



EOQ MEMBERSHIP HANDBOOK

Role, Structures and Rules of Procedure

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FOREWORD

This membership handbook has been developed to provide EOQ members with a summary of the role, structures and rules of procedure of the organisation. The handbook will guide members through the main aspects of the EOQ work, how decisions are made and the role of different office holders. The handbook is based on the Statutes of the organisation (RUL002 ed 9) Statutes Belgian law Eng.doc and incorporates the Rules of Procedure as adopted under Article 24 of the Statutes.

SECTION I

EOQ CHARTER

EOQ contributes to the development of European organisations and enterprises through the application of quality and change management concepts and techniques in their broadest sense.

The goal is progress and development of European people and European society as a whole.

EOQ believes that an enlarged Europe, with diverse cultures and economic histories, is an opportunity for the success of all Europeans

EOQ VISION

Europe's leading promoter of Quality

EOQ MISSION

Improve European society through the promotion of Quality in its broadest sense.

This will be achieved by:

Facilitated networking, thereby

- speeding up research

- aiding the transfer of knowledge

- disseminating leading edge concepts and techniques

- functioning as a competence centre for organizations, governments and EU

- supporting its members in the promotion and deployment of quality

- fostering the processes of global integration in the field of quality

Qualified people, created by:

- Training and continuous professional development through attendance on appropriate courses taught by qualified trainers

- Recognition of the levels of competence achieved by issuing certificates of qualification

- Developing and providing training programs

Transformed organizations through:

- Integration of qualified people within the structure

- Masters in innovation techniques and breakthrough management

- Dissemination of information by all means

- Common framework of CSR & Sustainable development

SECTION 2 OVERVIEW

2.1 EOQ - OUR PURPOSE & OBJECTIVES

EOQ is a network of organisations in European countries linking hundreds of thousands of companies and experts in the field of Quality. EOQ is helping its members to prepare individuals and companies to be successful in the 21 century.

