



1 **Implementing Rule 8:**
2 **Governance and functioning of the**
3 **Steering Committee and its subcommittees**

4 **1. Scope**

5 Having regard to articles 19 and 20 of the by-laws of Generation 2004 *association de fait*, this
6 Implementing Rule is devoted to the governance and functioning of the Steering Committee and its
7 subcommittees.

8 In the following, the Steering Committee is referred to as “the Committee”.

9 **2. Mandate and working method of the Committee**

- 10 (1) The Committee is the consultative governance body of Generation 2004. As such, it issues
11 political and operational guidelines and opinions.
- 12 (2) The Committee will strive to enforce at every moment the principles of collegiality, transparency,
13 accountability, prudent management, and institutional independence.
- 14 (3) All its members are committed to contribute to the work of the Committee.
- 15 (4) The Committee deals with subjects that are:
- 16 a. submitted by the Board – such submissions are communicated to the Committee members
17 in written form and have to mention a date (response date) by which the Committee is
18 asked to provide an opinion without prejudice to paragraph (7) of this article;
- 19 b. requested by a group of at least five Committee members.
- 20 (5) If the Board submits a document for review by the Committee, this shall be accompanied by an
21 explanation of the context of the request and, if applicable, why a revision is needed.
- 22 (6) The Board should submit its subjects, including relevant documents and additional information,
23 timely enough to enable a thorough consideration by the Committee.
- 24 (7) Following reception of a subject submitted by the Board (paragraph (4), point a. of this article),
25 the Committee decides whether it accepts to deal with the subject and issue an opinion by the
26 response date set by the Board. The Vice-chair of the Committee is responsible for the response
27 to the Board. Such a decision has to be taken within one week after reception of the Board’s
28 submission and is communicated, together with a statement of reasons, to the Board without
29 delay. In case the period between reception and response date is shorter than one month, the
30 decision is to be taken within three working days. In case the Board submits a modified request,
31 the Committee decides again applying the same procedure described in this paragraph.

32 **3. Composition and duration of office**

- 33 (1) According to article 19.2 of the by-laws, the Committee consists of members that have obtained
34 an electoral mandate resulting from staff representation elections and ad-hoc members
35 appointed by the Board. All Committee members have the same rights, irrespective of the way of
36 their appointment.
- 37 (2) A member with an electoral mandate, who leaves office in the staff representation, irrespective
38 of the reason, ceases to be a member of the Committee.



- 39 (3) Ad-hoc members are appointed by the Board and stay in office until a new Board is elected. If an
40 ad-hoc member resigns, the Board may appoint a new ad-hoc member for the remaining period.
41 An appointment may be renewed once.
- 42 (4) In accordance with article 18.1.b of the by-laws, if the Board is dismissed, the Committee is
43 dismissed as well.
- 44 (5) Observers to the Committee can take the floor at Committee meetings and contribute to
45 discussions in other ways (e.g., by written comments) but have no voting rights.

46 **4. Chair**

- 47 (1) The Committee is chaired by the Chair of the Board as stipulated by article 19.4 of the by-laws.
- 48 (2) The Chair takes a coordinating and moderating role but has, like other Board members, no voting
49 rights in the Committee.
- 50 (3) The Chair is responsible for:
- 51 a. Convocation, preparation, and moderation of Steering Committee meetings;
- 52 b. Drafting of the proposed agenda for Committee meetings in cooperation with the Vice-
53 chair, taking into account proposals put forward by Committee members and the Board;
- 54 c. Regular reporting of the Board's activities, plans and decisions in accordance with article
55 19.6 of the by-laws;
- 56 d. Explanation of subjects submitted to the Steering Committee by the Board (article 2,
57 paragraph (2), point a);
- 58 e. Issuance of the annual report of the Committee to the Assembly of Generation 2004;
- 59 f. Organisation of elections according to article 7.
- 60 (4) The Chair carries out his/her duties in an impartial and transparent manner.

61 **5. Vice-chair**

- 62 (1) The Committee elects a Vice-chair from among its members.
- 63 (2) The Vice chair is responsible for:
- 64 a. Periodical reporting about the Committee's activities to the Board;
- 65 b. Deciding, on behalf of the Committee, to accept or reject subjects submitted by the Board –
66 a rejection needs to be justified;
67 [Note: This decision cannot be taken by the Chair as he/she is at the same time also the Chair of the Board and thus will have
68 a conflict of interest.]
- 69 c. Informing the Board and the Committee about acceptance or rejection of a subject – in the
70 case of a rejection the reason(s) for the decision is/are communicated as well.
- 71 (3) In the absence of the Chair, the Vice-chair carries out the Chair's duties as described in article 4,
72 paragraph (3), points a and b.
- 73 (4) The duties of the Chair, as described in article 4, **paragraph (3)**, can also be delegated to the Vice-
74 chair on an occasional or continuous basis. A continuous delegation is effective until further
75 notice. It's granting and revocation shall be communicated to the Committee and the Board. The



76 delegation can be revoked by the Chair at any moment and it expires automatically, when the
77 Chair or the Vice-chair leaves office.

