

TERMS OF REFERENCE

**REVISED AND
ADOPTED**

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TABLE OF CONTENTS

	Page
Mission of the Commission	1
Organisational Values.....	1
Mandate of the Commission.....(art.1.0 - 1.1.21).....	2
Members of the Commission.....(art. 2.0 - 2.4).....	3
Joining and Withdrawing Processes..... (art. 2.5 - 2.8.4).....	6
Meetings of the Commission..... (art. 3.0 - 3.9).....	10
Executive Committee of the Commission(art. 4.0 - 4.2.23).....	12
Regional Office of the Commission..... (art. 5.0 - 5.2.21).....	18
Procedure of Amendment..... (art. 6.0 - 6.3).....	20
Review Committee.....(art. 7.0).....	21

For the purpose of this document, the First Nations Human Resources Development Commission of Quebec (FNHRDCQ) is hereinafter called the “Commission”.

THE COMMISSION’S MISSION:

The Commission is an administrative body established by the Assembly of First Nations of Quebec and Labrador (AFNQL) through a resolution of the Assembly of Chiefs. (Resolution no. 7/98)

The Commission is responsible to the AFNQL at the regional level for managing employability and training development measures included in agreements placed under its authority by the AFNQL. It is also responsible for the First Nations labour market and skills development. Each member of the Commission is responsible to his/her own First Nation Government for the same management functions.

As such and for the purpose of this agreement, the Commission comes under the AFNQL.

ORGANISATIONAL VALUES:

1- COLLECTIVE INTERESTS OF ITS MEMBERS:

The Commission prioritises the collective interests of its members, particularly in its meetings and its actions.

2- THE RIGHT TO BE HEARD:

The Commission must ensure that mechanisms exist to give the opportunity to all to express their points of view.

3- SUPPORT TO MEMBERS:

The Commission supports its members particularly by providing them with the tools needed to fulfil their mission.

4- KNOWLEDGE SHARING:

The Commission promotes access to current, accurate and quality information. The Commission shall use both French and English in its proceedings and provide simultaneous interpretation when required.

5- INNOVATION:

The Commission pursues innovation.

6- TRANSPARENCY:

In accordance with its responsibilities towards its members, the Commission manages its activities in a transparent manner.

7- Support of First Nations

The Commission supports the emergence and development of First Nations.

THE COMMISSION

1.0 AUTHORITY OF THE COMMISSION MEMBERS IN ASSEMBLY:

The representatives of the Commission members in assembly form the Table of the Commission, which is the decision-making authority of the Commission.

1.1 THE COMMISSION'S MANDATE:

- 1.1.1 To make all decision related to the management of the activities placed under its authority ;
- 1.1.2 To promote, foster, support and undertake all the necessary initiatives designed for First Nations human resources development and controlled by First Nations ;
- 1.1.3 To coordinate measures to implement the agreements and ensure that the Government of Canada and the members of the Commission respect all of their obligations ;
- 1.1.4 To delegate certain authorities, notably to the Executive Committee and to the Regional Office ;
- 1.1.5 To keep abreast of the latest labour market initiatives that could impact on the operational activities of its members;
- 1.1.6 To promote the sharing of data, information and new initiatives representing an interest for the Commission's activities ;
- 1.1.7 To ensure that the AFNQL is kept fully aware of issues relating to the First Nations labour market;

- 1.1.8 To approve various reports to be submitted to the AFNQL;
- 1.1.9 To assist the AFNQL on issues pertaining to the Commission;
- 1.1.10 To adopt policies that will allow the AFNQL to fulfil the terms of its commitments in the area of human resources development;
- 1.1.11 To recommend budget distribution models to be approved by the AFNQL ;
- 1.1.12 To ensure that training and employment services are provided to Aboriginal people of Quebec residing in urban areas ;
- 1.1.13 Adopt policies in the areas of conflict of interest, call for tenders and selection of contracts in addition to adopting measures that will protect administrators ;
- 1.1.14 Approve the annual plan of the Commission ;
- 1.1.15 Supervise by means of the Executive Committee the activities of the Commission's Regional Office ;
- 1.1.16 Ensure that the members of the Commission receive the necessary training to carry out their operational activities ;
- 1.1.17 To set up and appoint committees that will carry out specific mandates ;
- 1.1.18 To review, where applicable, the Executive Committee's decisions ;
- 1.1.19 To ensure that all members have equal access to regional initiatives funded outside the framework of the agreements under its authority ;
- 1.1.20 To approve and coordinate research and development activities relating to the labour market ;
- 1.1.21 Support projects of regional interests for the First Nations;

2.0 THE COMMISSION MEMBERS:

There are two categories of members, the regular members and the associate members.