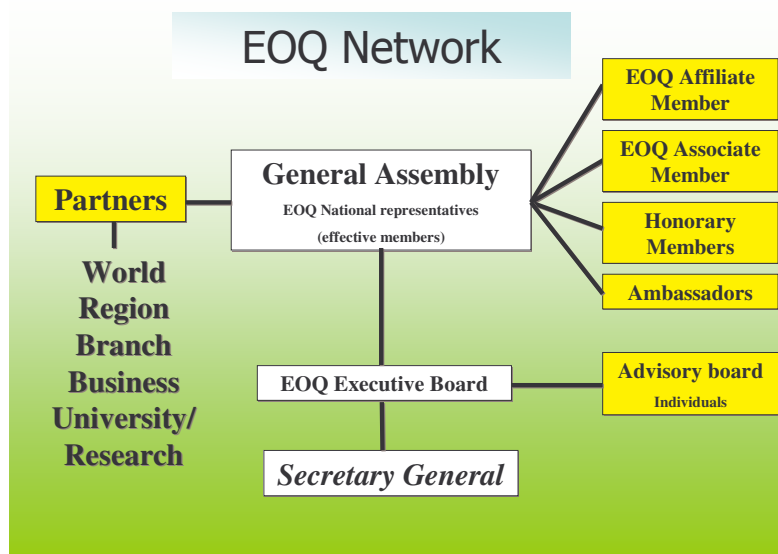
2.2 EOQ – Members

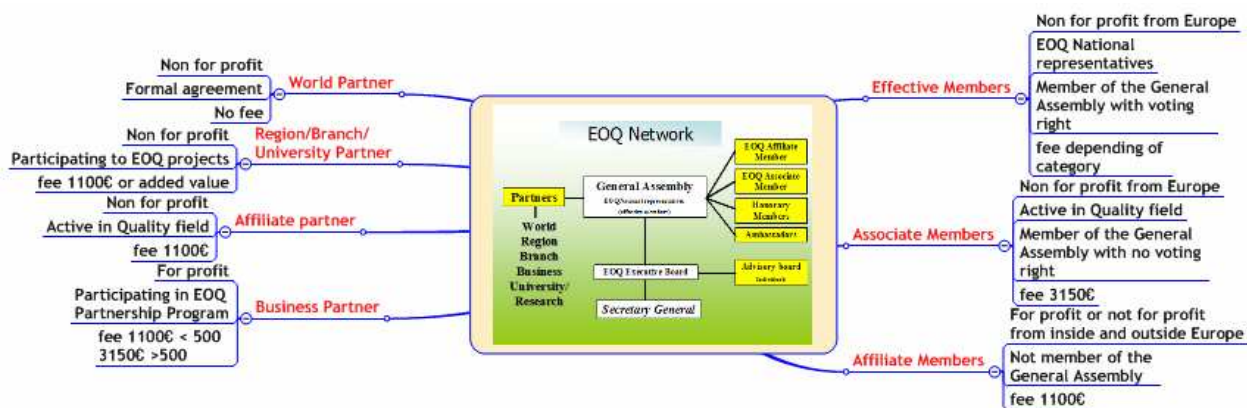
EOQ Members are organizations being directly linked with EOQ and contributing to its mission.

2.3 EOQ – OUR PARTNERS

EOQ share with other organizations the common interest of serving organizations they represent in their transformation to higher quality performance. Given a high degree of mutual respect, they wish to seize the opportunity to develop a synergistic partnership. The aim of this partnership is to increase each of organizations effectiveness and together, make a positive impact, greater than our individual efforts alone.

SECTION 3 EOQ STRUCTURE





SECTION 4 EOQ GOVERNANCE

The EOQ is governed by its Statutes and Rules of Procedures. Amendments to the EOQ Rules of Procedure must be approved by the General Assembly according to article 9.5 of the Statutes. Proposals for changes, additions or deletions must be made through the EOQ General Secretariat at least six weeks prior to the meeting of the General Assembly.

4.1 MEMBERSHIP

To succeed in its work the EOQ relies on its members. They are the operators of the organisation. EOQ Membership is by application only which is assessed against clear criteria by the Executive Board.

4.1.1 National Representatives (effective Members)

From each country EOQ has one National Representative. The National Representative which is a leading quality non-for profit organisation in that country and the members of the Executive Committee compose the General Assembly and meet formally twice a year to discuss the work programme and to exchange their experiences.

EOQ members are allowed to enter into direct or indirect competition within home markets of other EOQ members by bilateral agreement or through governmental economic aid/technical support.

EOQ members who will not follow this rule will be subject to art. 6 pt.2 to art. 6 pt.5 of the EOQ statutes.

The EOQ National Representatives must

- have been an EOQ member for at least 3 years (Exceptions can be made for new countries formed in Europe and accepted by the UN, or in the case where a National Representative wants to be succeeded by another organisation from its own country.)
- be able to demonstrate its Quality Management System
- be willing to share its know how at European level
- support and promote in an active manner EOQ Key Products and Services in its own country
- have a significant impact in its country in promoting Quality in its broadest sense

- integrate the spirit of the vision and the mission of EOQ into its own organisation
- formally commit to an active contribution and participation in EOQ activities
- show data stating these criteria.

The National Representative is elected for a period of five years.

Election of EOQ National Representatives

Six months in advance of the General Assembly the General Secretariat reminds those EOQ Members who will have to renew their National Representative. Three months in advance of the General Assembly meeting the Executive Board receives application/s for the new National Representative from the EOQ Effective and Associate Members in that country. The Executive Board reviews the application/s and makes a recommendation to the General Assembly. The Executive Board sends the list of applicants, with its recommendation, to the members of the General Assembly one month before the General Assembly.

4.1.2 Associate Members

EOQ Associate Members are European organisations, which are committed, through a significant part of their activity, to promote and support quality in the broadest sense, at national, European or international level. They are not-for-profit organisations as defined by National laws and share the EOQ charter as well as the statutes of EOQ.

EOQ Associate members take active part in different bodies and activities of EOQ.

Election of Associate Member:

Associate Members are agreed by The Executive Board. The National Representative of the country of the applicant has a veto right.

Fee:

The fee and price of services are fixed by the General Assembly.

