



HANDBOOK FOR COMMISSIONERS, COMPACT ADMINISTRATORS, & OTHER STATE ICJ LEADERS

Revised October 2024



Interstate Commission
for Juveniles

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Introduction

Purpose of the Handbook

Under the Compact, each member state is required to appoint a commissioner to serve as the voting representative and a compact administrator responsible for administration and management of ICJ-related work.

The purpose of this handbook is to educate commissioners, compact administrators, and others about aspects of the Compact and the Commission needed to know in order to carry out their roles. The success of the Compact is dependent upon state-appointed leaders taking an active role in the Commission.

This handbook serves as a primer to educate new commissioners, compact administrators, and other state appointed leaders about:

- The structure and function of the Interstate Commission for Juveniles;
- Roles and responsibilities; and
- Essential resources available through the Commission.

The Commission

Purpose of the Commission

The Interstate Commission for Juveniles was established in 2008 to fulfill the objectives of the revised Interstate Compact for Juveniles (ICJ) as provide in the compact statute. The powers and duties of the Commission are established in [ICJ, Article IV](#). The list below highlights the primary functions of the Commission.

- To oversee, supervise, and coordinate the interstate movement of juveniles subject to the terms of this Compact and any by-laws adopted and rules promulgated by the Interstate Commission.
- To promulgate rules to affect the purposes and obligations of the Compact.
- To enforce compliance with the compact provisions, rules, and by-laws, using all necessary and proper means, including but not limited to the use of judicial process.
- To provide for dispute resolution among Compacting States.
- To establish committees and hire staff necessary.
- To elect/appoint officers, attorneys, employees, or consultants, and to establish related policies.

- To establish a budget and levy dues.
- To report annually to the legislatures, governors, judiciary, and state councils.
- To coordinate education, training, and public awareness.
- To establish uniform standards for reporting, collection, and exchange of data.

Guiding Principles of the Commission

The Commission's [Vision, Mission, Values, and Results Statements](#) serve as guiding principles for all activities carried out by the Commission. Based on these, a new [Strategic Plan](#) is adopted every three years.

Vision

The Interstate Commission for Juveniles will promote public safety, victims' rights, and juvenile accountability that is balanced with safeguarding those juveniles in a fair and equitable way.

Mission

The Interstate Commission for Juveniles, the governing body of the Interstate Compact for Juveniles (ICJ), through means of joint and cooperative action among the Compacting States, preserves child welfare and promotes public safety interests of citizens, including victims of juvenile offenders. With a focus on racial justice, the Commission provides enhanced accountability, enforcement, visibility, and communication in the return of juveniles who have left their state of residence without permission and in the cooperative supervision of delinquent juveniles who travel or relocate across state lines.

Values

1. We honor the Compact's spirit of communication, collaboration, and mutual respect among all parties in the Compact.
2. We hold ourselves accountable to our compact agreements.
3. We expect and support continuous knowledge and skill development.
4. We seek sustainability of ICJ via leadership development and national visibility.
5. We value racial diversity and seek equitable outcomes and experience for all juveniles served by the Compact and all parties in the Compact.
6. We ensure that everything we do supports the outcomes stated in our mission.

Results Statement

All ICJ youth and families are safe, supported, and treated equitably.

State Appointed ICJ Leaders

State Appointed ICJ Leadership Roles

[Article I](#) of the Compact defines three important state appointed ICJ leadership roles, as described below. Depending on the structure of your state's compact office, the same person may serve in more than one of these roles.

- **"Commissioner"** means: the voting representative of each compacting state appointed pursuant to [Article III](#) of this Compact.
- **"Compact Administrator"** means: the individual in each compacting state appointed pursuant to the terms of this compact, responsible for the administration and management of the state's supervision and transfer of juveniles subject to the terms of this compact, the rules adopted by the Interstate Commission and policies adopted by the State Council under this compact.
- **"Deputy Compact Administrator"** means: the individual, if any, in each compacting state appointed to act on behalf of a Compact Administrator pursuant to the terms of this compact responsible for the administration and management of the state's supervision and transfer of juveniles subject to the terms of this compact, the rules adopted by the Interstate Commission and policies adopted by the State Council under this compact.

[Article III, B](#) of the Compact addresses the appointment of commissioners, stating:

The Interstate Commission shall consist of commissioners appointed by the appropriate appointing authority in each state pursuant to the rules and requirements of each compacting state and in consultation with the State Council for Interstate Juvenile Supervision created under [Article IX](#) of this compact. **The commissioner shall be the compact administrator, deputy compact administrator or designee** from that state who shall serve on the Interstate Commission in such capacity under or pursuant to the applicable law of the compacting state.
(emphasis added)

[Article III](#) of the Compact describes appointed an *authorized representative to vote in the absence of the commissioner*, stating “a commissioner, in consultation with the state council, shall appoint another authorized representative, in the absence of the commissioner from that state, to cast a vote on behalf of the compacting state at a specified meeting.” Such authorized representatives are generally referred to as “part-time designees.”

The Compact does not define the role of “full-time designee.” Nonetheless, that title has historically been used when an individual has been authorized by his/her state’s commissioner, in consultation with the state council, to represent the state in lieu of the commissioner or to act for and vote on behalf of the state on all ICJ business.

Responsibilities of Commissioners & Compact Administrators

Compact Administrators and Commissioners are responsible for implementation and enforcement of the ICJ and the [ICJ Rules](#). In addition to serving as the state’s voting representative, the Commissioner (or full-time designee) serves the primary contact on Commission-related matters.

Commissioners and compact administrators work together to ensure:

- Adequate resources are available to the compact office;
- Working relationships are developed and maintained with the compact office;
- State complies with the Compact and [ICJ Rules](#);
- Advisory opinions regarding the interpretation of ICJ Rules are requested as needed;
- Disputes between states are handled appropriately;
- State appointments comply with state laws;
- A state council is established and functioning; and
- State dues are paid.

Ensure Adequate Resources Are Available to the Compact Office

Compact administrators play a pivotal role in the setup and operation of the Interstate Compact Office. While each compact office has its own set of constraints, demands, and limitations, some common questions that compact administrators need to consider when organizing a compact office include:

- Does the office have the resources it needs to carry out its duties?
- Are processes in place to ensure compliance?
- Is information being provided in a timely manner?

- What are the technology capabilities/needs of the Compact Office?
- Have all staff members received training?

Ensure Training Needs are Met

Training is critical to the effective management of the Interstate Compact. It is an on-going process crucial to the success of the Compact. Training responsibilities include line staff, compact office, state council, judiciary, etc. The Commission produces an e-newsletter containing information related to upcoming training opportunities and new policies and Advisory Opinions. Sign up for the [newsletter](#) on the Commission's website.

