Secretariat Report
Executive Summary

**Title:** Secretariat Report

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**Introduction/ Background:** The permanent Secretariat of SCAR consists of Dr Jenny Baeseman (SCAR Executive Director, appointed July 2015), Dr Eoghan Griffin (SCAR Executive Officer, appointed December 2014) and Mrs Rosemary Nash (SCAR Admin Assistant – 60% time, appointed in October 2007).

**Important Issues or Factors:** Since the 2014 Delegates meeting new appointments have been made to both the Executive Officer and Executive Director roles. EO Dr Griffin had previously held a Project Officer position at the Secretariat since 2011 and managed the day-to-day finances for the previous 18 months, which aided the handover process. ED Dr Baeseman had close ties to SCAR in her previous roles and wide experience with the Antarctic Science community generally and SCAR’s role in it in particular. She was only to work part-time since 1 July, but this has increased to 75% due to the workload of the ExCom meeting. It should be noted that during the transition time, the secretariat will be under a higher workload than normal.

Both the EO and AA have had extended periods where the extra workload has impacted the ability to deliver the day-to-day output expected in a timely and efficient manner. Both have also had to take on additional responsibility and this should be reflected in their annual reviews.

The Secretariat workload was also increased by activities relating to the Structure Review process including hosting the meeting in Cambridge in April 2015 and the recruitment processes for both the new ED and EO.

A significant fraction of the AA’s time was again spent on the new SCAR website, which continues to be a major task as the Secretariat seeks to increase its impact and effectiveness.

**Budget implications:** All positions are approaching the highest level of the pay scale according to their ranking within the University of Cambridge system. Discussions on how to address this situation need to begin immediately.

Resolving the issues regarding the visa and payment provision for the ED will impact the Secretariat salary budget line.
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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. The increase (from 50%) to 60% of full time was introduced to address the continual overtime required to deal with the workload.

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.

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. 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 the lower rate of UK inflation (CPI). This has meant that historically university staff salaries increased faster than Secretariat staff, though because of limits imposed by the university on the inflation increase this has not been the case the last 2-3 years.

Secretariat Salary ranges are:
ED = £38.5k-£54.8k (Grade 9, equivalent to a junior Lecturer)
EO = £27.1k-£37.4k (Grade 6, equivalent to a Research Assistant)
AA = £12.8k-£16.7k for 60% time (Grade 4+)

Secretariat Salary increase over the last three years have been:
2015/14
ED = 1.5% inflation + 0% performance (appraisal waived)
EO = 1.5% inflation + 2% performance
AA = 1.5% inflation + 0% performance (2.25% agreed, but maximum of grade reached)

2014/13
ED = 2.0% inflation + 2% performance
EO = 2.0% inflation + 2% performance
AA = 2.0% inflation + 0.3% performance (2% agreed, but maximum of grade reached)

2013/12
ED = 2.7% inflation + 2.0 performance
EO = 2.7% inflation + 2.0% performance
AA = 2.7% inflation + 2.3% performance

2012/11
ED = 4.2% inflation +1.8% performance
EO = 4.2% inflation + 2.0% performance
AA = 4.2% inflation +2.5% performance

2011/10
ED = 3% inflation plus 2% performance
$EO = 3\% \text{ inflation plus } 2\% \text{ performance}$

$AA = 3\% \text{ inflation plus } 2.5\% \text{ performance}$

**Current (2015) salaries are:**

ED: £52,000 + 7% pension;
EO: £32,093 + 7% pension
AA (60% time): £17,512 + 7% pension (nominally beyond salary scale)

**Secretariat Activity and Workload**

With only 2.6 permanent staff, the Secretariat has a very high workload. It is telling that when people visit the Secretariat for the first time they tend to expect a much larger workforce. The Secretariat major activities include preparation for EXCOM/Delegates meetings, the Open Science Conferences, and the Treaty as well as, to a lesser extent, meetings such as COMNAP, CCAMLR etc. For the EO, running the Martha T Muse Prize as well as the Finances, and Capacity Building activities such as the SCAR Medals, Fellowships, Visiting Professorships are also time consuming, as is the reporting for all grants undertaken. It should be noted that a significant amount of the Secretariat’s time is taken up with dealing with routine matters such as managing day-to-day finances, replying to queries and other communication activities as well as dealing with matters as they arise. Time management assists in this regard, but the time spent with such activities should not be underestimated.

Since the 2014 Delegates meeting new appointments have been made to both the Executive Director and Executive Officer roles. Dr Griffin had previously held a Project Officer position at the Secretariat since 2011 and managed the day-to-day finances for the previous 18 months, which aided the handover process. Dr Baeseman had close ties to SCAR in her previous role and wide experience of the Antarctic Science community generally, and SCAR’s role in it in particular. Despite this there has been an inevitable increase in the workload and time constraints for the Secretariat during the transition period, which will continue for the foreseeable future as logistics are finalized.

At present the ED is without a valid visa to work in the UK and the Secretariat is progressing a twin track strategy for securing a suitable visa, while at the same time establishing the appropriate payment mechanism. This impacts the ability of both the ED to carry out her tasks effectively as well as the Secretariat as a whole to function efficiently.

Both the EO and AA have had extended periods where the extra workload has impacted the ability to deliver the day to day output expected in a timely and efficient manner.

The Secretariat workload was also increased by activities relating to the Structure Review process including hosting the meeting in Cambridge in April 2015, and the recruitment processes for both the new ED and EO.

A significant fraction of the AA’s time was again spent on the new SCAR website, which continues to be a major task as the Secretariat seeks to increase its impact and effectiveness.

**Recommendations:**

The EXCOM VP for Administration and/or Finance should be authorized to act on behalf of SCAR to make necessary contact and representations to develop a solution to the working conditions for the ED, if necessary setting up a temporary Secretariat office in Tromsø for the duration of the UK visa process.

The Secretariat will continue to review its processes and operations to ensure it works as efficiently as possible in serving the Antarctic Science community and working with the large base of active members giving highly valued voluntary service. In this regard the recommendations of the Structure Review and the experience of the new Executive team will guide changes in the coming year.
A review of the duties of secretariat staff vs. Grade level in the University system needs to be conducted. As an interim measure, it is suggested that the three posts are moved up to the next grade (ED to grade 10, EO to grade 7 and AA to grade 5), which would increase the upper limits.

SCAR should strategically develop ways to increase staff, perhaps through secondments, interns, junior officers or other means.

In 2017, the UK will require that pension schemes be set up for all employees. This will need to be investigated in more detail over the coming year.