Rights:

To attend the General Assembly with no voting right

To influence the EOQ policy

To receive the EOQ news letter

To receive discount on conferences and workshops

To be informed on main events

To receive preferential treatment at EOQ help desk

Duties:

They share the EOQ charter as well as the statutes of EOQ.

EOQ Associate members take active part in EOQ different bodies and activities.

The applicant for EOQ membership has, as it asks for application, to define and demonstrate to the EOQ Executive, its key products, services and other activities aimed to promote and support quality during the latest two years.

They pay their fees.

4.1.3 Affiliate Members

Definition:

EOQ affiliate members are organizations inside and outside Europe, which are willing to have links with EOQ. They are for profit or not for profit organizations. They have no voting rights.

Election of Affiliate Member: Affiliate Members are agreed by The Executive Board. The National Representative of the country of the applicant has a veto right.

Fee:

The fee and price of services are fixed by the General Assembly.

Rights:

To be informed on main events

To receive the EOQ news letter

Duties:

Be active within EOQ

4.1.4 Ambassadors

Definition:

EOQ Ambassadors are people having been active in the past in EOQ and wanting to continue to promote EOQ. They are named by the EOQ Executive Board.

Fee:

No

Rights:

Use the title

Participation to the General Assembly, no voting rights.

Duties:

Promote EOQ

4.1.5 Honorary Members

Definition:

EOQ Honorary Members are people who have made an exceptional contribution to the EOQ in the field of quality and having no more activity within EOQ. They are named by the EOQ General Assembly on the proposition of the EOQ Executive Board.

Fee:

No

Rights:

Free participation to the Annual Congress

Duties:

Promote EOQ

4.2 PARTNERS

Partners are bodies (profit and non-for-profit) willing to co-operate with EOQ in the diffusion of the Quality movement in Europe. Their contribution could be from different types of resources (financial, expertises, participation to projects...)

4.2.1 World Partners

EOQ has made an alliance with a restrictive number of outstanding organizations. They share with them the mission to develop quality in their country and to provide latest techniques necessary for individuals and organization to succeed.

Definition:

EOQ partners are organisations (profit and non-for-profit) with which EOQ wants to exchange knowledge and experiences. They have individual agreements with EOQ and may come from Europe or outside Europe. They fulfil the same requirements as EOQ members, do not pay a fee but may have to pay for the services that EOQ provides to them. They have no voting rights.

For this category a specific agreement is signed.

Election of World Partner: World Partners are nominated by the General Assembly on the proposition made by the Executive Board.

Fee:

No fees

Rights:

Idem as EOQ Associate Members

Develop special partnership projects with EOQ

Duties:

They share the EOQ charter as well as the statutes of EOQ.

4.2.2 Affiliate Partners

EOQ is willing to develop the network of National Quality Associations outside Europe. They share with them the mission to develop quality in their country and to provide latest techniques necessary for individuals and organization to succeed.

Definition:

EOQ affiliate partners are non for profit organizations with which EOQ wants to exchange knowledge and experiences. They have individual agreements with EOQ and may come from Europe or outside Europe. They fulfill the same requirements as EOQ members. They have no voting rights

For this category the agreement is standard

Election of EOQ affiliate Partners: EOQ affiliate Partners are nominated by the Executive Board.

Fee:

The fee and price of services are fixed by the General Assembly.

Rights:

Develop special partnership projects with EOQ

To be informed on main events

To receive the EOQ news letter

They attend the annual Affiliate Partner meeting during the EOQ Congress

Duties:

They share the EOQ charter as well as the statutes of EOQ.

4.2.3 Regional Partners

The opening of Europe has increased the role of the regions (political or economical part of a country). EOQ is based on its National Representatives but want to help networking between regions.

Definition:

Same as EOQ Associate Members but active at regional level.

Election of Regional Partner: Regional Partner are agreed by The EOQ Executive Board. The National Representative of the country of the applicant has a veto right.

Fee:

The fee and price of services are fixed by the General Assembly.

Rights:

Use EOQ logo and position

Duties:

They share the EOQ charter as well as the statutes of EOQ.

