
GUIDELINES FOR THE ICOM STANDING COMMITTEES AND WORKING GROUPS¹

As defined in the ICOM Statutes, the ICOM Secretariat is “*the operational center of ICOM*” (Article 20 – Section 1). In this regard, the ICOM Secretariat “*initiates, realizes and evaluates programmes, handles membership files, records and manages finances, and protects and promotes the identity of the Organisation*” and is in charge of all statutory processes at an international level related to the convening, organisation and holding of ICOM organs, including aspects relating to voting and election.

The Secretariat works closely with and for the ICOM Executive Board. It assists the President, supports the Treasurer, the Chair and Vice-Chair of the Advisory Council and the Spokespersons of the National and International Committees. It communicates and collaborates with all organs and bodies, as well as coordinates the work of all the different organs and office holders within ICOM.

Finally, the Secretariat initiates, realises, develops, carries out and evaluates programmes based on ICOM’s Strategic Plan and vision statement. Therefore, for each Standing Committee and Working Group established, a contact person from the staff member of the Secretariat is designated in order to support its work.

1. Standing Committees and Working Groups

The ICOM Internal Rules provide the framework of the ICOM Standing Committees and Working Groups. In 2021, in addition to this regulatory text and in order to increase transparency and inclusiveness, the Executive Board, in consultation with ICOM National and International Committees and Regional Alliances, has established an additional procedure to select and appoint Members of the ICOM Standing Committees and Working Groups (Annex 1). The Executive Board approved this procedure at its 155th Session (20 – 21 May 2021)².

By comparison, Standing Committees have a “heavier” structure, their role is more administrative and more operational. They shall support the Executive Board and fulfill tasks regarding e.g. financial or legal matters. Their mission is defined by the Internal Rules, and their mandate is indefinite¹.

Working Groups have a “lighter” structure. They shall answer questions at the moment or fulfill tasks for the short term. Their rules are more simple, their mandate is finite².

1.1. STANDING COMMITTEES

According to Article 5.2 of the ICOM Internal Rules, ICOM Standing Committees aim to reflect on specific issues that affect the museum community or the Organisation. They are appointed by the President, after consultation with the Executive Board and they are reporting as well as operating under the authority of the Executive Board.

¹ This document has been drafted by the ICOM Secretariat for information purposes.

² Decision 4.4 “*Update from the Task Force to review the Nomination Process for Standing Committees and Working Groups*”.

As the Standing Committees play a key role in the continuity and achievement of the Association's purpose, their terms of office are indefinite³.

Article 5.2 of the Internal Rules provides for five (5) Standing Committees by setting out their mandate and mission. However, the Executive Board has also decided to introduce two (2) other Standing Committees.

The Standing Committees provided by the ICOM Internal Rules:

Currently, the ICOM Internal Rules provide for the following five (5) Standing Committees:

- ETHCOM – Ethics Committee (Article 5.2.2);
- FIREC – Finance and Resources Committee (Article 5.2.3);
- LEAC – Legal Affairs Committee (Article 5.2.4);
- SAREC – Strategic Allocation Review Committee (Article 5.2.5);
- DRMC – Disaster Risk Management Committee (Article 5.2.6). At the 164th Session, the Executive Board decided to suspend this Standing Committee⁴.

Appointment of the Members of a Standing Committee

According to Article 5.2.1 of the ICOM Internal Rules which provides the general rules governing each Standing Committee, their members “*are appointed by the President after consultation with the Executive Board*”. In this respect, a Standing Committee may not appoint its own members.

Until 2019, the President presented a list of potential members to the Executive Board that approved it. In 2021, the Executive Board decided to review the appointment procedure in order to increase transparency and inclusiveness. After consultation of ICOM National and International Committees and Regional Alliances, the Executive Board edited and approved an additional procedure (Annex 1) to select and appoint Members of a Standing Committee or Working Group.

Mandate and term of Standing Committees

As with the mandates within an ICOM National or International Committee, a Regional Alliance or the ICOM Executive Board, chairs and members of Standing Committees are appointed for a three-year term and their mandate can be renewed once for each position⁵. The term of a Standing Committee “*runs from the year following a General Conference to the year after the next General Conference*” (Article 5.2.1 of ICOM Internal Rules). Until 2019, nominations took place in December and were sent in January – February. Since 2022, the calendar is adapted to the new nomination process.

