**Portfolio split up – September - December 2017**

***\*\*Valid until Myriam’s departure***

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| Employment  | Julie – Sarah (Equal@work) (Michaël) |
| Equality data  | Sarah (Claire) |
| Racist crime and speech | Sarah (Ojeaku) |
| Migration  | Juliana (Claire)REIS project: Axel (Juliana) |
| Security and policing  | Michaël/Claire (Julie) |
| Network development & communities mobilisation | Juliana (Georgina & Axel)NDI project: Axel (Juliana) |
| Research, data analysis | Ojeaku (Claire) |
| Press and communications | Georgina (Juliana) |
| Admin, office and event coordination | Anne-Sophie (\*\*Myriam) |
| Advocacy coordination and planning, management | Claire (Michaël) |
| Relation with board, fundraising, management | Michaël (\*\*Myriam & Claire) |
| Admin, Finances and HRs, management | \*\*Myriam (Anne-Sophie & Michaël) |

Persons of reference on forms of racism:

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| --- | --- |
| Afrophobia  | Sarah (Claire) |
| Antigypsyism  | Julie (Claire) |
| Islamophobia  | Julie (Michaël) |
| Antisemitism  | Claire |

*Notes*:

**Portfolio leader**: Each portfolio has a “lead person”. It does not mean that s/he has to carry all the work connected to this portfolio. Some of the work can be delegated to other staff members or external persons. The lead person has to follow up the developments of policies linked to his/her portfolio, ensure this issue is mainstreamed in the rest of the work of the team where relevant, and feel entitled to held colleagues/external persons accountable for their tasks in that particular area. The management team remains here to support you, especially when it comes to balancing the overall workload and ensure coherence with ENAR’s advocacy goals.

Portfolio leaders are expected to steer their ship. They are responsible for spreading information to the right people in the team. The team will trial portfolio development meetings: one for each portfolio, planned well in advance, not re schedulable, where all staff are invited to contribute. When planning a log frame or an event, consult others as needed. Finally: keep an eye on effective implementation, and remember to plan for monitoring and evaluation.

**The 3 transversal portfolios: research, communication and networking**. The lead person of those portfolios need to be involved from Day 1 in any action concerning their remit and will be leading (i.e. supervising, steering, holding accountable) colleagues or external person carrying out the research, communication or network.

For example: say that we need to carry a future research on Jews in employment: Julie will have the lead on employment and will ensure that all the aspects of the issue are taken on board, the intersectionalities, the EU 2020, etc. As Ojeaku has the lead on the overall research portfolio, Ojeaku and Julie will work together to design the research. Julie or an external person might be effectively carrying out the research. Julie will have to report to Ojeaku for the research part, to Georgina for the Comms part, to Juliana for the Networking part, where relevant. And vice-versa, all transversal portfolio leads should keep Julie informed if there are relevant developments or tasks with an impact on employment. Reference persons will also feed-in and ensure that all relevant information they have about the form of racism in Employment is taken into account by Julie.

**Persons of reference**: When it comes to the persons of reference on a specific form of racism, they will have to keep developing their understanding of that specific form of racism and help build the capacities of the organisation on this issue. They will ensure that this form of racism is mainstreamed in the content and transversal portfolios. They will have to keep themselves abreast of the discussions and debates going through civil society and academics on the relevance of the concepts, emerging understanding… They will not need to develop a fully-fledged log-frame and strategy like for the transversal portfolios as their concern will be focused on the form of racism itself, speaking in general terms => but we will still need a strategical outline, roadmap of where we want to go and they will have to check the compliance of the actions we undertake in the content and transversal portfolios with that roadmap to ensure that all our actions are leading to common long term objectives.

Here again, the person of reference will be entitled to held colleagues accountable of their taking into account of that specific form of racism in their own work and help them develop expertise and critical thinking on this issue.

**The role of the backup**: A backup colleague is assigned to support the portfolio leader, especially being responsible of major developments in case the portfolio leaders is absent for a period of time. In order to remain up to date with the portfolio developments, the backup needs to be involved and updated regularly in the portfolio strategic decisions. The frequency of exchanges with a portfolio’s backup person is up to the portfolio holder and their backup; but a simple recurrent “backup lunch” every three months may often be enough. “Backup time” can also be regularly scheduled or encouraged ENAR-wide.

***Changes and review***: Unlike strategies, portfolios are flexible and “flat”: they state who is responsible for what area of work, and can change more easily between staff members.These portfolio assignations are temporary, in the absence of Claire. Ojeaku can be backup of the portfolio covering the current theme of the shadow report, so that she keeps abreast of the developments of this portfolio.

Quality control requires the right balance of autonomy, support (from managers and backup colleague), and taking responsibility for delivering quality work.