

Frequently Asked Questions: Responses to questions that we've been asked

Last updated 12 August 2022

CANDIDATE SELECTION

Q: What kind of candidate are you looking for?

A: The candidate profile in the [job description](#) sets out what we are looking for. We are keen to find someone who has a strong understanding of the governance and anti-corruption landscape, can advance conversations with potential partners and funders about the value Global Integrity can add, and is able to lead the team in ways that are in line with the organization's collaborative, inclusive, humble, open and innovative ways of working.

Q: How is the board involved in the process of selecting the new ED? What about staff?

A: The board has formed a committee (the Executive Search and Transition Committee) which is made up of a subset of board members and the Global Integrity management team. The ESTC is closely involved in all stages of recruitment and meets on alternate weeks to ensure adequate alignment and attention to this priority recruitment process. The ESTC will make a recommendation to the board on a finalist and the full board will be responsible for approving the candidate and extending a formal offer. In addition to the management team's involvement on the ESTC, other staff are being provided with opportunities to contribute to the selection process through the drafting of interview questions and participation in different stages of the process.

Q: What is the full recruitment and interview process like?

A: As it currently stands, the recruitment process has three phases. Phase 1 is Preselection and Screening—during this phase, prospective candidates are able to request an office hours appointment with our recruitment partners at Revolution Impact ([here](#)) and invited candidates will be screened by our recruitment partner and one member of the GI management team to determine (with input from the ESTC) which candidates move to the next phase. Phase 2 is Panel Interviews—during this phase, shortlisted candidates will be invited to two panel interviews, one on culture and one focused on the technical aspects of the role. The panels for these interviews will include a mix of board members and staff. Phase 3 is Finalist Interactions—during this phase, finalists will be invited to a Q&A with all GI staff and will also have a conversation with the GI Board Chair and one other board member. References will be requested and checked during Phase 3. We hope to extend a final offer to a candidate by mid-October, but recognize this may be an overly ambitious timeline.

STRATEGY & STRATEGIC POSITIONING

Q: What is Global Integrity's current strategy and where is the organization in its strategy development cycle or planning?

A: Global Integrity's current strategy - "Listening, learning and adapting" (April 2020) - can be found [here](#), with a two-page strategy and implementation summary (from June 2021) [here](#). Our strategy sets out the terrain we intend to explore and how we intend to explore it. As such, we aim to use our strategy as a framework to drive our implementation and support our learning. We have regular strategy review sessions, but there is no fixed end-date to our strategy. The team, and the board, will decide when the organization would benefit from revisiting our strategy.

Q: To what extent will the new ED be able to shape the strategy, offerings, and implementation of GI's work?

A: We expect that the incoming ED will want to build on the work that Global Integrity has done in recent years, and leverage the organization's position and reputation as a leader in exploring the value of adaptive approaches to governance challenges that are not amenable to simple, technical, and easily transferable solutions. That said, we are looking for a new ED who has the ambition, energy, ideas and experience to - in close collaboration with the wider team - enhance the organization's effectiveness and impact. That will certainly entail contributing to the evolution of our strategy, helping to sharpen up our offer of products and services, and ensuring that we are implementing and learning effectively around our strategy.

Q: What's next on the horizon for Global Integrity? Are there ambitions for scaling or growing the organization? Or changing up its services, positioning, and work?

A: Global Integrity has always been ambitious. This ambition has tended to be about the impact of our work, and our ability to use evidence and insights from our work with partners around the world to inform the evolution of the governance and anti-corruption agenda, rather than being explicitly about the size (staff or finances) of the organization. We expect that the incoming ED will - in close concert with the management team and the board - want to ensure that the size of the team and the way it functions puts us in a position to deliver on our substantive ambitions to contribute to the emergence of more effective approaches to addressing governance-related challenges.

Q: Does GI view itself as an implementer of programs or a contributor to policy discussions?

A: There are two strands to our work. First, the support we provide to frontline actors who are trying to address specific challenges relating to corruption, the use of public resources and the

delivery of public services. In some ways this is “implementation”, but most often our role is one of “learning partner”, accompanying frontline actors - the experts in their contexts and as regards their challenges - as they seek to address the challenges they face through cycles of action and learning. Second, our engagement with external actors such as USAID, the World Bank and private foundations, where we use the evidence and insights from our work with frontline actors to encourage and support such external actors to operate in ways that support and make space for locally led and adaptive approaches. The magic - when we get it right - is bringing together the two strands of our work, so that we can help meet the needs of frontline actors, and of external actors, by building bridges and convening evidence-informed conversations amongst them.

Q: What role does the ED have in the design and delivery of programs and projects?

A: The ED has ultimate oversight of the design and delivery of programs and projects, and plays an important role in seeking to ensure that the projects we implement are enabling us to explore the terrain - and test the hypotheses - that our strategy sets out, and that we are able to make connections and learn across projects. But they are rarely involved in the design and delivery of specific projects, where other team members take the lead.

Q: What is GI’s role in the Open Gov Hub? What does this mean for the organization? How are other members or organizations responsible and involved in OGH?