Membership of Standing Committees

Each ICOM Standing Committee is composed of a Chair and ordinary members. Moreover, and according to Article 5.2.1 of the Internal Rules, “*in addition to the Chair and ordinary members, [each] Committee includes, ex officio, the President. The Director General can take part in the Committee meetings but shall not take part in voting. The Committee is assisted by the relevant professional in the Secretariat*”.

³ Article 5.2 of the ICOM Internal Rules

⁴ Decision 12.5 “Disaster Risk Management Committee” “*The Executive Board decides not to nominate a new Disaster Risk Management Standing Committee with the aim of fostering a more flexible and efficient response to crises with the International Committee on Disaster Resilient Museums, the Heritage Protection Department and ad hoc experts when relevant*”.

⁵ Article 5.2.1. of the Internal Rules: “*A chair and ordinary members can serve two consecutive three (3) year terms in each position, with a maximum consecutive serving time of four three (3) year terms*”.

In addition, the Executive Board appoints one of its members as its representative in the Standing Committee or Working Group. Their mandate has a different term, it “*ends when a new Executive Board is elected*”⁶.

In order to complement the general rules of the Internal Rules and to ensure that members are neither overburdened by unreasonable workload nor given undue influence within ICOM due to an excessive number of appointments, the new appointment process provides that an ICOM member may:

- not be appointed to more than two (2) Standing Committees or Working Groups at the same time,
- not be appointed Chair of more than one (1) Standing Committees or Working Groups.

This latter principle also applies to the members of Executive Board, the Chair of the Advisory Council or the Spokespersons of the National or International Committees, as they may not be appointed Chair of a Standing Committee or Working Group.

Activities of a Standing Committee

The activities of a Standing Committee are determined by its mission as provided by the Internal Rules (Article 5.2.1): “*The [Standing] Committee reports and operates under the authority of the Executive Board*”. In this regard, each Standing Committee supports the Executive Board through its expertise, by making recommendations within the scope of its mission or by answering to requests of the Executive Board.

Finally, each Standing Committee is subject to an annual reporting: “*The Chair of the Committee submits an annual report to the Executive Board on 30 October at the latest (for exceptions, see under each Committee). The Committee shall also submit a general report on the Committee’s work during the preceding triennium to each General Assembly at the General Conference of ICOM*” (article 5.2.1, ICOM Internal Rules).

1.2. WORKING GROUPS

In contrast of the Standing Committees, ICOM Working Groups are temporarily established by the ICOM President, with the approval of the Executive Board, for special purposes. According to the Article 5.1 of the Internal Rules, “*the President of ICOM may [...] define their mission, term of office, membership and their duration*”.

Establishment and mission of a Working Group

As per the Standing Committees, Article 5 of the ICOM Internal Rules provides the establishment process of a Working Group. The name, mission and term of office of a Working Group are defined by the ICOM President and approved by the Executive Board (Article 5.1, ICOM Internal Rules)⁷. The ICOM President and the Executive Board also nominate the members and a Working Group may not appoint its own Members.

Since 2021, the process of creating and appointing Working Groups follows the process approved by the Executive Board (Annex 1). Working Groups dispose of a mission edited and approved by the Executive Board, and their members are selected and nominated according to

⁶ Article 5.2.1. of the Internal Rules: “*The mandate for the members of the Standing Committee representing the Executive Board ends when a new Executive Board is elected*”.

⁷ “*The President of ICOM may, with the approval of the Executive Board, establish temporary Working Groups for special purposes; define their mission, term of office, membership and their duration*”.

this new process. Currently, there are eight (8) Working Groups, some of them have been renewed by the Executive Board:

- ICOM Define – Standing Committee for the Museum Definition⁸,
- SPC – Strategic Plan Committee,
- ICWG – Working Group on the Future of International Committees (2016-2019, 2019-2022),
- NCWG – Working Group on National Committees (2019-2022),
- WGSR – Working Group on Statutes and Rules (2021-2022),
- WGS – Working Group on Sustainability (2016-2019, 2019-2022, not renewed⁹),
- WGCS – Working Group on Collections in Storage (creation in 2022),
- Working Group on Decolonisation (creation in 2023).

