



## Lycée Français Denis Diderot Année scolaire 2019 -2020

<b>Minute CONSEIL D'ADMINISTRATION</b>				
<b>MARDI 12 NOVEMBRE 2019 – TUESDAY NOVEMBER 12 2019</b>				
Minute established in November 13 <sup>th</sup> 2019				
<b>NAME PARTICIPANTS</b>	<b>FONCTION</b>	<b>Prés.</b>	<b>Exc.</b>	<b>Abs</b>
Cyril GERARDON	Conseiller de coopération d'action culturelle (COCAC)		X	
Farah BHANJI	Conseiller Consulaire	X		
Benoit KEIREL	Proviseur	X		
Antoine KOPP	Directeur du primaire	X		
Bastien SEIGNOLLES	Directeur administratif et financier (DAF)	X		
Sarah BONHOMME	Représentante du personnel enseignant du primaire	X		
Steven OTIENO	Représentant des personnels non-enseignants	X		
David DOLEDEC	Président CG	X		
Eric DUCROIX	Vice-président CG	X		
Andi MUAMBA	Membre CG	X		
Laurent STREEL	Trésorier CG	X		
Judy KAMAU	Vice Trésorier CG	X		
Izzat RAJAN	Membre du CG en charge de la Maintenance et des investissements	X		
Wambui KAMUIRU	Membre du CG	X		
Paul WHITNEY	Membre du CG en charge de la Communication et des AES	X		
Bernadette NGANKAM	Membre du CG en charge de la Cantine et de l'hygiène	X		
Vanessa ADAMA	Membre du CG			X
Ghiorghis BELAI	Membre du CG			X
Laurie PALUMBO	Chargée de mission auprès de l'APE	X		
Guest (s) / Other participants :	EXTERNAL DIFFUSION: All members of the Association of Parents via the website			
Next Meeting: December 10 <sup>th</sup> 2019				
Attached:				

## **VOTES:**

1. The board approved by 9 votes out of 11 the merger of the primary and secondary secretaries' position
2. The board approved by 9 votes out of 11 the salary range for the position of executive assistant
3. The board approved by 9 votes out of 11 the salary range for the position of HR assistant
4. The board approved by 9 votes out of 11 the creation of a communication officer position
5. The board approved by 9 votes out of 11 the salary range for the position of communication officer
6. The board approved by 9 votes out of 11 the transformation of the "CPE" position into a Deputy Headmaster position
7. The board approved by 9 votes out of 11 the salary range for the position of Deputy Headmaster
8. The board approved by 9 votes out of 11 the transformation of the "CPE assistant" position into a "CPE" position
9. The board approved by 9 votes out of 11 the management of all supervisors (primary and secondary) and the day care outside of school hours by the "Pôle Vie Scolaire"
10. The board approved by 9 votes out of 11 the creation of "Pôle Santé" in charge of the nurse, the speech therapist, the psychologist and the "AVS" (question of including a nutritionist will be addressed in the next HR Commission)
11. The board approved by 9 votes out of 11 the salary range for the position of the "Pôle Santé" coordinator
12. The board approved by 9 votes out of 11 the distinction between Transport and Cashier
13. The board approved by 9 votes out of 11 the passage of L.L ANGHAM on full time on the transport management (at the condition she makes it valuable)
14. The board approved by 9 votes out of 11 the management of the cashier by the accounting department
15. The board approved by 9 votes out of 11 the creation of a "Agent Chef" under the responsibility of the general services manager
16. The board approved by 9 votes out of 11 the salary range for the position of "Agent Chef"
17. The board approved by 9 votes out of 11 the positioning of the photocopy under the responsibility of general services manager
18. The board approved by 9 votes out of 11 the recruitment of an HR consulting firm to help us in the HR transformation program
19. The board approved by 8 votes out of 11 the choice of A&K as our consulting firm for the negotiation with KRA. Exceptionally, the board did not respect the purchase procedure because:
  - The comparison with KPMG showed that A&K offered much better services and references than KPMG.
  - A&K has already positively managed the same issues for the Japanese and American schools
  - The firm has been recommended and validated by the Ambassador of France and the Kenyan President
20. The board approved by 8 votes out of 11 the opening negotiations for an extension of the Lenana contract for another 7 months until July 2020

**EVOTES** – See slides below

## AGENDA

- Round table
- Introduction
- New HR organization
- Finances
- Canteen
- Open questions
- Electronics votes

## INTRODUCTION

- The commission Transport has been canceled
- A member resigned (Dickens AWITI) and a new board member and 2 inspectors has been elected:
  - Andi MUAMBA
  - Sandrine PICOT
  - Stella FISHER
  -
- The staff representative for non teachers has been changed
- The scope of the inspectors will be presented i the next CA and at the General Assembly.

