ACTIVITY	START DATE	END DATE	STATUS/NOTES
B1	Develop and implement systems for communicating with TPs and POCs	November 7, 2018	September 26, 2019	Regular email updates disseminated to TPs and POCs.
C1	Develop Individual Learning and Training Plan (ILTP) templates and processes	December 3, 2018	February 15, 2019	Template completed; Rolled out to transitioned TPs during PD brown bag on April 2019 and to new TPs at orientation.
C2	Develop and finalize ILTPs with each participant	TP's start date	90 days	PD team met with each TP prior to due date of ILTP.
C3	Develop and implement tools for presenting and communicating professional development opportunities	December 3, 2018	September 26, 2019	Regular e-mail updates with PD activities sent to each TP, and PD database developed and will be integrated into GHTP website in PY2.
C4	Review, authorize, and track TPs' individual professional development activities and expenses	Completion of ILTP	September 26, 2019	PD activities and expenses tracked by PD on an ongoing basis.
C5	Develop system for quarterly check-ins with each participant	December 3, 2018	April 30, 2019	Quarterly check-in process established and implemented in June 2019.
C6	Develop processes and guidance for POCs to provide feedback and address performance concerns	December 3, 2018	September 26, 2019	POC Orientation for transitioning TPs was held in February 2019. PD team monitored performance concerns through GHTP regular communications with the POCs. Performance evaluations will be conducted in 1st quarter of PY2.
C7	Develop and implement Annual Work Plan (AWP) process in coordination with POCs and TPs	December 3, 2018	September 26, 2019	Template and AWP rolled out at Professional Development Brown Bag in April 2019; introduced to new TPs at orientation.

The first part of PY1 was spent developing PD processes and policies. Shortly after all transitions were complete, a PD brown bag was conducted in person and virtually to orient transitioned TPs to these procedures. For all new TPs, project staff covered this content during the GHTP program orientation.

The PD team developed an AWP template which each TP had to complete within 90 days of their start date. The AWP includes performance objectives, work activities, and performance indicators. The AWP is considered a “living document” that can be modified as priorities shift during the performance period. Additionally, the GHTP staff adapted the ILTP template used by the Agency to plan and track professional development goals for each TP. GHTP staff met individually with each TP prior to the due date of the AWP and ILTP to assess progress and assist in identifying professional development opportunities.

GHTP staff regularly disseminated PD opportunities to TPs via email to provide ideas and resources for using the professional development stipend. The staff also began developing a repository of PD opportunities to be added to the GHTP professional development portal planned to be part of the GHTP website in PY2. This repository is designed both for TPs and for other professionals interested in global health.

Each TP was allocated \$3000 in professional development funds for activities related to their short- and long-term career goals. To access these funds, TPs were required to complete an ILTP and a PD request form for each unique PD activity. GHTP staff reviewed, tracked, and authorized individual PD activities and monitor each TP’s PD budget.

GHTP staff implemented a quarterly check-in process with all TPs. These check-ins included discussions about achieving performance and professional development goals, maintaining a relationship with the TP’s POC and clarifying employment expectations. GHTP staff also had in-depth conversations with TPs about program processes and policies including reclassifications, travel, and expenses, and the team used the feedback to make process and communication improvements whenever possible.

GHTP staff developed and rolled out the performance evaluation to POCs and TPs. The performance evaluation includes a section mapped to the performance objectives agreed upon in the AWP, qualitative feedback on these objectives, and a POC assessment about the TP’s competencies related to USAID’s Backstop 50 and leadership characteristics. TPs are evaluated during the last quarter of the calendar year.

To monitor and track PD and performance management activities, Credence designed, developed and deployed a performance management system PRISM to manage annual work plans, individual learning and training plans, annual performance evaluations and mod-term feedback and adjustment.

*Table 6: Workplan Activities Related to Mentoring*

ID	ACTIVITY	START DATE	END DATE	STATUS/NOTES
D1	Coordinate with USAID to better understand the current agency mentorship program and identify potential areas of collaboration	December 12, 2018	September 26, 2019	Initial meeting with Professional Development and Management Services (PDMS) to learn about GH mentoring program took place March 2019. Meeting with STAR Learning Team took place in April 2019.
D2	Develop framework, tools, and systems to promote and track mentoring interactions	January 2, 2019	May 31, 2019	Framework, tools, and systems completed in May 2019.

In PY1, the GHTP mentorship program was designed and officially launched in July 2019. During the truncated program year, GHTP staff successfully matched 16 pairs in the GHTP mentorship program. Seven TPs participated in external mentorship programs, including USAID’s mentorship program. TPs were paired based on their responses to a mentorship survey which assessed TPs’ goals, expectations, affinity groups and interests. PY1 focused exclusively on peer-to-peer mentorship pairings due to challenges recruiting mentors from other mechanisms. GHTP staff engaged the program coordinator from the USAID GH mentorship program and explored partnerships with the STAR mechanism.

The USAID GH mentorship program is in a time of transition and funding restrictions, which resulted in the program’s temporary suspension for an extended time period. GHTP staff plans to engage these partners and other mechanisms moving forward to achieve collaboration and diversity in the GHTP mentorship program.

**WORKPLAN ACTIVITIES IN RA 3: CONDUCT DIVERSITY INITIATIVE OUTREACH EVENTS AND EXCHANGES TO SERVE ALL GH HIRING MECHANISMS**

*Table 7: Workplan Activities Related to Outreach*

ID	ACTIVITIES	START DATE	END DATE	CURRENT STATUS/NOTES
E1	Develop GHTP Future Global Health Leaders program and establish GHTP with current Minority Serving Institution (MSI) network as part of outreach strategy	January 2, 2019	June 30, 2019	Developed in June 2019 and launched in September 2019, when students returned for new academic year.
E2	Develop and maintain outreach database	January 2, 2019	September 26, 2019	Maintained and built in PY, continuing in PY2.
E3	Develop and share external outreach schedule	December 1, 2019	September 26, 2019	Available in real-time at <a href="https://globalhealthtp.org">https://globalhealthtp.org</a>
E4	Plan for internal meetings to support GH/non-direct hiring mechanisms	December 4, 2019	September 26, 2019	Planned and participated in six GH/non-direct hiring mechanism meetings in PY1.
E5	Develop website and social media	November 7, 2018	July 2019	USAID approved the GHTP website in July 2019. GHTP social media platforms launched in April 2019.

The GHTP outreach database grew from zero to over 1,000 contacts (listserv sign-ups, current TPs, and academic institution contacts) from the launch of outreach efforts in PY1. GHTP staff will continue to grow the outreach database in PY2 with 25 informational events already scheduled for PY2 (see Annex B).

The external outreach schedule was developed in February 2019 and shared with the COR via a Microsoft Excel Worksheet until the GHTP website was approved by USAID in July 2019. Upon USAID approval, GHTP staff launched the website and the outreach schedule can be found at <https://globalhealthtp.org/event-directory/>.

A key component of programmatic outreach efforts included the development of a GHTP social media plan. Currently, GHTP has a presence on LinkedIn, Twitter, and Facebook, and a listserv of nearly 1,053 subscribers to promote each new technical professional opportunity and upcoming outreach events. The GHTP website, approved in July 2019, was launched at <http://globalhealthtp.org>. The website provides information on the program, open GHTP positions, outreach/event opportunities, and how to become connected to GHTP and other GH mechanisms.

