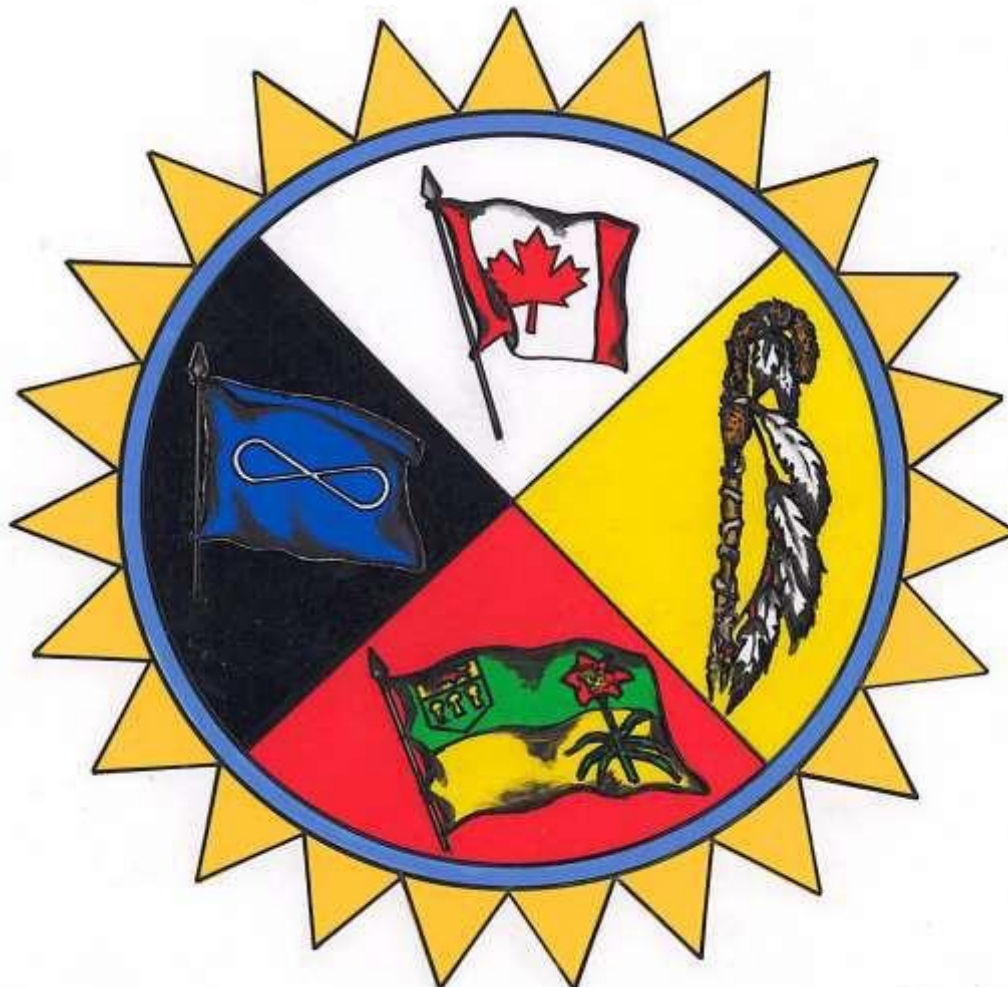


**2019**

**ABORIGINAL GOVERNMENT EMPLOYEES NETWORK**



**AGEN TERMS OF REFERENCE**

Approved by the Steering Committee: April 9, 2019

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## **PART I**

### **Purpose**

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#### **Purpose**

The Aboriginal Government Employees' Network (AGEN) is a unique organization dedicated to partnering, promoting and supporting workplace environments that are committed to the recruitment, retention and advancement of Indigenous employees throughout the Government of Saskatchewan's ministries, agencies, boards, commissions and Crown corporations.

#### **Our Vision**

To provide a network that supports current and future Indigenous employees through personal and professional development while promoting Indigenous cultural awareness.

#### **Our Mission**

To bring together collective knowledge that influences change in the workplace by fostering partnerships, collaborations and creating leadership opportunities.