They pay their fees.

They are active in the network of Regional Quality and change management organizations

4.2.4 Branch Partners

EOQ wishes to build with branches (ex public services) a partnership to develop common view and strategy in the broad field of quality in Europe. It will allow partnership in research, development and diffusion of quality skills and techniques.

Definition:

Election of Branch Partners: Branch Partners are agreed by The Executive Board.

Fee:

The fee and price of services are fixed by the General Assembly.

Rights:

Use EOQ logo and position

Duties:

They share the EOQ charter as well as the statutes of EOQ.

They pay their fees.

They are active in Quality and Change Management.

4.2.5 University/Research Partners

EOQ wishes to build with a group of universities a partnership to develop common view and strategy in the broad field of quality in Europe. It will allow partnership in research, development and diffusion of quality skills and techniques.

Definition:

Election of University/Research Partners: agreed by The Executive Board. The National Representative of the country of the applicant has a veto right.

Fee:

The fee and price of services are fixed by the General Assembly.

Rights:

Use EOQ logo and position

Duties:

They share the EOQ charter as well as the statutes of EOQ.

They pay their fees

They are active in the network of Universities and Research centres active in Quality and Change Management.

4.2.6 Business Partners

EOQ wishes to build a network of business partners to share views and strategy in the broad field of Quality in Europe.

Definition:

Executive managers having a strong experience in management, change and quality and wanting to share their experiences to improve their business and the welfare of all their stakeholders

Election of Business Partners: Business Partners are agreed by the Executive Board. The National Representative of the country of the applicant has a veto right.

Fee:

The fee and price of services are fixed by the General Assembly.

Rights:

Belong to a club of European Leaders. The club gathers European leaders and meet twice a year (the cost of the meeting is covered by the participants).

Duties:

They share the EOQ charter as well as the statutes of EOQ.

Attend the Business Partners meetings

4.3 THE GENERAL ASSEMBLY

The General Assembly is composed of the EOQ members. Voting rights are defined above. It takes place at least once a year.

The General Assembly duties:

- a) Approval of the accounts for the previous financial year and giving discharge to the members of the Executive Board with regard to the management of the association during the period in question;
- b) Approval of the budget of the association for the current financial year;
- c) Fixation of the amount of the membership fee and any other amounts due by the members of the association for each period;
- d) Election of the members of the Executive Board on proposal of the appointment committee and dismissal of the members of the Executive Board;
- e) Election and dismissal of the members of the appointment committee at an assembly preceding the election day of the members of the Executive Board;
- f) Modification of the statutes;
- g) Admission and exclusion of members;
- h) Dissolution of the association;
- i) Adoption and modification of the rules of internal procedure;
- j) Setting up and dissolution of any other committee or working groups;
- k) Appointment of the president and of the first vice-president of the association;
- l) Approval of the appointment of the secretary general.

The principle of voting in the General Assembly is: one EOQ member = one vote.

There are two committees of the General Assembly, the Nominations Committee and the Executive Board.

The Nominations Committee

Reporting to the Executive Board, the role of the Nominations Committee is to prepare a list of nominees for the Executive Board for the next term. The Nominations Committee meets at least once every two years, during the year preceding the election of the new members of the Executive Board.

Composition

The Nominations Committee is appointed at the winter meeting in the year following the election of the members of the Executive. It is composed of:

- a) the President of the EOQ
- b) the four most recent Past Presidents of the EOQ familiar with EOQ and willing to accept the appointment.

The Nominations Committee:

- Recommends the candidates for membership of the Executive Committee, as well as the president for the next presidency and one candidate as first Vice-President. The first Vice-President will be proposed to become the next President by the next nomination committee only if the members of the committee will agree with that and will make a proposal accordingly.
- Sends a list of the proposed nominees to all member organisations before November 15 of the year preceding the election
- Receives comment and/or alternative proposals from members which must reach the EOQ President before December 15 of the year preceding the election
- Taking into account the comments and proposals received, prepares a final list of candidates, and sends the final list to all member organisations before January 31 of the year of election.