2.1 Regular members:

The following First Nations are the current regular members of the Commission:

- Pikogan
- Lac Simon (Communities associated for the purpose of the Agreement)
- Kitcisakik

- Winneway.
- Kipawa
- Kitigan Zibi
- Odanak
- Wôlinak
- Manawan
- Opitciwan
- Wemotaci
- Huron-Wendat
- Listuguj
- Gesgapegiag
- Gaspé
- Kahnawake
- Kanesatake
- Malécites de Viger
- Mashteuiatsh
- Betsiamites
- Kawawachikamach
- Uashat Mak Mani Utenam
- Wolf Lake

- Ekuanitshit (Mingan)
- Unamen Shipu (La Romaine)
- Pakuashipi (St-Augustin) (Communities associated for the purpose of the Agreement)
- Matimekosh – Lake John
- Essipit
- Natashquan

First Nation Governments appoint persons to act as their official representatives to the Commission by means of a resolution. If an official representative is unable to attend a Commission meeting, he/she may appoint a substitute. In order to do so, the official representative must send a written proxy to the Regional Office.

2.2 Roles and responsibilities of regular Commission members:

The role of the representatives of the regular members is to express at the Commission's table the policies, decisions and positions taken by their respective First Nation Government concerning employment development.

Members assume their responsibility to help reach collective decisions by exercising their right to speak during Commission meetings and by exercising their voting right, as required, when making decisions during these meetings.

Members must ensure that the information presented at the Commission's table is also shared with the First Nation(s) they represent.

2.3 Associate members:

The Commission also includes associate members from Aboriginal organisations reflecting the diversity of First Nations and represented in this capacity at the AFNQL.

The AFNQL determines which associate members may sit at the Commission's meetings by way of a resolution. The associate members appoint their representative to the Commission's meetings by way of a resolution. It is this appointed representative who acts as the associate member's spokesperson. If an official representative is unable to attend a Commission meeting, he/she may appoint a substitute to represent him/her. In order to do so, the official representative must send a written proxy to the Regional Office.

The representative of an associate member or his/her substitute does not have a voting right at the Commission's meetings, nor can he/she sit on the Executive Committee of the Commission.

The current associate members of the Commission are:

- The Regroupement des centres d'amitié autochtones du Québec.
- The Quebec Native Women's Association.

2.4 Roles and responsibilities of associate members of the Commission:

The roles and responsibilities of the representatives of associate members are to express at the Commission's meetings the policies, decisions and positions taken by their respective organisation with regards to employment development.

They assume this responsibility by exercising their right to speak during Commission meetings.

The representatives of associate members are also responsible for ensuring that information presented at the Commission's table is shared with their respective organisation.

2.5 JOINING AND WITHDRAWING PROCESSES:

2.5.1 Request by a non-member First Nation Government to join the Commission:

One or more First Nation Governments that are not members of the Commission may undertake the process to become a regular member of the Commission. To do so, the local government(s) must follow the policy set out in articles 2.5.2 to 2.5.5.

2.5.2 Notice of intent to become a regular member of the Commission:

The First Nation Government(s) must send a notice of intent to join the Commission to the AFNQL by registered mail, with a certified copy to the Commission.

A copy of the resolution by the First Nation Government(s) stating their intention of joining the Commission must be attached to the notice of intent.

2.5.3 Processing the request:

Within ninety days after receiving the notice of intent to become a regular member of the Commission, the Commission will submit for approval to the AFNQL, through its Executive Committee, a recommendation on the applicant's request, stating the required conditions to join the Commission.

Unless decided otherwise, the Commission will recommend that the new member(s) be admitted at the beginning of a fiscal year (April 1).

2.5.4 AFNQL approval:

Upon receiving the recommendation from the Commission confirming or not the applicant's request, the AFNQL will send, as soon as possible, to the applicant(s) a written response accepting or rejecting the applicant's request to join the Commission and outlining, if necessary, the conditions to join the Commission.

A copy of this letter will be sent to the Commission.