GHTP staff developed the Future Global Health Leaders Program and launched it in September 2019. The Future Global Health Leaders Program was designed to help build a pipeline of future global health professionals for USAID, global health implementing partners, and bi- and multi-lateral organizations. GHTP staff works closely with undergraduate and graduate programs in universities around the country to instill an early interest in the GH field, and to connect budding global health professionals with one another through a virtual network while providing them with GH resources. The launch included communication with over 300 accredited academic institutions with either a public or global health program focus at the graduate and undergraduate level. As part of outreach efforts, GHTP staff contacted MSIs, including not only academic institutions but also MSI organizations and associations, such as the Historically Black Colleges and Universities (HBCU) consortium.

GHTP met with GHSI-III staff and STAR staff during two USAID hosted GH mechanism meetings in February and June 2019. In February, GHTP staff presented information about the GHTP diversity initiative and outreach efforts as well as shared lessons learned and best practices. In June 2019, the mechanism discussion was focused

on standardization across mechanisms, where realistic and applicable, such as in performance management and the position reclassification process. In addition to the USAID hosted events, GHTP staff met with GHSI-III staff to discuss USAID batch recruitment, standardizing the position description template across mechanisms, and tracking selected candidates across mechanisms. GHTP staff also met with STAR staff to discuss blind recruitment and how best to implement the blind recruitment process with USAID POCs.

## **CROSS-CUTTING ACTIVITIES**

### **PROJECT STAFFING**

All GHTP staff positions as indicated in the GHTP contract were onboarded during the program year.

- Project Director – David Godsted
- Deputy Director/Head of Professional Development – Jennifer Kirk
- Director of Recruitment, Outreach, and Diversity – Tiera Kendle
- Finance Director – Ate Etim-Edet
- Diversity and Inclusion Manager – Stacy Terrell
- Senior Recruiter – Messaye Kefle
- Professional Development Coordinator – Nathan Karrel
- Program Support Specialist – Marisa Rieger
- Program Support Specialist – Mahmood Rahimi
- IT Specialist – Mirwais Hassany

### **MONITORING, EVALUATION, AND LEARNING (MEL)**

The GHTP staff reviewed active indicators in this period and discussed potential data systems and data collection issues. These conversations will continue, aiming to ensure that staff systems are developed to incorporate required data and disaggregation needed to fully monitor and evaluate project activities. As work progresses and participants are onboarded, GHTP staff will continue to review the quality of data that is collected, focusing on validity, reliability, timeliness, precision, and integrity.

## FINANCIAL POSITION

In PY1, there were no cost overruns or high unit costs to report.

### SUMMARY OF FINANCIAL POSITION

Office/Mission	FY19 Total	FY20 Total	Grand Total
Africa Bureau Sustainable Development	\$461,693.80	\$381,966.97	\$843,660.77
Asia Bureau Technical Support	\$326,847.64	\$279,280.20	\$606,127.84
Bureau for Food Security	\$410,073.72	\$552,573.05	\$962,646.77
Cross-Bureau	\$504,434.51	\$420,618.26	\$925,052.77
DCHA 1	\$483,832.99	\$347,157.94	\$830,990.93
DCHA 2	\$198,477.50	\$172,027.91	\$370,505.41
Family Planning and Reproductive Health	\$660,468.85	\$568,975.79	\$1,229,444.64
Global Development Lab	\$44,613.73	\$103,275.37	\$147,889.10
HIV/AIDS	\$2,655,517.99	\$4,130,093.84	\$6,785,611.84
Malaria	\$428,547.41	\$427,490.35	\$856,037.77
Nutrition	\$775,821.11	\$559,183.54	\$1,335,004.66
Other Public Health Threats	\$487,319.06	\$320,724.21	\$808,043.27
PMO-Staff	\$1,799,213.10	\$1,296,736.12	\$3,095,949.22
Tuberculosis	\$171,304.03	\$147,361.53	\$318,665.56
USAID/Indonesia	\$206,986.73	\$173,874.76	\$380,861.50
USAID/ZAMBIA	\$886,178.80	\$896,160.24	\$1,782,339.04
<b>Grand Total</b>	<b>\$10,501,330.97</b>	<b>\$10,777,500.09</b>	<b>\$21,278,831.06</b>

## ANNEX A – PROJECT MONITORING AND EVALUATION PLAN

### RA I: IDENTIFY, RECRUIT, PLACE, AND SUPPORT TECHNICAL PROFESSIONALS

#### RECRUITMENT OF NEW TPS

Table 8: PMP Indicators Related to Recruitment

INDICATOR	BENCHMARK/END OF PROJECT (EOP) TARGETS	STATUS (AS OF SEPTEMBER 26, 2019)
1.1.1 Average number of days for recruiting appropriate candidates and hiring	Recruiting: 32 days Hiring: 22 days	Recruiting: 45.8 days Hiring: 47.5 days
1.1.2 HMs rate their satisfaction with the quality of GHTP's candidates as 'satisfied' or 'very satisfied'	85 percent	100 percent
1.1.3 Percent of HMs who describe their satisfaction with GHTP's recruitment process as 'satisfied' or 'very satisfied'	85 percent	100 percent

As hiring managers in USAID GH and other Bureaus, Offices, and Missions became aware of the GHTP hiring mechanism and the expansion of GH OHA, new position requests scaled up in the latter half of the performance period.

#### 1.1.1 AVERAGE NUMBER OF DAYS FOR RECRUITING APPROPRIATE CANDIDATES AND HIRING

Under the GHTP project, the recruitment timeline includes the time from receipt of the draft position description from USAID to GHTP staff extending the offer to the selected candidate. The hiring timeline includes the time from submission of the application package to the COR for approval to the start date of the TP. The average number of days was calculated for those positions that had completed for each step. For example, if recruitment had been completed in 32 days and the hiring process was ongoing, only the average recruitment would be included for the position as there is no definitive number of days for hiring since it was not completed by September 26, 2019.

The list of all new (non-incumbent) GHTP positions received from November 7, 2018 – September 26, 2019 with the timeline for both recruitment and hiring, as well as comments for each position, are in the table below:

Table 9: Pipeline of GHTP Requested Positions from February 13, 2019 to September 26, 2019

DEPARTMENT	POSITION NAME	RECRUITMENT TIMELINE	HIRING TIMELINE	COMMENTS
Bureau for Food Security (BFS)	Nutrition Advisor	60	51	Recruitment delay due to USAID candidate review timeline, POC schedule delays, requested second round interviews, and writing samples. Hiring delay due to timing of interim clearance granted by Government.