1.3. AD HOC COMMITTEES AND TASK FORCES

Beyond Standing Committees and Working Groups, ICOM knows other more specific bodies with more specific tasks.

- *Ad hoc* Committees which are created with the occurrence of each ICOM General Conference,
- Task Forces which are created by the Executive Board for a specific mandate related to its functioning.

The Nominations and Elections Committee (NEC)

The NEC is an *ad hoc* Committee created every three (3) years in order to oversee the elections of the ICOM Executive Board.

Its name, mission and activities are governed by Article 3.2.4 of the Internal Rules. In this respect, the NEC *“shall ensure that the nomination and election process is carried out as described in the Statutes and the Internal Rules and shall validate the nomination of candidates and the results of the election to the Executive Board”*.

Members of the NEC *“are nominated by the Chair of the Advisory Council and appointed by the Advisory Council”*, in order to avoid any conflict of interest. Since 2021, the procedure to select and nominate members (Annex 1) is applied to it, as well. But additional selection criteria apply to members of the NEC as they may *“not [be] candidates for membership of the Executive Board”*¹⁰.

Finally, the NEC is also submitted to a reporting as *“within three (3) months after the end of each completed nomination and election process, the chair submits a report to the Chair of the Advisory Council. The report may include recommendations”* (Article 3.2.4, ICOM Internal Rules).

⁸ Define had two predecessors, the Museum Definition Working Group (-2016), and the Committee for the Museum Definition, Prospects and Potentials (MDPP 1 and 2, 2016-2019 and 2019-2020). In December 2016, the Chair of the Museum Definition Working Group, Jette Sandahl, “presented the transition statement for the Working Group, which was evolving into a Standing Committee”; a decision was not taken; Executive Board, 134th Session, 10-11 December 2016, p. 11 item 14

⁹ The Working Group on Sustainability (WGS) has expressed its wish to become an International Committee. At its 162nd Session (August 2022), the ICOM Executive Board *“welcome[d] the idea of creating an International Committee on Sustainability and recommend[ed] that this possibility is explored further with the next Executive Board”*.

(https://icom.museum/wp-content/uploads/2022/12/EB162_Decisions_19-20August_Final.pdf).

¹⁰ Article 3.2.4. of the ICOM Internal Rules.

Resolutions Committee

The Resolutions Committee is an *ad hoc* Committee as well, created with the occurrence of each ICOM General Conference.

The Resolutions Committee shall edit the resolutions that are discussed every three years at the ICOM General Conference and voted by the General Assembly during this conference. The name, mission and activities of the Resolutions Committee are defined by a specific procedure that was updated by the Secretariat in 2019 and 2021.

The Resolutions Committee is appointed a year before the General Conference and since 2021, the procedure to select and appoint members (Annex 1) is also applied to it. Furthermore, in 2021, the working method of this Committee has been reviewed to take into account the digitisation of ICOM's activities and the hybrid format of the 26th General Conference which took place in Prague in August 2022.

Task Forces

In order to execute some specific tasks, the Executive Board can decide to establish short term Task Forces.

The mandate and the composition of the Task Forces are decided by the Executive Board. Their mandate ends when the task is fulfilled.

2.1. Roles and responsibilities of the members of Standing Committees and Working Groups

Role of the ICOM President

As the head of the executive decision-making body of ICOM¹¹, ICOM President is also *ex officio* member of all ICOM Standing Committees¹².

Role of the Executive Board representative

To facilitate liaison between the Standing Committees and Working Groups, and the Executive Board, the latter may appoint Executive Board representatives. The ICOM Executive Board Code of Conduct¹³ provides a framework for their role in the Standing Committees and Working Groups. According to its Article 8¹⁴, the Executive Board representative shall:

- attend the meetings of the Standing Committee or Working Group,
- report regularly to the Executive Board about the progress made by the Standing Committee or Working Group.

However, the Executive Board representatives shall not have the right to vote on the recommendations of the Standing Committee or Working Group which will subsequently be submitted to the Executive Board for approval.

Role of the Chair of a Standing Committee or Working Group

¹¹ Article 11 Section 1 of the ICOM Statutes: “*The Executive Board is the executive decision-making body of ICOM*”.

¹² Article 5.2.1 of the ICOM Internal Rules: “*In addition to the Chair and ordinary members, the Committee includes, ex officio, the President*”.