## NEW ORGANIZATION

The Principal presented the new organization (see PDF attached)

Staff representatives' questions & Remarque:

**1. Overall teachers are satisfied with this new organizational chart. Very few returns. Rather questions of clarification. Everyone is happy to finally have a clear flowchart that goes in the right direction**

**2. What will be the mission of the Mrs. LANGHAM ?**

*Principal: instead of working part time on Transport and part time on Cashier, she will focus full time on the Transport. The objective is to make sure she has enough time to make the service valuable and profitable.*

**3. Can we consider the creation of a « Pôle Formation » as we already have an expatriate teacher who coordinates all the internal training of beginner teachers.**

*Principal: We are still thinking about it. But it seems premature to propose it today. Beyond a « Pôle Formation », we also think about offering GRETA type adult training. (Without being in conflict with the alliance française). It will be necessary to constitute a task force to formalize the specifications for a « Pôle Formation ». It could be included in the development plan to be submitted to the AEFÉ.*

## FINANCIAL IMPACTS OF THE NEW ORGANIZATION

**DAF:** for the HR assistant, there is a slight extra cost. (but the salaries were almost the same)  
It is all gross salaries. The psychologist will be actually expended in 2020

**Principal:** for the "Agent Chef", Grid G because it is a position with high responsibilities. For the deputy headmaster, we propose to change the grid for a passage on an administrative managerial position. For the coordinator of the "Pôle Santé", we propose to extend the working hours to 36 hours / week. It means that we will have to recruit another AVS to replace him.

**DAF:** in red it is the net impact. And the figures in Euros are the basic salary. The total in shilling includes the housing allowance.

**Principal:** there will be a probation periods for all the new positions taken by internal staff. So that everyone can decide to stay or leave after 3 months. But the objective is not to fire our staff.

**Staff Representative:** so what will happen if after the 3 months of probation period the employee is not going well?

**Principal:** the goal is not to fire people. Depending on the situation we will reorganize each positions. If possible.

**Board:** We discussed this new organization in the HR commission. And we all agree that this organization chart answers a certain number of inconsistencies. All these proposals are interesting. And we will have to vote it. However, it will be necessary to think about the schedule of implementation (taking into account the urgency of each position, budgetary impacts, and so on). Another thing to consider: it makes sense to have a salary increase as soon as there is more responsibility. But this must be part of a complete overhaul of the entire HR structure. It must be done with a flattening of HR procedures. The grid can be challenged. This is why we propose to have an external consultant to help us to review this salary grid. Previous benefits have created a lot of inequality between employees. In addition, many staff leave after 3 or 4 years. So, it's not usefulness having as many columns related to seniority. This grid favors the few staff remaining 10 years but do not promote the attractiveness of new staff. We want to make sure that people who want to come, 3 or 5 years, will be successful. These changes must be accompanied by a better attractiveness. We also need to evaluate the performance to give the best of ourselves.

**Staff representative:** These grids must be done in full transparency to avoid the abuses of the past. In addition, the assessment of teacher performance is still an ethical problem. It requires a real visit of classes and objective evaluations. The abuses of the past must not happen again.

**Board:** It is also necessary to evaluate the supervisors who must give feedback. And training to advance. Trust is key. With kindness. We can change the semantics to avoid the anxiety side of the word "performance evaluation".

**Staff representative:** it will have to be well explained to teachers because it will be badly perceived.

**Principal:** I will explain them.

**Board:** Do we really have to recruit a HR specialist?

**Board:** Do we really have to recruit a HR specialist?

**Board:** Yes. For now, very little has been done. We have the box but we need to work inside now. This HR specialist will also be able to train C.SL. It is also important to precise that the position of the HR is an HR Assistant and not a HR coordinator.