#### **Our Values**

*Respect – Integrity – Culture – Determination – Courage – Trust – Honesty – Unity*

#### **Objectives**

- i. Support the AGEN Membership through the provision of effective programs;
- ii. Strengthen working relationships with AGEN's Contributing Partners using a collaborative approach that strategically aligns with the Government of Saskatchewan's priorities;
- iii. Promote awareness of Indigenous culture to improve cross cultural understanding and workplace inclusion; and,
- iv. To develop leadership and management capacity at all levels within the Government of Saskatchewan.

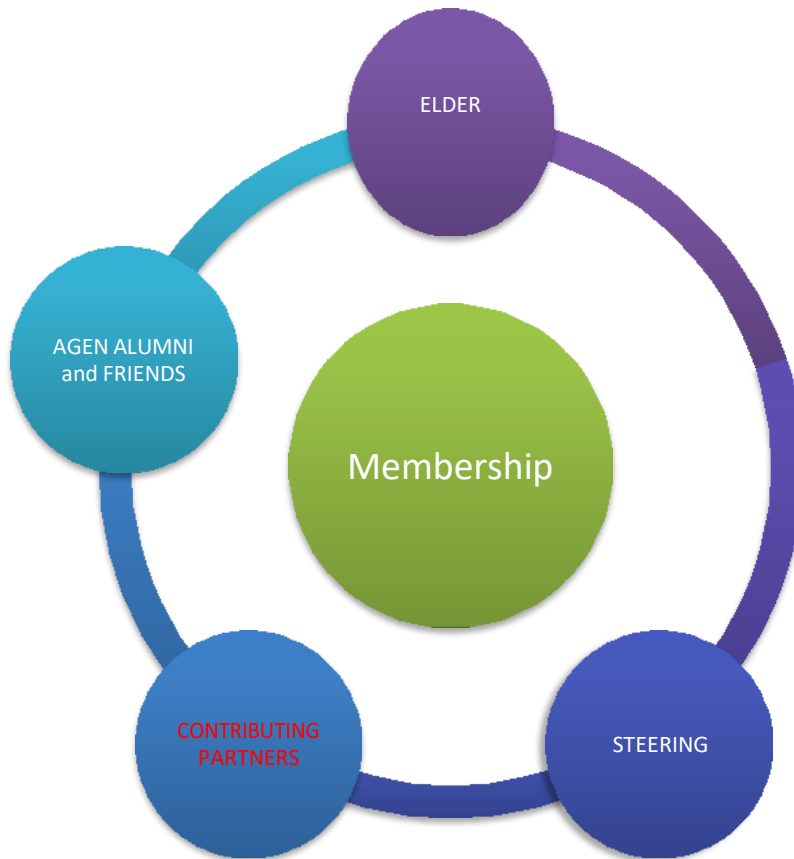
**PART II**  
**Steering Committee**  
**Structure**

**Board Structure**

The AGEN Steering Committee will comprise of the following:

- i. AGEN Elder;
- ii. Eleven (11) Steering Committee Members from the Government of Saskatchewan’s ministries, agencies, boards, commissions and Crown corporations; and,
- iii. Three (3) Steering Committee Members appointed from AGEN’s Contributing Partners: Saskatchewan Public Service Commission (PSC), Crown Investments Corporation (CIC), and Ministry of Government Relations.

**GOVERNANCE MODEL**



**PART III**  
**Steering Committee**  
**Governance**

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**Steering Committee Member Terms**

AGEN Steering Committee members will serve two (2) year terms.

A Steering Committee member may serve ongoing terms if re-elected by the membership or appointed by the Contributing Partners. If an election of Directors is not held at the specified time, the incumbent members shall continue in office until they are either re-elected or successors are elected to take their place.

Steering Committee members missing three (3) Steering Committee meetings (conference calls and in-person) annually may be requested by the Steering Committee to step down.

**Chair and Co-Chair Process**

- i. Three (3) Steering Committee members will become: 1) Chair and 2) Two Co-Chair through a nomination and selection for the length of their term up to a two-year term;
- ii. The nominees' receiving the highest and second highest votes will become the Chair and Vice-Chair respectively;
- iii. A nominee may decline a nomination. If all nominees decline their nomination, then all Steering Committee member names will be put forward and the Steering Committee members' receiving the highest and second highest votes become the Chair and Co-Chair in that respective order.

The remaining eleven (11) Steering Committee members may express an interest to become Committee Leads or members within a Committee.

