UCSF
University of California
San Francisco

QUARTERLY FORUM
Q1 2024

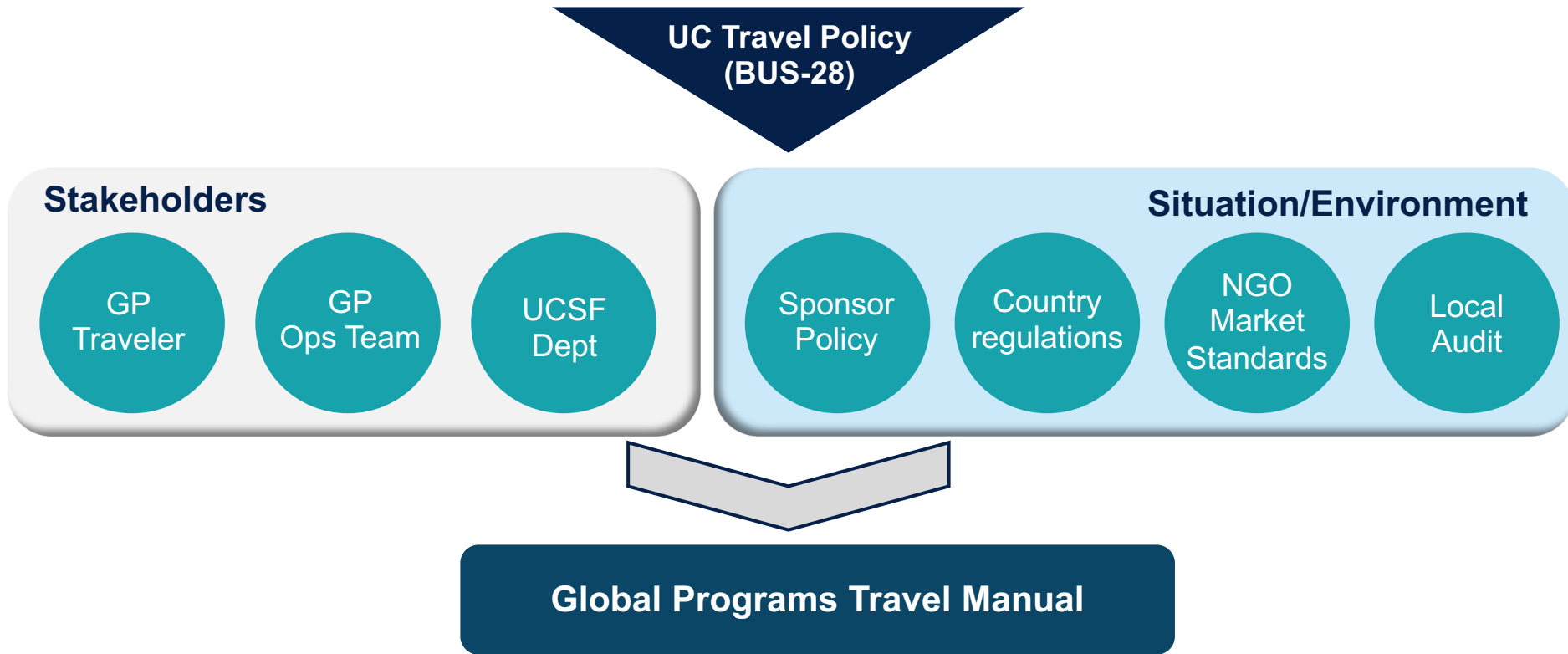## Global Programs for Research and Training

