



**XXXIV SCAR Delegates Meeting
Kuala Lumpur, Malaysia, 29-30 August 2016**

Secretariat Report

Executive Summary

Author: J Baeseman

Important Issues or Factors:

Since the 2014 Delegates meeting new appointments have been made to both the Executive Officer and Executive Director roles. E Griffin became EO in Dec 2014 replacing R Badhe. In July 2015, J Baeseman was hired as the new ED replacing M Sparrow. Some issues arose as this was the first non-UK/EU citizen or permanent resident hire for SCAR since its inception in 1958. The final outcome of this difficult situation, is that SCAR can now hire and sponsor international employees and Baeseman moved to Cambridge in March 2016 with a valid work visa.

The transition is going relatively smoothly, but the stress resulting from the increasing workload is starting to impact the ability to deliver the day-to-day output expected in a timely and efficient manner.

The SCAR Secretariat has been hosted by the Scott Polar Research Institute, University of Cambridge, Cambridge UK, since its inception. The agreement has just been renewed for another 3 years.

Recommendations/Actions and Justification:

Delegates are asked to note the report and accomplishments of the staff in a difficult year and to discuss solutions to the workload issue.

Budget Implications:

Due to the drop in the value of the Pound, the overall cost of the Secretariat is likely to be lower than in previous years.

Additional help is needed in the Secretariat as is a review of roles vs salary scales. If agreed this is important by Delegates, it will likely have budget impacts unless the services are provided in-kind.

Hosting of the Secretariat

For more than 40 years, SCAR has enjoyed considerable benefits by having its Secretariat located within the Scott Polar Research Institute (SPRI) at the University of Cambridge, in Cambridge, UK. These benefits include ready access to the administrative and scientific facilities afforded by the Institute and, especially, the intellectual interaction with staff, students and visiting scholars. In return, the SCAR Secretariat provides help and advice to SPRI, its staff and students as time allows. SPRI provides office space in the General Office for SCAR's Administrative Assistant, in exchange for some help to SPRI staff when needed. SPRI also provides 2 offices for other staff, facilities (light, heat, library and internet access, etc) and access to IT support. This informal arrangement has served both organizations well and therefore a renewal was signed in 2016 for the continued hosting of the Secretariat until 2019. The agreement can be found as Appendix 1 to this paper.

Secretariat Staff

The permanent Secretariat of SCAR consists of Dr Jenny Baeseman (SCAR Executive Director), Dr Eoghan Griffin (SCAR Executive Officer) and Mrs Rosemary Nash (SCAR Admin Assistant). Mrs Nash works 50% of her time (2.5 days a week) on core SCAR activities, with the Tinker Foundation covering an additional 10% (0.5 day) to bring her to 60% of full time. Dr Griffin works 80% of his time on core SCAR activities, with an additional 20% (1 day a week) of his time covered by the Tinker Foundation. Interns, secondments, and volunteers to help with the growing workload would be beneficial.

Secretariat Salaries

The Secretariat salary scales are based on those of University of Cambridge salary scales, though without the additional benefits of final salary pension scheme, medical and dental assistance. SCAR Secretariat staff instead receive an additional 7% of their salary to invest in a personal pension scheme, however this 7% is taxed as income. Paying staff through the university, though beneficial to the Secretariat staff, would incur a sizable overhead. University staff receive a 3% increase each year plus inflation (the latter based on union negotiation). Secretariat staff receive a 1-3% performance based increase plus UK inflation (CPI). In 2017, UK law requires the creation of workplace retirement schemes. The University salary scales will need to be increased for the ED and AA by 2018. See WP36 for more information.

Secretariat Salary ranges are:

ED = £38,896 to £55,389 (Grade 9, equivalent to a University Lecturer) = Current Salary: £54,080
 EO = £27,328 to £37,768 (Grade 6, equivalent to a Research Assistant) = Current Salary: £32,093*
 AA = £21,605 to £28,143 for 60% time (Grade 4+) = Current Salary: £17,512*

Secretariat Salary increase over the last three years have been:

2016/15

ED = new hire

EO = 1.5% inflation + ?% performance*

AA = 1.5% inflation + ?% performance*

**The President and VP for Admin were in charge of appraisals for 2015 and performance raises have not been determined at the time of writing this paper – July 15, 2016.*

2015/14

ED = 1.5% inflation + 0% performance (appraisal waived, outgoing ED)

EO = 1.5% inflation + 2% performance (E Griffin)

AA = 1.5% inflation + 0% performance (2.25% agreed, but maximum of grade reached)

2014/13

ED = 2.0% inflation + 2% performance (M Sparrow)

