**Minutes**

**Staffing and Finance Sub Committee**

**Brussels, 1 December 2016**

**Participants:** Amel, Laurentia, Vilana, Wouter

**Participants ENAR Secretariat:** Michael, Claire, Myriam

**Venue:** ENAR Office, 67, rue Ducale, 1000 Brussels

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| **No** | Matter |
| 11:00-11:45 | 1. **DECISION: The agenda was adopted.**
2. **DECISION: The terms of reference were discussed and finalized to be presented for agreement to the upcoming Board of 03/12/2016.**
3. **RECOMMENDATION: The SFSC members agreed to recommend at the Board meeting Jamie Schearer as 5th member of the SFSC.**
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| 11:45-13:15 | 1. **Staff changes**

Amel explained how the restructuration of the management reflects on the future HR, Admin and Finance unit and the full organisation. **Myriam De Feyter**’s contract is terminated in **order to decrease the total management financial cost** (3 management positions on 9 fulltime positions). She finishes her contract in September 2017. She can leave whenever she finds another job. ENAR needs to give her an outplacement contract which is compulsory under Belgian legislation for people aged more than 45.Myriam presented the option she feels is the best to manage this change and she recommends that:In order to decrease the management, ENAR needs to combine the salaries of Myriam and AS to be able to cover 2 ½ persons:* Junior secretary (reception/logistics/etc) (Full time)
* Administrator (Full time) the salary for this post will be at the same level as the advocacy officers. The Administrator will work closely with the accountant who might

*Note: The recruitment process for this post will be published internally => recruitment test => if no one from the existing staff proves to be the best candidate for the position the job will be then advertised externally*.* Finance and budgeting officer (part time) who would specifically work on the budgets

  It was suggested that ENAR could explore streams of funding which could turn the part time position to a full time position getting the financial and budgeting officer to has tasks re fundraising and sourcing fundingAlso it was suggested that the Accountant play a more proactive role during the transition period and work closely with the Administrator by coming in at least once a month for the 1st year.**SUGGESTION: Myriam – if available - could be contracted as a consultant (to support the transition, in case of external auditing).****DECISION: The SFSC agrees to the 5500€ option for the outplacement of Myriam.****DECISION: Write the process about recruitment (internal, external) in the OM to ensure full transparency. Write the different job offers as soon as possible to be ready as soon as Myriam is about to leave. She will provide the SFSC detailed task description of all involvement staff members.** Amel informed the SFSC of the various options thought of by the team to cover Claire Fernandez maternity leave.Claire is leaving on maternity leave on 13/02/17 for a minimum of 3 months. Management: Michael will take over the management part. Content: 2 consultant contracts on specific projects (PAD Women report) and T-Kit on documenting counter-terrorism policies. If extra funding is found, a “formation contract” for the social community management (6 months max) could be an option. Normally most of the reporting should have taken place before Claire goes on maternity leave and she’ll be back on time for applications in September.**RECOMMENDATION:** The SFSC agrees to let the Secretariat adjust the replacement of Claire according to the needs and possibilities of the work plan by end of January**Michael Privot** announces his search for another job in the frame of his career progression.Claire accepted to be the interim director when Michal leaves the organisation (provided it does not happen during her maternity leave)In case Myriam, Claire and Michael are all gone at the same time, ENAR would have to hire an interim manager for a few months. In any case, there would be SFSC and Board supervision of the Team. Michael could also be contracted as a consultant to facilitate the transition, to induct the new director if needed.  **RECOMMENDATIONS:****More supervision between Michael & Amel to work on exit and change strategy****Claire and Michael to detail all the things they do in a very concrete way (see Myriam’s detailed list). Lists to be shared with SFSC.****SFSC will support the exit strategy of Michael.** |
| 14:15-14:30 | 1. **Review of Operating Manual and work regulations**

No complete review since 2012. There have been changes but these were mandatory under Belgian legislation. Both documents need to be read through in-depth by all members of SFSC. **RECOMMENDATION:****SFSC members to go through OM and regulations and collect all points for questions, suggestions for change, which should be compiled before the next SFSC meeting and discussed at that same SFSC meeting. Myriam is sending all required documents this coming week.**  |
| 14:30-15:15 | 1. **Salaries and workload decrease**

In Commission Paritaire/Joint committee 337 (ENAR’s), we have the possibility to apply specific regulations from other commissions (e.g. 329.2) without having to change completely from Commission.Attention to a salary mass uncontrolled increase (e.g. making clear in contract a maximum of two times 5 years in the organisation with an exceptional third time as done is some organisations).Amel will facilitate specific session with the team to explore what is the existing culture in the organisation of managing workload and how we could reduce it effectively. **SUGGESTION: Explore the possibility of involving an external coach for the whole team** **RECOMMENDATIONS:****Bring in an expert from the social bureau to explain all the difference between “commissions paritaires” before we make a choice. Date: 27 January 2017.****Myriam will prepare a table with the salaries of the staff and the times when indexes were applied to have an overview of the current salary profiles.****Amel will facilitate a session with the Team on reducing the work load on Thursday 19 January 2017.**  |
| 15:15-16:00 | 1. **Letter about the harassment case of 2014**

Amel, Claire and Michael gave a context to the situation and Claire explained what development happened. It was acknowledgement that there was miscommunication from our side: we present our apologies for that. But it does not change our decision.We believe the people who brought the issue and will not challenge their account. The decision was made by the then Board on the basis of testimonies of witnesses and Jallow’s account of the conversation he had with Roger at the time.Regarding claims of information being circulated about him we have absolutely no control on what people do and say beyond ENAR. We are not responsible of the behaviours of our members, of the information that they decide to circulate even if sensitive as long as this is not ENAR-Europe documentation.The committee discussed the letter and made decisions accordingly. **RECOMMENDATIONS:****SFSC position to be communicated to the Board: resend the original letter to Roger and do not enter in any justification; present apologies for the lack of communication; confirm that we don’t have any power neither mandate on ENAR members’ own internal governance decisions****No time limit to the suspension of people accused of harassment****No offer of mediation – we do not want to be drawn into members’ own difficulties** |
| 16:30 | End of meeting |