2.5.5 Implementation of the AFNQL's decision:

When the Commission receives confirmation that the applicant(s) have responded favourably to the requirements made by the AFNQL, the Commission will, within a

reasonable delay, implement a process allowing the new member(s) to join the Commission.

2.6 Request by a non-member native organisation to join the Commission:

One or more native organisations of Quebec that are not members of the Commission may undertake the process to become an associate member of the Commission. To do so, the organisation must follow the policy set out in articles 2.6.1 to 2.6.4.

2.6.1 Notice of intent to become a regular member of the Commission:

The native organisation(s) must send, by registered mail, a notice of intent to become an associate member of the Commission to the AFNQL, with a certified copy to the Commission.

A resolution by the native organisation stating its intent of becoming an associate member of the Commission must be attached to the notice of intent.

The AFNQL may give the status of associate member of the Commission to a native organisation without following the process described in the present article. In this case, the AFNQL will inform the Commission through a resolution as soon as possible.

2.6.2 Processing the request:

Within ninety days (90) after receiving a copy of the notice of intent to join the Commission, the Commission, through its Executive Committee, will submit for approval a recommendation to the AFNQL concerning the applicant's request.

Unless decided otherwise, the Commission will recommend that the new member(s) be admitted at the beginning of a fiscal year (April 1).

2.6.3. AFNQL approval:

Upon receiving the recommendation from the Commission concerning the admission of a new associate member, the AFNQL will send, as soon as possible, to the applicant a written response confirming or rejecting the membership.

A copy of this letter will be sent to the Commission.

2.6.4 Implementation of the AFNQL's decision:

If the AFNQL responds favourably to the applicant, the Commission will, within a reasonable delay, implement the process allowing the new associate member to join the Commission.

2.7 Request by a First Nation Government to withdraw from a regular group membership of the Commission in order to become a regular member in its own right:

One or more local First Nation Government(s) sharing a regular group membership of First Nation Governments of the Commission, may undertake the process to become a regular member of the Commission in its own right. To do so, the local Government(s) must follow the policy set out in articles 2.7.1 to 2.7.4.

2.7.1 Notice of intent to become a regular member of the Commission in its own right:

The First Nation Government(s) must send, by registered mail, to the AFNQL a notice of intent to become a regular member of the Commission in its own right, with a certified copy to the Commission.

A copy of a resolution by the First Nation Government(s) concerned stating its intention to become a regular member of the Commission in its own right must be attached to the notice of intent.

2.7.2 Processing the request:

Within ninety (90) days after receiving a copy of the notice of intent to become a regular member of the Commission, the Commission's Executive Committee will submit, for approval, a recommendation to the AFNQL concerning the applicant and, if necessary, the recommendation shall state the requirements to change the Commission member's status from one of group member to one of member in its own right.

Unless decided otherwise, the Commission will recommend that the change of status of the new member(s) should occur at the beginning of a fiscal year (April 1) in order to minimise any negative impact the change may have on the services offered by the other First Nation Governments affected by the request.

2.7.3 AFNQL approval:

Following the recommendation from the Commission concerning the requirements to change the member's status, the AFNQL will send, within a reasonable delay, a written response to the applicant confirming or rejecting the membership and outlining, if necessary, the conditions to change the status.

A copy of this letter will be sent to the Commission.

2.7.4 Implementation of the AFNQL's decision:

When the Commission receives confirmation that the applicant(s) has responded favourably to the requirements made by the AFNQL, the Commission will proceed, within a reasonable delay, to implement the process to change the status of the new regular member(s).

The Commission's Executive Committee will instruct the Commission's Regional Office to prepare a budget allocation forecast (all sources of funding) for the regular member(s) concerned.

2.8 Request from a regular member to withdraw from the Commission:

One or more First Nation Governments, regular member(s) of the Commission, may undertake the process to withdraw from the Commission. To do so, the First Nation Government(s) must follow the policy set out in articles 2.8.1 to 2.8.4.

The process to withdraw from the Commission along with the required adjustments provided in articles 2.8.1 to 2.8.4 shall also apply to associate members.

2.8.1 Notice of withdrawal :

The First Nation Government(s) must send, to the AFNQL for approval, by registered mail, with a certified copy to the Commission, a notice of withdrawal from the Commission specifying which First Nation(s) wishes to withdraw as a regular member from the Commission.