78 (5) For the actions of the Vice-chair, paragraph (4) of article 4 applies mutatis mutandis.

79 (6) The Vice-chair is assisted in his/her duties by the Secretary and the secretariat of Generation
80 2004.

81 (7) In exceptional cases, for example if the Vice-chair is not available, a Vice-chair's task can be
82 delegated to another Committee member.

83 **6. Secretary**

84 (1) The Committee elects a secretary from among its members.

85 (2) The Secretary is responsible for:

86 a. Organisation of the Committee meetings and support to the Chair or Vice-chair, as
87 appropriate, in conducting the meetings;

88 b. Drafting and revision of meeting minutes as well as preparation, circulation and
89 filing/archiving of the final version of minutes as approved by the Committee;

90 c. Keeping an updated list of Committee members and observers;

91 d. Keeping a register of Committee decisions, documents and meeting minutes;

92 (3) The Secretary executes his/her tasks in an impartial and transparent manner.

93 (4) The Secretary is assisted in his/her tasks by the secretariat of Generation 2004.

94 (5) Paragraphs (5) and (7) of article 5 apply mutatis mutandis.

95 **7. Election and mandate of Vice-chair and Secretary**

96 (1) Elections of the Vice-chair and the Secretary are organised by the Committee's Chair at the first
97 Committee meeting following the appointment of a new Board or whenever a Vice-chair or
98 Secretary steps down or lose his/her seat in the Committee by virtue of end of application of
99 article 19.2 of the by-laws.

100 (2) Each Committee member can put forward his/her candidature or propose another Committee
101 member to stand for a vote. A candidature needs to be accepted by the proposed person before
102 the list of candidates is established. Candidates and proposals can be put forward at any time, up
103 to and including the meeting.

104 (3) Vice-chair and Secretary are elected for the Committee's period of office.

105 **8. Meetings**

106 (1) The Committee meets at least four times a year in ordinary meetings. A tentative calendar for
107 ordinary meetings is proposed by the Chair, in agreement with the Vice-chair, at the end of the
108 preceding calendar year. If necessary, extraordinary meetings can be convened, in particular to
109 (continue to) discuss complex or time-critical subjects.

110 (2) Meetings of the Committee can be held in person (face-to-face meetings) or by online means or
111 in a mixed format. It must be assured that all participants have equal chance to express their
112 opinion on the subject in question.



- 113 (3) The convocation of an ordinary meeting is sent to the Committee members at least three weeks
114 in advance of the meeting date, preferably via electronic calendar invitations. For extraordinary
115 meetings, the delay is at least two weeks.
- 116 (4) A meeting convocation has to mention the meeting's date, time, duration and format (see
117 paragraph (2) of this article) and, if applicable, the meeting venue.
- 118 (5) The draft agenda and proposed documents for discussion and/or approval at meetings should be
119 distributed at least 5 working days prior to the meeting.
- 120 (6) A meeting can only validly take place if at least one third of the Committee members are present.
121 If the requested number is not reached the meeting can be held as an informal working session
122 but no votes can be taken.
- 123 (7) At the beginning of a meeting (compulsory point 1 on each agenda), requests to change the
124 proposed agenda, if any, are discussed and the agenda is changed accordingly. The agenda is
125 final once approved by the participants.
- 126 (8) If a member attending the meeting so wishes, he or she gets the right to intervene. The duration
127 of interventions can be limited in time prior to the discussion.
- 128 (9) After each meeting, draft minutes are prepared, which contain:
- 129 a. date, time and duration of the meeting;
- 130 b. the list of participants, identifying the meeting chair and the minute taker;
- 131 c. all decisions taken (including number of approving and disapproving votes, as well as
132 abstentions and total votes cast);
- 133 d. a summary of the discussions, including minority positions as well as written statements
134 'for the records' by Committee members, if any.
- 135 (10) The draft minutes are sent to the Committee members for comments as soon as possible, but
136 not later than two weeks after the meeting. The draft minutes are revised according to the
137 comments provided. Conflicting comments are solved by the Secretary in consultation with the
138 concerned commenters. Meeting minutes are normally approved by the Committee at the
139 following meeting. If the delay until the next meeting is inappropriately long, a call for approval
140 by written procedure can be issued.
- 141 (11) Approved minutes are filed/archived for later reference.