General objectives for training are to:

- Generate an awareness of the Compact and the rules governing the movement of juveniles
- Provide an overview of the Compact including its history and purpose
- Offer instruction on effectively and accurately transferring or returning a juvenile to or from one state to another
- Provide instruction on how to handle violations and returns
- Give instruction on the dispute resolution process
- Provide instruction on Compact case law and implied liability

Training assistance is available for states, upon [request](#).

- Self-paced, [On Demand training](#) is available 24/7 on the Commission's website. State ICJ leaders may request that the National Office add users and assign courses, or users may self-register.
- Numerous [publications](#) are available through the website. Print copies may be available upon request.
- Commissioners and compact administrators may request additional assistance to meet specific needs, using the [ICJ Request Form](#) available on the Commission's website.

Develop and Maintain Relationships with the Compact Office

Developing and maintaining relationships between Commissioners, Compact Administrators, and other state ICJ Office personnel is very important. All state-appointed ICJ leaders should understand the following:

- Staff perspectives regarding the supervision of Compact cases;

- How complaints from the public are handled, especially when the problem is due to a lack of response from a field office; and
- The type of support the Compact office requires from state appointed ICJ leaders in order to address problems.

Ensure State Complies with the Compact and ICJ Rules

Compact Administrators and Commissioners are responsible for ensuring that the state complies with the Compact and [ICJ Rules](#). A wide variety of measures may be taken to ensure compliance, such as educating other state officials, leading policy making efforts, and monitoring staff activities.

The Commission promotes compliance by analyzing data and business processes to provide information about state's adherence to [ICJ Rules](#), [policies](#) and procedures. The National Office assesses standards approved by the Executive Committee and reports findings to the state's Commissioner.

Performance measurement assessment (PMA) results are provided to the Commissioner, as the primary contact for Commission-related business. The Commissioner is responsible for reviewing PMA reports, providing written responses to findings of noncompliance, and ensuring development and implementation of corrective action plans, if necessary.

Provide Feedback on Proposed Amendments to ICJ Rules

The Commission has a duty to promulgate rules, which have the force and effect of law and supersede any inconsistent state laws. The Commission's rulemaking process is governed by [ICJ Rule 2-103](#). This process operates on a two-year cycle. Proposals for new rules or amendments are vetted through the Rules Committee, then published for comment. Final votes on proposals are taken by the full Commission at Annual Business Meetings in odd-numbered years. More information regarding the Rulemaking Process is available in the Commission's [Rule Proposal Guide](#).

- Executive Director (or the chair of the Commission in the Executive Director's absence) shall provide a written response to the parties within ten (10) business days;
- Executive Director may seek the assistance from legal counsel, the Executive Committee, and/or the Compliance Committee;

- Any controversy or dispute not resolved informally, per [ICJ Rule 9-101](#), may be resolved by the alternative dispute resolution processes, including mediation and arbitration.

Request Advisory Opinions Regarding the Interpretation of ICJ Rules

A Commissioner may submit an informal request to the executive director for assistance in interpreting the rules of the Compact.

- Advisory Opinion requests must be submitted in writing to the National Office;
- The Executive Director may seek assistance from legal counsel, the Executive Committee, or both;
- The Executive Committee may authorize its standing committees to assist in interpreting the rules; and
- Interpretations of the rules shall be issued in writing by the Executive Director and legal counsel in consultation with the Executive Committee and shall be circulated to all of the states.

[Advisory opinions](#) can be found on the Commission's website.

Ensure Disputes between States Are Handled Appropriately

Commissioners play an important role in resolution of disputes with other states, as described in [ICJ Rule 9-101](#). Before involving the National Office or others, commissioners should attempt to resolve disputes or controversies by communicating with each other directly. Following a documented unsuccessful attempt to resolve controversies or disputes, commissioners shall submit a written request to the Executive Director for assistance.

Ensure State Appointments Comply with State Laws

Each compacting state is required to appoint a commissioner in accordance with the statute governing participation in the Compact. The name of its commissioner should be forwarded to the Commission chairperson. When a vacancy occurs, the Commission advises the governor of the need to appoint a new commissioner.

Ensure State Council is Established and Maintained

Each state is required to establish a State Council for Interstate Juvenile Supervision. An active State Council can have a positive influence on state's compact operation. Specifically, the council

can serve as an advocate when seeking resources, improving operations, resolving disputes, and conducting training. The State Council also plays a role in appointment of the commissioner and authorized representative (designees) established to vote in a commissioner's absence.

State Councils are required to meet at least once per year and provide a report to the Commission, according to [ICJ Rule 2-107](#) and [ICJ Administrative Policy Number 01-2011 State Council Enforcement](#). The Commission's [Toolkit for State Councils](#) provides additional information and recommendations.

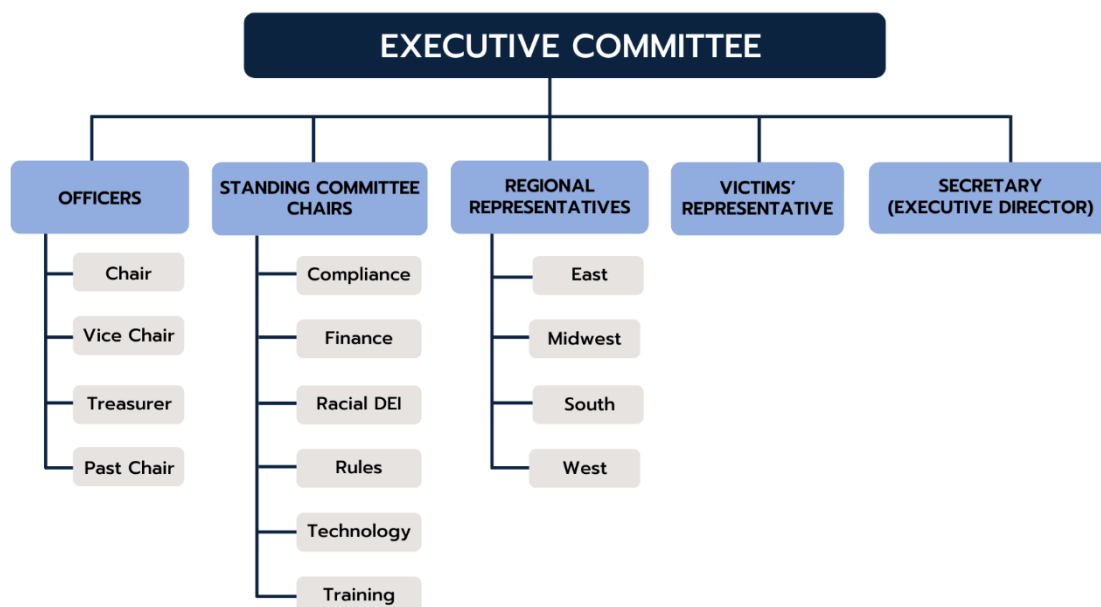
Ensure State Dues Are Paid

Each member state is assessed annual dues to fund the Commission's expenses, including operations of the National Office, electronic data management system, and the Annual Business Meeting. The annual dues assessment is based on a formula determined by the Commission, as set forth in [ICJ Rule 2-101](#). The National Office is responsible for invoicing and tracking dues collection. More information regarding the dues collection process is provided in the Commission's [Dues Enforcement Policy](#) and [Dues Quick Reference Guide](#).