A resolution by the First Nation Government(s) concerned stating its intention of withdrawing from the Commission must be attached to the notice of withdrawal.

2.8.2 Processing the request :

Within ninety days after receiving the notice of withdrawal, the Commission's Executive Committee will submit to the AFNQL for approval, a recommendation concerning the conditions to be met that would allow the First Nation Government(s) in question to withdraw from the Commission.

Whenever possible, the Commission will recommend that the withdrawal of the First Nation Government(s) in question should occur at the end of the fiscal year (March 31).

2.8.3 AFNQL approval :

After receiving the recommendation from the Commission, the AFNQL will transmit, within a reasonable delay, to the Government(s) of the First Nation(s) concerned a written response outlining the requirements to put the withdrawal into effect.

A copy of this letter will be sent to the Commission.

2.8.4 Implementation of the AFNQL's decision :

When the Commission receives confirmation that the applicant(s) have responded favourably to the requirements made by the AFNQL, the Commission will have thirty (30) days to implement the withdrawal process.

The Commission's Executive Committee will instruct the Commission's Regional Office to close the financial and other records related to the withdrawal of the First Nation Government(s).

3.0 COMMISSION MEETINGS :

3.1 Purpose of Commission meetings :

With a view to respecting the political autonomy of each First Nation member of the Commission and to protecting the collective interests of its members, the Commission will hold regular meetings at which the members may state their opinions about the orientations to be adopted by the Commission with regard to the activities placed under its authority.

3.2 Schedule of Commission meetings:

Commission meetings must be held at least twice a year.

3.3 Calling of a Special Assembly:

The representative of a regular member may, at all times, by written request signed by fifty percent plus one (50 % + 1) of the regular members of the Commission, call a Special Assembly to discuss issues indicated in the request calling such an Assembly.

3.4 Agenda and discussion papers:

The Executive Committee shall send to all members, via the Regional Office, a copy of the agenda and documents for a Commission meeting at least seven (7) working days prior to the date of that meeting.

As much as possible, documents will be available in English and French.

3.5 Decision-making process:

All regular members of the Commission are required to take part in the Commission's decision-making activities. Associate members have the right to speak.

The prerequisite for a consensus is to make available relevant and accurate information on the issue about which a decision is to be made. During the process of reaching a consensus, every Commission member will have the opportunity to express his/her opinion on the issue under consideration.

Decisions are made by consensus, defined as a general agreement of all regular members. No member may unduly withhold his/her support on issues on which the Commission must make a decision.

The Commission shall define its procedure to reach a consensus.

3.6 Meeting Chairperson:

The Regional Chief of the AFNQL shall chair the Commission meetings. He/she may delegate this responsibility to a person of his/her choice.

3.6.1 Role of the meeting Chairperson:

The role of the meeting chairperson is to chair the Commission meetings. He/she calls the meeting to order at the time and date set out in the notice of meeting.

The chairperson also acts as mediator in the decision-making process determined by the Commission.

3.7 Quorum:

The quorum for all meetings of the Commission is a simple majority (50% + 1) of the members present of the Commission (or substitutes where members are absent).

3.8 Compensation:

Commission members receive no compensation for their presence at Commission meetings.

The expenses incurred by Commission members or their substitutes in attending meetings of the Commission, and the expenses incurred by the members of working groups created by the Commission, are reimbursed in accordance with the Commission's policy concerning expenses.

3.9 Simultaneous interpretation:

French-English and English-French interpretation services will be offered at all meetings of the Commission and, where applicable, of its working groups.

If a Commission member requires interpretation of the proceedings of a Commission or working group meeting into a First Nation language, he/she must notify the Commission's Regional Office at least fourteen (14) working days prior to the date of the meeting.

Commission meetings are recorded on tape, and the Commission's Regional Office uses the tapes to draft the minutes.

4.0 THE COMMISSION'S EXECUTIVE COMMITTEE:

4.1 Mandate of the Commission's Executive Committee:

The Commission's Executive Committee is one of the representative bodies of the Commission.

The mandate of the Executive Committee is to ensure that the activities placed under the authority of the Commission by the AFNQL are implemented according to the directions, recommendations and/or decisions made by the members of the Commission or the AFNQL.

It must also assure the continuity of activities of the Commission between meetings.