DEPARTMENT	POSITION NAME	RECRUITMENT TIMELINE	HIRING TIMELINE	COMMENTS
BFS	Nutrition Associate Advisor	61	21	Recruitment delay due to USAID candidate review timeline, POC schedule delays, requested second round interviews, and writing samples.
BFS	Nutrition Associate Advisor	50	Ongoing	Recruitment delay due to USAID candidate review timeline, POC schedule delays, requested second round interviews, and writing samples. Hiring delay due to candidate not receiving interim secret clearance, awaiting adjudication on full investigation.
Office of Infectious Diseases (ID), Bureau for Global Health, Malaria Division (ID/MAL)	Vector Control Data Analyst	37	39	Minor recruitment delay due to few day gap in scheduling/responses. Hiring process delay due to delayed FAC process and TP giving 3 week notice.
OHA/ Priority Populations, Integrations & Rights (PPIR)	Key Populations Data and Visualization Analyst	43	111	Recruitment delay due to USAID request to view candidates in batches. Hiring process delay due to FAC process.
USAID Mission-Zambia	Health Procurement and Supply Chain Systems Advisor	94	Ongoing	Recruitment delay due to USAID response time, After time lapse, USAID interviewed initial candidates but decided later to then request for additional resumes. Hiring process ongoing due to FAC process delay.
USAID Mission-Zambia	DoD PEPFAR Public Health Advisor	18	Ongoing	Hiring process ongoing due to USAID Mission and candidate preference and agreement of start date.
USAID Mission-Zambia	Social and Behavior Change Advisor	46	Ongoing	Recruitment delay because of interview scheduling due to conflicts of USAID and TP. Hiring process ongoing due to FAC process delay.
Global Health Security Agenda (GHSA)/ID	Budget and Program Analyst	18	Ongoing	On target to meet hiring timeline of 22 days.
OHA/Systems and Program Sustainability (SPS)	Data Analyst	Ongoing	Ongoing	Recruitment and Hiring process ongoing as job requisition was received September 4, 2019.
OHA/Supply Chain for Health (SCH)	Data Analyst	Ongoing	Ongoing	Recruitment process delay due to delayed response from USAID on candidate interviews for several weeks.
OHA/SCH	Data Analyst	Ongoing	Ongoing	Recruitment process delay due to delayed response from USAID on candidate interviews for several weeks.
OHA/SPS	Data Analyst	Ongoing	Ongoing	Selected candidate withdrew due to change in willingness to relocate.
OHA/Strategic Information, Evaluation and Informatics (SIEI)	Data Analyst	28	31	Met PMP indicators.
OHA/SIEI	Data Analyst	33	Ongoing	On target to meet hiring timeline of 22 days.

DEPARTMENT	POSITION NAME	RECRUITMENT TIMELINE	HIRING TIMELINE	COMMENTS
OHA/SCH	Supply Chain Advisor	Ongoing	Ongoing	Recruitment process delay due to delayed response from USAID on candidate interviews for several weeks.
OHA/SCH	Supply Chain Advisor	Ongoing	Ongoing	Recruitment process delay due to delayed response from USAID on candidate interviews for several weeks.
OHA/Orphans and Vulnerable Children (OVC)	Program Analyst	43	Ongoing	Recruitment process delay due to HM on TDY and communicating preferred candidate. Hiring process on target to meet 22 days.
OHA/Violence Against Children (VAC)	Program Analyst	37	Ongoing	Recruitment process had small delay due to few day gap in scheduling/responses. Hiring process ongoing due to FAC process delay.
OHA/Strategic Coordination and Communication (SCC)	Performance and Transition Coordinator (PTC)	31	38	Hiring process included delayed FAC process and start date delayed to correspond with NEO dates.
OHA/SCC	PTC	31	48	Hiring process included delay due to 4 weeks FAC process, candidate needed 3 week notice to previous employer and start date delayed to correspond with NEO dates.
OHA/SCC	PTC	32	Ongoing	Delay due to TP being on TDY and delay in USAID approval to start TP with current badge under another GH mechanism.
OHA/SCC	PTC	33	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	33	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	33	34	Delay in USAID approval to start TP with current badge under another GH mechanism.
OHA/SCC	PTC	36*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	36*	66	Hiring process delayed due to delay in FAC process.
OHA/SCC	PTC	37*	Ongoing	Hiring process ongoing due to FAC process delay,
OHA/SCC	PTC	38*	48	Delay due to TP being on TDY on previous GH mechanism.
OHA/SCC	PTC	38*	33	Delay due to TP being on TDY on previous GH mechanism.
OHA/SCC	PTC	41*	45	Delay due to TP being on TDY which caused initial FAC paperwork to expire and had to re-initiate process; delay in USAID approval to start TP with current badge under another GH mechanism.

DEPARTMENT	POSITION NAME	RECRUITMENT TIMELINE	HIRING TIMELINE	COMMENTS
OHA/SCC	PTC	41*	58	Hiring process delayed due to delay in FAC process.
OHA/SCC	PTC	46*	66	Delay due to TP being on TDY which caused initial FAC paperwork to expire and had to re-initiate process; delay in USAID approval to start TP with current badge under another GH mechanism.
OHA/SCC	PTC	54*	Ongoing	Hiring process ongoing due to FAC process delay; delay in USAID approval to start TP with current badge under another GH mechanism.
OHA/SCC	PTC	61*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	61*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	61*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	62*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	63*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	70*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	70*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/SCC	PTC	90*	Ongoing	Hiring process ongoing due to FAC process delay.
OHA/Strategic Information, Evaluation, and Informatics (SIEI)	Health Information Systems Technical Advisor	33	42	Hiring process delayed due to delay in FAC process.
OHA/SIEI	Technical Advisor for Efficiency and Accountability	Ongoing	Ongoing	Recruitment process delayed due to change in POC, delay in responsiveness for several weeks, and change in team leadership.
ID/Emerging Threats Division (ETD)	Communications Advisor	Ongoing	Ongoing	Recruitment process severely delayed due to USAID considering change in grade resulting in several week delay, change in selection of preferred candidate, second preferred candidate withdrew at final interview stage. USAID currently considering another qualified candidate.
Global Development Lab/Center for Development Innovation	Innovations Advisor	43	Ongoing	Hiring process ongoing due to FAC process delay.

DEPARTMENT	POSITION NAME	RECRUITMENT TIMELINE	HIRING TIMELINE	COMMENTS
Democracy, Conflict, and Humanitarian Assistance (DCHA) /Office of U.S. Foreign Disaster Assistance (OFDA)	Humanitarian Health Advisor	Ongoing	Ongoing	Recruitment process severely delayed due to change in position description title, SOW, and grade, USAID extended TDYs, and lack of qualified candidates for position. USAID currently reviewing qualified candidates.
	<b>Average Number of Days*</b>	<b>45.8 days</b>	<b>47.5 days</b>	

\*The Performance Transition Coordinator position descriptions were received at a single point in time; however, the USAID POC wanted to see batches of candidates to determine the exact number of positions needed based on selected individuals’ skill sets and needs of OHA. While the recruitment process timeline appears to have taken much longer than estimated, this was by design and request of USAID.

Other delays in the recruitment and hiring process included:

- USAID HM/POC was unavailable to provide timely feedback on candidates’ resumes or interviews. In some cases, USAID HM/POCs were on TDY for one to six weeks, which delayed the HM/POC response to GHTP staff on candidate review, interview schedule, and/or selection. This delay impacted the recruitment process in selecting and placing a new TP.
- The clearance process caused significant delays in the hiring process. The delays ranged from weeks to months due to delays within USAID, the lack of transparency and timeline once paperwork was submitted to USAID SEC, and in some cases, the candidate TP delaying the clearance process due to not following instructions or traveling without access to complete required paperwork/fingerprints. The delay in the clearance process was the majority reason for delays in the placement process during PYI.
- In three cases, the recruitment process was delayed due to the selected candidate choosing not to move forward in the process after onboarding began. When asked why, the candidates who withdrew stated that they had accepted another job. In each case, additional qualified candidates’ resumes were provided for review and selection.

### 1.1.2 HIRING MANAGERS (HMS) RATE THEIR SATISFACTION WITH THE QUALITY OF GHTP’S CANDIDATES AS ‘SATISFIED’ OR ‘VERY SATISFIED’

In PYI, we received one HM survey who was very satisfied with the quality of GHTP’s candidates. Two HMs did not respond to the request to complete the survey.

### 1.1.3 PERCENT OF HMS WHO DESCRIBE THEIR SATISFACTION WITH GHTP’S RECRUITMENT PROCESS AS ‘SATISFIED’ OR ‘VERY SATISFIED’

In PYI, we received one HM survey who was very satisfied with GHTP’s recruitment process. Two HMs did not respond to the request to complete the survey.