¹³ Which was approved by the ICOM General Assembly on 24 August 2022.

¹⁴ The external audit has highlighted the lack of clarity about the Executive Board representative's role.

In analogy to the role of the Chair of an ICOM Committee, the Chair of a Standing Committee or Working Group shall:

- convene the meetings;
- set the agenda;
- chair and lead the debates;
- represent the Standing Committees and Working Groups at ICOM meetings;
- submit an annual report (Article 5.1. and 5.2.1. of the Internal Rules)¹⁵.

Role of an ordinary member of a Standing Committee or Working Group

The primary role of any member of a Standing Committee or Working Group is to attend and participate during the meetings of the Standing Committee or Working Group in order to fulfill the mission of this committee and “*to advise the Executive Board and the Advisory Council of ICOM*”¹⁶.

Beyond that, the role may be detailed by the specific terms of reference that are approved by the Executive Board with the mandate of the Members.

2.2. Roles of the Contact Person in the Secretariat

According to the Article 5.2.1. of the ICOM Internal Rules, each Standing Committee “*is assisted by the relevant professional in the Secretariat*”. In this regard, when a Standing Committee, Working Group or another committee is established, the Director General suggests a member of the Secretariat staff as contact person, which is then approved by the ICOM President and the Executive Board.

The role of a contact person is not detailed by the Internal Rules. However, these guidelines aim to frame their role. In that respect, the contact persons shall:

- organise meetings;
- send invitations;
- organise surveys;
- take part in presentations of Standing Committees or Working Groups at the Executive Board meetings;
- disseminates information among the members of the Standing Committees or Working Groups.

Contact persons shall not:

- chair or manage meetings;
- set the meeting agenda;
- animate the debates;
- vote on the recommendations of the Standing Committee or Working Group;
- represent the Standing Committee or Working Group¹⁷.

Furthermore, in order not to burden the workload of the contact person, the note-taking of the meeting and the drafting of the minutes should be done by members of the Standing Committee or the Working Group.

¹⁵ According with Article 5.2.1 of the Internal Rules, for Standing Committees, the deadline to send out the report is 30 October of each year.

¹⁶ Article 5 and following of the ICOM Internal Rules.

¹⁷ Standing Committees and Working Groups represent the membership and its expertise.

2.3. Working Methods and Principles

The ICOM Internal Rules do not explicitly stipulate principles for the work of the Standing Committees or Working Groups. This document aims to fill the gaps in the ICOM regulatory text by establishing professional practices, following the model of the “ICOM Guidelines for professional practice” and the “ICOM Executive Board Code of Conduct”.

Meetings

The Chair, or the simple majority of the Members, convenes a Standing Committee or Working Group as often as needed, or upon request of the Executive Board. The invitation for the meeting shall include the date, the agenda of the meeting and the working documents, if any.

In order to facilitate regional diversity and enable as many members as possible to participate in meetings, the calendar and the time of the meetings shall be agreed upon by the members of the Standing Committee or Working Group.

Members of a Standing Committee or Working Group are expected to attend all meetings of the Standing Committee or Working Group. If a member is unable to attend a meeting for personal or professional reasons, she/he shall notify the Chair or the Secretariat in writing in advance of the meeting.

A Standing Committee or Working Group may occasionally invite external experts to contribute to the discussion of specific items on the meeting agenda. These guests will be recommended and approved ahead of the meeting.

Voting

In the course of their work, members of a Standing Committee or Working Group are required to take decisions or make recommendations. According to the Article 5.2.1. *“proposals made by the Committee are adopted by simple majority of the committee members”*.

To prevent the misuse of remarks attributed to individual members, the voting preferences of Members of a Standing Committee or Working Group are not reported.

Furthermore, Article 5.2.1. of the Internal Rules provides that *“the Director General can take part in the Committee meetings but shall not take part in voting”*. The ICOM Executive Board Code of Conduct, in its Article 8, complements the ICOM Internal Rules by providing that *“Executive Board representatives do not vote on any recommendations which will subsequently be submitted to the Executive Board for approval”*.

Reporting

The Article 5.2.1. of the ICOM Internal Rules provides few general rules, mainly with regard to reporting.