EO = 2.0% inflation + 2% performance (R Bahde)

AA = 2.0% inflation + 0.3% performance (2% agreed, but maximum of grade reached)

2013/12

ED = 2.7% inflation + 2.0 performance (M Sparrow)

EO = 2.7% inflation + 2.0% performance (R Bahde)

AA = 2.7% inflation + 2.3% performance

Secretariat Activity and Workload

Staff Changes

Since the 2014 Delegates meeting new appointments have been made to both the Executive Officer and Executive Director roles. E Griffin became EO in Dec 2014 replacing R Badhe. Griffin had previously held a part-time SCAR Project Officer position since 2011 and managed the day-to-day finances and Climate Change communications.

In July 2015, J Baeseman was hired as the new ED replacing M Sparrow. Dr Baeseman has had close ties to SCAR in her previous roles and wide experience in coordinating and facilitating international polar science, which has aided greatly in the transition. Shortly after the contract was signed, it was realized that SCAR could not officially employ or pay the new ED because she required a UK work visa and SCAR was not authorized by the UK government to sponsor work visas. She was the first non-UK/ EU citizen or permanent resident hire for SCAR since its inception in 1958. The final outcome of this difficult situation, is that SCAR can now hire and sponsor international employees and Baeseman moved to Cambridge in March 2016 with a valid work visa. It should be noted that SCAR's EO, Eoghan Griffin, and AA, Rosemary Nash, were incredible support during this transition and went above and beyond their position duties to help find a solution. SCAR thanks D Carlson from the World Climate Research Programme, the Climate and Cryosphere Project and the Norwegian Polar Institute for their assistance during the transition. A summary of the details of the process will be given orally at the Delegates meeting.

Activity for 2015-2016

2015-2016 has been a very busy and challenging time for the Secretariat, with an increasing workload and the difficulties around the visa situation for the ED. However, a lot of things were accomplished, and the transition has gone relatively smoothly but there are still outstanding tasks.

Highlights of the main tasks: The draft of the 2016-2022 Strategic Plan was prepared and wide community consultation opportunities have been given throughout the year. This was an intensive review year as SCAR was reviewed by ICSU, 5 of the 6 Scientific Research Programmes were externally reviewed, as well as the Southern Ocean Observing System and the International Partnerships in Ice Core Sciences. The Open Science Conference was also very time consuming – side meetings scheduled, science programme created, Women in Antarctic Research Wikibomb launched, and many other aspects. Preparation for the 2018 Conference and Meetings has also begun. Preparation of papers for the Executive Committee, ATCM and Delegates meetings, as well as reports to partner organizations was also another major activity. Outcomes from the Structural Review were incorporated to the extent possible and the drafts of the resulting changes to the Rules of Procedure and Articles of Association have been prepared. The issues around the visa were also a large additional activity for the Secretariat. Routine activities such as the managing of the Tinker-Muse Prize, Medals, Fellowships and Visiting Professorships, Finance, day-to-day communications and addressing queries and other administrative tasks have also been completed.

Outstanding tasks that are progressed as time allows are the moving of content from the archived website to the current site, archiving SCAR historical documents, updating the current website with new content, developing streamlined procedures for routine tasks/activities, etc.

The transition in staff also involves an institutional memory loss. The AA has been an important asset in minimizing this loss. This memory loss combined with a need for the Secretariat to modernize in technology used, consolidate record keeping and use file sharing and other time saving tools will mean the staff may need additional time to deal with internal office management.

Recommendations/Actions

The Delegates are asked to take action on reducing the workload on the staff who are constantly under pressure with more to do than hours allow. An additional full-time science and communication officer would be ideal, or 2 part-time persons. The current situation is not sustainable and it is starting to impact the quality of life and performance of the staff. A review of workload and workflow, duties for each staff and time allotted, etc needs to be conducted, ideally by professional consultants who are specialists in improving the function of small non-profits.

An intermediate solution would be to establish an intern programme where highly qualified volunteers would help with discrete tasks within the Secretariat to reduce some of the backlog and help to set up more efficient project management systems. Junior Officers, similar to the [IASC Fellows programme](#), could also be a large asset to the Secretariat, as well as the science groups.

Remuneration should also be addressed as laid out in WP 36.

Appendix 1

AIDE MEMOIRE

This *Aide Memoire* documents the arrangements agreed between the Scientific Committee on Antarctic Research (SCAR) of the International Council for Science (ICSU) and the Scott Polar Research Institute (SPRI) of the University of Cambridge, England, for the provision of space and facilities to house and operate the SCAR Secretariat within SPRI (see Annex 1).