**Committee Lead Process**

- i. Steering Committee members may express interest in leading one (1) of the following five (5) Committees:
  - 1. Administration/Governance and Policy Committee
  - 2. Communications Committee
  - 3. Programs and Initiatives Committee
  - 4. Conference Planning Committee
  - 5. Cultural Committee
- ii. Should there be more than one (1) Steering Committee member interested in a specific Committee, a vote will take place; the Steering Committee member receiving the highest votes will be selected for that Committee Lead;
- iii. Should there be no interest in leading a specific Committee a nomination process will occur;
  - Steering Committee members who are not already Leads of another Committee may be appointed;

- iv. Every two years there will be a review and change of subcommittee leads;
- v. Committee Leads may serve consecutive terms if there is no interest from other Steering Committee members to Lead that Committee; and,
- vi. There will be a one (1) month transition period for the new Leads to take over from the outgoing Lead; and

All fourteen (14) Steering Committee Members are encouraged to assist the Conference Planning Committee in some capacity.

**Meetings**

- i. The AGEN Steering Committee will have mandatory in-person quarterly meetings in the fiscal year (April 1 – March 31) and as needed throughout the year;
- ii. The Administration and Governance Committee will pre-determine conference call meeting times and locations once a year;
- iii. Additional required meeting dates will be communicated to the Steering Committee at least fourteen (14) days prior to the meeting; and,
- iv. The quarterly meetings will be for the duration of one day with exception of Strategic Planning sessions, which may be two days.

**Minutes**

- i. All material issues, directives and decisions addressed by the Steering Committee at meetings will be recorded in the form of minutes by AGEN Steering Committee member assigned at the meeting; and,
- ii. Draft minutes of meeting are to be submitted to the AGEN chair and co-chairs within seven business days to presented to the Steering Committee. at the next meeting.

**Authority**

The Steering Committee is responsible to manage the affairs of the organization.

The annual Strategic Plan will be communicated to AGEN’s Contributing Partners and Membership.

**Accountability**

- i. Develop, implement and monitor AGEN’s Strategic Plan;
- ii. Ensure AGEN’s funds are expended in alignment with the approved budget plan and in an accountable manner;
- iii. Provide an Annual Summary Report of accomplishments and make it available on the AGEN website; and,
- iv. Ensure AGEN activities are conducted in a transparent manner.

**Quorum and Voting Processes**

- i. 50% plus one of the AGEN Steering Committee present at the meeting will be necessary to maintain Quorum;
- ii. Should there be a tie vote, the Chair will make the deciding vote;
- iii. The AGEN Elder is non-voting and utilized in an advisory capacity;

- iv.       and,  
An alternate voting process to expedite decisions will consist of e-mail correspondence and will be maintained by the AGEN Email Coordinator.

**Vacancy**

- i.       Vacancies on the AGEN Steering Committee, may be filled at the discretion of the AGEN Steering Committee for the remaining term. Otherwise, such vacancy shall be filled at the next Election.

**Termination of a Steering Committee Member**

- i.       If an AGEN Steering Committee member is not acting in the best interest of AGEN, a meeting will be called and a vote will take place to determine if the Steering Committee member concerned shall be dismissed; and,
- ii.      The Steering Committee member shall be given the opportunity to explain the alleged conduct. Such explanations shall be provided in writing within 30 days of delivery of the vote to the Steering Committee member. Upon receipt, of consideration of the explanations, the Steering Committee may rescind the resolution or vary the termination.



**PART IV**  
**Roles and**  
**Responsibilities**

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**Steering Committee – Objectives and Principle Duties**

The roles and responsibilities of the AGEN Steering Committee will be, but are not limited to, the following:

- i. To provide leadership in setting AGEN’s strategic direction to design and submit project charters for approval.
- ii. To review and recommend the submission of the annual budget and project summary report;
- iii. The AGEN Steering Committee will meet with the authorized representatives of the **PSC** and **CIC** on an annual basis to discuss project charters;
- iv. To ensure the integrity of AGEN’s controls, policies, values and accountability measures;
- v. To ensure that congruence is maintained between the organization, Contributing Partners and membership by adopting appropriate communication processes;
- vi. Be active and committed to the success of AGEN by implementing the highest degree of ethical and moral standards while practicing the Steering Committees fundamental obligation to act in the best interests of the organization;
- vii. To abide by the approved values of AGEN;
- viii. When required/available, attend external functions on behalf of AGEN;
- ix. Facilitate the ongoing promotion and stewardship of AGEN within respective Government of Saskatchewan’s ministries, agencies, boards, commissions and Crown corporations; and
- x. To attend all scheduled Committee meetings, special project meetings, Annual General Meeting. If unavailable, to provide adequate notice to the AGEN Chair.

