

## **Bureau Proposal to Council on Strengthening the Science Leadership<sup>1</sup>**

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The proposal to Strengthen the Science Leadership has been discussed and elaborated by Bureau at their February, June, and September meetings in 2015. This resulted in a Bureau Statement on Strengthening the Science Leadership which was presented to SCICOM at the Annual Science Conference. Bureau has received valuable feedback from SCICOM which it has incorporated into an evolved proposal that will be presented to Council in October 2015.

Bureau has concluded that the successful implementation of the ICES Strategic Plan is dependent on close cooperation, communication, and integration between Science, Data, Advice, and the Secretariat. ICES now has a full-time ACOM chair, a full-time Head of Data and Information Services, and a full-time General Secretary, all based in Copenhagen, overseeing three of the four pillars. Thus, there is a need for a corresponding full-time SCICOM Chair. Without a full-time SCICOM Chair, available to work cooperatively with the other full-time leads of the ICES pillars, it is evident that ICES will not professionalize the organization across all pillars, and will not achieve integration. If the science pillar is left out of this change, it will have implications for the scientific work of the organization.

### **Consultation with SCICOM**

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Bureau recognizes that SCICOM input to and support for the proposal is crucial. Bureau has revised its proposal following the feedback from SCICOM during the ASC, on 20 September. This revised Bureau proposal was presented at the joint Council/SCICOM/ACOM/Secretariat meeting during the ASC on 24 September, where SCICOM generally supported the proposal, but stress the need for the details to be worked out with the involvement of SCICOM. Further discussions took place at the SCICOM meeting on 26 September, leading to the SCICOM response submitted to Bureau on 5 October 2015, and again stressing the need for clarification on a number of issues and on the need for SCICOM to be part of the process of detailing the strengthening of the science leadership.

Following the ASC discussions and SCICOM feedback, Bureau would like to clarify the framework and procedure in relation to the proposal to strengthen the science leadership.

### **Bureau proposal**

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The Bureau proposal aims to ensure an effective and efficient ICES organization by safeguarding a well-defined division of responsibilities and tasks, allowing the

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<sup>1</sup> This proposal was circulated to SCICOM and Council members via email 13 October.

full-time SCICOM Chair to focus mainly on strategic issues and allowing the more operational and administrative tasks to be dealt with by the Head of Science support within the Secretariat.

Bureau would like to present the following proposal to Council with the aim of Strengthening of the Science Leadership;

- (1) To set a clear direction regarding strengthening the science leadership by extending the responsibilities and employment time of the SCICOM chair and at the same time, ensuring an optimal mobilization of the expertise and capacity within the Secretariat to support the work of SCICOM.
- (2) On the need for a full time SCICOM chair (P5) based at ICES in Copenhagen and reporting to Bureau, Council, and SCICOM from 2017 to 2019.
- (3) On the need for a full time Head of Science support
- (4) To establish a Council–SCICOM Working Group (CSWGSSL) that will engage during November 2015 to June 2016, with clearly defined terms of reference on how to take the process forward.
- (5) To mandate Bureau, informed by the recommendations of the CSWGSSL, to prepare a proposal for the June Bureau meeting for implementation in January 2017.
- (6) The CSWGSSL will be chaired by one of the Vice Presidents and will comprise two representatives of Council, two representatives of Bureau, two representatives of SCICOM (to be decided by SCICOM), the SCICOM Chair, Head of Science Programme, the ACOM Chair, Head of Advice Support, Head of Data and Information services, the General Secretary, and staff representation.
- (7) The leadership structures of both ACOM and SCICOM will be reviewed early 2019. The results of the review will be presented to Council in October 2019 and the Council will be invited to discuss possible amendments to the structures. (Should be aligned with the development of the new ISP, and the evaluation process for the ACOM Chair).

CSWGSSL would have the following Terms of Reference (ToRs);

- (1) To develop a detailed job description for a full time SCICOM chair, particularly in relation to the implementation of the ICES Strategic Plan and making best possible use of Secretariat resources in accordance with SCICOM needs;
- (2) To suggest tasks for a full time Head of Science support, for use by the General Secretary, in relation to ensuring optimal mobilization of the expertise and capacity within the Secretariat to support the work of SCICOM, and the SCICOM Chair;
- (3) To outline a recruitment process and timeline for the Chair of SCICOM.
- (4) To explore possible responsibilities and tasks in the SCICOM leadership in order to align working procedures to the new leadership structures, for further specification in the SCICOM proposal to Finance Committee (see below).
- (5) To elaborate the scope and timeline for the review of the leadership structures of ACOM and SCICOM, as outlined in No 7 above.

**SCICOM proposal to Finance Committee**

A sum equivalent to around 60 % of a P5, step I salary will be made available, and SCICOM should make recommendations to the May 2016 Finance Committee meeting on how this money can be spent to further strengthen the SCICOM leadership. Bureau emphasizes that any SCICOM proposal to Finance Committee must be cost-neutral and must ensure integration between Science, Data, ACOM, and the Secretariat.