The Executive Committee

Purpose of the Executive Committee

The Executive Committee is empowered to act on behalf of the Interstate Commission during periods when the Interstate Commission is not in session, with the exception of rulemaking and/or amendments to the compact. The power of the Executive Committee is subject to any limitations imposed by the Commission, the [Compact](#), or its [By-laws](#).



The Executive Committee is responsible for monitoring the health, needs, and accomplishments of the Commission while also ensuring the organization operates according to its [By-laws](#). As described in [ICJ Article III \(F\)](#), the functions include, but are not limited to:

- Financial management;
- Strategic planning;
- Scheduling full Commission meetings;
- Oversight of day-to-day activities of the administration of the Compact, managed by the Executive Director;
- Administration of enforcement and compliance activities; and
- Other duties as directed by the Commission or set forth in the [By-laws](#).

Meetings: Because the Executive Committee acts on behalf of the Commission throughout the year, the Executive Committee meets once each month, online for one to two (1-2) hours. The Executive Committee also meets face-to-face each spring and fall (held in conjunction with the Annual Business Meeting).

Officers and Duties

Officers include: Chairperson, Vice Chairperson, Treasurer, Secretary, and Immediate Past-Chairperson, as established by [ICJ Article V\(A\)\(2\)](#). The duties of each officer are described in the Commission's [By-laws, Article \(III\)](#) and summarized below.

Chairperson

The chairperson calls and presides at all meetings of the Commission, and in conjunction with the Executive Committee prepares agendas and makes appointments to all committees, and, in accordance with the Commission's directions, or subject to ratification by the Commission, acts on the Commission's behalf during the interims between Commission meetings.

Vice Chairperson

In the absence or at the direction of the chairperson, the vice chairperson performs any or all of the duties of the chairperson. In the event of a vacancy in the office of chairperson, the vice chairperson serves as acting chairperson until the Commission elects a new chairperson. The Vice Chair will serve as an ex officio member of the Interstate Compact for Adult Offender Supervision (ICAOS). The vice chairperson may also undertake specific tasks and responsibilities as requested by the chairperson.

Secretary

The Commission's Executive Director serves as the secretary. The secretary keeps minutes of all Commission meetings and acts as the custodian of all documents and records pertaining to the status of the Compact and the business of the Commission.

Treasurer

The treasurer, with the assistance of the Executive Director, acts as the custodian of all Commission funds and is responsible for monitoring the administration of all fiscal policies and procedures set forth in the Compact or adopted by the Commission. Pursuant to the Compact, the treasurer will execute such bond as may be required by the Commission covering the treasurer, the Executive Director, and any other officers, Commission members and Commission personnel, as determined by the Commission, who may be responsible for the receipt, disbursement, or management of Commission funds.

Immediate Past-Chairperson

The immediate past-chairperson shall automatically succeed to the chairperson position and provide continuity and leadership to the Executive Committee regarding past practices and other matters to assist the committee in governing the Commission. The immediate past-chairperson supports the Chairperson on an as-needed basis and serves a term of one year.

Elections and Vacancies

The Chairperson, Vice Chairperson, and Treasurer are elected annually by the Commission during the Annual Business Meeting (ABM) and serve until the following ABM. Nominations are submitted prior to the Annual Business Meeting, as outlined in the Commission's [Nominations and Elections Process](#). Candidates are presented during the General Session. Newly elected officers are sworn in at the end of the Annual Business Meeting and begin their terms immediately.

The Commission determines the procedures, duties, budget, and tenure of the Executive Committee. Both the Ex Officio Victims' Representative and Immediate Past-Chairperson serve terms of one-year.

When an officer position is vacated prior to the Annual Business Meeting, a majority of the Executive Committee shall appoint a successor to hold office for the unexpired portion of the term. Or, at the next regular or special meeting of the Commission, the vacancy can be filled by majority vote of the Commission. If the Immediate Past-Chairperson position becomes vacated, the position remains vacant until the current Chairperson leaves that position. [By-laws, Article III, Section 4.](#)

Costs and Expense Reimbursement

Subject to the availability of budgeted funds, officers shall be reimbursed for any actual and necessary costs and expenses incurred in the performance of their duties and responsibilities as officers of the Commission. [By-laws, Article III, Section 3.](#)

Immunity

The Commission, its members, officers, Executive Director, and employees are immune from suit and liability, either personally or in their official capacity, for any claim for damage to or loss of property or personal injury or other civil liability caused or arising out of or relating to any actual or alleged act, error, or omission that occurred, or that such person had a reasonable basis for believing occurred within the scope of Commission employment, duties, or responsibilities; provided, that any such person is not protected from suit or liability, or both, for any damage, loss, injury, or liability caused by the intentional or willful and wanton misconduct of any such person. [By-laws, Article V, Section 3.](#)

Committees and Regions

Six (6) standing committees have been established by the Commission. An overview of the business purpose, description, and expectations are identified in this section.

Throughout the year, committees conduct business via online meetings hosted by the National Office. Meetings are conducted in accordance with Robert's Rules of Order. The Commission's National Office staff will contact each committee chair after the ABM regarding potential meeting dates throughout the year and develop the annual calendar.

All Commissioners are encouraged to serve on committees. Volunteers are recruited during and after the Annual Business Meeting and indicate their preferences via an online form. Assignments are made in consultation with the Commission Chair and Committee Chair. New Commissioners can request to join a committee at any time by contacting the National Office. Other ICJ Office personnel are encouraged to serve on Committees as non-voting members.

Committee Chairpersons

Each committee chairperson (chair) ensures that the business which comes to their committee is dealt with appropriately, and that the committee reaches decisions that enable business to be completed.