**Chair**

The role and responsibilities of the AGEN Chair will be, but not limited to, the following:

- i. The Chair’s term will be for two (2) years;
- ii. There will be a two-month transition period (as feasible) for the new Chair to take over from the outgoing Chair;
- iii. Attend and Chair all meetings;
- iv. At his/her discretion, the Chair, may participate as a member of any Committee;
- v. Assume a Committee Lead position as required;
- vi. Official AGEN spokesperson; in consultation and direction from AGEN Steering Committee members;

- vii. It is the responsibility of the Chair, to resolve conflict among Steering Committee members;
- viii. Liaison with other entities; in consultation and direction from AGEN Steering Committee members;
- ix. Chair to obtain summary reports from each portfolio lead to report to the PSC as required;
- x. Attend all meetings with the PSC and other entities; and
- xi. Lead in the development and implementation of the AGEN’s Strategic Plan.

**Co-Chair(s)**

The role and responsibilities of the AGEN Co-Chair(s) will be, but not limited to, the following:

- i. Nominated from and voted in by AGEN Steering Committee members;
- ii. The Co-Chair’s term will be for two (2) years;
- iii. There will be a two-month transition period (if feasible) for the new Co- Chair to take over from the outgoing Vice-Chair;
- iv. Attend and chair meetings if Chair is unavailable;
- v. At his/her discretion, the Vice-Chair, may participate as a member of any Committee;
- vi. Assume a Committee Lead position as required;
- vii. As required, provides direction to AGEN Manager in consultation with AGEN Steering Committee members;
- viii. Fulfill Chair role in the Chairs’ absence; and
- ix. Assist in the development and implementation of the AGEN’s Strategic Plan.

**Committee Leads**

The role and responsibilities of the AGEN Committee Leads will be, but not limited to, the following:

- i. The Committee Leads term will be for two (2) years;
- ii. There will be a two-month transition period (as feasible) for the new Subcommittee Lead to take over from the outgoing Committee Lead;
- iii. Attend and chair all subcommittee meetings;
- iv. Implement strategic goals of respective subcommittees;
- v. Create and present subcommittee reports at Steering Committee meetings;
- vi. Develop and implement the Sub Committee Work Plan; and
- vii. Subcommittee Work Plans – each subcommittee will have a Work Plan outlining the key initiatives that serve to implement the objectives as stated in the AGEN Strategic Plan.

**AGEN Elder**

The AGEN Elders are approached by the AGEN Steering Committee based on recognition and visibility in the Indigenous community.

The role and responsibilities of the AGEN Elder(s) will be, but not limited to, the following:

- i. Share knowledge, advice and spiritual guidance to support the work of the AGEN Steering Committee and its membership;
- ii. Provide prayers for AGEN Steering Committee meetings;
- iii. Participate in AGEN activities and support increased knowledge and awareness about Indigenous peoples to AGEN members;
- iv. Ensure that AGEN representatives and participants are aware of the cultural protocols; and
- v. To act as a liaison between AGEN and Indigenous communities in order to link to other Elders and knowledge keepers who support the vision and mission of AGEN.

**Secretary Treasurer**

The role and responsibilities of the AGEN Secretary Treasurer will be, but not limited to, the following:

- i. Tracking all financial transactions and coordinating with PSC for processing;
- ii. Providing a monthly report, as needed, to Administration, Policy and Governance Committee;
- iii. Provide a financial report as a standing agenda item at all Steering Committee meetings; and
- iv. Working with the PSC in the reconciliation of financial statements at the end of the fiscal year.