The Article 5.2.1 of the ICOM Internal Rules underlines that a *“Standing Committee [...] reports and operates under the authority of the Executive Board”*. In that respect, the Chair of the Standing Committee *“submits an annual report to the Executive Board on 30 October at the latest (for exceptions, see under each Committee)”*, and *“shall also submit a general report on the Committee’s work during the preceding triennium to each General Assembly at the General Conference”*.

Regarding the Working Groups, the ICOM Internal Rules are less specific, however the Working Groups are still submitted to reporting as “*The Chair of each Working Group submits its report to the President of ICOM and the Executive Board*” (Article 5.1).

A Standing Committee or Working Group shall also cede its working documents, analysis, raw data of its surveys etc. to the ICOM Secretariat for documentation and archives purposes, so that the ICOM Archives can preserve these documents and make them available for future research.

Confidentiality and Collegiality

The principles of collegiality, confidentiality and transparency apply to Standing Committees and Working Groups, as they apply to the ICOM Executive Board or other ICOM bodies. Thus, a Standing Committee or Working Group is a collegial body that speaks with one voice, through its recommendations, according to the majority of votes. Within meetings, members may exchange different viewpoints in a free and open discussion. Once a decision has been reached, members shall respect and support the decision, irrespective of their personal preference.

Subsequently, the expressions of opinion of the Standing Committee's or Working Group's members are confidential. Disclosure of individual positions expressed by each Standing Committee Member would go against this principle of collegiality.

If a member of a Standing Committee or Working Group speaks at a public forum as part of her/his duties, the principle of collegial confidence is maintained. Social media is also a public forum. Confidentiality continues for a period of at least three (3) years after the end of the mandate of the people involved, whether one is the source of the information or the subject of the information.

Members of a Standing Committee or Working Group recognise that they have a responsibility to achieve a balance between the principles of confidentiality necessary to the discussion of matters within meetings and the responsibility to apply the principle of transparency in the communication of their decisions and decision-making processes to the membership.

For the sake of transparency, the recommendations or deliberations of Standing Committees and Working Groups can be made public, only upon the decision of the Executive Board.

Conflict of Interest

Members of Standing Committees or Working Groups exercise the membership for the good of the Association rather than for personal benefit. They ensure that no conflict arises, or could reasonably be perceived to arise, between being a member of the of a Standing Committee or Working Group and his/her private or professional interests.

Methodology

According to the Article 5 of the ICOM Internal Rules, a Standing Committees or Working Groups give advice to the Executive Board and the Advisory Council of ICOM (Articles 5.2.2 to 5.2.5). A Standing Committee or Working Group cannot therefore be directly solicited by an ICOM Committee or by individual ICOM members, unless the question to be answered has first been submitted to the Executive Board.

Likewise, a Standing Committee or Working Group communicates primarily with the Executive Board and the Advisory Council. It may communicate with ICOM Committees or ICOM Members to conduct a consultation or a survey in order to fulfil its mission.

On the basis of its mission, the Standing Committee or Working Group develops a methodology and a workflow to fulfill this mission. This methodology ensures that the work of the Standing Committee or Working Group is carried out in a way that achieves the required results. In this respect, the workload, workflow and methodology shall be determined from the beginning in order to allow the volunteer members of the committee to plan their contribution and commit themselves to the determined meeting schedule of the Standing Committee or Working Group.

If need be, the Executive Board makes the human and financial resources available to the Standing Committee or Working Group in order to achieve these objectives or to deliver these plans. The attribution of these resources follows the principles included in proposed guidelines for the funding of ICOM Standing Committees and Working Groups (Annex 2).

ANNEX 1

NOMINATION PROCESS FOR STANDING COMMITTEES AND WORKING GROUPS

July 2021

Introduction:

In July 2020, the National Committees made the following recommendation:

Call for the review of the Working Groups and Standing Committees' appointments, and to clarify its mandates and functions. More importantly, to guarantee the democratic cooperation of ICOM members, the Advisory Council elects the Working Groups, and the Executive Board and the Advisory Council select the Standing Committees jointly. If necessary, revise the Internal Rules and relevant documents.

The ICOM Executive Board discussed this recommendation in the context of the current Internal Rules, which state:

5.1 - Working Groups

The President of ICOM may, with the approval of the Executive Board, establish temporary Working Groups for special purposes; define their mission, term of office, membership and their duration. The Chair of each Working Group submits its report to the President of ICOM and the Executive Board.

