

Chapter 2 How IAWP Is Organized

International Organization and Administration

This section describes IAWP's leadership, administration, and committee structures, as well as the activities and functions performed by the International Board of Directors. International officers, district directors, and all committee/subcommittee chairs should become familiar with this information.

International Board of Directors

The Board of Directors consists of the international officers and the director(s) from the IAWP districts. The international officers are also directors. The general powers of the Board of Directors are described in Article II, Section 12 of the IAWP Bylaws. Specific authority and responsibilities of the Board are addressed in other provisions of the IAWP Bylaws and Standing Rules, Policies and Procedures Manual.

Serving at the International Level

The Standing Rules, Policies and Procedures Manual contain the established duties and responsibilities for members who serve at the international level. See Subchapter A, Sections .0700 and .0800. Each member seeking to serve at the international level must be able, available and willing to perform these duties and responsibilities. The minimum criteria a member must meet to qualify to seek to serve at the international level are set forth below. A process exists to ensure individuals nominated to seek an international office meet the qualifying criteria. The IAWP Nominating Committee is the committee designated to ensure each nominee for an international office meets the minimum criteria. The specifics of this process are set forth in Subchapter A, Section .0400 of the Manual. Each chapter and/or district responsible for electing a district director is required to ensure that each nominee for its district director position meets the minimum criteria. This helps IAWP ensure that the individuals nominated have adequate knowledge and experience, as well as both chapter and employer support for the offices they are seeking.

Required Criteria for President, President-Elect, Vice-President, and Secretary-Treasurer:

1. Have continuous IAWP membership for the last five years;
2. President, President-Elect, Vice-President, and Secretary-Treasurer has attended and participated actively in at least two recent international conferences;
3. For President, President-Elect and Vice President - Have served as one of the following: chapter president, international officer, international district director, or chair of an international standing committee; For Treasurer - Have at least four years of training and supervisory experience in accounting, budgeting, and fiscal monitoring;
4. Hold a position that will allow freedom to travel to Board of Directors meetings, some chapter conventions, and the annual International Educational Conference (If employed, will require a letter from the appropriate supervisor indicating the nominee will be

allowed the required time off. If leave is not allowed, but use of vacation leave is approved, the nominee(s) should include with the nomination a statement they will use such leave to attend meetings.);

5. Have financial means to attend board meetings, some chapter conventions, and the annual International Educational Conference (If appropriate, will require a letter from the appropriate supervisor indicating necessary travel funds will be provided. The Nominating Committee may waive this requirement, if it finds that other means are available to fund travel.); and
6. Have ability to plan, organize, and delegate authority for the satisfactory accomplishment of IAWP activities demonstrated by the nominee's employment position or accomplishments in the IAWP.

Required Criteria for District Directors and District Directors-Elect:

District directors-elect must meet the same criteria as district directors with the exception that they may take office lacking some of the following credentials if it is reasonable to presume they will meet them by the time the term begins. The exception will not apply if the district director-elect may be required to fill a vacancy occurring in the district director's position before meeting the criteria.

1. Be nominated by home chapter and elected by the district membership in *the* manner prescribed by that district.
2. Continuous IAWP membership for the last five years.
3. Have attended and participated actively in at least two recent international conferences.
4. Have served as one of the following: chapter president, member of chapter board of directors, or international committee chair.
5. Hold a position that will allow freedom to travel to Board of Directors meetings, chapter conventions, and the annual conference. It is recommended that the nominee obtain a letter from the appropriate supervisor, indicating the nominee will be allowed the required time off. Nominees must agree that they will use their own leave as necessary to carry out their responsibilities.
6. Assume expenses involved for travel in this position over and above those reimbursed by IAWP. (**Note:** Expenses to board meetings held at the International Educational Conference are not reimbursed. Nominees may wish to obtain a letter from their employer verifying if they can provide any financial assistance.)
7. Have ability to plan, organize, submit timely written reports, and delegate authority for the satisfactory accomplishment of IAWP activities demonstrated by the nominee's employment position or accomplishments in the association

Director of Administration and Conference Planning: Duties and Responsibilities

The Director of the IAWP Administrative Offices is responsible for ensuring that administrative and management support is provided to the Board of Directors and Committees.

This person must be bondable.