**AGEN Manager**

The role and responsibilities of the AGEN Manager will be, but not limited to, the following:

- i. Lead, advise, guide and support AGEN members to assist individuals in situations regarding barriers to employment within the Government of Saskatchewan's ministries, agencies, boards, commissions and Crown corporations;
- ii. Guide the development and implementation of the AGEN Strategic Plan ensuring inclusion of needs identified by AGEN members and government leaders. Arrange opportunities for and lead dialogue and influence with senior leaders of government.
- iii. Support in the coordination of learning and networking events for AGEN Members;
- iv. Develop linkages with other employee networks within the Government of Saskatchewan, support career development for Indigenous employees, promote retention and create a sense of community for Indigenous employees;
- v. Support in the development, maintenance and implementation of the AGEN yearly Strategic Plan;
- vi. Provide an Annual Summary Report to all AGEN stakeholders;
- vii. Act as Steering Committee Secretary during AGEN Steering Committee and Committee Meetings and recording all material issues, directives and decisions addressed by the Board/Committee in the form of Minutes of the Meeting, while ensuring that the verified and approved Minutes are securely and confidentially archived including an electronic copy provided to the Chair;
- viii. When AGEN is discussed at other meetings, AGEN Chair should be notified.
- ix. Provide draft minutes and related Steering Committee meeting material to Steering Committee within seven (7) business days of AGEN Steering Committee meetings; and
- x. Work with the AGEN Communications Lead to communicate information which includes network promotion, website maintenance, social media material, quarterly newsletters and the creation of tools and materials to communicate/promote the network.

**PART V**  
**AGEN Committees**

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**Administration, Governance and Policy Subcommittee – Objectives and Principle Duties**

The role of the subcommittee will be, but not limited to, the following:

- i. Provision of oversight of the organizations current financial records and reviews/recommends for approval the progress presented at each quarterly Steering Committee meeting;
- ii. Provision of oversight and assistance in the development of the Annual Report and year-ended budget for each fiscal year (from April to March);
- iii. Ensures that all office finances and records are in order, assets are recorded and accurate inventory files are maintained;
- iv. Ensures that an annual report is presented to the Contributing Partners and general membership at the AGM;
- v. Responsible for ensuring the maintenance of an accurate and current AGEN membership list while striving to increase membership awareness and participation;
- vi. Ensures that adequate Steering Committee orientation is provided to all new Steering Committee members once elected or appointed;
- vii. Responsible for the review and maintenance of the Terms of Reference on an annual/as required basis;
- viii. Coordination of all details of the yearly AGEN Steering Committee election process to ensure that these process are accountable and transparent;
- ix. Oversee the development of the AGEN long-term Strategic Plan; and,
- x. To provide assistance and oversight in projects delegated by the Steering Committee from time to time.

**Communications Committee - Objectives and Principle Duties**

The role of the Committee will be, but not limited to, liaising with the PSC Liaison or PSC Communications Branch on communication material and distribution, including:

- i. Oversee the membership provision of all AGEN specific information including (but not limited to): AGEN newsletters, AGEN brochures, Annual General Meeting and Conference Registration and promotional material;
- ii. Ensure that the membership is directed to the website and/or social media networking sites for job postings, events, AGEN Annual General Meeting and Conference information and all other related communication material related to AGEN initiatives;
- iii. Ensure that all forms of communication created and disseminated on behalf of AGEN is current and supportive of our vision;
- iv. Ensure the updated content of the AGEN GoS Page and social media;
- v. Provide oversight and advice in the development of an effective communications strategy for membership regarding the dissemination of

ongoing information that is essential to ensuring that we indeed are "A *Communications Network for Indigenous People in Government*"; and,

- vi. To provide assistance and oversight in projects delegated by the Steering Committee from time to time.

**Programs and Initiatives Committee - Objectives and Principle Duties**

The role of the Committee will be, but not limited to, the following:

- i. Development and implement AGEN programs and initiatives;
- ii. Responsible for organizing and promoting the Píkiskwêwak Speakers Bureau which consists of Indigenous speakers both from the AGEN Steering Committee and AGEN Membership who conduct motivational presentations;
- iii. Provides ongoing research, planning and coordination of Píkiskwêwak, personal and professional development opportunities;
- iv. Conducts research on new initiatives and programs;
- v. Plans and organizes the AGM which includes (but is not limited to) arrangements for the agenda, dignitaries, keynote speakers, entertainment and facility arrangements;
- vi. Reviews and develops Awards Criteria that will be implemented at the annual conference to formally recognize and acknowledge the contributions of Indigenous colleagues within the Saskatchewan government through its AGEN Awards Program;
- vii. Responsible for distributing promotional material, producing post-event evaluations and utilizing useful reporting tools; and,
- viii. To provide assistance and oversight in projects delegated by the Steering Committee from time to time.