A: Global Integrity co-founded the Open Gov Hub with Development Gateway in 2012. We continue to co-manage the co-working space and community, and share with Development Gateway the financial responsibility for the Open Gov Hub. Right now, we are reviewing the workings of the Open Gov Hub, to, on the one hand, ensure its financial sustainability, and, on the other, to ensure that we are making the most of what is a wonderful space and - despite COVID - a vibrant community, with growing global networks.

GLOBAL INTEGRITY STAFF & BOARD

Q: How big is the Global Integrity team?

A: The Global Integrity team currently includes 10 employees (3 of whom are on the management team), and 5 consultants.

Q: Tell me more about the team—who are they? Where are they based? What is their average tenure at GI?

A: Our website provides information about the members of the team on the “[Our Team](#)” page. The members of the team bring a rich diversity of experience from around the world. Half the

team is based in Washington D.C., with other team members based in New York City, Colombia, Rwanda and the United Kingdom (our current Executive Director). The tenure of our team members varies; three people have been with the organization for more than six years; three people have been with the organization for fewer than three years; and the rest have been with the organization for between three and six years.

Q: Who are the other managers and leaders within the organization? How will a new ED work with them?

A: Everyone can be a leader at Global Integrity! The members of the management team are Alan Hudson (our current Executive Director), Andrew Haupt (our Managing Director for Finance and Operations), and Raquel Rubio (our Director for Listening and Learning). The new ED will lead the management team, helping to ensure that the management team is functioning effectively, and listening and responding to the needs of the team.

Q: Why is the current ED departing? What is the timeline for their departure?

A: After eight years with Global Integrity, our current ED, Alan Hudson, decided earlier this year to step down, to make space for new leadership and organizational renewal, and so that he can also explore some new pathways and possibilities. A note about Alan's departure can be found [here](#). Alan plans to depart Global Integrity by the end of the calendar year; we are hopeful that that will allow for some overlap between Alan and the new ED.

Q: Tell me more about the Global Integrity Board. Who is on it? How active is the board?

A: The Global Integrity board is currently made up of seven directors, with Ania Calderon the chair. Our website provides information about five of our board members - Ania Calderon, Abdoulie Janneh, Dale Murphy, Erin Sines and Sarah Rose. They have recently been joined by Nadim Matta and Soren Haldrup. The Board plays an active but not directive role in supporting the work of the organization. We imagine that the incoming ED and the board will want to review the nature of the board's engagement, to ensure that the ED and the organization are receiving the support and guidance that they need.

REMOTE WORK AND RELOCATION

Q: Will Global Integrity contribute to relocation expenses in the event of a move to Washington D.C.?

A: Yes, Global Integrity will reimburse expenses incurred for relocation up to \$5k for a domestic move and \$10k for an international move. This would be in addition to the costs of securing a

visa, if that were necessary. In the event of the selected candidate leaving the role within 18 months, we would expect the relocation package to be paid back.

Q: If the Executive Director were to be remote how frequently would they be expected to visit Washington D.C.?

A: Our expectation is that a remote Executive Director would typically visit Washington D.C. not more than 4 times per year. Such visits would include meetings with key partners and funders, as well as opportunities to bring the team together for strategy, planning and review sessions. Travel and accommodation for such trips would be fully covered by Global Integrity.

Q: How frequently might the Executive Director need to travel internationally, beyond any visits to Washington D.C.?

A: The pandemic, increased comfort with online engagement, and the harsh reality of climate change has, and will, rightly change expectations and norms as regards international travel. As such, the international travel required of our Executive Director is somewhat hard to estimate. Our current thinking is that they might expect to make four international trips per year, to participate in relevant international events and engage in partnership and business development. Travel and accommodation for such trips would be fully covered by Global Integrity.

Q: In addition to supporting visa sponsorship, will Global Integrity support or sponsor a green card application for its ED?

A: Global Integrity will sponsor an application for a green card provided that the ED would agree to remain in their position at least five (5) years from their official start date. Should a green card be granted through GI sponsorship and the ED voluntarily resign before the end date of the established period, GI would expect reimbursement of all application and legal fees expended in securing the green card.

Q: What happens if GI makes an offer to a candidate who indicates a willingness to be based in Washington D.C., but it proves impossible to secure a US work visa for that candidate?

A: As the Job Description notes, we have a preference for candidates who would be based in Washington D.C., but we are open to the possibility of our ED being based elsewhere as long as we are confident that that arrangement would - given the experience and aptitude of the candidate, and their ability to travel to DC on a regular basis - work well for Global Integrity. If one of our final candidates is someone who is willing and able to be based in D.C., but who would require a US work visa for that purpose, they would be vetted by Global Integrity's immigration counsel to secure a preliminary internal determination on the likelihood of success of the visa application prior to an offer being extended. This procedure considers multiple

possibilities based on the potential applicant's qualifications and takes a long-term view to securing permission to work in the United States. This significantly mitigates the possibility of denial given our immigration counsel's track record. In the event that a visa is not granted despite the aforementioned vetting, Global Integrity would employ the ED through an international employment agreement and the ED would be officially based in another country where they are eligible to work and they would be expected to travel regularly to the United States.