

Management regulations

Approved by the Board of Governors on 5 July 2021

1. SCOPE

These management regulations of the Institute of Tropical Medicine (ITM) concern only and exclusively the powers delegated by the Board of Governors to the director as the body of daily management, as stipulated in the law, the jurisprudence, the statutes and the delegation regulations. They lay down the powers, responsibilities and decision-making in these matters. Only the Board of Governors can amend these regulations. These management regulations are in all cases subordinate to the Belgian laws, the Flemish decrees and the ITM statutes. In case of disputes, the interpretation by the Board of Governors is decisive, without prejudice to the competences of the courts.

2. STRUCTURE OF THE ITM (ORGANISATION CHART)

The Institute consists of the following divisions: the Central Policy Offices, the Department of Biomedical Sciences, the Department of Clinical Sciences, the Department of Public Health and the General Management Offices. Each of these divisions is subdivided into units. Within the Central Policy Offices, the General Management Offices and the Department of Clinical Sciences, functional teams can be established. The ITM DRC Office does not belong to any of the aforementioned divisions and reports directly to the director. The organisation chart in the appendix is part of the management regulations and is automatically adapted to decisions of the Board of Governors concerning the establishment, modification or abolition of units.

3. HIERARCHICAL LINE

3.1 Description

The director (first level), the department heads and the general manager (second level) and the unit heads (third level) form the hierarchical line of the ITM. In the Central Policy Offices, the General Management Offices and the Department of Clinical Sciences, larger teams may be led by team leaders (fourth level). The chief medical officer and the director of the clinical biology laboratory belong to the second level of the hierarchical line, given the competences assigned to these positions by the relevant legislation.

3.2 Levels

The director has the overall daily management of the ITM and leads the Central Policy Offices. The director delegates the daily management of the departments to the department heads and that of the General Management Offices to the general manager, while retaining the right of evocation. The powers of decision of the director, the general manager and the department heads are laid down in the delegation regulations.

3.3 Mandates

Third and fourth level

Each unit head and each team leader is responsible for: (1) the achievement of the unit's mission, (2) exercising authority over the employees and supervision over other collaborators, (3) compliance with legal,

regulatory and institutional standards, (4) the management of resources, (5) promoting the business culture and implementing change processes.

Second level

The department heads within their departments, the general manager within the General Management Offices, the director within the Central Policy Offices and the chief medical officer and the director of the clinical biology laboratory within their units are responsible for exercising direction, authority and supervision over the unit heads so that they can perform their tasks adequately and in a coordinated manner in accordance with their respective mandates.

First level

The director is responsible for exercising direction, authority and supervision over the department heads and the general manager in order to enable them to perform their tasks adequately and in a coordinated manner in accordance with the Institute's mission and the policy of the Board of Governors.

4. MANAGEMENT COMMITTEE

4.1 Composition

The management committee is composed of the director, the general manager and the department heads. The director chairs the management committee. The director on the one hand and at least two department heads or at least one department head and the general manager on the other hand must be present in order to hold valid meetings. The director can invite other persons to take part in the meetings as observer, advisor or minute taker.

4.2 Mandate

The management committee advises the director on all matters of interest to the daily operation of the ITM, within the policy framework and delegation of powers established by the Board of Governors. These matters include the agendas, notes and proposals to the Board of Governors; the institutional policy and action plans and their follow-up; the general distribution of human and financial resources in the institutional and programme divisions; vacancies, recruitments, evaluations, promotions and job classifications according to the delegation scheme; overarching aspects of quality assurance, welfare, safety and environment.

4.3 Functioning

The management committee meets as often as necessary and at least once a month, with the exception of the months July and August. All members of the management committee can propose items for the agenda. The general manager acts as secretary and sends the agenda and accompanying notes in writing to the members at least two working days before the meeting. Provided there is a consensus, the management committee can add items to the agenda at the meeting.

4.4 Decision making

The management committee shall seek consensus on each item. After the discussion, the director shall formulate a proposal for decision. Any member may request a vote, the results of which shall be recorded in the minutes. The director shall take the final decision.

At the request of at least two members, the director shall submit a decision that has not been approved by a majority of the management committee to the Board of Governors for confirmation. This procedure has a suspensive effect, insofar as the continuity of the business operations is not compromised.

For urgent and/or minor matters, decisions may also be taken by email provided that all members agree to the procedure. Such a decision shall be confirmed and noted in the minutes at the next meeting.