5.2 - Standing Committees

5.2.1 General rules for Standing Committees

Standing Committees are appointed by the President after consultation with the Executive Board.

In September 2020, the ICOM Executive Board decided to establish a task force to review the nomination process for Standing Committees and Working Groups and to make recommendations about how this process could be made more democratic and transparent. They agreed that this updated nominations process could then feed into the Working Group which will review the Statutes and Internal Rules in detail and present recommendations at the upcoming General Conference in Prague in 2022.

The members of the task force were: Laishun An (Vice-President), Carlos Brandão (Executive Board Member), Nicholas Crofts (Executive Board Member), Muthoni Thangwa (Spokesperson of the National Committees), Regine Schulz (Chair of the Advisory Council), Kristiane Strætkvern (Spokesperson of the International Committees).

The process followed three steps:

- 1) to define the principles
- 2) to outline the process and a timetable
- 3) to consult with the National Committees, International Committees and Regional Alliances for feedback.

In February 2021, the draft nominations process was circulated to the Chairs of the National Committees, International Committees and Regional Alliances.

Fourteen (14) Committees responded:

- Eight (8) National Committees
- Four (4) International Committees
- Two (2) Regional Alliances

Four (4) of the committees said that they had reviewed the document but did not have any specific comments.

The feedback from the committees was very valuable to the process and some of the key issues raised that were discussed by the task force were:

- As the Nominations Process is a policy document, the language must be relatively formal and in-keeping with the language used in the Statutes and Internal Rules.
- The importance of having a balance of members who are more experienced on committees to ensure continuity within the organization, as well as new members that can bring fresh perspectives. At least one member of every Standing Committee and Working Group should not have served on such a committee or group previously, which will hopefully encourage younger members to apply to participate in Standing Committees and Working Groups.
- In relation to geographical representation, on one hand the members called for diverse regional representation, while on the other hand asked for the balance of representatives to be relative to the number of members in that region.
- The composition of any Standing Committee or Working Group should tend towards diversity with a maximum of 60% of one gender.
- At present the call for applications is sent to the Chairs of the NCs, ICs and RAs but the option of additionally publishing the call in the Members Space will be explored.

- Any individual member in good-standing is eligible to serve, institutional members are not eligible because their representatives are nominated by the head of the institution and thus can change during a mandate.
- As part of the External Review and the new Working Group on Statutes and Rules, the role of Standing Committees and Working Groups and how they are created will be examined and updated if necessary.

The Nominations Process is now in a pilot phase and has been used to nominate representatives of the NCs, ICs and RAs for the External Review Steering Committee and members for the new Working Group on Statutes and Rules. The Nominations Process will be reviewed further over the coming year based on the outcomes of using the process and in the context of the recommendations of the External Review and the Working Group on Statutes and Rules.

ICOM Appointments to Standing Committees and Working Groups:

Principles and objectives

Introduction

The procedures for the appointment of ICOM Standing Committees and Working Groups aim to respect the principles of *gender balance*, *inclusivity* and *transparency* and to place *restrictions on the number of appointments* that can be held at any one time. The present document provides definitions of these principles and the criteria to be met.

The current document applies to the procedure or appointment to ICOM Standing Committees and Working Groups. It does not apply to appointments to other ICOM committees, notably to National Committees, International Committees, Regional Alliances and Task Forces etc.

Gender balanced

Principle

The composition of ICOM Standing Committees and Working Groups will be entirely gender-neutral.

Objectives

- The opportunity to stand for appointment for any position within any standing Committee of ICOM will be equal for all irrespective of gender;
- The composition of any Standing Committee or Working Group should tend towards parity with a maximum of 60% of one gender.

Regional Balance

Objective

The members from all regions will have equal opportunities.

Inclusivity

Principle

The composition of ICOM Standing Committees and Working Groups will seek to be representative of the ethnic, cultural and professional diversity of the ICOM membership.

Objectives

- ICOM members of all nationalities and cultures will have equal opportunity to stand for appointment to any position within ICOM Standing Committees and Working Groups.
- The composition of the group should favour diversity, with representatives from at least three continents.
- Each Standing Committee or Working Group should include at least one member, who has no previous experience of working with such a group.