- Directs the IAWP's affairs under the direction of the president and Board of Directors or an individual designated to provide such direction.

- Conference Planning
- Assists officers, district directors, and committee chairs in the discharge of their duties and supplies information and assistance when needed.
- Attends Board of Directors meetings, the annual educational conference, and other meetings as assigned by the president. Represent IAWP when instructed by the president or the Board of Directors or their designee.
- Acts as custodian of all IAWP'S funds and makes expenditures as authorized under the IAWP *Bylaws and Manual*. Maintains complete bookkeeping records of all IAWP transactions and prepares financial statements as directed by the secretary-treasurer. **Submit monthly register of checks, monthly credit card statement, and disposition of petty cash via e-mail to the Secretary-Treasurer.**
- Maintains and manages IAWP's administrative office and staff, including direct oversight for personnel and benefit administration, performance appraisal and other administrative functions.
- Edit *Workforce Professional*, if needed, and other specified publications by securing news from officers, district directors, committee chairs, chapter presidents, and other sources.
- Maintain IAWP supplies and provides same for officers, district directors, committee chairs, and chapter presidents when requested.
- Maintain IAWP records, files, and archives including a record of names and addresses of all members.
- Publish an annual directory of officers, district directors, committee chairs, committee members, and chapter officials. Updates are released periodically in *Countdown*.
- Coordinate and attend committee meetings.
- Monitor and obtain information and act as a clearinghouse for committees.
- Coordinate all official memoranda as well as any miscellaneous correspondence requested by the chair.
- Conduct research in support of committee developmental activities and on current trends impacting committee focus, planning, or progress.
- Maintain related files, archives, and research libraries to support committee activities and to comply with the IAWP's record-keeping requirements.
- Initiate discussions and draft analyses based on trends, research, and information obtained through outreach and marketing contacts.
- Edit and prepare all approved products for publication and distribution.
- Draft and submit assigned memos, letters, articles, position papers, public actions, and products for committee review.
- Advise on and coordinate administrative office technical support on time frames and scheduling, automation capabilities, association policy and procedure, resource availability, cost analyses and budget limitations, mail list and database access, routine product updates/revisions, and ongoing program status.

Organizational Liaison Directors’ Duties and Responsibilities:

- IAWP invites directors from other organizations to participate in Board of Directors deliberations and to provide guidance, recommendations and discussion on critical linkages between partners.

IAWP Districts

District 16

(Canada)
Ontario
Quebec

District 17

Japan

District 18

Republic of China

District 19

(Europe)
Latvia
Lithuania
Poland
Russia-Kaliningrad

District 20

(All other Chapters)
Mexico
Nigeria
Senegal
Turks & Caicos Islands



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International Committees and their Purposes

Unless specified in the bylaws or standing rules, the chairs of all international committees are appointed by the International President for a one-year term. The balance of the committee, unless specified, is made up of the chairs of the same committee in each chapter. Although the international chairs' responsibilities and duties vary significantly from one committee to another, each is responsible for conducting the annual contest(s) associated with that committee according to the handbook criteria and guidelines. To ensure chapters receive the critical feedback needed to continually improve the quality of their overall chapter activities program, each chair with judging responsibility is also responsible for providing written comments to all chapters that submitted entries in the respective contest(s).

The committee structures covered in this chapter deal exclusively with those groups that have programmatic and award responsibility. The standing committees shall be Chapter Development, International Development, Educational Development, Conference Program, Local Arrangements, Legislative Steering, Membership, Communications and Marketing, Nominating, Executive, Audit and Finance, Ethics, Credentials and Bylaws and Resolutions.

Both Education and Legislative have policy-driven steering committees that may meet several times during the year either in conjunction with Board of Directors meetings or at other designated locations. The Program and Local Arrangements Committees deal specifically with planning and conducting the annual conference. These chairs may attend board meetings if a specific coordination need exists. Both chairs report directly to the International President.

Chapter Development Committee

The purposes of the Chapter Development Committee are:

- To develop and carry out plans designed to promote the development of chapters in states, provinces or territories, and in countries where no chapters exist;
- To provide advice and assistance to those chapters being organized;
- To promote the development of effective chapters within IAWP for the purpose of strengthening the organization, carrying out its programs, and fulfilling IAWP's objectives; and
- To stimulate interest and encourage the development and continuation of chapter programs and activities by providing specific help, and whenever feasible, active participation in those programs and activities.