## CROSS CUTTING ACTIVITIES

### GHTP TP AND POC SUPPORT

Table 10: PMEP Indicators Related to GHTP TP and POC Support

INDICATOR	BENCHMARK/EOP TARGETS	STATUS (AS OF SEPTEMBER 26, 2019)
1.2.1 Percent of GHFP-II Fellows who transitioned to GHTP who describe their overall satisfaction with the transition as 'satisfied' or 'very satisfied'	85 percent	Transition survey completed. Forty-five percent of responding TPs indicated they were satisfied or very satisfied with the transition.
1.2.2 Percent of TPs who describe their overall satisfaction with GHTP services as 'satisfied' or 'very satisfied'	85 percent	Forty-eight percent of TPs surveyed indicated they were satisfied or very satisfied with GHTP services. <ul style="list-style-type: none"> <li>• Eighty-six percent satisfied/very satisfied with performance/work planning support</li> <li>• Eighty percent satisfied/very satisfied with PD support</li> <li>• Thirty-nine percent satisfied/very satisfied with operational support</li> </ul>
1.2.3 Percent of POCs who were 'satisfied' or 'very satisfied' with the value and responsiveness of GHTP support provided to the POC	90 percent	Sixty-six percent of POCs surveyed indicated they were satisfied or very satisfied with GHTP's support.
1.3.1 Percent of TPs who rate their overall professional GHTP experience as contributing 'positively' or 'very positively' to their careers	80 percent	Thirty-nine percent of TPs surveyed indicated their overall GHTP experience contributed positively or very positively to their career.

Four surveys were disseminated during PYI (transition survey, TP survey, orientation survey, and POC survey) to gauge levels of satisfaction with GHTP processes and services.

#### 1.2.1 PERCENT OF GHFP-II FELLOWS WHO TRANSITIONED TO GHTP WHO DESCRIBE THEIR OVERALL SATISFACTION WITH THE TRANSITION AS 'SATISFIED' OR 'VERY SATISFIED'

A survey was put forward to gauge the satisfaction of TPs who were transitioned from GHFP-II to GHTP with the transition itself. Half of those TPs who transitioned responded to the survey. Of those that did, 45 percent were either 'satisfied' or 'very satisfied'. The majority of comments focused on communications and processes. Some respondents felt that communications were inconsistent at times (in some cases, the respondents noted a 'reactive' basis of messaging rather than a 'proactive' basis), and that policies came in the various communications methods after the project had already begun, rather than at the beginning of the project. At the time of being surveyed, lingering confusion of some policies continued (examples relating to the period related 'time out', the period TPs and POCs had to revise the positions descriptions after the transition were mentioned, as well the need for more examples of the different policies between contracting companies). Positive comments were provided for the travel brown bag.

For future project launches involving the move from cooperative agreement to contract, when possible, more time between project award and kick off would have been beneficial. Transitioning TPs were accurate in their perception of policies being created and, in some cases, revised as the transition was taking place. Also, more opportunities to educate POCs about the forthcoming transition, and especially about the role of POCs versus

what they had been performing as Onsite Managers (OSMs) could have served to create Direct-Hire advocates in support of the transition, rather than the POCs in many cases being as confused as the transitioning TPs had been.

### **I.2.2 PERCENT OF TPs WHO DESCRIBE THEIR OVERALL SATISFACTION WITH GHTP SERVICES AS 'SATISFIED' OR 'VERY SATISFIED'**

The GHTP TP Survey had a response rate of 40 percent with 23 of 57 TPs providing feedback. Of the 57 TPs, 79 percent were TPs who transitioned from GHFP-II and 21 percent were new TPs, not transitioned from GHFP-II. The survey sought TPs' insights on a wide range of topics including services, professional development, learning activities and career advancement. Responses about the level of satisfaction with GHTP support services were mixed. The highest satisfaction levels were with performance management and professional development support.

Travel support and expense reimbursements emerged as areas for improvement. Comments noted concerns about the time it takes for the travel expense report process. GHTP staff initiated conversations with USAID on options to improve the travel expense report process. TPs who transitioned from a cooperative agreement to a contract indicated their dissatisfaction with some of the policy and process changes. GHTP staff responded to the adjustment challenges for the transitioned TPs by providing detailed policy justifications to help TPs understand the differences in policies and processes under the new mechanism.

### **I.2.3 PERCENT OF POCs WHO WERE 'SATISFIED' OR 'VERY SATISFIED' WITH THE VALUE AND RESPONSIVENESS OF GHTP SUPPORT PROVIDED TO THE POC**

Eight POCs responded to a survey to gauge their satisfaction with the support they received from GHTP. Sixty-six percent reported being either very satisfied or satisfied. The most common requests related to increased communication, including more frequent meetings. Other comments conveyed feedback POCs heard from their TPs about GHTP, most frequently about the complexity of the travel process. Project staff have included increased POC engagement in the Year 2 workplan.

### **I.3.1 PERCENT OF TPs WHO RATE THEIR OVERALL PROFESSIONAL GHTP EXPERIENCE AS CONTRIBUTING 'POSITIVELY' OR 'VERY POSITIVELY' TO THEIR CAREERS**

Thirty-nine percent of TPs who responded to the Participant Survey said their professional GHTP experience contributed "positively" or "very positively" to their careers. TPs interpreted the meaning of this question in many ways. Comments ranged from concerns about the amount of time spent on travel and expense processing, questions about a TP's role as a contractor, and general confusion over the wording of the survey question. In PY 2, GHTP staff will evaluate the wording of this indicator in the PMEP and determine if rewording is appropriate. An indicator that evaluates the PD support and services and the application to TPs' careers would provide more actionable feedback for GHTP staff.

## RA 2: OVERSEE AND SUPPORT THE PROFESSIONAL AND CAREER DEVELOPMENT OF THE TPS

### PERFORMANCE MANAGEMENT AND PROFESSIONAL DEVELOPMENT

Table 11: PMP Indicators Related to Performance Management and Professional Development

INDICATOR	BENCHMARK/EOP TARGETS	STATUS (AS OF SEPTEMBER 26, 2019)
2.1.1 Percent of TPS who report being 'satisfied' or 'very satisfied' with GHTP orientation	80 percent	Eighty-eight percent of TPS surveyed reported being satisfied or very satisfied with GHTP orientation.
2.1.2 Percent of TPS who report being 'satisfied' or 'very satisfied' with the applicability of at least one learning event to their professional and career development	70 percent	Thirty-two percent of TPS surveyed reported being satisfied or very satisfied with the applicability of at least one learning event.
2.2.1 Percent of new GHTP participants who complete an Individual Learning and Training Plan (ILTP) in their first six months	PY1: 85 percent	Ninety-eight percent of new and transitioned TPS completed their ILTP within first six months of starting their contract.
2.2.2 Percent of TPS who report being 'satisfied' or 'very satisfied' with the number and variety of professional development opportunities offered	80 percent	Fifty-five percent of TPS surveyed reported that they were satisfied or very satisfied with the number and variety of professional development events offered.
2.2.3 Percent of TPS who 'agree' or 'strongly agree' that they are pursuing professional development to advance their career in global health	80 percent	Eighty-three percent of TPS indicated they strongly agree or agree that they are pursuing professional development to advance their career in global health.
2.2.4 Percent of TPS who complete at least one professional development activity during the programming year in support of their ILTP	100 percent	Indicator to be tracked in the performance evaluation that will be initiated in October 2019; will be reported in next six month report,
2.2.5 Percent of TPS demonstrating competency in two key areas, as seen in reviews of 'agree' or 'strongly agree' by their POC. These may include: a) technical competence in their health-related area; and b) knowledge of USAID systems and practices	80 percent	Indicator to be tracked in the performance evaluation that will be initiated in October 2019; will be reported in next six month report.
2.3.1 Percent of TPS who demonstrate established mentorship relationships by participating in at least two activities or conversations with their mentor/mentee	30 percent	Surpassed the 30 percent benchmark with over 40 percent of TPS meeting with their mentorship partner at least two times.