4.2 Roles and responsibilities:

- 4.2.1 To act upon and implement the decisions of the Commission;
- 4.2.2 To examine the files to be presented to the Commission;
- 4.2.3 When necessary to take the required decisions associated to the activities placed under the authority of the Commission and to maintain the Commission informed of these decisions;
- 4.2.4 To call the Commission meetings and prepare the agenda;
- 4.2.5 To promote the general interest of the Commission;
- 4.2.6 To inform the members of the Commission of decisions made, within ten days of all Executive Committee meetings;
- 4.2.7 To provide to the Commission members and the AFNQL all relevant information pertaining to the Commission's activities;

- 4.2.8 To provide the opinions required to fulfil the Commission's mandate;
- 4.2.9 To ensure the production of all reports related to the activities placed under the authority of the Commission ;
- 4.2.10 To respond to the AFNQL's requests in accordance to its mission ;
- 4.2.11 To ensure the implementation and application of the management policies adopted by the Commission ;
- 4.2.12 To ensure that all ledgers, accounts and records are kept according to generally recognised accounting principles and regulations;
- 4.2.13 To approve and follow-up on the forecasted budget of the Regional Office and the Urban Strategy;
- 4.2.14 To approve the operational plan of the Commission's Regional Office ;
- 4.2.15 Provide overall administrative supervision of the Commission's Regional Office;
- 4.2.16 Ratify the recommendations made by the senior management of the Regional Office concerning the hiring or the firing of the Regional Office's personnel;
- 4.2.17 Exercise its authority on the activities of the Commission through the Executive director;
- 4.2.18 To exercise an authority over the hiring, release and evaluation of the senior management ;
- 4.2.19 To recommend the creation of different committees to respond to specific needs ;
- 4.2.20 To seek to preserve the collective interests of the members ;
- 4.2.21 To recommend the implementation of projects of regional interest to First Nations;
- 4.2.22 To recommend research and development activities relating to the labour market ;
- 4.2.23 When required, to represent the Commission or sit on internal committees ;

4.3 Composition of the Executive Committee:

The Commission's Executive Committee is made up of six (6) persons:

- Five (5) persons elected by and chosen from the regular Commission members.
- One person appointed by the AFNQL. The AFNQL appointee will play an advisory role and as such may attend the Executive Committee meetings without a voting right.

4.4 Term:

The term of office on the Executive Committee is two (2) years, beginning on the day that the member is elected and ending at the election of the member's position, thus respecting the principle of alternate years.

To ensure a certain continuity and to alternate positions on the Executive Committee, the terms shall be different for the first election.

Therefore, for the first election, a two-year term shall be given to two elected members. The three remaining members shall hold a one-year-term.

The procedure to assign the terms shall be established by the Commission members at the first election.

4.5 Date of the election of the Executive Committee:

The election of the regular members to form the Executive Committee will be held at the regular March meeting of the Commission.

Should it prove impossible to hold the election for whatever reason, the election will be postponed to the regular meeting following the March meeting of the Commission.

4.6 Nomination of an Election Chairperson and Secretary:

For the election of the Executive Committee, the regular members of the Commission will elect an Election Chairperson and Secretary.

Those who may occupy these functions must be other than the representatives or substitutes of members of the Commission.

Once the elections have taken place, the Election Chairperson and Secretary are automatically removed from their functions.

4.7 Nomination procedure:

Each official representative of a regular member of the Commission may run for a position on the Commission's Executive Committee. An official representative of a member of the Commission may also nominate another official representative of a regular member of the Commission present at the Commission meeting during which the nominations and election are held.

The representative of a regular member who wishes to be a candidate but is absent from the Commission meeting during which the nominations and elections are taking place may submit his/her nomination through a correspondence addressed to the Regional Office. This correspondence must be received by the Regional Office at least five (5) working days before the nominations and election process. The Regional Office's stamp will confirm the date that the nomination is received.

Due to the brevity of their term, the substitutes cannot run for election.

4.8 Election procedure:

If the number of candidates is superior to the number of positions to be filled, the Commission shall hold a secret ballot.

Only the representatives of the regular members in attendance or their substitutes have the right to vote.

Every ballot must contain the list of all the candidates. Every regular member of the Commission who is present at the meeting at which the election is held shall place an X alongside the names of the candidates of his/her choice according to the number of positions to be filled.