In the absence of approval of the candidates by the General Assembly, the Nominations Committee has to present a new list of candidates.

4.5 THE EXECUTIVE BOARD

The Executive Board has at least 7 members and meets at least three times each year. It is composed of

- a) the President
- b) the First Vice President (President Elect),
- c) the immediate Past President
- d) at least four other members.

One of the members is also the Financial Auditor as defined in section 4.3. The members of the Executive Board chair the Fields of activities as set out in section 5.

The term of office of the Executive Board is **three** years.

The Executive Board is in charge of:

- the EOQ work programme,
- effective management of EOQ funds as laid down in its budget,
- Nomination of Membership and Partnership
 - reviewing applications for EOQ National Representatives and presenting the result to the General Assembly for decision.
 - reviewing EOQ World Partner list and presenting the result to the General Assembly for decision.
 - the evaluation and the nomination of new associate and affiliate member's applications.
 - the evaluation and the nomination of Partner's applications.
 - recommending to the General Assembly the withdrawal of National Representative not fulfilling the EOQ membership criteria.
- all other necessary activities to ensure the proper functioning of EOQ.

Responsibilities of the members of the Executive Board

The President

- is the Chairperson of the General Assembly and the Executive Board,
- sees to it that the Executive Board presents to the General Assembly the bi-annual strategic plan and the annual operative plans,
- sees to it that the policy of the General Assembly is implemented by the Executive Board,
- instructs the General Secretariat concerning the implementation of decisions made by the General Assembly and the Executive Board.

Immediate Past President

- advises the EOQ in order to ensure continuity in the management of the EOQ.

First Vice-President (Deputy)

- has the duty to step in if the President is unable to act,
- together with the President and the Secretary General takes care of the long range planning.

Members

The other members of the Executive Board are called Vice Presidents. The Executive Board determines the functions of its members itself with the exception of the Financial Auditor whose responsibilities are set out in section **4.3**.

The Vice- Presidents chair the EOQ fields of activity.

All members of the Executive Board are governed by the Statutes and the decisions made by the General Assembly.

4.6 EOQ Steering Committees

If the General Assembly and the Executive Board deem it necessary, they may establish Steering Committees to steer and implement specific projects relating to EOQ policy and operation.

The Executive Board assigns the members of the Steering Committees. Their term of office is determined by the Executive Board and is within the period of the term of office of that Executive Board and its President. The continuation of a Steering Committee beyond the term of office of the President and Executive Board that established it, requires a decision by the new President/Executive Board.

The members of the Steering Committees are governed by the Statutes, the relevant EOQ Rules and the decisions made by the General Assembly.

4.7 EOQ General Secretariat

The objective of the General Secretariat is the management of EOQ's daily business, the implementation of the policies of EOQ as directed by the General Assembly and the Executive Board and assistance in the formation of those policies.

The General Secretariat operates under the direction of the President. The President may delegate parts of this responsibility to one or more of the members of the Executive Board.

Based on the decision of the EOQ Executive Board of 01.06.2008, the EOQ Secretary General is called EOQ Director General.

4.8 DISPUTE RESOLUTION

Any dispute regarding the role, structure or rules of procedure will be addressed and resolved in line with the Statutes and Rules of Procedures.

4.9 SIGNING AUTHORITY

For correspondence of a legally binding character, the President or the First Vice-President (deputy) signs, together with the Secretary General.

The General Secretariat is empowered to sign for daily business.

For the administration of day-to-day financial matters, the Secretary General is empowered to sign, together with another person from the General Secretariat whose name must be approved by the Executive Board.

4.10 FINANCE

Financial management of EOQ is by units, a unit being a field of activity, a project, or a product/service. The basic service delivered to EOQ members (GA, secretariat, information....) is considered as a unit. Each unit has its own income and expenditure. The basic principle is that each unit contributes to the basic mission of EOQ and to the development of new activities.

