

AMENDMENTS TO THE AFRIKABURN EMPLOYMENT POLICY : as adopted at AfrikaBurn 2014 AGM

Significant new policies or amendments to existing policy

- 1) The establishment of a managing director role, subject to finding an appropriate candidate. We feel strongly that the role and right person for the job go hand in hand.

The appointment is held to the following terms and conditions:

- i. Both parties agree to carefully review and in good faith renegotiate the terms of the employment contract (if deemed necessary by either party) in July 2016 aiming to conclude such renegotiation before the end of August 2016. By providing for a pre-agreed review and renegotiation period, the underlying assumption is that the terms of the employment will (broadly speaking) hopefully not be renegotiated by either party in the interim.
 - ii. The managing director will automatically be appointed as a Director of the company and lead the board of Directors. The managing director will also be required to be a Director of the company.
 - iii. Given that the managing director will be a full-time executive staff member; this means that if AfrikaBurn was to appoint three Directors in October 2015, the other two Directors should be non-executive (i.e. not working within one of the portfolios). If AfrikaBurn appointed five Directors in October 2015, then there could be one additional Director working within the organisation, and the three non-executive Directors forming the board. This policy is put into place to create independent oversight within the Board of Directors and between the board and the managing director. Of course Director decision-making (in any deadlock situation not able to achieve consent) can only be made by simple majority vote.
 - iv. The managing director remuneration will be calculated using the AfrikaBurn pay scale as follows: Full time employee (21.67 days per month) plus Director role (6 days per month). This will equate to 27.67 multiplied by the maximum rate as applied/amended across the organisation from time to time. On this basis, full time plus 6 additional days, the managing director may not take on any other (paid or voluntary) jobs outside of AfrikaBurn.
 - v. The managing directors is to remove him/herself from active service on any specific portfolios, in order to avoid exerting undue influence.
- 2) Reduce the total number of Directors to a smaller group of a maximum of five Directors effective immediately following the October 2015 AGM. Furthermore the majority of the Directors appointed should not lead portfolios or work in any significant paid position within the organisation (other than that of non-executive Director). To clarify this would mean that

there could only be one additional executive Director (in addition to the managing director who is automatically a Director). To implement this policy change will mean waiting for a year to allow most of the current Directors to work out their existing terms.

- 3) Director's "days per month" are to remain at six (6) days per month. Director's days per month may not be changed by Directors without written Member approval at an AfrikaBurn AGM.
- 4) In future, Directors should apply for Director positions, in the same way that new prospective staff apply for vacant positions. The positions should be advertised (in all the normal channels), resumes with letters of motivation must be submitted to Members Secretary, and a thorough Member-panel interview process (organized by HR Lead) must be fulfilled.
- 5) Directors' performance (including that of the managing director) should be periodically reviewed (at least once per year in the June-August period). All Directors performance reviews reports (without any review/edit by Directors) should be circulated by HR Lead directly to all Members and all Directors for their consideration (and action if necessary).
- 6) That the AfrikaBurn "technical" working month for a full time employee (upon which AB monthly pay is calculated) will consist of a maximum of 21.67 days. This is effective 1st November 2014 onwards for salary/remuneration calculation.
- 7) That a full time employee of AfrikaBurn is entitled to work a maximum of 6 additional days in alternative employment, in line with the parameters applied to part-time employees of AfrikaBurn who are employed on a full time basis elsewhere.
- 8) That an additional tier is introduced into the pay scale, allowing a 20% increase to those in their fourth year (or greater) of full time employment with the organisation
- 9) An annual pay increase, in line with average annual CPI/inflation for the prior 12 months, will be considered by the Directors (with budgetary advice from the Financial Portfolio Lead) across all levels of staff pay. Larger increases may also be considered should budgets allow. Such increases will take effect 1st November each year following AGM approval of the budget.
- 10) That the Directors may at their discretion be afforded the flexibility to award up to 20% on the pay scale tiers in order to secure exceptional candidates in critical full time positions, provided that such a decision is unanimous.

RECOMMENDATIONS FROM THE COMPENSATION OVERSIGHT COMMITTEE : as adopted at AfrikaBurn 2014 AGM

- 1) That the HR Lead/Manager role be expanded, at the Directors' discretion, to facilitate appropriate support in this area. The HR Lead will provide technical HR support and advice to the managing director, Directors, Portfolio Leaders and their teams. And be a go-to safe place where resolution of issues/blocks (that has not been effectively resolved by the leaders) can begin.

- 2) The new role of Members Secretary is to be created. The Members Secretary will organise the AGM, the bosberaad, and other Member-level planning meetings. They would be responsible for processing the appointment paperwork of company officers, and any changes to company documents. They would file and maintain company policies adopted and amended. They would distribute adopted policies (and policy updates) to staff and Members as and when needed. They would arrange for the taking of minutes (decisions only) at Members meetings. They would rally Member communication and focus around organisational issues needing Member focus, or Director-related issues needing Member assistance or attention.

This is not a Member leadership role but rather an administrative and secretarial role. It will not involve any gatekeeping of communication or information at all; its pure broad-based conduit work with no management/tactical influence. The Member Secretary should not be a Director or Portfolio Lead as there could occasionally be a conflict of interest there. This position can be open to the Membership only.

- 3) That all staff; Portfolio Leaders, Directors and Members should sign and adhere to an AB Letter of commitment and a code of conduct (as per the member's letter of commitment and code of conduct.) The code of conduct should involve practical as well as fun elements

- 4) In the interests of transparency, Directors are required to make the minutes of all Directors meetings easily and simply available to Members within a maximum of two weeks of the meetings.