According to the number of positions to be filled, the candidates having received the most votes shall be declared elected as members of the Executive Committee.

In the case of a tie vote between two or several candidates, making it impossible to declare one or several elected candidates, a tie breaker shall be held in order to determine the winning candidate(s).

If, despite the tie breaker, it is still impossible to determine one or several winning candidates, the Election Chairperson will proceed to a draw in order to settle the matter.

4.9 Election of the Spokesperson

Following the election of the Executive Committee, the Commission will see to elect from among the committee's members, a spokesperson.

The election procedure will be that described under articles 4.7 and 4.8 making the necessary modifications as required.

The length of the mandate of the spokesperson is for one (1) year.

The Executive Committee will, in the event that the spokesperson is not in the position to serve, elect a substitute up until the next meeting of the Commission.

4.10 Role of the Spokesperson of the Executive Committee:

The spokesperson of the Commission will hold the following functions:

- To chair the Executive Committee meetings.
- When mandated, to act as official spokesperson for the Executive Committee and/or the Commission.
- With the assistance of the Regional Office, to call the meetings of the Commission and Executive Committee and to draft the agendas.
- Make representations on behalf of the Commission.
- To act as signing officer for all official documents submitted, among others, to the members and to the AFNQL.
- To exercise his/her vote when necessary.

4.11 Meetings of the Commission's Executive Committee:

Meetings of the Commission's Executive Committee should be held quarterly, i.e. at least four (4) times a year.

4.12 Calling of the Executive Committee meetings :

To be valid, the calling of a meeting must be made in writing and sent to each member of the executive committee at least five (5) working days prior to the holding of the meeting.

The notice of meeting shall include the following items:

- The date, time and place of the meeting as agreed upon.
- Copy of the proposed agenda for the meeting.
- Any useful or necessary documents shall also be included.

The complete membership of the committee may waive the notice of meeting provisions.

4.13 Calling of a special meeting

In any extraordinary situation requiring that a special meeting be called, including emergency situations, a Executive committee member may, by way of a resolution signed by a majority of elected members of the Executive Committee (3 signatures), advise the Executive Director of the Regional Office that an emergency meeting is required so that

the Regional Office may take the necessary steps to organise a meeting without further delay.

The Executive members' resolution shall mention the issue(s) to be addressed as well as the reasons why they have resorted to this extraordinary process for calling a meeting.

To be valid, each member of the Executive committee must receive with five (5) working days prior notice to be present at the special meeting.

4.14 Quorum:

The quorum for all meetings of the Commission's Executive Committee is three elected members.

If the committee has a vacancy on the committee the quorum will be a majority of the remaining members of the committee.

4.15 Attendance at Executive Committee meetings:

All elected members of the Executive Committee must be present at official Executive Committee meetings. Three consecutive absences without justification will be construed as an immediate resignation from the Executive Committee.

4.16 Reasons for absence:

- Death of a close relative.
- Illness (personal or close relative).
- Severe weather conditions.
- Technical failure or breakage (video-conference, conference call, etc)

In case of a dispute concerning the justifications for a member's absence from a meeting, the other members of the Executive Committee, excluding the person about whom the decision is to be made, are qualified to judge the acceptability of the justifications.

4.17 Decision-making process:

The Executive Committee will make decisions based on consensus.

If consensus is impossible, the spokesperson will request a vote. In case of a tie vote, the spokesperson will exercise his/her right to vote in order to reach a decision.

A decision is reached if consensus is established or if it receives fifty percent plus one (50 + 1) of the votes.

4.18 Vacancy on the Executive Committee:

The procedure used to fill a vacancy on the Commission's Executive Committee is as follows:

A) Elected members:

The election must be held at the next regional meeting following the creation of the vacancy.

For a person elected by the Commission members, please refer to article 4.6, 4.7 and 4.8 of the present Terms of Reference.

Unless otherwise specified by the Commission the person elected to fill a vacancy will complete the remaining term of the vacant position.

B) Representative of the AFNQL:

If necessary, the members of the Executive Committee shall report the matter to the Regional Chief of the AFNQL.

5.0 COMMISSION'S REGIONAL OFFICE

5.1 Mandate of the Commission's Regional Office

The Commission's Regional Office is the administrative and operational body of the Commission responsible for the regional co-ordination of the activities placed under the authority of the Commission by the AFNQL.