4.5 Minutes

Written minutes shall be taken of each meeting, summarising attendance, agenda items, important considerations and the decisions taken. The minutes shall be approved at the next meeting of the management committee. The general manager shall keep the minutes in a register and shall communicate the relevant decisions to all the Institute's staff members every month via the Communication unit.

5. DEPARTMENTAL COUNCILS

5.1 Composition

Each department head is assisted by a departmental council, composed of the department head and all unit heads of the department. The department head chairs the meetings. The department head and at least half of the other members must be present in order to hold valid meetings. The department head can invite other persons to participate in the meetings as representative of other staff categories, observer, advisor or minute taker.

5.2 Mandate

The departmental council advises the department head on all matters of interest to the department. These include i.a. the departmental policy plans and their follow-up.

5.3 Functioning

The departmental council meets as often as necessary and at least once a month, with the exception of the months July and August. All members can propose items for the agenda. The department head sends the agenda and accompanying notes to the members at least two working days before the meeting. Provided there is a consensus among the members present, the departmental council may add urgent and important items to the agenda at the meeting.

5.4 Decision making

The departmental council shall seek consensus on each item. After the discussion, the department head shall formulate a proposal for decision. Any member may request a vote, the results of which shall be recorded in the minutes. The department head shall take the final decision. At the request of at least two members, he shall submit to the director a decision that has not been approved by a majority of the departmental council. The director shall submit the final decision to the management committee.

In case of urgency and/or minor matters, decision making may also take place by email, unless at least half of the members oppose this. The decision shall be confirmed and noted in the minutes at the next meeting.

5.5 Minutes

Written minutes shall be taken of each meeting, summarising attendance, agenda items, important deliberations and the decisions taken. The minutes shall be approved at the next meeting of the departmental council. The department head shall keep the minutes in a register and shall communicate the relevant decisions to the unit heads of the department and to the other members of the management committee.

6. DEPARTMENTAL UNITS

6.1 Academic units

Academic units implement the triad of teaching, research and service delivery in their assigned fields. They are headed by a member of the Independent Academic Staff.



6.2 Scientific units

Scientific units shall only conduct research and/or provide services in their assigned field. They are headed by a member of the Independent Academic Staff or a senior member of the Scientific Staff.

6.3 Collaborations

The academic, scientific and medical units are free to form temporary or permanent groups, clusters or other associations with other units in or outside the department and to shape this cooperation within the limits of these regulations. If it wishes to develop interdepartmentally or externally, the group shall submit this, via the department head, to the management committee for approval.

6.4 Administrative unit

The administrative unit in a department is responsible for the administrative support of the department. It is headed by the department manager.

6.5 Education unit

The education unit in a department is responsible for the organisation, coordination and quality assurance of education. It is headed by the departmental education coordinator.

7. MEDICAL UNITS

7.1 General

In addition to the units mentioned in Article 6, the Department of Clinical Sciences also includes medical units, which perform specific tasks of patient care and diagnostics.

7.2 Management

The department head is in charge of the daily management of the joint medical units, together with the chief medical officer. Their respective powers follow the relevant provisions of the Coordinated Act of 10 July 2008 on hospitals and other care institutions. These powers correspond, to the extent applicable, to those of the director and chief medical officer as provided for in the aforementioned legislation. Each medical unit is headed by one or more medical unit heads.

7.3 Medical management committee

The department head and the chief medical officer are assisted by a medical management committee, which consists of the department head, the chief medical officer, the heads of the medical units, the department manager and the head of the Polyclinic Administration unit. It is chaired by the chief medical officer and deliberates at least once a month on matters of importance to the specific functioning of the medical units. The director and the general manager may attend the medical management committee.

7.4 Decision making

The final responsibility for decisions concerning the medical units lies with the department head, in consultation with the chief medical officer. If there is no consensus, they submit the decision to the director, who takes the final decision. If the general interest of the ITM so requires, he presents the subject to the management committee and, if necessary, to the Board of Governors.



8. GENERAL MANAGEMENT OFFICES

The General Management Offices comprise the units indicated as such in the organisation chart. The unit heads thereof report to the general manager. They shall meet as often as necessary to discuss all aspects that concern the proper functioning of the General Management Offices. The general manager shall also meet with the department managers at least once a month to discuss coordination with and between the departments.

9. CENTRAL POLICY OFFICES

The Central Policy Offices comprise the units indicated as such in the organisation chart. The unit heads thereof report to the director. They shall meet with the director at least once a month to discuss all aspects that concern the proper functioning of the Central Policy Offices.