142 **9. Decision making and voting procedures**

- 143 (1) Decisions of the Committee shall be, to the extent possible, taken by consensus. In case of initial
144 disagreement, a compromise should be sought by adapting the decision/document so that all
145 can agree. If the discussion shows that a consensus/compromise is unlikely to be achieved within
146 a reasonable timeframe and after all Committee members had the possibility to intervene, the
147 chair of the meeting calls for a vote.
- 148 (2) Decisions should be taken in a Committee meeting by default. In justified cases, a written
149 procedure may also be carried out.
- 150 (3) For a vote, the following majorities apply:
- 151 a. for Committee-internal elections (article 7, [paragraph \(1\)](#)), a simple majority of Committee
152 members is required;
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- 154 b. for the approval of minutes a simple majority of members participating in the meeting at
155 which the decision is taken is required; in written procedure the majority is based on all
156 votes cast and a quorum of one third of Committee members applies;
157 c. for all other votes, including on the approval of guidelines and opinions and establishment
158 of subcommittees according to articles 19.5 and 20.3 of the by-laws, a simple majority is
159 required; in written procedure the quorum is one third of the Committee members.
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- 161 (4) For any vote, the subject matter of the vote needs to be clear and unambiguous.
- 162 (5) Upon request by the chair of the meeting or a Committee member, a secret ballot is carried out.
- 163 (6) The results of any vote (approval, disapproval, abstentions, total votes cast) is recorded in the
164 minutes of the meeting at which the vote was carried out or – for written procedures – in the
165 minutes of the meeting following the closure of the vote.
- 166 (7) In case of a written voting procedure, the deadline for the vote is by default 5 working days.
167 However, in case of urgent matters, the deadline may be shorter but not less than two working
168 days.
- 169 (8) Without prejudice to paragraph (3), point c of this article, to expedite the issuing of urgent
170 documents, the subject of a vote can be issued as soon as a simple majority of Committee
171 members approves it. Still, all votes submitted within the deadline need to be recorded
172 according to the pertinent rules.
- 173 (9) A Committee member can delegate her/his vote to another member by documented proxy in
174 advance to the meeting. This is limited to one proxy per voting member. For voting by written
175 procedure no proxy is allowed. Proxy votes count for the quorum.

176 **10. Committee documents**

- 177 (1) The Committee issues guidelines, opinions and other documents, as appropriate.
- 178 (2) For the purpose of drafting a Committee document, the Committee may assign a responsible
179 person or team from among volunteering members. The (team of) member(s) prepares drafts of
180 the document in question and revises the text according to comments provided and the outcome
181 of discussions by the Committee. The (team of) member(s) is/are supported by the Secretary,
182 unless she/he is anyway part of the drafting team her-/himself. Such a drafting team does not
183 constitute a subcommittee as defined by article 20 of the by-laws.
- 184 (3) The drafting and revision of documents is carried out in a transparent manner. Contributions by
185 Committee members that have been put forward via the foreseen channel and in a timely
186 manner, if not withdrawn by the commenter, can only be dismissed by the Committee.
187 Paragraph (1) of article 9 applies mutatis mutandis.
- 188 (4) All documents are dated and, if appropriate, carry a version number. Draft documents are clearly
189 marked as such. Final documents carry the date of approval by the Committee.

190 **11. Communication within the Committee**

- 191 (1) The Committee uses the messaging and discussion platforms best suited to its work. For this
192 purpose, the Secretary sets up appropriate collaborative space(s) accessible exclusively by the
193 Committee's members, observers and Chair as well as the Generation 2004 secretariat.
- 194 (2) For drafting documents, preferably a collaborative space is used. In such a case, versioning of
195 draft document is enabled automatically.



196 **12. Subcommittees**

- 197 (1) Subcommittees are appointed by the Committee and confirmed by the Board according to the
198 provisions of article 20 of the by-laws.
- 199 (2) According to article 20(1) of the by-laws, sub-committees are created on an ad-hoc basis to work
200 on specific topics of interest for the professional association. The decision creating a sub-
201 committee shall define its written mandate, stating its goals, its scope and its foreseen duration.
- 202 (3) At the end of its mandate, the subcommittee issues a report about the outcome of its work. The
203 report is sent to the Secretary for distribution to the Committee members.

204 **13. Reporting**

- 205 (1) The Chair, Vice-chair and Secretary jointly prepare a (draft) written report about the activities of
206 the Committee prior to each (annual) ordinary Assembly of Generation 2004.
- 207 (2) The annual report has to be approved by the Committee applying article 9, paragraph (3),
208 point c.
- 209 (3) At the annual Assembly of Generation 2004, a summary of the Committee’s annual report is
210 presented orally by the Chair or Vice-chair.

211 **14. Entering into force**
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213 This Implementing Rule was adopted by the General Assembly on 08/06/2023 and enters into force
214 the following day.