*Board members vote on a show of hands*

## **FINANCES**

### 1. Status of the school and taxes issues

**Board:** A&K have previously advised both the Japanese School as well as the Association of International Schools in Africa (of which ISK is a member) on the tax exemption processes and related matters. They also in the past advised AKDN on similar issues. So if they did it for them, they can do it for the French School. We also had a meeting with the Ambassador of the French Republic; she confirmed that the French government is behind us to help us to be compliant. This morning the COCAC sent us a memo for asking to the Government of the Republic of Kenya for designating its own focal point to deal with our issues. We hopefully expect to have something by January.

For the taxes issues, we organized meetings with the staff and the parents. The final decision will come in December. We also organized open small groups of discussion between some board members and the staff.

**Staff representative:** there will be a very strong resistance tomorrow. We do not understand why efforts are put on the same side. There are several local staffs. Some are here installed. There is a huge impact. Other local are in Kenya for a short period to follow an expatriate husband with a lot of benefits. For them even if the impact is real they can absorb it. For 15 staff out of 44 there is a huge impact. There is huge inequality among the local staff. I ask you to be unequal to be fairer. When we are in charge of a family and we lose 400, 600, or 1000 euros on our salary it's huge. So I propose that the housing allowance is paid only for those who do not have housing support of the spouse and to reinvest the money to make up for the loss on the 15 people concerned. Otherwise, it is the impoverishment of the local staff. Among the 15 staff concerned, there are graduates. But for other locals, they do not have diplomas. So these people will stay at the LFDD. So you will lose the graduates.

**Board:** it is something that we will be discussed tomorrow.

**Staff representative:** the problem is that the staff will not come tomorrow because they think that you are not considering all the solutions. That you don't want to increase school fees and they think there is money .

**Board:** they need to come at least to listen.

**Staff representative:** we also have a last question regarding the article 10. Do we have to pay taxes on it? The staff believes that no.

**Board:** all benefits given to employees are taxable. But we can address this question to A&K to have the answer. We will forward to the staff their answer.

**DAF:** this question had already been addressed to KPMG and others and the answer was always yes.

## 2. Budget

**Board:** The new budget will be presented and voted in the next CA and the next General Assembly in December.

### VOTE

In the mid-time the main decision is to vote about A&K to move forward.

**Board:** we should have document to explain why we choose this company.

**Board:** we already presented this document during the previous CA.

**DAF:** how much it will cost to have A&K?

**Board:** there is a fixed amount of 6 500 \$ + additional fees based on time (hourly rate depending on experience and expertise of the staff performing the task. – between 75 to 450 \$per hours). Comparing to our risk exposure, it is fair to choose the best-qualified firm.

*Board members vote on a show of hands*

**Board (IR):** I want to apologize to the DAF because I assumed he was in the email from A&K with fees details and proposal and he was not. So I just sent it to the DAF.

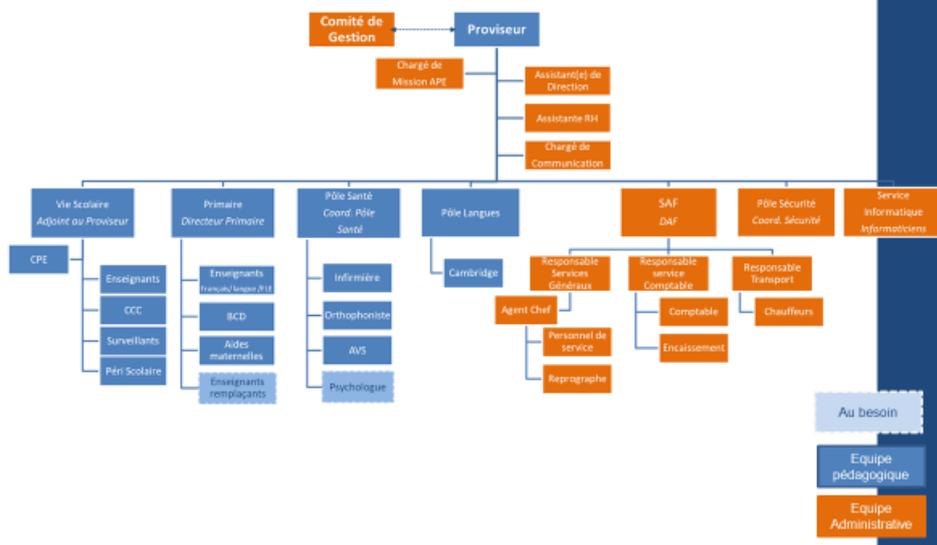
### CANTINE

*Board members vote on a show of hands to validate the extension of canteen service with the same provider for 7 months.*

