

SUBJECT: Implementation of Policy Guidance Concerning Fellows

NEW MATERIAL: Interim Guidance on fellowship programs. This policy will be incorporated into new policy on workforce utilization which will be published in 1997.

EFFECTIVE DATE: September 18, 1995

POLICY

USAID/General Notice  
AA/M  
07/8/96

SUBJECT: Implementation of Policy Guidance Concerning Fellows

The guidance on workforce utilization which was issued on September 18, 1995 assigns responsibility for developing and managing all fellows programs to the Global Bureau, consistent with its role in providing technical leadership for the Agency. Fellowship programs are intended to provide individuals with practical work experience in the area of economic and humanitarian assistance and to develop a pool of experts devoted to international development assistance. USAID benefits from the research, technical advice, and intellectual stimulus provided by the fellows.

It is recognized that there may be fellows who do not meet the selection criteria established in the new guidance. It is also recognized that some agreements currently in place may not be fully consistent with the new guidance. While these individuals and agreements are "grandfathered," the Global Bureau is committed to bringing all fellowship programs into compliance with the new guidance.

The following operational guidelines have been jointly developed by the Global Bureau, M/OP, M/MPI, and GC. They are established to ensure that fellows receive consistent treatment and that programs are in compliance with the workforce utilization policies contained in the General Notice, Appropriate Use and Funding of USAID's Non-Direct Hire Workforce, dated 09/18/95.

1. DURATION. Any fellowship program which provides for individual fellowships in excess of two years requires an exception from the DAA/M/HR. The duration of fellowships should be based on the goals of the program of the providing institution (i.e., the institution with which USAID has an agreement). For any fellowship requiring more than 2 years, a justification shall be submitted from AA/G to DAA/M/HR. Any request for an extension beyond 2 years will be decided on a case-by-case basis.

2. OVERALL RELATIONSHIP. An "arms-length" relationship between the Agency and providing institutions must be rigorously maintained in the selection, placement and day-to-day mentoring of fellows. Fellows shall not encumber direct-hire positions. This means not only that fellows do not encumber an FTE but also that a fellow may not assume the duties or responsibilities of a USAID direct-hire position. Fellows' workplans are developed accordingly.

3. SELECTION AND PLACEMENT. While USAID retains a right to concur in the selection and placement of individual fellows, USAID employees shall not identify individual fellows to work on USAID-funded programs or in Agency offices. The providing institutions are responsible for selecting individuals for placement, based upon criteria established by the providing institution and meeting the Agency's description of the skills, knowledge, abilities and experiences it requires. The Agency shall concur in placements.

4. SUPERVISION VERSUS MENTORING. USAID employees may provide fellows with technical guidance, career advice and operational oversight. However, USAID employees may not supervise fellows or be supervised by fellows, nor may fellows working in USAID offices supervise other fellows.

It is expected that USAID employees and fellows will jointly develop and negotiate annual workplans, and jointly review and revise them as needed. Only the grantee institution can approve leave plans, provide financial incentives, or discipline the participating fellows. USAID shall be advised of fellows' leave plans. USAID shall advise the grantee institution at least once a year of the accomplishments or special activities of the fellows.

Senior and mid-career fellows are normally employees or staff of their parent organization; and, when working within USAID organizational units, they may not mentor or supervise other fellows.

## 5. DUTIES OF FELLOWS.

a. PRIVATE SECTOR FELLOWS. Fellows may not perform inherently governmental functions. For example, fellows may not:

- officially represent USAID,
- approve policy documents,
- supervise USAID employees,
- negotiate, review or sign contracts on behalf of USAID,
- certify vouchers,

- select or recruit USAID employees,
- give final approval to USAID funding or budget cuments,
- sign responses to IG, GAO or Congressional requests
- for information, audit reports, Q&As, etc.,
- be solely responsible for a USAID project or activity,
- prepare USAID's strategic plan, funding or budget documents, or perform other work requiring access to sensitive or administratively controlled information.

When doubts arise as to specific duties, advice should be sought from G/AMS, Barbara Rogers, the project manager, or the grant officer for the fellowship program involved, on what Agency work can appropriately be undertaken by fellows.

b. **GOVERNMENT EMPLOYEE FELLOWS.** Fellows who are direct-hire employees from other Government agencies, e.g. the ComSci fellows, may be assigned work in accordance with Agency policies regarding direct-hire government employees detailed to USAID.

6. **ORGANIZATIONAL CONFLICTS.** Fellows shall not have access to restricted information -- whether proprietary, personnel-related, procurement-related or otherwise controlled -- disclosure of which to fellows would create an organizational conflict of interest, as defined in Agency policy guidance. Fellows may not participate in a matter, or be given access to contract/grant information, that would affect his or her parent organization and/or the grantee institution.

7. **PROCEDURES.** Fellows shall be advised on this directive in writing, prior to negotiating their annual work plans. The following procedures must be instituted and followed in all instances:

Each fellow should have, at a minimum:

- a signed workplan on file
- an orientation briefing to USAID and the nature of the fellowship from G, the host office, GC/EA and M/HR
- an agreed-upon schedule for reviewing/revising the workplan

a. Each office sponsoring a fellow shall be briefed on the nature of the fellowship program by the project manager for the fellowship program involved.

b. Each sponsoring office will:

- distribute copies of these guidelines to all staff and/or require staff to attend an orientation to answer questions about their responsibilities to and for the fellow.
- ensure that fellows are identified as such on telephone lists, office nameplates and staffing patterns.
- ensure every fellow has an orientation briefing to USAID and the nature of the fellowship from G and the host office.
- ensure that a workplan signed by the fellow and his/her grantee institution is on file, which includes an agreed-upon schedule for reviewing/revising the workplan.

Any questions regarding this notice, specific duties or what Agency work can appropriately be undertaken by fellows should be sought from the grant officer, the project manager for the fellowship program involved, or the G/AMS.

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