Committee membership includes:

- Chapter award chairs; and
- Other IAWP members nominated by the chapter Presidents and appointed by the International President.

The Chapter Development Committee chair administers the overall Chapter Achievement Award contest by:

- Establishing standards and procedures;
- Reviewing the Chapter Achievement reports;
- Coordinating the overall judging process;

- Calculating the total points earned;
- Administrating, judging and presenting the Professional Practices Award, the Most Improved Chapter Award, the Big 12, and the overall Chapter Achievement Award;
- Preparing the program and assuming full responsibility for conducting Chapter Achievement sessions (e.g., round tables, fairs, workshops, etc.); and
- Presiding at the Awards ceremony held during the annual conference.

The Committee chair is required to submit interim and final reports to the Board of Directors on progress made in chapter organization, program development, and all other areas within the scope of the committee's responsibility. The interim report must be submitted no later than six (6) months after the annual conference. The Committee chair makes a final report to the Board of Directors immediately prior to the beginning of the annual conference and passes all records to the succeeding committee chair.

International Development Committee

The International Development Committee chair is appointed by the International President. Chapter chairs for International Development activities are automatic committee appointments. Duties of the International Development Committee chair include, but are not limited to, the following:

- Develop an organizational plan to facilitate the affiliation of other nations with IAWP, and determine the types of organization used by other international associations that have numerous participating nations;
- Recommend organizational changes deemed necessary to encourage affiliation of other nations, and develop a list of nations that should be approached regarding affiliation with plans for effectively contacting such nations;
- Arrange for non-USA delegates to participate in an international panel for focusing on issues of concern to one or more international chapters at the annual conference. Coordinate activities with the Program Committee and country/chapter liaisons;
- Arrange with the Local Arrangements Committee and the conference planner for an international social event to honor non-USA delegates and to increase the opportunity for informal contact with USA members;
- Coordinate with the Local Arrangements Committee and conference planner as to proper international protocol governing activities such as introduction and seating of non-USA members and guests; meeting at and travel to and from airports; display of national flags; playing of national anthems and banquet music; and international content of relevant conference publications, speeches and ceremonies;
- Monitor status of existing and future international and U.S. government boycotts, embargoes, travel bans, etc.; report and recommend possible IAWP response and action to the International President and the board of directors;
- Serve as IAWP liaison to WAPES (the World Association of Public Employment Services); the ILO (International Labour Organization) and other international organizations as deemed appropriate by the International President and the board of directors;
- Review the dues structure, as required, for members from nations other than the United States; recommend revised dues amounts, where appropriate;

- Review, update and create new IAWP visual and international publications, as well as other relevant printed, visual and Internet material; update international section of the IAWP web site;
- Encourage U.S. chapters and districts to include international topics and activities in their meetings, conferences and institutes;
- Develop, sponsor and/or present focus sessions, panels and speakers for the annual International Educational Conference, as well as chapter and district conferences and institutes;
- Administer, judge, and present the international development awards, and the Ealton Nelson Awards; and
- Make a final report to the Board of Directors immediately prior to the beginning of the annual conference and pass all records to the succeeding committee chair.

Retiree Subcommittee

The Retiree Subcommittee chair reports directly to the International President, and may attend board meetings or other conferences as directed by the President. Retiree Subcommittee membership is restricted to association retirees. Chapter retiree chairs are automatic appointments, and other members are selected from nominees submitted to the International President or Retiree Subcommittee chair. This is a subcommittee of Chapter Development for budgetary purposes.

The Retiree Subcommittee's focus is to:

- Encourage Chapter Presidents and other chapter and subchapter officials to include and use retiree members in all phases of activity — business, program and social;
- Remind other committee chairs of the ability and willingness of retirees to participate effectively;
- Encourage committee chairs to address pertinent issues that concern retirees;
- Coordinate with the Administrative Office on retiree participation as proctors for the Workforce Professional Development Program. (The Administrative Office provides regular updates of the proctor network to the chair.);
- Ensure appropriate programming and activities for retirees at the annual International Education Conference;
- Work with chapters to maintain a directory (a ready-reference guide of retiree members, their talents and capabilities) as an aid for using retiree skills; and
- Strongly encourage participation in the Retiree-of-the-Year Award.