23 January 2024

AGENDA

1. Global Programs Travel Manual Revision

2. Global Programs Salary Equity Project Update

3. Global Programs Stakeholder Survey

4. Other Issues and Questions

5. Requests and Suggestions for Future Forums
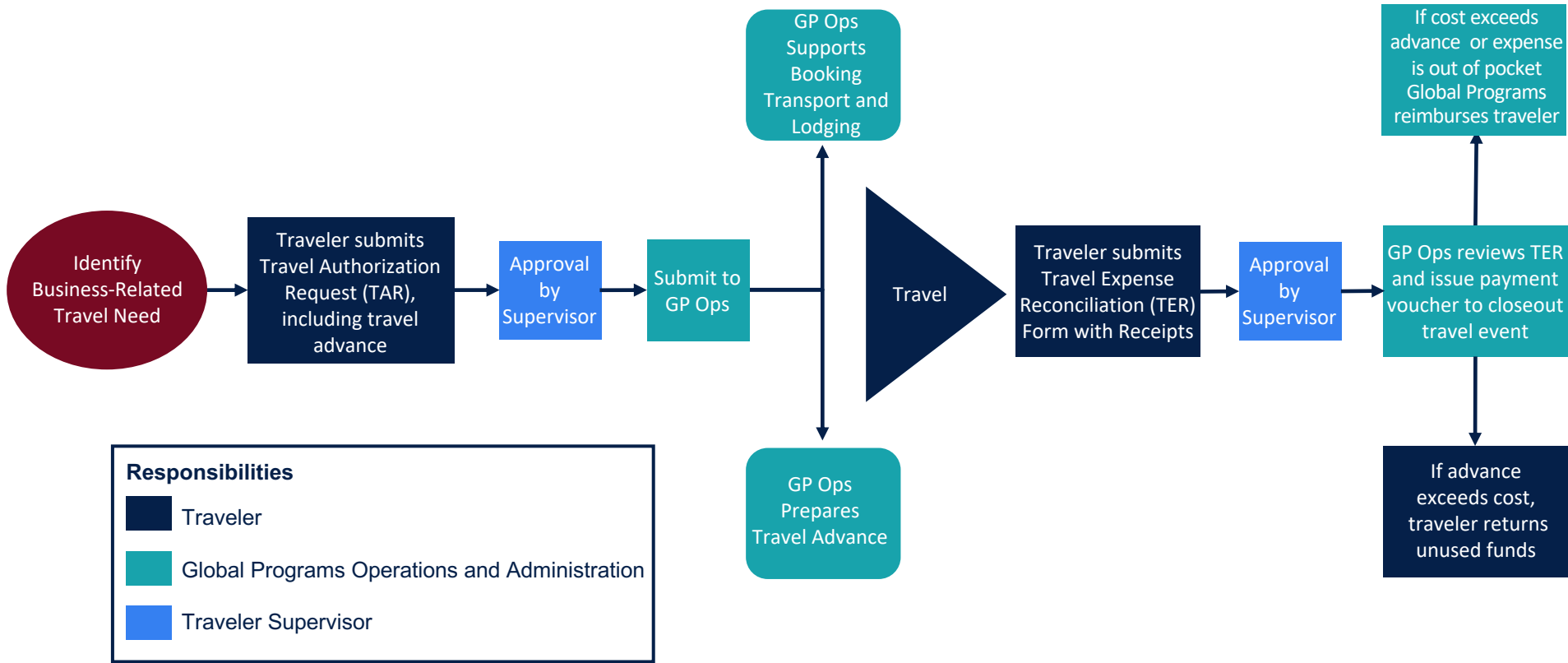
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Global Programs Travel Manual Revision

- Review Process

- Travel Process Map

- Global Programs vs. UCSF Travel Policy

- Summary of Policy Updates

- FAQs about Global Programs Travel

Inputs for Global Programs Travel Manual

UC Travel Policy (BUS-28)