Transparency

Principle

The process for appointment to the ICOM Standing Committees and Working Groups will be conducted in a manner that is both accessible and comprehensible to the ICOM membership.

Objectives

- Notice of appointments and details of the application process will be published to all ICOM members, allowing sufficient time¹⁸ for applications to be made.
- The outcome of the appointments process will also be published to all ICOM members, along with explanations for measures taken to ensure respect of, and any derogations to, these principles and objectives.

Restriction on the number of appointments held

Principle

The process for appointment to the ICOM Standing Committees and Working Groups will ensure that individuals are neither overburdened by unreasonable workload nor given undue influence within ICOM due to an excessive number of appointments.

¹⁸ Not less than 6 weeks for applications and linked to the date of the Executive Board meeting when the decision is to be taken.

Objectives

- ICOM members shall not be appointed to more than two ICOM Standing Committees or Working Groups at the same time.
- ICOM members shall not be appointed *as Chair* of more than one ICOM Standing Committees or Working Groups at the same time.
- ICOM Executive Board Members, the Chair of the Advisory Council and the Spokesperson for the National Committees and International Committees shall not be appointed as Chair of ICOM Standing Committees or Working Groups.
- These limitations include *ex officio* appointments.

Exceptions and Disputes

- In exceptional circumstances, it may not be possible to respect all of the principles and objectives set out in the present document. Exceptions must be approved by the ICOM Executive Board.
- Disputes relating to these principles and objectives will be dealt with by the ICOM Executive Board.

Appointment process

Introduction

This policy has been drafted to ensure good practice guidance for making appointments to ICOM Standing Committees and Working Groups. The aim of this policy is to ensure that the appointment process is fair, open and transparent and that appointments to ICOM Standing Committees and Working Groups respect the principles of *gender balance, inclusivity and transparency* and *restricts the number of appointments* that can be held at any one time.

The current document applies to the procedure for appointment to ICOM Standing Committees and Working Groups. It does not apply to appointments to other ICOM committees, notably to National Committees, International Committees, Regional Alliances and Task Force groups etc.

Process Outline

	Action/Milestone	Actor	Timeline
1	Decision to appoint	Executive board	o

2	Role description and appointment criteria	Secretariat	2 weeks
3	Approval of description and criteria	Executive Board	1 week
4	Call for nominations	Secretariat	1 week
5	Deadline for nominations		4 weeks
6	Checks on eligibility	Secretariat	1 week
7	Evaluation and selection	Executive Board	4 weeks
8	Appointment confirmed	Secretariat	1 week
	Total		14 weeks

1. Decision to appoint

A position in an existing Standing Committee or Working Group becomes vacant and needs to be filled, or the Executive Board decides to create a new Standing Committee or Working Group.

2. Role description and appointment criteria

The Secretariat revises or drafts, as needed, a description of the role and the appointment criteria, for existing Standing Committees and Working Groups for approval by the Executive Board. This task may take up to two weeks but may be completed more quickly if the role description and appointment criteria already exist. If the Standing Committee or Working Group is newly established, then the Executive Board should be involved in developing the role description and appointment criteria. The appointment criteria should state that preference will be given to candidates with knowledge and experience in a relevant field. Any individual member in good standing is eligible to serve, however, institutional members are not eligible as their representatives are nominated by the Head of their Institution and thus can change during a mandate.

Candidates may apply independently and do not need to be proposed by the Chair of a Committee.

3. Approval of description and criteria

The Executive Board revises and approves the description of the role and the appointment criteria.

4. Call for nominations

The Secretariat publishes the call for membership and sends it to the Chairs of all National Committees, International Committees and Regional Alliances to ensure that it is widely communicated to the membership. Nomination proposals can also be made directly by

members of the Executive Board. This call is accompanied by the description of the role and the appointment criteria.

5. Deadline for nominations

Date by which all nominations must be received (a minimum of four weeks from date of the call for nominations). All nominations must be accompanied by a brief statement outlining the suitability of the nominee with respect to the role description and the appointment criteria.

6. Checks on eligibility

The Secretariat checks that the nominees are ICOM members in good standing, that they meet the appointment criteria (notably with respect to *restrictions on the number of appointments*) and confirms that they are willing to accept the appointment. The Secretariat also carries out due diligence checks and identifies any possible conflicts of interest. (This process can begin as soon as nominations are received). The Secretariat provides the Executive Board with a shortlist of eligible candidates and a brief report on checks carried out (including the reasons for any rejected nominations).