The chair:

- Is responsible for the administration, judging and presentation of the Retiree-of-the-Year Award;
- Makes a final report to the Board of Directors immediately prior to the beginning of the annual conference and passes all records to the succeeding committee chair;
- Encourages retirees to volunteer their services;
- May make arrangements with agency officials to operate a clearinghouse for retirees who volunteer to be on call for certain short-time or part-time activities with the agency;
- Seeks ideas from retirees and others on how to best serve the chapters and agencies;

- Keeps retirees informed by working with chapter and agency officials to organize informative or social gatherings that feature presentations designed to keep retirees up-to-date on agency programs and trends;
- Monitors soon-to-be retirees by working closely with agency personnel offices, participating in pre-retirement sessions and maintaining these contacts; and
- Solicits retiree news items for use in chapter or agency publications, and for the retiree column in *Workforce Professional*.

Appointment

1. During its annual retiree meeting at each international educational conference, the retirees nominate a minimum of two and a maximum of three individuals, in writing, to the incoming International President-Elect for consideration to be appointed as vice-chair of the Retiree Committee. The retirees, at their annual meeting, may determine their own method for selecting their nominees.
2. The incoming International President-Elect reviews the nominations and selects the individual for vice-chair who best will serve the retirees', IAWP's and the President-Elect's goals and objectives.
3. The vice-chair automatically ascends to chair of the Retiree Committee in the next administrative year, or in the event of the current chair's resignation.
4. Should the retirees fail to nominate at least two individuals from which the incoming President-Elect can select, the incoming President-Elect will solicit nominations from the District Directors as follows:

At the Board of Directors's first meeting, following the International Educational Conference, the President-Elect will request that each District Director solicit nominations from the chapters (within their districts) for retirees to serve as vice-chair. Each District Director is to submit any nominations, in writing, to the President-Elect within three weeks after the first board meeting. The President-Elect then will review all nominations and select a retiree vice-chair.

Award of Merit Subcommittee

The Award of Merit Subcommittee is typically chaired (co-chaired) by a District Director(s) appointed by the International President. The subcommittee's primary responsibility is to select individual and group winners from the entries submitted by chapters for recognition of outstanding performance in the field of workforce development. The subcommittee's responsibilities are to:

1. Promote this activity through award criteria announcements to the membership in *Countdown* and other appropriate media, such as letters and flyers;
2. Encourage and assist chapters in conducting their own Award of Merit programs;
3. Receive and study nominations from the chapters, conduct any necessary investigation and select the winners in the individual and group category;
4. Notify the award winners of selection and arrange for their presence at the annual conference.
5. Present awards to the selected winners at the annual conference; and
6. Make a final report to the Board of Directors immediately prior to the beginning of the annual conference and pass all records to the succeeding committee chair.

Citation Award Subcommittee

The Citation Award Subcommittee is typically chaired (co-chaired) by a District Director(s) appointed by the International President. The subcommittee's primary responsibility is to select individual and group winners from the entries submitted by chapters. Recipients should be public figures — not employees in workforce development programs — from nations affiliated with IAWP who have made an outstanding contribution to the association or to the field of workforce development. This subcommittee is not required to make a selection each year; however, a selection will be made if the committee has nominees it believes to be worthy and deserving of the high award. The subcommittee responsibilities are to:

1. Publicize the criteria for nominations among all association chapters, and in addition, actively solicit all chapters' participation in the Citation program;
2. Receive suggestions and inquiries from individuals or chapters; take appropriate action or furnish necessary information, and acknowledge receipt of all chapter nominations;
3. Review all nominations and select the person(s) to receive the Citation Award. Report activity to the board;
4. Notify the award winners of selection, arrange for their presence at the annual conference, and allocate travel monies budgeted (if available) for Citation Award winners;
5. Present the awards as scheduled according to the conference program; and
6. Make a final report to the Board of Directors immediately prior to the beginning of the annual conference and pass all records to the succeeding committee chair.