#### 2.1.1 PERCENT OF TPS WHO REPORT BEING 'SATISFIED' OR 'VERY SATISFIED' WITH GHTP ORIENTATION

The GHTP staff oriented TPS on performance management and professional development policies and processes in two different ways. For transitioned TPS, a brown bag was offered, introducing TPS to the AWP and ILTP as well as policies and procedures for using professional development funds. For all new TPS, the team introduced these concepts during the GHTP orientation at the start of their employment.

### **2.1.2 PERCENT OF TPS WHO REPORT BEING ‘SATISFIED’ OR ‘VERY SATISFIED’ WITH THE APPLICABILITY OF AT LEAST ONE LEARNING EVENT TO THEIR PROFESSIONAL AND CAREER DEVELOPMENT**

In the TP survey, differences were noted in the responses from transitioned TPs compared to the newly hired TPs. Newer TPs indicated that they had limited time to participate in professional development activities but looked forward to accessing the resources and available to them. Additionally, new TPs expressed appreciation for the \$3000 annual professional development stipend. Transitioned TPs (formerly with GHFP-II) were equally appreciative of the GHTP professional development resources but had more challenges with the differences between GHFP-II and GHTP. One TP expressed dissatisfaction with the guidance that PD funds must cover travel expenses related to professional development because the individual felt that doing so limits professional development options. As mentioned previously, GHTP staff understands these concerns and will continue to provide policy guidance and justification to help TPs understand the changes from their previous mechanism.

### **2.2.1 PERCENT OF NEW GHTP PARTICIPANTS WHO COMPLETE AN ILTP IN THEIR FIRST SIX MONTHS**

In consultation with the GHTP staff and USAID POCs, each TP was required to complete an AWP within 90 days of their start date, which included performance objectives, work activities, and performance indicators. GHTP staff conducted individual consultations with the TPs to review a draft of the AWP before it is finalized. The AWP is considered a “living document” that can be revised throughout the performance period as job responsibilities evolve.

### **2.2.2 PERCENT OF TPS WHO REPORT BEING ‘SATISFIED’ OR ‘VERY SATISFIED’ WITH THE NUMBER AND VARIETY OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES OFFERED**

GHTP staff regularly distributed professional development opportunities via email to the TPs. Based on feedback from the TPs about the timing of these announcements, GHTP staff began to distribute professional development offerings on a weekly basis. A professional development resource list was also created and uploaded to the GHTP intranet. This list includes frequently used professional development resources to help TPs identify technical and skill-based trainings. In addition, TPs can also see the PD courses in which their peers enrolled and connect with other TPs directly to discuss the quality of the trainings.

The TP Survey included several questions about professional development including applicability of learning events (2.1.1), professional development opportunities offered (2.2.2), and career advancement (2.2.3). The wording of these PMP indicators seemed to confuse TPs because several comments indicated that TPs were unclear how to correctly respond to these questions. For example, one question asked TPs to rate their satisfaction with the number and variety of professional development events offered. While GHTP staff distributed information about external PD opportunities, GHTP staff were not responsible for offering trainings. For this reason, project staff will re-evaluate the wording of these PMP indicators moving forward and determine if the indicators should be revised.

### **2.2.3 PERCENT OF TPS WHO ‘AGREE’ OR ‘STRONGLY AGREE’ THAT THEY ARE PURSUING PROFESSIONAL DEVELOPMENT TO ADVANCE THEIR CAREER IN GLOBAL HEALTH**

Eighty three percent of TPs surveyed ‘agree’ or ‘strongly agree’ that they are pursuing professional development to advance their career in global health. TPs overwhelmingly expressed an interest in participating in professional development activities and appreciate that the mechanism offers professional development resources and support. GHTP staff also received helpful participant feedback from the survey that will enhance the PD



support provided to TPs. Some comments centered on the frequency of communications about professional development activities. As such, GHTP staff started to send out weekly announcements about professional development activities and resources.

#### 2.2.4 PERCENT OF TPS WHO COMPLETE AT LEAST ONE PROFESSIONAL DEVELOPMENT ACTIVITY DURING THE PROGRAMMING YEAR IN SUPPORT OF THEIR ILTP

Ninety-eight percent of new and transitioned TPs completed their ILTP within six months of starting their position. While the ILTPs document professional development goals for the performance period, they do not track the completion of these activities. To track the completion of PD activities, TPs are required to document PD activities in the performance evaluation. This data collection method allows TPs to report the PD activities in which they participated at the end of the performance period. GHTP staff will collect this data in the first quarter of PY2.

#### 2.2.5 PERCENT OF TPS DEMONSTRATING COMPETENCY IN TWO KEY AREAS, AS SEEN IN REVIEWS OF 'AGREE' OR 'STRONGLY AGREE' BY THEIR POC. THESE MAY INCLUDE: A) TECHNICAL COMPETENCE IN THEIR HEALTH-RELATED AREA; AND B) KNOWLEDGE OF USAID SYSTEMS AND PRACTICES

In mid-September, GHTP rolled out the annual performance evaluation to TPs and POCs. The evaluation includes a summary of the performance objectives established in the AWP, progress towards achieving these objectives, and an assessment by the POC of the TPs' competencies related to USAID's backstop 50 and leadership characteristics. GHTP staff considered the best way to measure this indicator and determined the performance evaluation was the most logical place to do so. The performance evaluations were initiated in the last quarter of the calendar year, so data collection will occur in the first quarter of PY2.

#### 2.3.1 PERCENT OF TPS WHO DEMONSTRATE ESTABLISHED MENTORSHIP RELATIONSHIPS BY PARTICIPATING IN AT LEAST TWO ACTIVITIES OR CONVERSATIONS WITH THEIR MENTOR/MENTEE

Multiple TPs stated that the mentorship program was a positive experience, allowing them to meet other professionals outside their immediate team who could provide perspective on work within USAID. The 30 percent benchmark was surpassed with over 40 percent of TPs meeting with their mentorship partner at least two times.

#### **Feedback from TPs in the GHTP Mentorship Program:**

*“We were well-matched and were able to talk through both technical and broader agency issues.”*

*“My mentor provided critical considerations for next career steps with family in mind. My mentor also shared a professional development course that I may be interested in.”*

**RA 3: CONDUCT DIVERSITY INITIATIVE OUTREACH EVENTS AND EXCHANGES TO SERVE ALL GH HIRING MECHANISMS**

**OUTREACH**

*Table 12: PMP Indicators Related to Outreach*

INDICATOR	BENCHMARK/EOP TARGETS	STATUS (AS OF SEPTEMBER 26, 2019)
3.1.1 Number of outreach events conducted to recruit global health professionals, including from diverse backgrounds	40 events	Completed 35 outreach events with a PYI start date of November 7, 2018.
3.1.2 Number of people reached at events and activities conducted to recruit global health professionals, including from diverse backgrounds	1,250 people	Reached 10,749 people through outreach events and activities.
3.1.3 Conduct meetings to support GH/non-direct hiring mechanisms with outreach efforts focusing on diverse audiences	2	Participated in 2 USAID coordinated cross mechanism events; coordinated and conducted 4 meetings with other USAID mechanisms.