**Cultural Subcommittee - Objectives and Principle Duties**

The role of the Committee will be, but not limited to, the following:

- i. This Committee performs and ensures that proper protocol is followed during regular Steering Committee meetings, annual or other special events;
- ii. Through the help and guidance of our Elders, this subcommittee serves in an advisory capacity to the AGEN Steering Committee and members by providing traditional knowledge on Indigenous culture and protocols;
- iii. This Committee will work with the Elder(s) to preserve and safeguard AGEN cultural assets and protocols;
- iv. This Committee is responsible for selecting Elder(s) for AGEN;
- v. This Committee is responsible for the coordination of cultural components to include, but not limited to, pipe ceremonies and smudges; and
- vi. To provide assistance and oversight in projects delegated by the Steering Committee from time to time.

**PART VI**  
**Membership**

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**AGEN Member**

- i. To become an official voting AGEN Member, Indigenous employees must fill out the AGEN Membership Form and submit to the AGEN email;
- ii. All AGEN Members are assigned the same voting rights and privileges;
- iii. There are no membership fees associated with becoming an AGEN member; and,
- iv. AGEN Membership terminates when employment terminates with Government of Saskatchewan’s ministries, agencies, boards, commissions and Crown corporations; and,
- v. Previous members can become an alumni and/or friends of AGEN.

**AGEN Alumni**

The “AGEN Alumni” are previous Indigenous government employees who are no longer employed with government service in Saskatchewan.

Alumni members have no voting rights but can work to support any of the AGEN Committees, attend AGEN Conferences and receive AGEN correspondence.

**Friends of AGEN**

Other interested individuals are welcome to participate in AGEN activities as “Friends of AGEN”.

Friends of AGEN are any government employees or members of the general public who support the vision and mission of AGEN.

Friends of AGEN have no voting rights but can participate or support AGEN initiatives, attend AGEN events and receive AGEN correspondence.

**Membership Information**

The AGEN Chair will have access to AGEN Members’ information which may include: contact information, job title and employer.

**Contributing Partners**

AGEN has three Contributing Partners:

- Saskatchewan Public Service Commission (PSC)
- Ministry of Government Relations (GR)
- Crown Investments Corporation (CIC)

PSC provides administrative support to AGEN as coordinated through the PSC Liaison.



**PART VII**  
**Election Process**

**AGEN Steering Committee Member Nomination Process**

- i. The election process of the AGEN Steering Committee will revert to the AGEN Membership ballot format at the Annual General Meeting;
- ii. Thereafter; all even numbered years, six (6) Steering Committee member positions will be open for election and all odd numbered years, five (5) Steering Committee member positions will be open for election;
- iii. At least three (3) months prior to the AGM, a call for nominations will be solicited from the AGEN membership. The deadline for nominations shall be two (2) months after the call for nominations;
- iv. For new Steering Committee positions, the following must occur:
  - 1) Letter of Understanding,
  - 2) Management Support and Commitment Confirmation Form; and
  - 3) AGEN Steering Committee Member Nomination Form along with instructions will be distributed to the AGEN Membership; Note: AGEN members may self-nominate;
- v. Applications and instructions will be available at the AGEN webpage at [AGEN Taskroom page](#);
- vi. It is the responsibility of the potential Steering Committee member applicants to ensure that their applications are complete and supporting documents are received by 12:00pm on the closing date. Incomplete applications will not be accepted;
- vii. A confirmation message will be sent to those candidates to verify that their information has been received;
- viii. An announcement regarding the potential Steering Committee candidates and their contact information will be posted on the AGEN webpage within 10 calendar days after the closing date;
- ix. AGEN members will receive their voting ballots at the Registration Desk at the AGM;
- x. Voting stations will close at the end of Day at the AGM;

- xi. AGEN will utilize an independent third party to act as the official electoral officer; and,
- xii. The Administration, Governance and Policy Committee will coordinate all details of the election process.

**Election Results**

- i. The current Chair will declare the successful candidates after the tally has been confirmed; and,
- ii. The newly elected Steering Committee will meet with the remaining and outgoing Steering Committee Members to debrief and transfer responsibilities.