



Paper number	37
Agenda Item	12.4
Person responsible	Jenny Baeseman

SCAR Executive Committee Meeting 2017
Brno, Czech Republic, 31 July - 2 August 2017

2016-2017 SCAR Secretariat Report

Report Author(s):

J Baeseman, E Griffin, R Nash

Summary (<150 words):

This paper outlines the progress, suggested priorities, and needs/constraints from the Secretariat. For a more detailed report of progress, please see the quarterly reports.

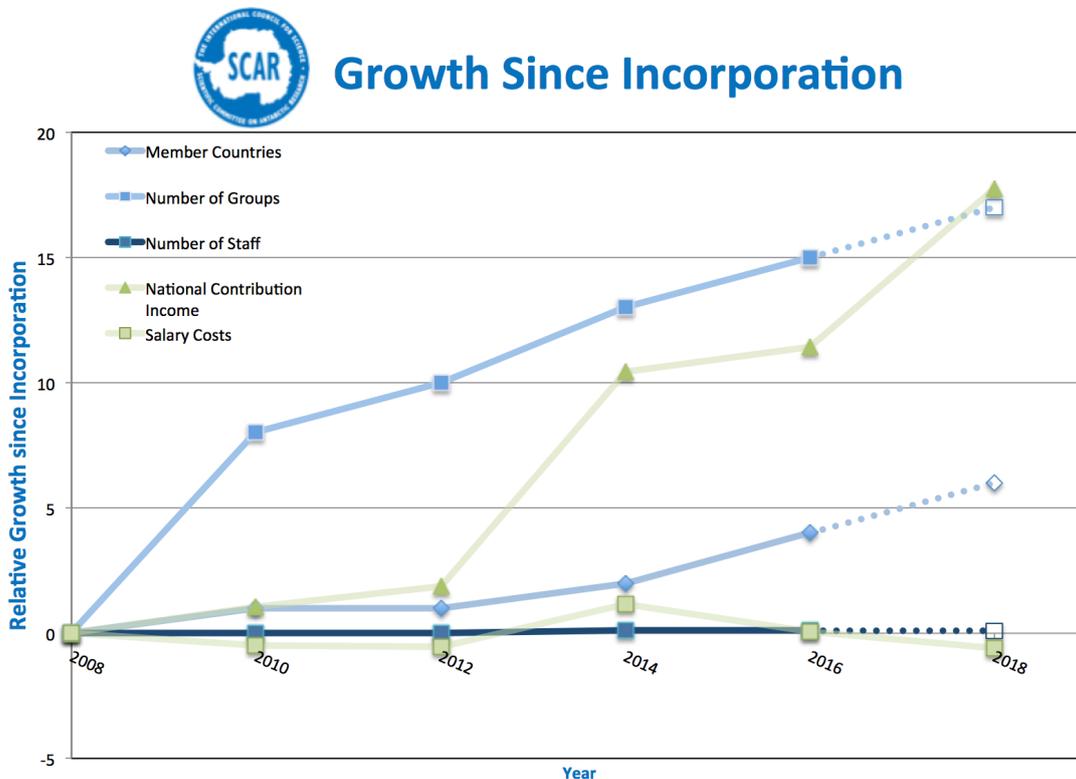
Recommendations that ExCom should consider (if any): *Please indicate if approval is necessary or if they are just asked to note information.*

The ExCom is asked to please complete the office restructure/reorganization as the uncertainty since last October has caused much anxiety and impacts progress. The ExCom is also requested to develop an Employee handbook as well as consider increasing staff or decreasing workload. Performance appraisals and potential associated raises based on 2016 efforts still need to be conducted.

Background:

The SCAR Secretariat consists of a full-time Executive Director and Executive Officer and a 60%-time Administrative Assistant. The Secretariat is located at the Scott Polar Research Institute (SPRI), Cambridge, UK. SPRI provides office space for the Secretariat and we are very appreciative. SCAR and SPRI have a MoU to host the office until August 2021. The Secretariat is charged with the day-to-day management of the organization, and other duties as laid out in the relevant job descriptions.

The workload for the 2.6 staff has increased greatly since becoming an official charity. The chart below shows the increase in membership, funds for activities from member contributions and the number of SCAR groups (relative growth is the cumulative change since 2008. Income and salary costs are in units of 10,000 USD.). It does not include external funding and the additional tasks that come with those funds, nor does it include the growth of the Open Science Conference, Fellowships, etc. With each increase of these items, comes increased workload –yet the staff number and work hours available has stayed the same over the past 8 years.



Highlights of progress since Delegates 2016:

- Following up on various action items from Delegates meeting;
- Outsourcing of most finance activities, and the development of policies and procedures needed;
- Development of Operational procedures for recurring activities such as Fellowships, Visiting Professor Scheme, SCAR Medals and Muse Prize;
- Finalizing, designing, printing, etc of new Strategic Plan;
- Development of various policies required by regulation that SCAR lacked. Staff policies draft lies with ExCom;
- Developed new online newsletter and increased communications;

- Developing new website and maintaining current one;
- Partnership with ICSU on COP meeting and other activities;
- Developed plan for SCAR archives, secured funding for PhD student and hired archivist;
- Development of Membership Guide and draft for procedures for group creation;
- Planning for SCAR Biology Symposium and Polar2018;
- Developing investment plan for SCAR reserves;
- Set up SCAR workplace pension scheme;
- Switched to @scar.org emails, all using and sharing files with Dropbox, and several other administrative changes;
- Continued timely support of groups and member countries.

Key Strategic Priorities:

- Finish transition to new website;
- Contract someone to develop contact database that integrates into website and staff address books;
- Establish project management system to track activities and help outline upcoming tasks;
- Finish SCAR archives;
- Plans for Polar2018, SCAR's 60th Anniversary and other upcoming meetings;
- Continue to respond to requests as efficiently and effectively as possible;
- Continue making progress on outstanding action items as well as those from upcoming meetings.

Constraints/Needs:

- The workload is unsustainable given the current staff capacity;
- Restructuring/reorganization of the office needs to be completed as soon as possible so staff have a clearer view of roles and responsibilities;
- Performance appraisals and potential associated raises based on 2016 efforts still need to be conducted.
- More frequent communication and direction from the President and ExCom would be appreciated;
- More frequent updates from SCAR groups are needed to better coordinate activities;
- More frequent and sustained feedback, especially when tasks are done well, would be appreciated;
- An employee handbook that details rights, roles, responsibilities, and procedures in times of disputes is needed;
- Support for training, coaching and mentoring should be increased, but that also means workload priorities may need to be shifted to allow for this;
- On-demand help with technology from time to time is needed;
- On-demand graphic design help would also be appreciated.