Stakeholders

- GP Traveler
- GP Ops Team
- UCSF Dept

Situation/Environment

- Sponsor Policy
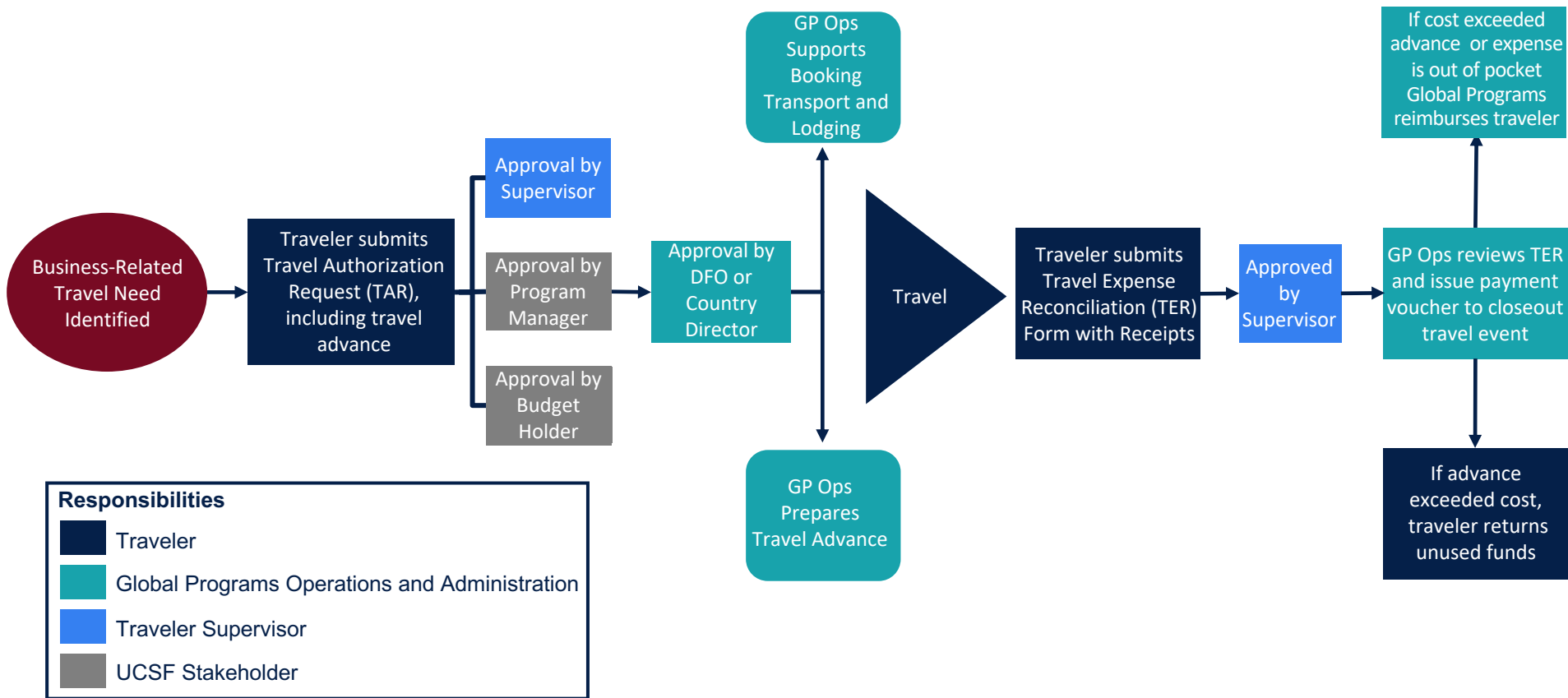- Country regulations
- NGO Market Standards
- Local Audit

Global Programs Travel Manual

Domestic Travel Process Map (2023 Revised Manual)

International Travel Process Map (2023 Revised Manual)

Responsibilities

- Traveler
- Global Programs Operations and Administration
- Traveler Supervisor
- UCSF Stakeholder

Process flow:

Business-Related Travel Need Identified → Traveler submits Travel Authorization Request (TAR), including travel advance → [Approval by Supervisor / Approval by Program Manager / Approval by Budget Holder] → Approval by DFO or Country Director → GP Ops Supports Booking Transport and Lodging / GP Ops Prepares Travel Advance → Travel → Traveler submits Travel Expense Reconciliation (TER) Form with Receipts → Approved by Supervisor → GP Ops reviews TER and issue payment voucher to closeout travel event → If cost exceeded advance or expense is out of pocket Global Programs reimburses traveler / If advance exceeded cost, traveler returns unused funds

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Global Programs Travel Process Challenges

▪ In most Global Programs countries, credit cards for individuals are not readily available. Travelers must use debit cards or cash to pay travel expenses. In most cases, travel advances need to be issued.

▪ Global Programs does not control local banking processes, including time required for transactions

- The bank cannot guarantee that a vendor will receive payment within only 2 business days after the payment is requested in the system

- The same timeframe applies to the bank processing of a travel advance for staff

▪ Global Programs can pay for transportation and airfare directly but does not have the ability to provide credit cards to Global Programs staff that can be used to pay for accommodation.