Committee chairs are responsible for organizing meetings, preparing agendas, calling meetings to order, delegating responsibilities to committee members, involving all members in the decision-making process, and reporting the work of the committee to the Executive Committee and Commission Chair. New committee chairs should meet one-on-one with the past committee chair within two weeks of being appointed as chair, to discuss recent actions and plans for the Committee's work. The committee chair is also responsible for making recommendations for membership to their committee. To increase attendance and participation in meetings, committee chairs will contact members directly in advance of meetings.

Committee Vice Chairpersons

In consultation with the Commission Chair, each Committee Chair shall identify a vice-chair. Each vice chair must be a commissioner (or full-time designee) employed by a state considered to be in good standing.

The vice chair shall be prepared to perform any or all of the duties of the committee chair in the absence of or at the direction of the committee chairperson, including but not limited to: reviewing minutes and/or agendas; leading meeting(s) or section(s) of meetings(s); and/or following up with absent members.

Upon request, the vice chair may report to the Executive Committee on behalf of the committee. However, the vice chair shall not be considered a voting member of the Executive Committee. In the event of a vacancy in the position of the committee chairperson, the vice chairperson shall serve as the acting committee chairperson until a new committee chairperson is appointed by the Commission Chairperson. The acting committee chairperson shall not be considered a voting member of the Executive Committee.

Compliance Committee

The [Compliance Committee](#) monitors the compliance of member states with the terms of the Compact and [the Commission's rules](#). The committee is also responsible for developing appropriate enforcement procedures for the Commission's consideration. The Compliance Committee is responsible for ensuring states' compliance and adherence to compliance policies, and assessing issues brought forward for review. Members actively participate in meetings throughout the year with availability to review materials as needed. The Compliance Committee meets monthly or bi-monthly, online for one (1) hour, or as needed.

Finance Committee

The [Finance Committee](#) monitors the Commission's budget and financial practices, including the collection and expenditure of Commission revenues and developing recommendations for the Commission's consideration. Committee members review the Commission's budgets and requests in preparation for the discussion during the quarterly online meetings. The Finance Committee meets quarterly, online for one (1) hour with additional meetings as needed.

Information Technology Committee

The [Information Technology](#) Committee (commonly referred to as the Technology Committee) identifies and develops appropriate information technology resources to facilitate the tracking of juveniles and the administration of Commission activities. The Technology Committee is responsible for the Commission's website, data system, and other technology related business. The Committee recommends modifications to ICJ forms, which are subsequently provided to members of the Rules and the Executive Committees for review. Members actively participate in

monthly online meetings with a working knowledge of technical matters, including the availability to test, review, and make recommendations on technical materials. The Technology Committee meets monthly or bi-monthly, online for one (1) hour and holds additional meetings as needed.

Racial Diversity, Equity, and Inclusion (DEI) Committee

The [Racial Diversity, Equity, and Inclusion Committee](#) (commonly referred to as the DEI Committee) develops strategies to promote awareness of diversity and foster greater equity and inclusion through active learning, collaborations, and community engagement. The Committee reviews the Commission's data, [Rules, policies](#), operations, and resources, and makes specific recommendations to promote equity and procedural justice. The Committee facilitates the Commission's continuing efforts to cultivate a culture of mutual respect that educates, advocates, engages, and empowers members to be productive and socially responsible global citizens. The DEI Committee meets monthly or bi-monthly, online for one (1) hour.

Rules Committee

The [Rules Committee](#) provides oversight and guidance regarding proposed rule amendments throughout the ICJ rule-making process. The Rules Committee is responsible for administering the Commission's rule-making process, drafting proposed rule amendments and considering proposed rule amendments from other committees and regions. The Rules Committee ensures the rule amendments are properly formatted and include adequate justifications. Rules Committee Members also review recommended modifications to ICJ Forms for conformity to the Rules.

Membership is limited to 2-3 members from each of the four regions. The members update their respective region on the activities of the committee at the regional meetings. In odd numbered years (such as 2023), members meet face-to-face to review comments and finalize recommendations. Members also participate in the presentation at the Annual Business Meeting. This is the only committee that operates on a 2-year cycle. In even numbered fiscal years (such as FY 22), The Rules Committee meets bi-monthly online one (1) hour and additionally as needed. During odd numbered fiscal years (such as FY 21), this committee meets monthly online for one and a half (1.5) hours and once face-to-face.

Training, Education and Public Relations Committee

The [Training, Education and Public Relations Committee](#) (commonly referred to as the Training Committee) develops educational resources and training materials for use by the Commission and

in member states to help ensure awareness of and compliance with the terms of the Compact and the [Commission's Rules](#). The Training Committee is responsible for approving, developing, and delivering trainings, in addition to increasing Commission awareness. Members actively participate in committee meetings and sub-committee work team meetings. The members have a broad understanding of the ICJ rules and are available to review and update training materials and conduct trainings. The Training Committee Chair and other members often represent the Commission at conferences and serve as trainers for the web-based ICJ Rules Training. The Training Committee meets monthly or bi-monthly, online for one (1) hour. There are also multiple workgroup meetings online for ABM preparations and additional meetings as needed.

Ad Hoc/Temporary Committees

Ad Hoc Committees are temporary committees that can be formed by the Executive Committee to perform a specific task and are dissolved when the task is completed and the final report is given. They address issues that are not resolved by ordinary processes of the Commission.

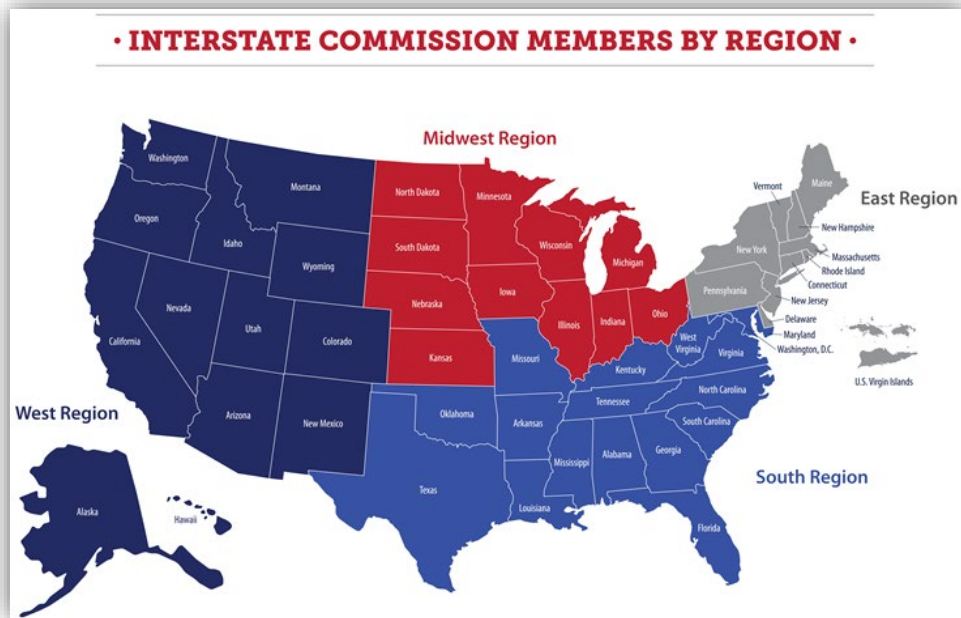
Ad hoc committees serve two functions: investigate an issue and/or carry out a duty adopted by the Commission. Ad Hoc Committee Chairs are not members of the Executive Committee (unless they are Executive Committee members based on another role). Work Groups are similar to Ad Hoc Committees but may include individuals who are not directly affiliated with the Commission.