In this capacity, the Regional Office comes under the authority of the Executive Committee and the Commission in Assembly.

5.2 Responsibilities of the Commission's Regional Office

- 5.2.1 To deliver services to the members while taking into account the collective interest of the Commission ;
- 5.2.2 To carry out the specific mandates given by the Commission in Assembly and the Executive Committee ;
- 5.2.3 To assist the Commission and its Executive Committee. Respond to their requests ;
- 5.2.4 To keep abreast of the latest labour market initiatives that could impact on the operational activities of the Commission and to inform the members about them ;

- 5.2.5 To allow the communities that wish to be recognised as members of the Commission to access the eligibility criteria ;
- 5.2.6 To process any information request addressed to the Commission ;
- 5.2.7 To implement efficient communication tools ;
- 5.2.8 To develop procedures to comply with the obligations of the Commission as stated in the agreements placed under its authority in accordance with the decisions and orientations of the Commission, including ;
- To implement a financial activity report schedule for the members.
 - To prepare quarterly income and expense statements from the statements provided by the communities.
 - To prepare the documentation related to the annual audited financial statements.
 - To produce an annual report.
 - To develop and implement procedures that will allow to collect all the information required under the agreements under the authority of the Commission.
- 5.2.9 To see that the Commission members and the AFNQL receive all the relevant information relating to the obligations and activities of the Commission ;
- 5.2.10 Develop efficient and easy-to-use management tools for the members ;
- 5.2.11 Propose budget allocation models taking into account the collective interest of the members ;
- 5.2.12 To develop training activities to support the members, in order to allow them to fulfil their responsibilities more efficiently ;
- 5.2.13 To develop at the beginning of each fiscal year, an annual plan for the Commission and submit it to the Commission ;
- 5.2.14 To develop at the beginning of each fiscal year, an operational plan for the Regional Office ;
- 5.2.15 Collaborate on organising the meetings of the Commission, of its executive and internal committees ;
- 5.2.16 To prepare discussion notes and/or correspondence for the Commission, the Executive Committee and the internal committees ;
- 5.2.17 To prepare budget forecasts for its operations and submit them to the Executive Committee for approval. Report back to the Commission in Assembly ;
- 5.2.18 To prepare progress and annual reports for the Commission ;

5.2.19 Develop its own administrative policies notably on ;

- Personnel management policy.
- Hiring policy.
- Wage policy.
- Conflict of interest policy.
- Awarding of contract policy.

5.2.20 To propose the creation of different committees to address specific issues requiring specific action ;

5.2.21 To recommend and develop research and development activities in relation to the labour market ;

6.0 AMENDING PROCEDURE TO TERMS OF REFERENCE

6.1 Proposing amendments:

The Commission members or the Executive Committee may propose amendments to the present Terms of Reference of the Commission.

All proposed amendments must be in written form and addressed to the Executive Committee.

However, the proposed amendment cannot be discussed at a Commission meeting unless it can be demonstrated that the following conditions have been met:

A) All the Commission members have received, thirty (30) days prior to the Commission meeting at which the amendment will be discussed, a notice stating the following:

- The proposed amendment.
- The name(s) of the person(s) who have proposed the amendment.
- The date of the Commission meeting during which the proposed amendment will be discussed.

6.2. Adoption of the Amendment:

It is understood that, in order to come into force, any amendment(s) made to the Terms of reference of the Commission must:

1- Be approved by general consensus of the regular Commission members present at the meeting, or

- 2- Be approved by a vote of 2/3 of the Commission's regular members present at the meeting.

6.3 Coming in force:

An amendment enters into effect immediately upon the date of its adoption unless otherwise indicated by the amendment

7.0 REVIEW COMMITTEE:

Whenever it deems it useful or necessary, the Commission may, by way of resolution, appoint various persons to form a committee with a mandate to review a specific issue of interest to the Commission and to propose recommendations.

The resolution shall include the following elements:

- Names and positions of the persons forming the review committee.
- The nature of the mandate given by the Commission.
- The deadline to fulfil the mandate.

It is understood that the membership of any review committee shall include at least one Executive Committee member.

At its first meeting, each committee shall appoint a spokesperson. He/she will have a similar role to that of the Executive Committee spokesperson, as described in article 4.10 of the present Terms of Reference.

The committee's decisions shall be made through consensus, as described in article 4.17 of the present Terms of Reference.