▪ Global Programs can provide an advance to staff in anticipation of an international visa being issued, but GP cannot pay for accommodation or airfare, except for refundable fares, before the visa is confirmed in case it is not issued in time.

▪ Documentation of travel approvals and internal controls, especially for international travel, are scrutinized annually by the local country auditors and can result in serious audit findings if the policies and procedures are not strictly followed.

UCSF vs Global Programs Travel

Topic	UCSF Travel	Global Programs Travel
Travel Arrangements	Travelers are expected to make their own travel arrangements through the UC third-party self use platform (Connexxus), UC-approved travel agents, or self-booking with airline.	Global Programs Operations books and pays for airfare and lodging on behalf of travelers through a travel agent or directly with the airline. Staff may book and pay directly and request reimbursement, but this is not the standard process.
Travel Advances	Travelers are expected to pay travel expenses with out-of-pocket funds and be reimbursed through a MyExpense expense report. Cash advances should only be used when absolutely necessary for travel-related expenses. A traveler may only have one outstanding cash advance and must clear any previous advances before another advance is issued.	Cash advances are normally provided to travelers. 90% of staff request travel advances. A traveler should have only one outstanding cash advance per trip; each advance should be accounted for before another advance is granted
Per Diems	Provided only for travel outside of the continental United States or for travel lasting 30 days or more	Provided for all domestic and international travel regardless of time; Domestic rate is set based on market surveys of reasonable costs; International Travel at State Dept rate.
Expense Reconciliation	Managed via MyExpense; Approval by supervisor and unit finance manager required; audited at random; Required to resolve travel advances with no reimbursement	Managed via direct submission of back-up documentation and receipts to GP Operations; approval by supervisor; audited annually

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New Policies and Processes

Distance that defines Global Programs travel

- UC Policy: The traveler must be at least 40 miles from the headquarter location or home, whichever is closer, to be reimbursed for an overnight stay

- Global Programs Policy: **65 km from HQ or home**, whichever is closer

New Policies and Processes

Lodging Via Airbnb

- Specific booking requests for short- and long-term homestays may be booked and managed through Airbnb.

- Any traveler request to book and stay in an Airbnb must be pre-approved approved by the Director of Finance and Operations and the UCSF Program Manager.

- All Airbnb bookings should strive to meet the University of California's travel preferences, including:

  - Properties with 4.8 (or above) star ratings

  - Flexible or moderate cancellation policies

  - Self-check-in

  - Complimentary Wi-Fi and laptop friendly work spaces

  - Adequate security features like smoke and CO_2 detectors.

- A detailed receipt for the Airbnb should be submitted with the Travel Expense Reconciliation Form

Reference: https://www.ucop.edu/procurement-services/uc-procurement-newsletters/spring-2019/work-hard-travel-easy-with-airbnb-for-uc.html

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New Policies and Processes

Employees Traveling with an Infant

When a Global Programs employee is required to travel domestically for work while caring for an <u>infant under 24 months</u>, the employee will be entitled to:

- Travel with an additional caregiver

- Receive an additional 50% of the relevant rate to support additional costs for baby and caregiver

- Lodging for the baby and a caregiver (e.g., a double room)

- Safe and secure transport for the baby and the caregiver

Caregivers cannot be accommodated on international travel.

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New Policies and Processes

Personal Travel as Part of Business Trip

- Travel dates but **not** destinations can be adjusted to accommodate personal employee needs if there are no additional costs. Under no circumstances shall expenses for personal travel be charged to or be temporarily funded by Global Programs.

- If an employee would like to add a personal leg to an itinerary as part of business-trip, the traveler must self-fund the initial costs of the trip and cover the difference between their total transportation costs and the business-specific itinerary, if the personal leg adds to the cost.