Previous Ad Hoc Committees (and Work Groups) include:

- Probable Cause Ad Hoc Committee, 2010
- Sex Offender Ad Hoc Committee, 2010
- ICPC Ad Hoc Committee, 2010
- AAICPC/ICJ MOU Work Group, 2011-2016
- Victims Ad Hoc Committee, 2011
- Out-of-State Detention Ad Hoc Committee, 2012
- Human Trafficking Work Group, 2015 – 2017; Ad Hoc Committee, 2018 – 2019
- Special Projects Ad Hoc Committee, 2018
- Juvenile/Adult Issues, 2020
- Racial Justice, 2021-2022
- Work Group on Returning Non-Delinquent Youths, 2025

Regions

The [states and territories](#) comprising the regions were established in 2008 by the Council of State Governments (CSG) with which ICJ was previously affiliated. Regions generally meet once per quarter to discuss updates from committees, emerging issues, and other topics requested by region members.



East Region

Connecticut
 Delaware
 Maine
 Massachusetts
 New Hampshire
 New Jersey
 New York
 Pennsylvania
 Rhode Island
 Vermont
 Virgin Islands

Midwest Region

Illinois
 Indiana
 Iowa
 Kansas
 Michigan
 Minnesota
 Nebraska
 North Dakota
 Ohio
 South Dakota
 Wisconsin

South Region

Alabama
 Arkansas
 District of Columbia
 Florida
 Georgia
 Kentucky
 Louisiana
 Maryland
 Mississippi
 Missouri
 North Carolina
 Oklahoma
 South Carolina
 Tennessee
 Texas
 Virginia
 West Virginia

West Region

Alaska
 Arizona
 California
 Colorado
 Hawaii
 Idaho
 Montana
 Nevada
 New Mexico
 Oregon
 Utah
 Wyoming
 Washington

Regional Representatives

Regional representatives from each of the four regions are elected or re-elected, every two years by a plurality vote of the commissioners in their region. In order to serve as a regional representative or alternate regional representative, an individual must have at least two (2) years of experience working for a state Compact office and meet other requirements for committee chairpersons and vice chairpersons set forth in [ICJ Administrative Policy 03-2012: Committee Guidelines](#), Section (IV)(A)(2). Each regional representative serves for two years or until a successor is elected. If a regional representative position becomes vacant during the two-year term, the region elects a new representative to fulfill the remainder of the term. Newly elected regional representatives are sworn in during the Annual Business Meeting and begin their terms immediately.

Regional representatives are responsible for organizing meetings, preparing agendas, calling meetings to order, delegating responsibilities to region members, and involving all members in the decision-making process. During Executive Committee meetings, the regional representative reports on the work of the region. The regional representative also serves as a liaison from the Executive Committee to the region, providing Executive Committee updates at region meetings and as otherwise necessary. Executive Committee updates include presentation of new and updated policies, best practices, and other guidance documents. To increase attendance and participation in meetings, regional representatives will contact members directly in advance of meetings.

Each regional representative serves as a resource for new commissioners/designees to coach, train, and counsel new commissioners/designees by providing assistance and support to resolve difficult compliance issues and encourage active participation in Commission activities. In addition, they work with new commissioners/designees to promote successful strategies and best practices.

Meetings

Most meetings are conducted online. Face-to-face meetings are held occasionally for specific purposes. Each committee's typical meeting occurrences are noted under the committee descriptions.

Agendas

Committee chairs/regional representatives develop meeting agendas, with the assistance of the National Office. Agendas must be made available via the Commission's website at least ten (10) days prior to the meeting in accordance with [Article VI of the By-laws](#). Modification of the agenda after posting requires a vote. The final agenda must be approved by an affirmative vote of the majority of the members at the meeting.

Minutes

The National Office records all committee and region meetings and prepares draft minutes of each meeting. Minutes are sent to the committee chair/regional representative for editing and approval prior to dissemination to the committee/region members. Advance review by the chair/regional representative helps ensure the accuracy of the minutes and increases the efficiency of meeting time.

Reports

Committee chairs and regional representatives attend all Executive Committee meetings and provide updates regarding actions and/or recommendations from their respective committees and regions. In addition to the monthly updates, each committee chair/region representative prepares a report of their committee's/region's activities and accomplishments during the time frame between Annual Business Meetings. These Reports are included in the Annual Business Meeting (ABM) Docket Book. Oral reports may be presented during the ABM General Session.

Open and Closed Session

All Commission meetings are open to the public, except as set forth in the [Commission's Rules](#) or as otherwise provided by the *Compact* [ICJ Article III\(I\)](#). Prior public notice shall be provided in a

manner consistent with the federal government in [Sunshine Act, 5 U.S.C. § 552b](#), including, but not limited to, a publication of notice of the meeting at least ten (10) days prior to the meeting.

As described in [ICJ Article III\(l\)](#), the Commission and any of its committees may close a meeting to the public where it determines by two-thirds vote that an open meeting would be likely to:

1. Relate solely to the Interstate Commission's internal personnel practices and procedures;
2. Disclose matters specifically exempted from disclosure by statute;
3. Disclose trade secrets or commercial or financial information which is privileged or confidential;
4. Involve accusing any person of a crime, or formally censuring any person;
5. Disclose information of a personal nature where disclosure would constitute a clearly unwarranted invasion of personal privacy;
6. Disclose investigative records compiled for law enforcement purposes;
7. Disclose information contained in or related to examination, operating or condition reports prepared by, or on behalf of or for the use of, the Interstate Commission with respect to a regulated person or entity for the purpose of regulation or supervision of such person or entity;
8. Disclose information, the premature disclosure of which would significantly endanger the stability of a regulated person or entity; or
9. Specifically relate to the Interstate Commission's issuance of a subpoena, or its participation in a civil action or other legal proceeding.