7. Evaluation and selection

The Executive Board approves the shortlist, evaluates the nominees and makes its selection, in accordance with the general principles of *regional and gender balance, inclusivity* and *transparency* and with respect to the merits of the nominees regarding the criteria for appointment. The Executive Board decisions are recorded in the minutes, which provide a clear explanation of the grounds for the decision.

8. Appointment confirmed

The Secretariat informs all the candidates and announces the appointments via ICOM news channels.

Annex 2

PROPOSED GUIDELINES FOR THE FUNDING OF ICOM STANDING COMMITTEES AND WORKING GROUPS

1. Introduction

- 1.1 This paper provides guidelines for the resourcing of ICOM Standing Committees and Working Groups that may be established by the Executive Board.
- 1.2 It has been prepared by the *ad hoc* working group established at the request of the Executive Board (EB) following the EB meeting of 22 February, 2021 (153rd Session) and the Executive Board meeting of 4-5 May, 2021 (154th session).
- 1.3 The paper provides recommendations to the Executive Board for the implementation of EB Decision 7.2.1 of the meeting of 4-5 May (154th session.)

2. Background

- 2.1 At its meeting of 4-5 May (154th session) the EB considered the paper produced by the *ad hoc* working group laying out possible options for the funding of ICOM Standing Committees and Working Groups.
- 2.2 The meeting considered three options and favoured Option 2, which stated that :
Designated funding: EB is given discretion to allocate funding to Standing Committees and Working Groups at their inception to cover essential costs. Alternatively, a small contingency could be established that the groups could apply to.
- 2.3 Consequently, EB agreed the following decision:

Decision 7.2.1 Funding Principles

The Executive Board, thanks the Working Party on Funding Principles for 2.1 Standing Committees and Working Groups for preparing the three options; and decides to select Option 2 in principle and asks the Working Group to develop implementation guidelines for the Executive Board meeting on 23 September 2021.

3. Proposed Guidelines

In accordance with the request of EB's Decision 7.2.1, the *ad hoc* Working Party proposes the following guidelines for the consideration and allocation of funding to support the work of ICOM Standing Committees and Working Groups:

- As a basic principle, Standing Committees and Working Groups only receive special funding by exception.

- To account for the possible need for funding to support the work of the Standing Committees and Working Groups an amount up to 30 000 € should be reserved in the ICOM annual budget.
- There is no presumption that all, or part, of this reserved sum need be allocated in any one year: funds will be allocated only on an 'as needs' basis.
- Unallocated funds from this reserved sum will not be 'rolled-over' into subsequent years: the reserved sum will be re-established at 30 000 € at the beginning of each year until such time as the Executive Board may determine the sum should be adjusted.

Allocation of funds from this reserved sum can be made only by a decision of the Executive Board and will be based on the best assessment of the nature of the assigned task and any associated costs. ~~Funding for Standing Committees and Working Groups will be made available only by exception the~~

- The Executive Board may determine an allocation of funding to a Standing Committee or Working Group at the inception of that group, or, at any time, thereafter.
- The chairperson of any Standing Committee or Working Group may, at any time, approach the Executive Board with a request for funds to cover a specific and costed piece of work.
- The Executive Board will apply only three criteria when considering the allocation of funding for the work of the Standing Committees and Working Groups, namely:
 - Is the proposed expenditure necessary for the group to complete its work and discharge its responsibility?
 - Is the work affordable within the budget allocation?
 - Does the proposed expense represent value for money?
- Under normal circumstances the personal costs of committee members, such as travel, accommodation and subsistence will not be eligible for such funding.
 - In exceptional circumstances, the funding of personal costs of committee members may be considered in response to a request from the Chairperson of that Standing Committee or Working Group. Justifiable personal costs might include those necessary to enable attendance of all members at on-line, or physical meetings. In these cases, the criteria of SAREC travel grants will be applied. In the interests of financial and environmental sustainability, the meetings of ICOM Standing Committees and Working Groups should, in normal circumstances, be held on-line. If a meeting in person is scheduled, it should preferably take place during the annual meetings in order to allow networking and communication and save travel costs.