- For reimbursement of the business-related itinerary, the traveler should submit a cost quote of the potential itinerary for their business-only trip to determine the cost difference

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Future Considerations

- The following processes will be further explored and assessed:

  - Mobile Money systems to facilitate rapid travel advances in Tanzania and Uganda (Domestic Travel Only)

  - Pre-paid single use bank cards for international travel advances (Uganda)

  - Streamlined UCSF-GP on-behalf process to make it easier for Departments to support international travel bookings

  - Horizontal on-behalf payments to allow different GP offices to support travel arrangements of visiting GP staff

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TAR Submission Guidelines by Country

Country	Submission Days Prior to Domestic Travel	Submission Days Prior to International Travel	Submission Focal Point
Kenya	5 business days	15 business days	Email address: payables.kenya@ucglobalprograms.org
Namibia	5 business days	15 business days	Director of Finance and Operations
South Africa	5 business days	15 business days	Director of Finance and Operations
Tanzania	5 business days	15 business days	Finance and Operations Manager
Uganda	5 business days	15 business days	Operations

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Travel Reconciliation Process by Country

Country	TER Submission Deadline	Submission Focal Point
Kenya	15 business days from date business travel concludes	Email address: payables.kenya@ucglobalprograms.org
Namibia	10 business days from date business travel concludes	Director of Finance and Operations
South Africa	10 business days from date business travel concludes	Director of Finance and Operations
Tanzania	7 business days from date business travel concludes	Finance and Operations Manager
Uganda	10 business days from date business travel concludes	Operations

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FAQ - Travel Booking

Is there a standard way of booking transport or lodging across offices?

- Global Programs Operations can book lodging directly with the hotel provider or travel agent

- Based on the country, Global Programs Operations may work through travel agency to arrange airfare or other transportation or may book directly with the vendor (airline, car service)

- Global Programs staff are able to book their own accommodation and transport and request reimbursement if amounts are aligned with Travel Manual (and therefore UCSF and Sponsor policies)

  - Global Programs Operations typically books on behalf of employees (unlike UCSF) to reduce financial burden on GP staff

  - To manage the burden of this work, advanced notice via early submission of the TAR supports GP ops

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FAQ – International Travel TAR and Booking

For International Travel, should a traveler apply for and pay for a visa before submitting the TAR?

- The traveler should review visa requirements, application process and timeline before TAR is submitted.

- The TAR should be submitted as soon as the traveler confirms that there is a reasonable likelihood of receiving the visa in advance of the travel date.

- A travel advance can be processed in anticipation of the traveler receiving the visa.

- The Global Programs Office can provide funding support or reimbursement for the travel visa separate of the TAR for the same travel event in which the visa is required

FAQ – International Travel TAR and Booking

Global Programs can provide an advance to staff in anticipation of a visa being issued, but why can't Global Programs pay for accommodation or airfare without a visa?

- Global Programs can arrange and book airfare or accommodation for **refundable fares only**, before the visa is confirmed

- Unused non-refundable travel bookings (airfare or accommodation) are not allowable costs under Federal funding guidelines

- To ensure Sponsor compliance, requiring a visa before booking any non-refundable travel arrangements protects UCSF and Global Programs

FAQ - Travel Booking

Can a Global Programs traveler book their own travel with a GP-approved travel agency and share a project charge code for invoicing Global Programs at a later date?

- Travelers cannot independently book travel through a travel agency with which Global Programs has a credit facility. Any arrangements that obligate Global Programs payment must be initiated by the individuals with the delegated authority in order to comply with internal controls processes.

- The best approach is Traveler → Global Programs Ops → Travel Agency/Vendor

- Travelers can still book their own travel and request reimbursement with receipts, but not utilizing Global Programs line of credit

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FAQ - Travel Advance Request

Across countries, can travel advances be paid in USD or local currency?

- Domestic Travel: Local Currency Only

- International Travel: US Dollars Only

  - Currency trades based on a specific destination can be complicated with local GP bank; the simple solution is to allow the traveler to manage exchange currency at destination

Are Global Programs employees allowed more than one travel advance at a time?

- By policy, employees are not allowed more than one advance at time

  - In certain circumstances, this may occur due to back-to-back trips with no time for reconciliation

- This is a financial control flagged by local auditing firms and something to avoid

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FAQ – Cross-Office Travel Support

What support can a Global Programs office provide to staff and non-staff traveling on Global Programs business from one office to another?

- Each NGO is setup as an individual entity with its own ledger that are separate from each other.