For every meeting closed pursuant to this provision, the Commission's Chief Legal Counsel publicly certifies that, in his or her opinion, the meeting may be closed to the public. No voting can take place in closed session. Additionally, the Chief Legal Counsel serves as the parliamentarian of the meetings in which Legal Counsel is in attendance.

Annual Business Meeting (ABM)

The Commission is required to meet at least once each calendar year. Additional meetings are scheduled at the discretion of the Chairperson and must be called upon the request of a majority of Commission members. All Commission members shall be given a thirty (30) day written notice of the [Annual Business Meeting](#) (ABM), along with meeting information.

The ABM location rotates by region: East, West, South, and Midwest. With input from the region, the National Office conducts a search and presents viable meeting options to the Executive Committee, who approves the budget and meeting location.

The Executive Committee meets twice at the annual meeting, before and after. Responsibilities of Executive Committee members at the annual meeting include making presentations, participating in region meetings, and reporting to the Commission.

Committee & Region Meetings

Committees and regions generally meet online using an interactive conferencing tool which allows participants to view documents on their computer. Committee Chairs and Regional Representatives collaborate with the National Office to establish meeting dates. The National Office will then set up the meeting, send out notices and materials, call the roll, and report whether a quorum is established.

A committee or region may meet face-to-face, if needed and funding is approved. Face-to-face meetings are commonly held in or near Kentucky (where the National Office is located), due to cost and resource factors. The National Office will secure accommodations, logistics, and meeting space as well as assist in travel arrangements. Depending on the size and scope of the meeting, the National Office may assist in travel arrangements.

Quorum

Before an organization can legally conduct business, a quorum must be present. The number of members needed for a quorum is one more than half of the voting members. A quorum must be maintained throughout the entirety of the meeting or any business is null and void. Commission members representing a majority of the Compacting States constitute a quorum for the transaction of business, except as otherwise required in the Commission's [By-laws](#).

The participation of a commissioner or authorized representative in a meeting is sufficient to constitute the presence of that state for purposes of determining quorum (provided the member present is entitled to vote on behalf of the Compacting State represented).

Voting Members

As defined in [Article VIII \(D\) of the Compact](#), “commissioner” means the voting representative of each Compacting State. Pursuant to [Article III \(G\) of the Compact](#), some commissioners have appointed “authorized representatives” who may vote on behalf of the state when the commissioner is not present. These authorized representatives, often called “designees” or “part-time designees,” can only vote if the commissioner serves on the committee but is not present. Alternatively, a small number of commissioners have authorized “full-time designees” to represent them on all matters. These “full-time designees” may vote, make motions, and hold elected/appointed leadership positions.

Other staff from ICJ Offices frequently participate in committees and make tremendous contributions. However, these individuals are not eligible to vote (or make motions). Committee role call forms are organized to indicate which participants are eligible to vote.

Ex Officio Members

The Commission also includes individuals who are not commissioners and who do not have a vote, but who are members of interested organizations. Ex officio members serve at the pleasure of their appointing organization and may be replaced by that organization. The current list of ex officio organizations is available on the Commission’s [website](#). The victims’ representative ex officio serves on the Executive Committee.

Parliamentary Procedures

Some procedural matters, such as the quorum requirement, are addressed in the ICJ Bylaws. Matters of parliamentary procedure that are not addressed in the ICJ By-laws are governed by Robert’s Rules of Order. The Commission provides a book about Robert’s Rules to each new Executive Committee member for your reference. A “Simplified Roberts Rules of Order Guide” is provided in Appendix A, at the end of this handbook.

Approving Agendas, Minutes and Adjournment

Agendas, minutes, and adjournments can be approved by general consent or acclamation. They can also be approved with a motion and a second. Minutes may be approved as read or as corrected.

In a smaller meeting, such as a committee meeting, often only four motions are used:

- To introduce (motion)
- To change a motion (amend)
- To adopt/receive (accept a report without discussion)
- To adjourn (end the meeting)

Public Participation in Meetings

Upon prior written request to the Commission, any person who desires to present a statement on a matter that is on the agenda shall be afforded an opportunity to present an oral statement to the Commission at an open meeting. The Chairperson may, depending on the circumstances, afford any person who desires to present a statement on a matter that is on the agenda an opportunity to be heard absent a prior written request to the Commission. The Chairperson may limit the time and manner of any such statements at any open meeting.

Strategic Planning

Strategic planning is the Commission's process for defining the organization's collective direction and making decisions on allocation of resources. When developing strategic plans, the Executive Committee analyzes the organization, objectives, and future development. The strategic plan is essential for:

- Establishing goals consistent with the mission;
- Ensuring the most effective use of resources by focusing on priorities;
- Providing a base from which progress can be measured; and
- Communicating goals and objectives to the full Commission.

Every three years, the Executive Committee extends the spring face-to-face meeting to 2 days for a strategic planning session. Once the strategic plan has been developed, monitoring and evaluation are essential. Ongoing monitoring and evaluation help ensure the organization is following the direction established and provide many lessons about the organization and its operation. The Executive Committee reviews and updates the Strategic Plan at least once per year. The current and previous strategic plans are available on the [Commission's website](#).

Financials

Budget

The Commission operates on an annual budget cycle beginning on July 1 and ending on June 30 of each year.

At the Annual Business Meeting, a budget report is distributed to each Compact member state showing expenditures, income, and fund balance of the Commission for the previous, current, and ensuing fiscal year.

The Executive Director, in consultation with the treasurer and the Finance Committee Chair, initiates the drafting of the annual budget. The Executive Committee modifies or approves the draft budget, and then the Commission adopts it at the Annual Business Meeting. Throughout the year, the Executive Committee reviews requested budget amendments, such as a moving funding across line items or authorizing specific funds for a committee project.

Accounting and Audit

In consultation with the treasurer, the National Office manages fiscal operations on behalf of the Commission, as described in the Commission's Accounting Policies and Procedures Manual. The National Office generates and distributes monthly financial reports to the officers and Finance Committee Chair. The "working budget" is reviewed by the Finance and Executive Committees throughout the year, to allow for analysis of budgeted line items against actual expenditures.

As required by the [ICJ, Article VIII \(D\)](#), all receipts and disbursement of funds are audited each year by a certified public accountant. The report of the audit is included in the Commission's annual report.