- 5) That policy be amended so that full-time paid staff be required to work a minimum of 75% of their time within the AfrikaBurn offices, unless their role is specifically event-related or they are engaged in specific projects from time to time away from the office. For full-time staff, this would mean that they would need to spend 30 hours per week at the AB office.

ADDITIONAL NOTES FROM THE COMPENSATION OVERSIGHT COMMITTEE

- 1) AfrikaBurn has been through a challenging period of hyper-growth and great organisational change. Although many wonderful things have been achieved individually and collectively ... organizational morale is low and the Members request Directors, Portfolio Leaders and staff to try hard to re-engage each other in a manner which reflects kindness, respect, maturity, tolerance, outcomes-orientated leadership, a culture of service, a strong sense of the AB purpose and adventure, striving towards an inclusive meritocracy, a culture of working professionally, and diligence in execution.

- 2) Portfolio Leaders are really the ones doing the core work of AfrikaBurn. They are (mostly) full-time, they are getting the highest pay; and they have core operational responsibility for the planning and execution of all AfrikaBurn's events, projects and efforts. This is a reminder to Portfolio Leaders to see themselves as leaders in the organisation and conduct their actions and as such. AfrikaBurn should try to operate non-hierarchically from a working culture perspective; but underpinning this culture is a hierarchical structure for the implementation of planning, leadership, accountability and decision making. So – this is a reminder that Portfolio Leaders need to understand that they are accountable to their portfolio staff, each other, and directly accountable to the managing director and the Board of Directors. There is no ambiguity here and none should be tolerated.

- 3) Copies of formally adopted COC policies (2012, 2013 & 2014 if adopted) should be logically assembled and provided by the HR Lead to all AfrikaBurn Members, Directors and staff; who must in turn please read and familiarise themselves with the policies. The adopted policies should be easily accessible and referenced whenever necessary.

- 4) Once Directors and/or Portfolio Leads become aware that a position will become vacant or a new position is being created, (and assuming they do not wish to explore an existing very well suited employee or volunteer to fill the role) they are required to advertise the position (including job description, experience/qualifications required, and pay) within a dedicated Vacancies Section on the AfrikaBurn web site, by sending out a dedicated employment opportunity alert email, and by including the job in the monthly AfrikaBurn newsletters, and announcing the job on AfrikaBurn's facebook page. All quality candidates must be interviewed and the final selection made by whomever is managing filling the vacancy.

Prior to advertising a vacant or new position, the Directors may (at their option) elect to either advertise the job internally to all staff and volunteers; or offer an exploration of the position to someone specific who is already working in the organisation (in a paid or voluntary role). This is absolutely allowable. However, the duties, pay and required experience must nevertheless be communicated to the applicant in writing; and the applicant must also submit a letter of motivation and resume/CV in writing to the HR Lead and whoever is managing filling the vacancy. The candidate must also be interviewed prior to appointment.

- 5) The terms, conditions and duties outlined in employment contracts must be fulfilled by both the company and the employees. The managing director and Directors are required to actively ensure that staff meet their employment commitments and the terms of their employment. AfrikaBurn aims to be a tolerant, assisting, nurturing and empathetic employment environment; however disciplinary processes defined by SA labour and employment regulations/law must be fairly initiated where warranted.
- 6) There have been some reported issues flowing from the work-time allocation structure. The system of Directors and management working out how much time a job takes and then structuring a job around the estimated time must continue. Of course it must be reviewed periodically. But it's the only way to establish and maintain equitable pay structures within the organisation.

However "anal clock watching", "time required exaggeration and exploitation", and demanding more pay if time estimated pans out to be inaccurate ... are not acceptable ... and any hint of these traits must be squashed. This kind of behavior cannot work in combination with the system AfrikaBurn has adopted. And we REALLY don't want to go back to debating each and every staff members individual worth.

The AfrikaBurn ethics of simply getting the job done, gifting, civic participation and volunteerism have to prevail for paid staff for this to work. The Directors and Portfolio Leads must make good time required estimates (and implement appropriate changes following reviews, when necessary) and then close the book on the subject. If Directors allow staff to constantly watch the clock and adjust pay to actual hours spent (or down tools when perceived time allocated is exceeded) this thing will be a management nightmare and result in all sorts of ill will. At the end of the day, when someone signs up for a job at AfrikaBurn, they just simply have to contractually agree to work the hours to get the job done and their pay will not be adjusted following contract. They must pre-acknowledge and pre-agree that overtime work is expected and part-and-parcel of the way things work at AfrikaBurn.

Directors have to ensure that employment contracts include detailed job descriptions, duties and deliverables and the pay; not the pre-estimated time the job will take. All staff need to accept (and have it placed in their employment contracts) that they will do what it takes to get the pre-agreed job done at the pre-agreed pay.

The spirit and intent of the system needs to be adopted and embodied by Directors and Portfolio Leads first! And then trickle down from there. Leadership by example is critical.

In Conclusion

We hope it's bleeding obvious to all who have read these policies and reminders of existing policies that this coming year is a year about a few tweaks and not massive shifts. The COC'S really hope Directors, Portfolio Leads, staff and Members will focus more on thoroughly comprehending and implementing the existing adopted policies ... and change the way they engage with their jobs, each other and the organisation. **It's time to up the respect, up the professionalism, up the accountability, reduce the conflicts of interest, and slowly but surely get people (voluntarily) into the roles best suited to them**

And then up the fun, up the gees, and get on with dreaming the future together!

Yours in flames,

Richard Bowsher, Sebastian Prinz & Jacqui Woolfson
100% Voluntary AfrikaBurn Compensation Oversight Committee (COCs)