SECTION 5 EOQ WORK PROGRAMME & MANAGEMENT STRUCTURE

5.1 EOQ FIELDS OF ACTIVITY

The work of the EOQ is managed through the fields of activity:

Quality/Security/Environment
Information on Quality
Business Leaders' Club
Innovation and Breakthrough
Reaching the Essential / Sustainable development / CSR
Transformation

The mission of EOQ Fields of activity is to analyse the existing European environment, to identify opportunities, and to propose and implement new activities accordingly. In the same spirit, the Executive Board proposes the termination of existing fields of activity if they cease to correspond with the EOQ vision and mission.

Nominations, strategy, and action plans are approved by the Executive Board.

5.1.1 Quality Security and Environment

The battle for quality is a never-ending battle.

- Quality of products
- Quality of organization and management
- Protection of environment
- Organizational and products security

All these issues require:

- Updated methods and tools taking into account changes in technology, delocalisation of development and manufacturing
- Control systems at all levels including governance to give confidence in the maintenance of the level of conformity
- Competent people in all functions

Purpose:

Use skills in order to have reliable and safe products, services and organizations in a changing world

Vision:

Quality practices developed and promoted by EOQ are part of the culture allowing European products and services to be recognised as the most reliable and user-friendly on the world market

Mission:

Adapt EOQ schemes to meet needs, to expand training and to recognise competency

EOQ will continue in its efforts to increase the level of competency of every person, through training and recognition of competencies.

Quality culture and practices require a permanent effort of promotion, information and development to meet with the changing environment of organizations.

EOQ will help its National members in this mission

- new schemes will be proposed
- harmonised training will be provided

5.1.2 Information on Quality

The European Organization for Quality (EOQ) being an European Leader in the field of quality aims to provide European countries and citizens of Europe with various possibilities of exchanging information on quality.

Purpose:

Provide organizations and individuals with information they need for deploying Quality Concepts and techniques

Vision:

Easy access to all Europeans to information on Quality

With this aim EOQ will set appropriate databases and information systems

- Web site for general information
- an European Voluntary Registration System of information on Quality (EVROS) and European Register of this information (Euroregister).

5.1.3 Business Leaders' Club

EOQ's Business Leaders' Club has as target to connect business leaders fighting every day for the success of their organizations. Connecting these leaders from different countries will

allow them to better understand the complexity, the richness and the opportunities presented by of European diversity.

Purpose:

Create a network of European Managers who are leaders in Quality, Competitiveness and Sustainability

Vision:

EOQ-BLC enables European business leaders to achieve competitiveness and sustainable success within their target markets.

Mission:

To create a prestigious, value-adding network of business leaders.

Objectives of EOQ-BLC

1. To create a prestigious network of European Managers/Leaders in terms of quality, innovation and transformation to achieve sustainable business success,
2. To enlarge EOQ network and add new perspectives,
3. To improve EOQ's relationships with the business world in order to better understand their needs in the field of quality, now and in the near future,
4. To keep track of the needs of the business world, so that EOQ will react better and adapt according to this information source,
5. To create new EOQ products tailored to the needs of the business world in order to motivate the business leaders to be involved and take initiative in EOQ activities,
6. To bring a new approach to EOQ with the experience of the members of the network,
7. To make use of the diverse backgrounds, experiences and ideas of the members of the network.
8. To increase EOQ's income.

Added Values for Business Leaders

1. To be part of a prestigious European network.
2. To gain international business opportunities.
3. To gain competitive advantage.
4. To have access to best information resources.
5. To share experiences and successful practices with peers.
6. To benchmark own activities.
7. To have a chance to listen to and discuss new developments with high-profile experts.
8. To broaden business leaders' view.
9. To influence EU decision making process in business related areas.
10. To develop new strategies to deal with new business challenges.

Business leaders will be invited to join the club of business leaders. They are experienced in transforming their organization. They will meet twice a year.

5.1.4 Innovation Creativity & Breakthrough

In the framework of its mission to develop a vibrant and vivid Europe, the EOQ is developing a field of action in Innovation and Breakthrough

Innovation and Breakthrough are targetted to help individuals and organizations to be a product, a service, in the lead, allowing them to maintain and advance their place in a global economy

Purpose:

Individuals, organizations and society are innovative and entrepreneurship oriented, ready to breakthrough to provide Europe's welfare and a strong economy

Vision:

Europe provides a large number of innovative practices allowing innovation and breakthrough culture to be the common behaviour

Mission:

Provide products and training to allow organizations to be innovative and to experience breakthrough

In Innovation and Breakthrough there is a need to deploy within an organization a culture, practices and tools.