Revised on 30 September 2015

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## SCICOM response to Bureau on

### “Bureau Proposal to Council on Strengthening the Science Leadership”

SCICOM welcomes the opportunity presented by Bureau to strengthen the Science leadership across the four ICES pillars.

SCICOM invites Bureau to clarify the framework and procedure within which SCICOM will contribute. In particular, clarification is sought on whether a full-time chair position and a head of support in the secretariat has already been decided by Bureau as this will clearly influence how SCICOM can develop operational structures.

SCICOM also welcomes the opportunity to engage with Council in a Council-SCICOM group to:

- consider the overall leadership structure across ICES pillars as suggested by Bureau to evaluate and propose alternative scenarios for the Science leadership,
- design and propose a leadership structure for SCICOM that is adapted to SCICOM internal and external procedures as well as fulfilling the needs identified by Bureau for leadership across ICES pillars which will also be viewed favourably by ICES members and clients,
- develop the strategic and operational tasks of the SCICOM leadership and develop corresponding job descriptions,
- recommend a recruitment process with its timeline.

SCICOM is pleased to contribute to a constructive dialogue with Bureau, and SCICOM is available to Bureau to finalise the Bureau proposal to Council. SCICOM would appreciate if its views could appear in the Bureau proposal to Council.

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## Bureau Statement

### Bureau Proposal to Council on Strengthening the Science Leadership

**This Bureau Statement outlines a Bureau proposal to Council on strengthening the science leadership. The proposal incorporates initial feedback from SCICOM and requests additional feedback. Council is asked to endorse the direction for the proposed changes which will be developed by SCICOM. A timeline for implementing the changes is proposed over 2016 and 2017.**

#### Background

ICES is facing a changing science and policy landscape<sup>1</sup>. In our ICES Strategic Plan we have recognized our new role and the increasing demand for our knowledge. However, there are also limited financial and human resources to deliver these services.

Bureau recognizes the need to:

- Continue to implement our Strategic Plan.
- Foster cooperation and integration within ICES.
- Strengthen ICES role as an appreciated knowledge partner.
- Provide a platform to facilitate, focus, and expedite research and make its outcomes valuable.

To achieve these points listed above, integration and cooperation between the four ICES pillars (ACOM, SCICOM, DATA, Secretariat) is essential.

Bureau believes that the proposed changes outlined below are necessary and will improve the cooperation, integration, and efficiency between the pillars to encourage “real working together” around the activities associated with the goals set in the Strategic Plan.

#### **Setting a direction – A proposal from Bureau to Council incorporating initial feedback from SCICOM, and requesting additional input:**

Bureau proposes to strengthen the Science Leadership by:

- increasing the SCICOM chair to a full-time paid position (100% honorarium);
- basing the SCICOM Chair in the Secretariat to ensure better communication between pillars;
- The SCICOM Chair will continue to report to SCICOM, Bureau, and Council;

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<sup>1</sup> [http://ices.dk/explore-us/what-we-do/Documents/ICES\\_Science\\_Policy\\_landscape.pdf](http://ices.dk/explore-us/what-we-do/Documents/ICES_Science_Policy_landscape.pdf)

- converting the position of the Head of the Science Programme in the Secretariat (P5; current contract expiring end of September 2016) to a Head of Science Support (P3);

- asking SCICOM to propose how to best use the available funding to strengthen the Science Leadership, e.g. investing in SCICOM Vice-Chairs. The overall proposal must be cost-neutral.

- providing specific suggestions for how to invest in the SCICOM leadership structure for the 2016 June Bureau meeting;

Bureau is seeking additional feedback from SCICOM on the overall direction of this proposal by the 6 October 2015, in order for Bureau to submit the final proposal to the October 2015 Council meeting.

Bureau proposes a Council—SCICOM working group be established and work in 2015 and 2016 and report to the February 2016 Bureau meeting, also informing SCICOM in March, on the following issues (specific ToRs to be developed at Council):

- develop a job description for the full time chair of SCICOM and in cooperation with the Secretariat, the head of SCICOM support.
- recommend the recruitment process in 2016 for the full-time SCICOM Chair (and possibly Vice-Chairs), modelled on the suggested proposal for the recruitment of the ACOM Chair/Vice-Chairs (CAWGSAL)

### **Other linked issues**

The broad issues around data collection, management, and use will be addressed during 2016 and 2017 by a joint ACOM/SCICOM/Data/Sekretariat group that will be established by Council in October.

A Coordination team consisting of the leaders of the pillars meets regularly to focus on implementation of the ICES Strategic Plan, cooperation, and integration. The Group reports to Bureau.

A full-time ACOM Chair will be starting 1 January 2017 following an open and competitive recruitment procedure.