SPRI agrees to provide, at no cost to SCAR, the following office accommodation for the SCAR Secretariat to house three members of staff:

- desk space in the General Office for the SCAR Administrative Assistant;
- the two first floor offices in the 1934 building.

This accommodation is understood to include standard office services (such as light and heat, access to Internet, and telecommunications). SCAR provides office furniture and equipment for the Secretariat as required.

SCAR also has access to the other facilities and amenities within the Institute, subject to normal booking requirements and charging where appropriate (e.g. photocopying, mailing facilities, and use of library and meeting rooms).

SPRI will operate an account for SCAR for the purposes of purchasing, reimbursement of some expenses, and payments for other services as required. This account will be fully funded in advance by SCAR.

SCAR has access to the SPRI computer support staff and has allocated space on the Institute server for the SCAR website.

The staff of the SCAR Secretariat will provide advice and assistance to SPRI on Antarctic matters within their competence, including advice to students. The SCAR Administrative Assistant will provide assistance in the General Office as time allows.

SCAR will continue to provide copies of routine SCAR publications to the SPRI library.

SCAR will support and enhance the name and activities of SPRI as appropriate, and *vice versa*.

This agreement between SCAR and SPRI shall be for a period of 3 (three) years from the date of signature, with the option of extensions.

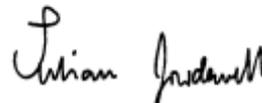
Signed on behalf of SCAR



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Professor Jerónimo López Martínez
President of SCAR

Date: 1 August 2016
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Signed on behalf of SPRI



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Professor Julian A Dowdeswell
Director of SPRI

Date: 1 August 2016
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AIDE MEMOIRE

Annex 1 Background to the SCAR-SPRI Agreement

SCAR was formed by ICSU in 1958 to “initiate, promote and coordinate scientific research in Antarctica”. SCAR also provides scientific advice to the Antarctic Treaty System.

In August 1958, at SCAR’s Second Meeting of SCAR Dr G de Q Robin, UK Delegate to SCAR and Director of SPRI, was elected Acting Secretary of SCAR and became Secretary from March 1959. Since then UK has provided (through SPRI) the Secretariat for SCAR almost since SCAR’s inception.

Dr Robin continued as Secretary from March 1959 to August 1970 when he was elected President of SCAR. During this time, he had part-time secretarial help until July 1963 when a full-time secretary was employed. As Director of SPRI, he made suitable office space available for the secretary. From January 1962, Mr G E Hemmen was seconded from the Royal Society as part-time Assistant Secretary to SCAR. He was based in London but visited Cambridge regularly when he shared the office accommodation of the secretary. In August 1970, when Dr Robin was elected President, Mr Hemmen’s post was re-graded to Executive Secretary (part-time) and he continued in this capacity until his retirement in September 1989. In May 1989, Dr P D Clarkson was appointed as Executive Secretary (full-time) and SPRI provided an additional office adjacent to the secretary.

During 1998–2000, SCAR reviewed its organization and structure and concluded that: “The increasing volume of work now directed at SCAR should be undertaken by a larger Secretariat with a new staff structure. There should be an Executive Director, a Science Officer and an Administrative Assistant who will require additional office space to that already occupied.” SCAR adopted this recommendation in Tokyo during July 2000.

In March 2001, following consultations with SCAR, Professor K S Richards, Director of SPRI, agreed that SPRI would provide the space and facilities requested by SCAR for the accommodation and operation of the enlarged SCAR Secretariat.

In April 2004 Dr Colin Summerhayes was appointed the Executive Director of SCAR (full-time). In April 2010 he was replaced by Dr Michael Sparrow. From March 2010 the SCAR Executive Officer was Dr Renuka Badhe who was replaced in December 2014 by Dr Eoghan Griffin. Dr Jenny Baeseman replaced Dr Sparrow as Executive Director in July 2015.

SPRI provides office space in the General Office for SCAR’s Administrative Assistant, in exchange for some help to SPRI staff when needed. The post is now part-time, and the current incumbent is Mrs Rosemary Nash who was appointed in October 2007.

SPRI has provided office space and facilities (light, heat, library and internet access, and so on) during SCAR’s evolution.

For more than 40 years, SCAR has enjoyed considerable benefits by having its Secretariat located within SPRI. These benefits include ready access to the administrative and scientific facilities afforded by the Institute and, especially, the intellectual interaction with staff, students and visiting scholars. In return, the SCAR Secretariat provides help and advice to SPRI, its staff and students as time allows. This informal arrangement has served both organizations well.