**3.1.1 NUMBER OF OUTREACH EVENTS CONDUCTED TO RECRUIT GLOBAL HEALTH PROFESSIONALS, INCLUDING FROM DIVERSE BACKGROUNDS**

During the PYI, GHTP staff focused on building an outreach strategy and executed 35 outreach events. The goal was 40 events. Circumstances that contributed to not reaching the goal of 40 included the delayed start of the contract to November 7, 2018 as well as the Government shutdown in early 2019, which delayed USAID’s response, and the delay in USAID approving the GHTP website. Without the website, several institutions and events would not respond or allow us to participate.

Almost all of the 35 events were either local or virtual, incurring very few travel costs for the first year of the program. These events included GHTP hosted webinars, academic institution career fairs, association/membership hosted events, GHTP hosted group information sessions, and one-on-one informational interviews. Of the 35 events, GHTP staff participated in or hosted 16 events with a focus on participants from diverse backgrounds.

**Feedback from GHTP Virtual Information Session**

“It was helpful to hear [GHTP staff] explain the different hiring mechanisms and what the differences between them are. I was also surprised and delighted by the amount of specific advice and resources given.”

All PYI events are listed in the table below. Events with a diversity focus are shaded in gray and marked with an asterisk.

Society for International Development – Washington, D.C. (SID-W) Career Fair	Tufts Boston Health Sciences Career Expo	Morehouse School of Medicine Information Session*	GHTP Hosted WEBINAR: What is GHTP?	National HBCU Week Student and Young Alumni Career Fair*
Public Health Online Career Fair	Devex Global Development Career Forum	Triangle GH Consortium Information Session*	GHTP Hosted WEBINAR: All GH Mechanism Virtual Info Session	Georgetown Health, Science, Tech & Analytics Career Fair
Johns Hopkins Bloomberg Public Health Career Fair	University of Minnesota School of Public Health*	Marine Corps Community Services (MCCS) Henderson Hall Career Fair*	Health Career Connections Site Visit*	2 <sup>nd</sup> Returned Peace Corps Volunteer Career Fair
Bender Virtual Career Fair*	Population Association of America	PLEN Women in Global Policy "Launching Your Global Policy Career" Panelist*	USAID Young Professionals @ AID Institutional Contractor Panel*	8 Informational Interviews conducted by GHTP Staff*
Returned Peace Corps Volunteer Career Fair	University of Washington, Seattle Information Session	Northwestern MSGH Global Health and Technology Class Information Session	GHTP Hosted Health Career Connections (HCC) Alumni Information Session*	
George Washington University Public Health Career Fair	George Mason University Health and Science Career Fair	American Society for Nutrition Conference Exhibitor	USAID Employee Resource Group D&I Strategic Plan Work Stream Meeting Participant*	

### 3.1.2 NUMBER OF PEOPLE REACHED AT EVENTS AND ACTIVITIES CONDUCTED TO RECRUIT GLOBAL HEALTH PROFESSIONALS, INCLUDING FROM DIVERSE BACKGROUNDS

During PYI of the GHTP program, GHTP staff focused on building an outreach strategy and executed 35 outreach events reaching a total of 10,749 attendees. Sixteen events with a total of 2,353 people reached by GHTP were focused on attendees with diverse backgrounds. Events were either in-person or virtual, as well as a mix of local and country-wide, and ranged from one-on-one informational interviews to event groups of up to 3,600 attendees. Costs were kept to a minimum (as shared in the annual financial report).

### Feedback from GHTP Virtual Information Session

*“I love the resume template, and all other information that I will use to perfect my journey to my global health career goal.”*

### 3.1.3 CONDUCT MEETINGS TO SUPPORT GH/NON-DIRECT HIRING MECHANISMS WITH OUTREACH EFFORTS FOCUSING ON DIVERSE AUDIENCES

GHTP met with GHSI-III and STAR staff during two USAID hosted GH mechanism meetings in February and June 2019 followed by multiple meetings with GHSI-III and STAR on various topics to include performance management, outreach events, batch recruitment, and position description standardization.

In addition, GHTP collaborated with STAR to promote global health career opportunities with USAID at the Devex Global Development Forum and the American Society for Nutrition Conference, totaling over 3,200 attendees. This collaboration resulted in reduced costs and an expanded availability of positions for potential applicants in attendance.

As shown above, GHTP staff hosted a GH mechanism webinar to include participants from each mechanism who are working to support USAID GH so that attendees could hear and ask questions from those on the “front line.” The successful collaboration included participants from GHTP, GHSI-III, and STAR.

## ANNEX B – PY2 PLANNED ACTIVITIES

### PLANNED ACTIVITIES AND EVENTS FOR THE NEXT PERFORMANCE PERIOD SEPTEMBER 27, 2019 – SEPTEMBER 26, 2020

GHTP staff will review the current PMEP and, based on PY1, discuss revisions to the PMEP in some areas. For example, in the hiring process timeline, the clearance process for new TPs with no previous or recent experience with USAID takes a minimum of 4-6 weeks to be completed without delays. Also, there seemed to be confusion on the interpretation of learning events from the TP survey respondents. We would like to revisit the wording of the PMEP indicators to better describe GHTP professional development to result in more accurate responses.

Below are the workplan activities, dates, and notes as approved by USAID for PY2.

#### RECRUITMENT

*Table 13: Workplan Activities Related to Recruitment*

ID	ACTIVITIES	START DATE	END DATE	CURRENT STATUS/NOTES
A1	Enhance recruitment database	September 27, 2019	September 26, 2020	Continue to build cadre of qualified global health professionals to support USAID.
A2	Finalize job descriptions for each position (development and approval)	Day 1	Day 3	Continue for all new position requests in PY2.
A3	Finalize the application packages, including submission and approval	Day 33	Day 22	Suggest a revised timeline for the hiring process due to clearance process timeline.
A4	Implement onboarding process for each participant	September 27, 2019	September 26, 2020	Continuing process as in PY1 with an increased effort in transparency and communications with USAID Administrative and Management Support (AMS) and SEC.
A5	Manage the reclassification process updates in PDs	Ongoing	Ongoing	Continue to follow the GHTP reclassification process established in PY1.
A6	Implement orientation for incoming TPs	TPs' start dates	Within 1st week of hire	Continue to orient new TPs within the same work week as hire.
A7	Pilot Blind Recruitment for GS-11 Recruitment	Q2 FY20	Q3 FY20	Implement blind recruitment with at least one position and POC.