Dues

Each Compact member state is assessed an annual fee which covers the cost of the internal operations and activities of the Commission, a total amount sufficient to cover the annual budget approved each year. The annual assessment is allocated based on a formula determined by the Commission and bound by [Rule 2-101: Dues Formula](#) upon all signatory states. The National Office is responsible for invoicing and tracking dues collection. Pursuant to [Policy Number 08-2009](#), the

Executive Director will refer the matter to the Compliance Committee for enforcement action if a state has not paid its annual dues within 120 days of the start of the state's fiscal year. For additional information about dues, see the [ICJ Dues Quick Reference Guide](#).

National Office

The Commission's [National Office](#) serves as the secretariat for the Commission and facilitates collaborations to support the Interstate Compact for Juveniles. Among its many responsibilities, the National Office provides assistance with logistical planning, training, data system management, policies, programs, maintaining the Commission's website, and supporting the work of regions and committees.

Executive Director

The Commission retains an Executive Director, who serves at the pleasure of the Commission acts as secretary. The Executive Director manages the day-to-day activities of the Commission's National Office. As the Commission's principal administrator, the Executive Director performs duties delegated by the Commission and/or required by the Compact, including, but not limited to, the following:

- a. Recommends general policies and program initiatives for the Commission's consideration;
- b. Recommends administrative personnel policies governing the recruitment, hiring, management, compensation, and dismissal of Commission staff;
- c. Implements and monitors administration of all policies, programs, and initiatives adopted by Commission;
- d. Prepares draft annual budgets for the Commission's consideration;
- e. Monitors all Commission expenditures for compliance with approved budgets, and maintains accurate records of the Commission's financial account(s);
- f. Executes contracts on behalf of the Commission, as directed;
- g. Prepares and disseminates all required reports and notices directed by the Commission; and
- h. Assists Commission members or commissioners, as directed, in securing required assessments from the Compacting States;
- i. Receives service of process on behalf of the Commission;
- j. Otherwise, assist the Commission's officers in the performance of their duties.

Pursuant to the Commission’s Personnel Policies, Section 2.6, “Every spring, the Chair of the Commission is responsible for compiling and conducting the Executive Director’s evaluation. The Chair will elicit comments and feedback from the Executive Committee to be included in the evaluation before the Committee reviews and approves the final document.”

Staff

The Executive Director is responsible for managing the [National Office staff](#) and initiates the hiring process for existing positions, as well as setting the salary range with the approval of the Executive Committee. In cases where a position needs to be created or eliminated, either the Executive Committee or Executive Director can propose this action while also informing the Commission of any change. The Executive Director conducts evaluations of the National Office staff annually and provides a summary report to the Commission Chair. Pursuant to the Commission’s Personnel Policies, Section 3.3, “Salary increases may be granted at the discretion of the Executive Director, in light of exceptional service documented and per standards set in the annual performance evaluation.” Current staff positions are listed below and the full job descriptions of each position are available in the National Office.

1. Logistics and Administrative Specialist
2. Operations and Policy Specialist
3. System Project Manager
4. Training and Administrative Specialist

Additional Resources

Commission Website

The following resources are available on the [Commission’s website](#):

- [Directory](#): Up-to-date contact information specific to ICJ member states
- [Legal Advisory Opinions](#): Interpretations of [ICJ Rules](#) and procedures
- [Juvenile Sex Offender Matrix](#): Member state's registration requirements and timelines, public notification, risk assessment, residency, and electronic monitoring requirements for juvenile sex offenders
- [After Hours Matrix](#): resource is for on-call responders who come into contact with an out-of-state juvenile outside of regular business hours and includes states' protocols regarding who responds to juvenile intake matters when compact offices are closed.

- [Airline Matrix](#): Individual airline requirements for returning unescorted juveniles to home/demanding states
- [Airport Surveillance Matrix](#): Airport surveillance information for each state, including available cities and airports, times of day surveillance is available, and how much advance notice is required
- [Events Calendar](#): Schedule of ICJ meetings and office announcements
- [ICJ Update e-Newsletters](#): Provides updates and announcements for ICJ

Training and Technical Assistance

The National Office supports a variety of projects to strengthen the compact process and public safety efforts. These projects include training for compact offices, commissioners, staff, legal and judicial individuals and groups, state councils, as well as technical assistance regarding a variety of issues, such as operations, compliance, dispute resolution, and the national electronic data management system.

In addition to resources available through the Commission's website, specialized support is available upon request. To request training or technical assistance, complete the online [ICJ Request Form](#) and/or [contact the National Office](#) to discuss strategies and resources.

ICJ Mentoring Program

The [ICJ Mentoring Program](#) was designed to support states in transition. ICJ Mentors provide guidance, technical assistance and structured learning as required with new state commissioners, compact administrators, deputy compact administrators, and other ICJ office staff acclimatization efforts into new compact roles and continuity of state performance under [ICJ Rules](#).

Any Commissioner, compact administrator, deputy compact administrator, or other ICJ office staff who has taken on his or her current role within the last year is eligible to participate as a mentee. If you are interested in applying for the program, please contact the National Office. More information is available from the Commission's Training and Administrative Specialist or on the [Commission's website](#).

Legal Interpretations

The Commission retains legal counsel to assist the Commission with legal interpretation and other services. Pursuant to [ICJ Policy Number 01-2010](#), a commissioner may request access the Commission's Legal Counsel by submitting a written request to the executive director. The

Commission's Legal Counsel does not communicate directly to anyone in regards commission-related matters without approval of the Executive Director.

Commission Policies

Policies guide the Commission in carrying out administrative functions.

Access to Historical Data	Policy Number: 01-2020
Accessing Legal Counsel	Policy Number: 01-2010
Alcohol Consumption at ICJ Business Functions	Policy Number: 04-2009
Code of Conduct	Policy Number: 01-2017
Commission Forms Not Produced by the Electronic Information System	Policy Number: 01-2014
Commissioner Appointment Enforcement	Policy Number: 01-2015
Committee Guidelines	Policy Number: 03-2012
Disposal of Assets	Policy Number: 02-2012
Dispute Resolution	Policy Number: 03-2009
Dues Assessment and Enforcement	Policy Number: 08-2009
Emergency Guidelines	Policy Number: 05-2009
Forms Responsibility	Policy Number: 01-2014
Information System Modifications	Policy Number: 02-2020
Investment Policy	Policy Number: 01-2023
Juvenile Record Expungement	Policy Number: 01-2021
Media Requests	Policy Number: 02-2011
Mentoring Program	Policy Number: 01-2019
National Office Records Retention	Policy Number: 01-2012
Performance Measurement Policy and Standards	Policy Number: 02-2014
Posthumous Resolution	Policy Number: 03-2011
Response to Allegations of Default	Policy Number: 01-2009
Sanctioning Guidelines	Policy Number: 02-2017
State Council Enforcement	Policy Number: 01-2011
Training and Technical Assistance	Policy Number: 07-2009
Training Requirements	Policy Number: 09-2009
Travel Reimbursement	Policy Number: 06-2009
UNITY Privacy Policy	Policy Number: 02-2021

Appendix A

Robert's Rule of Order Resources

Main Ideas

- Everyone has the right to speak once if they wish before anyone may speak a second time.
- Everyone has the right to know what is going on at all times.
- Members discuss only one thing at a time.
- Only urgent matters may interrupt a speaker.