- Each ledger has established project IDs based on the various awards each manages

- It is necessary to appropriately account for expenditure on the appropriate ledger because operating costs are shared across awards, PIs, and Departments

- While we have identified a process for on-behalf payments being made between UCSF and Global Programs (vertical), we have not yet developed systems necessary to process payments between offices (horizontal)

- This will require re-development of the financial management systems for UCSF's foreign entities by Controller's Office

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FAQ – GP vs UCSF Receipting

Why are Global Programs staff always required to provide a receipt for every expense (Kenya) or have a lower minimum threshold than UCSF ($75 or above)?

▪ No receipts are required for reconciling per diem, which funds most common travel expenses

▪ Receipting is an exception in Kenya due to GoK tax regulations:

- Providing receipts in Kenya ensures that staff can receive a full reimbursement of out of pocket expenses. Any reimbursement totaling above 2000 KSH per day, would be taxed up to 35% without receipts.

▪ Receipting is considered good documentation practice by local auditing firms who review Global Programs finances on a yearly basis

▪ Global Programs' Travel Expense Reconciliation Form is less detailed (Input: Date/Description) than UCSF's MyExpense Form (Input: Date, Expense Type, Business Purpose, Vendor, Location)

- GP Finance team finds submitting receipts to be an easier solution for their work and the traveler's requirements than utilizing a more detailed form

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Travel Manual

QUESTIONS or COMMENTS?

Global Programs for Research and Training

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Global Programs Salary Equity Project

Goal	To establish job categories and standard compensation bands across offices to ensure proper compensation and effective equity across the organization and local marketplace

Key Aims:

- Equal pay for equal work (similar compensation for similar work)

- Ensure competitiveness across the local country marketplace (e.g., health NGOs)

- Standardization across UCSF investigators, projects, and departments

- Establish clear policies for initial salary setting and future raises

- Transparency and clarity on Global Programs methodologies and processes

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Addressing Gaps in Global Programs Compensation Policies
What is the issue?

INPUTS

Global Programs Staff Surveys	Project Management Feedback	Market Research

The lack of established Global Programs compensation framework and equity review policies is resulting in
1) Salaries that do not align with market rates – leading to salaries that are below market rate and
2) Salary determinations inconsistently applied based on project needs/requests.

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Standardizing Global Programs Compensation Policies
What is the solution?

- **Development of Global Programs Salary Scale and Equity Adjustment Process**

  - Salary scale set across standardized job categories

  - Structured processes for compensation setting and adjustments that are consistent and equitably applied across all positions

- **Building compensation policies around industry best practices**

  - Aligns with International Human Resources best practices

  - Aligns with UCSF policies and procedures

  - Aligns with local marketplace

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Expected Outcomes of Salary Equity Project

Standardized job categories across offices

As a global organization, staff categories will have the same definition across all Global Programs offices, in accordance with international best practices.

Defined salary bands by job and country

Salary bands, including factors such as education, number of years of experience, etc., will be clearly defined ensuring consistent and equitable salary determinations are applied across all categories.

Tools for managers to appropriate budgets for HR

The salary scale will be accessible to project administrators to facilitate budgeting and long-term HR management.

Increased transparency for staff

The information will be available to staff to allow them to understand the compensation policies and potential future growth opportunities.

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Implications for Global Programs Projects

- Some positions may not currently be assigned the correct job grading based on the criteria established.

- There may be salary increases for positions that are being paid below established bands for the determined job grade.

- Global Programs HR/Operations teams will work directly with projects to align salaries of project staff with the appropriate salary band.

- Projects will be able to set salaries appropriately for new positions and budget for the skill level required by reviewing the job grading criteria and salary bands in advance of recruitment and hiring.

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Salary Equity Project

QUESTIONS or COMMENTS?

Global Programs for Research and Training

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Global Programs Stakeholder Survey

- IRSO is coordinating a UCSF stakeholder survey to assess stakeholder satisfaction with Global Programs services by country, as well as the overall effectiveness of Global Programs-related units (GP Board, IRSO Office, GP Country Operations)

- Survey will be administered via Qualtrics and establish quantitative measurement for monitoring Global Programs performance

- Survey will also collect stakeholder suggestions on future initiatives and strategies

- Stakeholders will receive an email regarding the survey before the end of January. All stakeholders who interact with Global Programs are encouraged to participate.

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Questions and Suggestions

- Other issues or questions regarding Global Programs?

- Suggestions for future Forums?

THANK YOU!