The culture will develop the organization's vision in an uncertain and complex world. It will change behaviour and allow freedom and creativity to find ways to reach the dream. It will use specific practices and tools to drive forward on the journey.

A network of experienced companies will be built and will be proposed efficient products and services will be proposed.

Innovation and Breakthrough will be developed in harmony with the other levels of transformation in an organization.

A position document will give more details of the scope in this field.

A WEB site will be maintained to pass on information about the activities

5.1.5 Sustainable development & reaching the essential

Nowadays, there is a strong desire to protect our planet, respecting the environment and protecting it for future generations. Environmental protection is a born out of existing problems with the environment and moves ahead in harmony between individuals, business and governments. The will is strong, but it needs to take advantage of the experience of the deployment of quality during the last five decades and from existing skills and techniques in order to address the problems and challenges raised by Sustainable Development.

The purpose is:

Reconciliation between individuals, organizations and society by working together to have a friendly world for everyone and for future generations

The vision is:

Provide culture, techniques and skills to allow individuals, organizations and society to live in a healthy Europe allowing the progress of our generation and the future ones to reach the essential

The Mission is:

Provide skills and have EOQ techniques used to solve Sustainable Development challenges and allow people and organizations to reach the essential

EOQ will allow each member to have a space in this new adventure.

EOQ will be linked with existing efforts

The main target will be to provide professionalism with techniques and products, and to help Sustainability to be successful.

5.1.6 Transformation

Why transformation?

The challenges in addressing breakthrough require a profound change in behavior and practices. This cannot be achieved through the classic process of defining targets and action plans. There is a need to identify the transformation to be done, the changes in behaviour and the use of a specific environment and meta process to succeed.

Purpose:

Provide infrastructure and network to allow individuals and society to find freely the way to transform themselves, to find access to the necessary techniques, skills and people and allow them to be part of this development

Vision:

1 000 000 people interconnected accessing techniques & help and being able to join different types of networks

Mission:

Build the network with other partners

5.2 *Nomination of the the EOQ Field of Activity Chairman*

The EOQ Field of activity Chairman is chosen among the EOQ Executive Board. He is nominated every two years by the General Assembly following the same rule as the members of the Executive Board. He is in charge of proposing to the EOQ Executive Board the Vision and the strategy of the field of activity and to follow their implementation.

5.3 EOQ WORKING GROUPS

General

The mission of the EOQ working groups is to reach objectives defined by the Executive Board. The Executive Board establishes and dissolves Working Groups where required, and the Working Groups must keep the Secretary General informed about their activities.

Responsibilities of the Chairperson of a working group

The Chairperson updates the objective of the working group and define the action and business plans for the period. He/She is responsible for..... to reach the goal of the Working Group.

It is the Executive Board's responsibility to supervise the work of these ad hoc committees and working groups and to dissolve them once they have fulfilled their tasks. The decision will be prepared by the General Secretary.

SECTION 6 EOQ – NATIONAL REPRESENTATIVE APPLICATION PROCEDURES

Application Process

On request, an application form is sent to a potential member and must be completed and then returned to the General Secretariat.

The General Secretariat receives the application and sends it to the Executive Board and to the appropriate EOQ National Representative for comments. If there is a general agreement, the chairperson of the Executive Board will present the application to the next General Assembly meeting. If there is no general agreement by the Executive Board, the chairperson organizes a discussion by telephone, e-mail or meeting if necessary.

The decision is taken by consensus. If there is no consensus by the Executive Board, the chairperson explains the reasons to the General Assembly at its next meeting, and the General Assembly finally decides whether to accept or reject the application by majority.

During the evaluation process, the EOQ National Representative of the country of the applicant, if they wish this, can attend the evaluating meeting.

The Executive Board can also invite the applicant for further questions if necessary.