Active recruitment for TP open positions as of September 26, 2019:

*Table 14: Current Active Recruitment Pipeline (To Date) for Program Year 2*

OHA/SPS	Data Analyst
OHA/SPS	Data Analyst
OHA/SCH	Supply Chain Advisor
OHA/SCH	Supply Chain Advisor
ID/ETD	Communications Advisor
DCHA/OFDA	Humanitarian Health Advisor

## TP AND POC SUPPORT

*Table 15: Workplan Activities Related to Cross Cutting Activities*

ID	ACTIVITIES	START DATE	END DATE	CURRENT STATUS/NOTES
G1	Complete internal PY2 M&E plan, including timeline and overview of survey instrument	September 27, 2019	November 30, 2019	In process.
G2	Administer survey for PMEP – recruitment	September 27, 2019	September 26, 2020	Survey will be administered within week of TP starting or last TP starting from a batch recruitment.
G3	Administer survey for PMEP – POCs	September 1, 2020	September 26, 2020	Survey will be administered in September 2020.
G4	Administer survey for PMEP – TPs	September 1, 2020	September 26, 2020	Survey will be administered in September 2020.
G5	Administer orientation survey	One week after orientation	Ongoing	Results will be continuously monitored so that TP orientation can be refined on an ongoing basis.
G6	Administer mentorship survey	September 1, 2020	Ongoing	Results will be continuously monitored so that the GHTP mentorship program can be refined on an ongoing basis.
H1	Manage GHTP office and meeting space for staff, participants, and others as requested by USAID - maintain efficient network infrastructure to support on-site activities	Ongoing	Ongoing	Demand for meeting space at the new GHTP project office will be continuously monitored in order to determine if increased resources need to be devoted to managing requests efficiently, and as approved by USAID.

ID	ACTIVITIES	START DATE	END DATE	CURRENT STATUS/NOTES
I1	Ensure the required and ad hoc financial reports are correct and submitted in a timely manner	Start of each quarter and upon USAID request	30 days after the end of each quarter and upon USAID request	GHTP staff will continue to refine the Power BI financial reporting software in order to meet the evolving needs of the COR and financial POCs in all of the USAID offices and missions that host TPs.
I2	Communicate and answer questions on monthly actuals and forecasts to USAID budget contacts in Offices and Missions	Ongoing	Ongoing	Regular reports will be provided and ad hoc reports will be provided in a timely manner.

## CROSS CUTTING ACTIVITIES

Table 16: Workplan Activities Related TP and POC Support

ID	ACTIVITIES	START DATE	END DATE	CURRENT STATUS/NOTES
B1	TRAVEL - Support TP travel needs by implementing, providing, and continuously improving responsive logistical services - provide learning opportunities to participants to enhance their understanding of travel guidance	Ongoing	Ongoing	GHTP staff will conduct semi-regular sessions that introduce new TPs to travel policies, as well as refreshers for current TPs as policies are updated, or when GHTP staff note any trends where TPs broadly share confusion about policies.  In response to TP feedback, and in coordination with the COR, new expense reimbursement software will be implemented during the first half of PY2.
B2	IT - Develop, implement, support, and continuously improve technologies that enhance the performance of participants and support staff, including hardware, software, and virtual workspaces	Ongoing	Ongoing	During the first quarter of PY2, GHTP staff will focus on supporting the technological needs of the occupants of the project space. Ongoing refinement of the PD and performance management database will take place throughout.
B3	SEC - Work directly with USAID to process all facility access, secret clearances, and mission security paperwork to ensure all TPs and support staff, as appropriate, receive timely badges and access as needed to perform work under GHTP contract	Ongoing	Ongoing	The Facility Security Officer and Security team will continue to coordinate closely with USAID GH AMS in order to support the timely granting of clearances for new TPs, as well as the renewal of clearances as needed.
C1	Enhance and refine the systems for communicating with TPs and POC	Ongoing	Ongoing	Based on POC feedback from the survey administered during PY1, the GHTP project team will increase the frequency of POC communications, particularly around the orientation of POCs and the performance management of TPs.

**PERFORMANCE MANAGEMENT AND PROFESSIONAL DEVELOPMENT**

*Table 17: Workplan Activities Related to Performance Management and Professional Development*

ID	ACTIVITY	START DATE	END DATE	STATUS/NOTES
D3	Enhance and refine tools for presenting and communicating professional development opportunities via email and GHTP website	Ongoing	Ongoing	A PD portal, accessible through the GHTP website, will be launched during PY2.
D6	Refine and enhance the Professional Development Participant Database	September 27, 2019	Ongoing	In collaboration with Credence IT, a comprehensive database for tracking the performance and professional development of TPs was nearing completion at the end of PY1, and will be launched, refined, and supported during the first quarter of PY2.
D7	Coordinate with POCs to proactively address performance concerns	September 27, 2019	Ongoing	Building upon the PY1 POC orientation, a more robust POC orientation will be developed, including all project areas, during the first quarter of PY2.
E1	Coordinate with USAID and other staffing mechanisms to continue to identify potential areas of collaboration	September 27, 2019	Ongoing	GHTP staff will establish relationships with other USAID mechanisms and partners to recruit mentors, refine mentorship resources, and determine other areas of collaboration.
E2	Refine framework, tools, and systems to promote and track mentoring interactions	September 27, 2019	Ongoing	GHTP staff will enhance the mentorship program by providing additional mentorship pairing opportunities across USAID, including the USAID GH Mentoring Program, USAID’s Culture of Leadership, USAID Mentorship Program, GHSI-III, and STAR.



## OUTREACH

Table 18: Workplan Activities Related to Outreach

ID	ACTIVITIES	START DATE	END DATE	CURRENT STATUS/NOTES
F1	Expand GHTP Future Global Health Leaders program and establish GHTP with current MSI network as part of outreach strategy	In progress	Ongoing	To date, confirmed 22 information sessions with academic institutions for PY2.
F2	Expand and maintain outreach database	In progress	Ongoing	Will continue to build GHTP listserv.
F3	Update and share external outreach schedule	In progress	Ongoing	Outreach schedule is updated in real time on the GHTP website, once new event is confirmed.
F4	Plan and conduct internal meetings to support GH/non-direct hiring mechanisms	Ad hoc based on PDMS needs	Ongoing	Continue to meet to discuss ways to work together to support USAID GH.
F5	Engage specifically with USAID employee resource groups to promote GH employment opportunities	In progress	Ongoing	Continue to engage with USAID working groups.
F6	Maintain and update website, social media, and listserv	In progress	Ongoing	Continue to enhance GHTP website and social media content.

During PY2, GHTP will conduct a minimum of 40 outreach events that will include a mix of virtual and in person career fairs, conferences, information sessions, classroom visits, and webinars. GHTP will continue to implement the Future Global Health Leaders program targeting diverse future global health professionals at MSIs and conduct topical webinars to support a pipeline of global health talent for the agency. The list of planned events in PY2, as of September 26, 2019 can be found below. MSIs are shaded in gray and marked with an asterisk.

STAR Intern Panel & Networking Session	Eastern Virginia Medical School Information Session	University of Maryland Public Health Career Expo*	Johns Hopkins University Information Session	Annual Biomedical Research Conference for Minority Students*
Boston University Information Session	Clark University Information Session	California State University Long Beach Information Session*	University of Miami Information Session	UCLA Information Session
Touro University Professional Development Day	Xavier University Information Session*	Charles Drew University Information Session*	University of Texas San Antonio Information Session*	Brandeis University Information Session
San Diego State University*	University of Southern California Information Session	Texas Southern University Information Session*	Drexel University Information Session*	Purdue University Information Session
American Public Health Association Conference	Boston University Public Health Career Fair	Northwestern University Information Session	Washington University at St. Louis Information Session	University of Washington Information Session
Rutgers University Information Session*				