The method used by a member to express himself/herself is in the form of moving motions. A motion is a proposal that the entire membership/committee will take action or a stand on. Individual members can:

- Call to order
- Second motions
- Debate motions
- Vote on motions

There are Four Basic Types of Motions

1. Main Motions: The purpose of a main motion is to introduce items to the committee for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
2. Subsidiary Motions: Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
3. Privileged Motions: Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
4. Incidental Motions: Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

How Are the Motions Presented?

1. Obtain the floor
 - a. Wait until the last speaker has finished.
 - b. Address the Chairperson by saying, "Mr./Madam. Chair"
 - c. Wait until the Chair recognizes you.
2. Make your motion
 - a. Speak in a clear and concise manner.
 - b. Always state a motion affirmatively. Say, "I move that we..." rather than "I move that we do not..."

- c. Avoid personalities and stay on your subject.
3. Wait for someone to second your motion.
4. Another committee member will second motion or the Chair will call for a second.
5. If there is no second to your motion, it is lost.
6. The Chair states your motion.
 - a. The Chair will say, "It has been moved and seconded that we..." Thus, placing your motion before the committee for consideration and action.
 - b. The committee then either debates the motion, or may move directly to a vote.
 - c. Once your motion is presented to the committee by the Chair it becomes "assembly property," and cannot be changed by you without the consent of the committee members.
7. Expanding on your motion.
 - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
 - b. The mover is always allowed to speak first.
 - c. All comments and debate must be directed to the Chair.
 - d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished, unless called upon by the Chair.
8. Putting the Question to the Committee.
 - a. The Chair asks, "Are you ready to vote on the question?"
 - b. If there is no more discussion, a vote is taken.
 - c. On a motion to move the previous question may be adapted.

Voting on a Motion

The method of vote on any motion depends on the situation and the by-laws of the Interstate Commission. There are five methods used to vote by most organizations, they are:

1. By Voice: The Chair asks those in favor to say, "Aye," those opposed to say, "No." Any member may move for an exact count.
2. By Roll Call: Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
3. By General Consent: When a motion is not likely to be opposed, the Chair says, "If there is no objection..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
4. By Ballot: Committee members write their vote on a slip of paper, this method is used when secrecy or confidentiality is desired.

Robert's Rules of Order Additional Tips

- **A motion must be moved, seconded, and stated by the Chair before it can be discussed.**
- **If you approve of the idea of the motion but want to change it,** make a motion to amend it or submit a substitute for it.
- **If you want advice or information to help you make your decision,** move to refer the motion to an appropriate quorum or committee with instructions to report back.
- **If the pending question(s) should be delayed so more urgent business can be considered,** move to lay the issue on the table.
- **If further discussion is unnecessary,** a move to “call the question” seeks a motion. When someone “calls the question,” the Chair should ask if there is any objection. If no one objects, debate ends and there is a vote on the motion. If someone objects, 2/3 majority vote is required to close the debate (and force the vote on the motion).
- **If the assembly should give further consideration to a matter already voted upon,** move that it be reconsidered.
- **If a matter introduced is not germane to the matter at hand,** a point of order may be raised.
- **If too much time is being consumed by speakers,** you can move a time limit on such speeches.
- **If a motion has several parts, and you wish to vote differently on these parts,** move to divide the motion.

Roberts Rules of Order Definitions

AMEND: Inserting or striking out words or paragraphs, or substituting whole paragraphs or resolutions.

COMMIT/REFER/RECOMMIT TO COMMITTEE: State the committee to receive the question or resolution; if no committee exists include size of committee desired and method of selecting the members (election or appointment).

EXTEND DEBATE: Applies only to the immediately pending question; extends until a certain time or for a certain period of time.

MOVE TO TABLE: Temporarily suspends further consideration/action on pending question; may be made after motion to close debate has carried or is pending.

LIMIT DEBATE: Closing debate at a certain time, or limiting to a certain period of time.

MAIN MOTION: Brings new business (the next item on the agenda) before the assembly.

PARLIAMENTARY INQUIRY: Inquire as to the correct motion – to accomplish a desired result, or raise a point of order.

PREVIOUS QUESTION: Closes debate if successful – may be moved to “Close Debate” if preferred.

POINT OF INFORMATION: Generally, applies to information desired from the speaker: “I should like to ask the (speaker) a question.”

POINT OF ORDER: Infraction of the rules, or improper decorum in speaking. Must be raised immediately after the error is made.

PERSONAL PRIVILEGE: Pertains to noise, personal comfort, etc. – may interrupt only if necessary!

RECONSIDER: Can be made only by one on the prevailing side who has changed position or view.

SUSPEND THE RULES: Allows a violation of the assembly’s own rules (except Constitution); the object of the suspension must be specified.

WITHDRAW/MODIFY MOTION: Applies only after question is stated; mover can accept an amendment without obtaining the floor.

			Can Interrupt	Requires Second	Debatable	Amendable	Vote Required	Can Reconsider	
S E C O N D A R Y	P R I V I L E G E D	Fix the Time to Which to Adjourn		S		A	M	R	
		Adjourn		S			M		
		Recess		S		A	M		
		Raise a Question of Privilege	I				Chair decides		
		Call for Orders of the Day	I				Chair decides		
	M O T I O N S	S U B S I D I A R Y	Lay on the Table		S			M	Negative Only*
			Previous Question		S			2/3	R*
			Limit or Extend Limits of Debate		S		A	2/3	R*
			Postpone Definitely		S	D	A	M	R*
			Commit (or Refer)		S	D	A	M	R*
			Amend		S	D*	A*	M	R
			Postpone Indefinitely		S	D		M	Affirmative Only
	Main Motion			S	D	A	M	R	
* See text for exceptions							M = Majority vote		

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