**End of the meeting:** 7.50 pm

# Organigramme cible

## Proposition application vote CA (12.11.2019)



# Organigramme cible (1/2)

## Impacts budgétaires annuels (estimation au 08.11.2019)

Gain		Ajout				
Poste	Impact financier	Poste	Descriptif	Impact financier		
				S1 (MIN)	S2 (MOY)	S3 (MAX)
Suppression poste secrétariat secondaire	-3,3M KES	Réévaluation poste assistante direction (A)*	Passage échelon 3 à 4 ou 5 ou 6. Grille F	98€ / mois 1,905€ / mois 150K KES	196€ / mois 2,002€ / mois 300K KES	294€ / mois 2,100€ / mois 450K KES
		Réévaluation poste assistante RH (B)*	Passage échelon 9 à 10 ou 11 ou 12. Grille F	98€ / mois 2,491€ / mois 150K KES	196€ / mois 2,589€ / mois 300K KES	294€ / mois 2,686€ / mois 450K KES
		Création poste chargé de communication (C)*	Recrutement grille G échelon 1 ou 2 ou 3. Contrat de 36h	1,836€ / mois 1,836€ / mois 3,3M KES	1,944€ / mois 1,944€ / mois 3,5M KES	2,051€ / mois 2,051€ / mois 3,6M KES
		Psychologue (AGIR)	Intervention de 3 mois	800K KES	800K KES	800K KES
		Création poste Agent chef (D)*	Recrutement grille G échelon 2 ou 3 ou 4. 36h	1,944€ / mois 1,944€ / mois 3,5M KES	2,051€ / mois 2,051€ / mois 3,6M KES	2,159€ / mois 2,159€ / mois 3,8M KES
		Réévaluation Adjoint au Proviseur / CPE (E)*	Changement de grille de A à H et changement d'échelon de 8 à 9 ou 10	313€ / mois 3,194€ / mois 485K KES	436€ / mois 3,317€ / mois 675K KES	559€ / mois 3,439€ / mois 665K KES
		Réévaluation Responsable pôle santé (F)*	Passage de 27h à 36h / semaine sur la grille B1 échelon 7 ou 8 ou 9	591€ / mois 2,364€ / mois 920K KES	686€ / mois 2,461€ / mois 1,07M KES	787€ / mois 2,560€ / mois 1,2M KES
<b>Total</b>	<b>-3,3M KES</b>	<b>Total</b>		<b>+9,3M KES</b>	<b>+10,2M KES</b>	<b>+11,2M KES</b>
				<b>+6M KES</b>	<b>+6,9M KES</b>	<b>+7,9M KES</b>

\*: poste positionné sur la grille des salaires sur la prochaine diapositive

Impact financier : 1/ augmentation mensuelle en Euro pour un temps plein; 2/ nouveau salaire mensuel en Euro pour un temps plein et 3/ cout complet annuel additionnel en KES

**Document de travail**

## E-votes – Oct. 2019



5 min

E- votes	Status
<b>20191003 – 023</b> : validation de la politique et de la procédure disciplinaire du LFDD	Approved 8/11 Abstention 3
<b>20191016 – 024</b> : approbation du transfert des cotisations retraite pour les salariés du LFDD sous un contrat CBA vers le fond de retraite ICEA lion d'ici au 31.12.2019	Approved 8/11 Abstention 3
<b>20191016 – 025</b> : approbation de la location de places de parking pour le personnel et les bus du LFDD dans le parking du bâtiment CMS Africa pour un montant mensuel de 146,740 KES TTC sur 10 mois.	Approved 8/11 Abstention 3
<b>20191017 – 025</b> : approbation et prise en charge de la formation MEA Cambridge English Conference pour la responsable du centre Cambridge pour un budget maximal de 1500 Euros assujettie à la définition d'objectifs chiffrés à atteindre pour l'année 2020 en termes de clients extérieurs au LFDD.	Approved 8/11 Abstention 3
<b>20191017 – 026</b> : sélection du prestataire Link pour effectuer des travaux de drainage pour les entrées des parking Nord et Sud pour un montant total de 482,839 KES	Approved 8/11 Abstention 3