10. ITM DRC OFFICE

The ITM DRC Office is responsible for coordinating the activities of the ITM in the Democratic Republic of Congo. The unit head reports to the director. They shall meet at least once a month to discuss all aspects that concern the proper functioning of the ITM DRC Office.

11. PREVENTION ADVISOR, QUALITY COORDINATOR, DATA PROTECTION OFFICER AND BIOBANK MANAGER

The prevention advisor, the quality coordinator, the data protection officer and the biobank manager report to the director with regard to their legally defined tasks.

12. TEMPORARY REPLACEMENTS IN THE HIERARCHICAL LINE

12.1 Director

In case of functional unavailability for more than two consecutive working days, the director shall designate one of the department heads or the general manager to act as acting director and shall inform the chairperson of the Board of Governors and the members of the management committee thereof. If the director is unable to do so, the chairperson of the Board of Governors shall designate the substitute.

12.2 General manager

In case of functional unavailability for more than two consecutive working days, the general manager shall designate the HR manager or the financial manager as substitute and shall inform the director and the management committee thereof. If the general manager is unable to do so, the director shall designate the substitute.

12.3 Department heads

In case of functional unavailability for more than two consecutive working days, a department head shall designate a unit head of the department as substitute and shall inform the director and the management committee thereof. If the department head is unable to do so, the director shall designate the substitute.

12.4 Chief medical officer and director of the clinical biology laboratory

In case of functional unavailability for more than two consecutive working days, the chief medical officer shall designate a medical unit head or a member of the Independent Academic Staff with a part-time assignment in medical service provision as substitute and shall inform the department head and the director thereof. If the chief medical officer is unable to do so, the director shall designate the substitute.



In case of functional unavailability for more than two consecutive days, the director of the clinical biology laboratory shall designate a clinical biologist as substitute and shall inform the department head and the director thereof. If the director of the clinical biology laboratory is unable to do so, the director shall designate the substitute.

12.5 Unit heads

In case of functional unavailability for more than two consecutive working days, a unit head in a department shall be replaced by another unit head designated by the department head in consultation with the director.

In case of functional unavailability for more than two consecutive working days, a unit head in the General Management Offices shall be replaced by the general manager or another unit head designated by the general manager in consultation with the director.

In case of functional unavailability for more than two consecutive working days, a unit head in the Central Policy Offices shall be replaced by the director or another unit head designated by the director.

In case of functional unavailability for more than two consecutive working days, the head of the ITM DRC Office shall be replaced by the director.

12.6 General modalities

The director shall provide the substitutes with the necessary powers of external representation.

If the director, the general manager or a department head is unavailable for more than one month, the chairperson or, as the case may be, the director shall propose the replacement to the next Board of Governors.

13. CONFLICTS OF INTEREST

13.1 General

If a member of the management committee, departmental council or medical management committee has a conflict of interest in a deliberation, decision or transaction, they must declare this to the chairperson of the meeting prior to the discussion. If the chairperson himself or herself has a possible conflict of interest, he/she shall report it to the plenary meeting.

13.2 Definition

In any case, but not exclusively, the following shall be considered to be a conflict of interest:

- Kinship in the first and second degree, or cohabitation with a candidate for appointment, recruitment, evaluation, promotion or dismissal, or own candidacy for that purpose.
- Legal or regulatory conflict procedures related to the subject matter.
- Business, monetary or other material interest.

13.3 Handling

In this circumstance the member may not take part in any further deliberations or votes relating to the agenda item in respect of which there is a conflict of interest. His/her reasoned declaration of conflict of interest shall be recorded in the minutes. In the event of a conflict of interest of the chairperson, the meeting shall appoint a substitute chairperson for the agenda item concerned.

14. APPEAL

Without prejudice to the procedures laid down by law and to the staff regulations, a staff member who considers that his rights and/or interests have been affected by a decision or action of the unit head, department head, the general manager or the director may appeal, with grounds, to the director, who shall refer the matter to the management committee. The director shall communicate the reasoned decision on appeal to the person concerned.



15. INTERNAL BODIES OUTSIDE THE HIERARCHICAL LINE

15.1 Academic Council

The Academic Council is an interdepartmental advisory council that, on its own initiative or upon request, advises the management committee on policy concerning education, research or service provision. Its composition and functioning are laid down in the regulations of the Academic Council.

15.2 Joint consultation bodies

The Works Council and the Committee for Welfare and Prevention at Work are established by law as joint consultation bodies between the employer and the employees. Their composition and powers are determined by law. The Works Council and the Committee for Welfare and Prevention lay down their functioning in internal regulations that are notified to the Board of Governors.