## ANNEX C – TP ROSTER AS OF SEPTEMBER 26, 2019

Table 19: Roster of Technical Professionals Active During the Performance Period

ID	TP NAME	TITLE	OFFICE	DATE OF HIRE
1	Abdur-Rahman, Afeefa	Level II Technical Professional - C: Gender Advisor	GH/ Office of Population and Reproductive Health (PRH)/Policy, Evaluation, and Communication Division (PEC)	February 11, 2019
2	Arthur, Micaela	Level II Technical Professional - C: Special Populations Health Advisor	Bureau for Asia (ASIA)/Office of Technical Services (TS)	February 11, 2019
3	Burns, Jordan	Level I Technical Professional – C: Africa Regional Malaria Advisor	Bureau for Africa (AFR)/Office of Sustainable Development (SD)	February 11, 2019
4	Buschur, Anna	Level I Technical Professional - A: Health Information Advisor	GH/OHA/SIEI	February 11, 2019
5	Cunningham, Marc	Level II Technical Professional - A: Monitoring, Evaluation and Learning Advisor	GH/Office of Policy, Programs, and Planning (P3)/Strategy, Analysis, Evaluation, and Outreach (SAEO)	February 11, 2019
6	Halbach, Katherine (Ellen)	Level I Technical Professional - C: Program Cycle Advisor	GH/Office of Country Support (OCS)	February 11, 2019
7	Jankowski, Karlan	Level II Technical Professional - C: Health Procurement and Supply Chain Systems Advisor	USAID/Zambia	February 11, 2019
8	Lemke, Clerisse	Level I Technical Professional - C: Malaria Technical Advisor	GH/ID/MAL	February 11, 2019
9	Mattingly, Meghan	Level II Technical Professional - C: HIV Policy Advisor	GH/OHA/PPIR	February 11, 2019
10	Myer, Kathleen	Level II Technical Professional - C: Public Health and Humanitarian Assistance Advisor	DCHA/OFDA/Technical Assistance Group (TAG)	February 11, 2019
11	Swatdisuk, Ploi	Level I Technical Professional - C: Neglected Tropical Diseases Advisor	GH/ID/Neglected Tropical Diseases (NTD)	February 11, 2019
12	Van Abel, Nicole	Level II Technical Professional - C: Water, Sanitation and Hygiene (WASH) and Social and Behavior Change Advisor	DCHA/Office of Food for Peace (FFP)	February 11, 2019
13	Vij, Ashley	Level I Technical Professional - C: HIV/AIDS Research Portfolio Advisor	GH/OHA/Research Division (RES)	February 11, 2019
14	Weis, Julianne	Level II Technical Professional - A: FP and RH Research Advisor	GH/PRH/ Research Technology and Utilization Division (RTU)	February 11, 2019
15	Wucinski, Jason	Level II Technical Professional - C: Information Systems Advisor	GH/P3/SAEO	February 11, 2019

ID	TP NAME	TITLE	OFFICE	DATE OF HIRE
16	Yansaneh, Aisha	Level II Technical Professional - C: Research and Evaluation Advisor	GH/OHA/RES	February 11, 2019
17	Marqusee, Hannah	Level II Technical Professional - A: Health Economics Advisor	GH/OHA/SPS	February 18, 2019
18	Yevstigneyeva, Violetta	Level I Technical Professional - A: Monitoring, Evaluation and Information Advisor	GH/ID/NTD	February 18, 2019
19	Christman, Caitlin	Level II Technical Professional - C: Technical Advisor	GH/ID/MAL	February 25, 2019
20	Davis, Joshua	Level II Technical Professional - C: Strategic Data Analysis Advisor	GH/OHA/SIEI	February 25, 2019
21	Dunlap, Erin	Level II Technical Professional - C: Resource Tracking and Costing Advisor	GH/OHA/SIEI	February 25, 2019
22	Illingworth, Sarah	Level II Technical Professional - A: Senior DREAMS Zambia Advisor	USAID/Zambia	February 25, 2019
23	Iitzkowitz, Laura	Level II Technical Professional - A: Nutrition Social and Behavior Change Advisor	GH/MCHN/NEH	February 25, 2019
24	Jadhav, Apoorva	Level II Technical Professional - A: Demography and Health Technical Advisor	GH/PRH/PEC	February 25, 2019
25	Ohito, Rhoda	Level II Technical Professional - A: HIV Financing Advisor	USAID/Zambia	February 25, 2019
26	Ornstein, Tara	Level II Technical Professional - A: Multilateral Advisor	GH/OHA/SCC	February 25, 2019
27	Patel, Rajeev (Elijah)	Level II Technical Professional - C: Drug Quality and Logistics Advisor	USAID/Indonesia	February 25, 2019
28	Saxena, Sweta	Level I Technical Professional - C: Health Systems Advisor	ASIA/TS	February 25, 2019
29	Scales, Tiffani	Level I Technical Professional - C: Strategic Information Advisor	AFR/SD	February 25, 2019
30	Thistle, Caitlin	Level II Technical Professional - C: Family Planning and Reproductive Health Research Advisor	GH/PRH/RTU	February 25, 2019
31	Gregoire, Kyla	Level II Technical Professional - C: Water, Sanitation and Hygiene (WASH) Advisor	DCHA/FFP	March 6, 2019
32	Shen, Kaiser	Level I Technical Professional - A: Tuberculosis Lab and Diagnostic Network Advisor	GH/ID/Tuberculosis (TB)	March 6, 2019

ID	TP NAME	TITLE	OFFICE	DATE OF HIRE
33	Alvey, Jeniece	Level II Technical Professional - C: Nutrition Advisor	GH/MCHN/NEH	March 11, 2019
34	Consavage, Katherine	Level I Technical Professional - A: Nutrition Communications and Knowledge Management Advisor	GH/MCHN/NEH	March 11, 2019
35	Linn, Anne	Level I Technical Professional - C: Malaria Technical Advisor	AFR/SD	March 11, 2019
36	Milner, Erin	Level I Technical Professional - A: Nutrition Advisor	GH/MCHN/NEH	March 11, 2019
37	Nichols, Catherine	Level II Technical Professional - C: Data Analysis Advisor	GH/OHA/SIEI	March 11, 2019
38	Schelar, Erin	Level I Technical Professional - C: Data Analysis Advisor	GH/OHA/SIEI	March 11, 2019
39	Anson, Meghan	Level I Technical Professional - A: Nutrition Advisor	BFS	March 18, 2019
40	Hanks, Qwamel	Nutrition Associate Advisor	BFS	June 10, 2019
41	Ojo, Williams	Vector Control Data Analyst	GH/ID/MAL	July 8, 2019
42	Pedersen, Sarah	Nutrition Advisor	BFS	July 22, 2019
43	Igodan, Oghogho	Technical Professional Level I - C: PTC	GH/OHA/SCC/Regional Advisors Branch	August 7, 2019
44	Soybel, Geoffrey	Technical Professional Level II - C: PTC	GH/OHA	August 13, 2019
45	Haile, Seghen	Level II Technical Professional – Health Information Systems Technical Advisor	GH/OHA	August 13, 2019
46	Towers, Steven	Technical Professional Level II - C: PTC	GH/OHA	August 13, 2019
47	Schowen, Ryan	Technical Professional Level II - C: PTC	GH/OHA/SCC/ Regional Advisors Branch	August 21, 2019
48	Goodwin, Ashley	Technical Professional Level II - C: PTC	GH/OHA	August 26, 2019
49	Demeke, Sarah	Technical Professional Level II - C: PTC	GH/OHA/SCC/ Regional Advisors Branch	September 6, 2019

ID	TP NAME	TITLE	OFFICE	DATE OF HIRE
50	Wittenbrink, Brittney	Technical Professional Level I - C: PTC	GH/OHA/SCC/ Regional Advisors Branch	September 18, 2019
51	Desai, Shreya	Technical Professional Level I - C: PTC	GH/OHA/SCC/ Regional Advisors Branch	September 18, 2019