Educational Development Committee

The Educational Development Committee promotes IAWP's educational activities by targeting professional growth and development of all individuals in workforce or related programs. This committee is solely responsible for the educational and training content of the IAWP International Educational Conference Program and must coordinate closely with the Conference Program Committee in this area.

Details of the committee:

- Membership consists of IAWP officers, the Educational Development Committee chair, vice-chair, and additional members appointed by the International President. The chair advises on matters of education and is liaison to the board of directors. With input from the International President, the chair establishes objectives to organize the process of the committee;
- Provide technical assistance to individual chapters when requested;
- Develop initiatives and marketable products promoting the professional growth of members and others who wish to purchase such services;
- Work closely with the Conference Program Committee chair to identify relevant program topics that are of interest to IAWP members and are concurrent with IAWP's objectives.
- Promote educational grants and chapter-sponsored training;
- Promote and assist chapters with the development of educational activity including regional, national, and international educational institutes;
- Research and review current educational topics in the field of workforce development; and
- Judge the Chapters' education entries in the Chapter Achievement Contest.

Local Arrangements Committee

The Local Arrangements Committee (LAC) coordinates on-site arrangements for the annual conference. Its membership is primarily from the host chapter. The LAC chair reports directly to the International President and when directed, attends board meetings.

Committee responsibilities include:

- Coordinate on-site arrangements with the *Flash* editor and provide necessary equipment, software, supplies, printer/printing requirements, location and timing for distribution, and photography/artwork needs;
- Inform membership through the Board of Directors about the location and the committee's plans for the conference.
- Arrange for annual conference entertainment as determined by the committee and the Board of Directors with cooperation from the Program Committee's general plan; and
- Arrange while coordinating with the Program Committee, if possible, tours at workforce sites, corporations, or other places of interest to the membership.

Conference Program Committee

The Conference Program Committee develops a program for the annual conference including topics of educational interest within the Workforce system and its partners, IAWP's business affairs including the election of officers. The Chair is appointed by and reports to the International President. The Chair may attend board meetings and the conference site-inspection meetings preceding the event. The committee consists of members appointed by the president from the chair's and chapter presidents' nominations.

Committee responsibilities include:

- Secure suggestions from the membership on matters to be discussed and presented on the program;
- As an automatic member, the chair coordinates with the Educational Committee identifying program topics consistent with IAWP's educational objectives;
- Develop forums, panels, or round table discussions permitting the widest possible participation by members and secure speakers from various fields which will stimulate interest and discussion of those in attendance;
- Promote attendance of persons in highest authority in fields of workforce development;
- Work in cooperation with the Conference Planning Committee assisting with developing a program of social activities that helps attendees to become better acquainted and stimulate fellowship and loyalty; and
- Prepare a report to the successor committee and the Board of Directors covering Program Committee activity and possible recommendations.

Legislative Steering Committee

Committee membership is volunteer-based. Members include international officers, the Legislative Steering Committee chair and vice-chair, the Services to Veterans Chair, the Specialized Customer Services Chair, the Unemployment Insurance Chair, the Workforce Services Chair and others appointed by the International President. Chapter legislative chairs and subchapter presidents are automatic committee appointments. These members form the chapter

legislative action networks. These groups follow up on the committee's recommended actions and provide feedback on issues

Legislative Steering Committee (LSC) activities play an important role in the IAWP's objectives. These include:

- Track pertinent legislation relating to workforce development and related programs;
- Create national awareness of such legislation's impact on the workforce system;
- Issue *Action Memos*, *Targeted Action Memos*, and *Information Memos*, and recommending appropriate actions be taken;
- Coordinate a grassroots legislative action network to respond to such issues;
- Review/revise IAWP position statements on workforce development issues before Congress;
- Conduct legislative awareness portion of president-elect training;
- Provide input on legislative matters for IAWP Website;
- Market the Legislative Reserve Fund;
- Recommend legislative topics for annual conference;
- Develop and coordinating revisions to the IAWP's legislative materials; and
- Administer and judge the annual Legislative Award and Public Policy Awards contest.

Services to Veterans Subcommittee

This subcommittee maintains liaison between IAWP and the veterans' organizations/government agencies that are primarily concerned with veterans and military issues of interest to IAWP members. Membership consists of the Committee Chair and Vice-Chair, as appointed by the International President. Chapter chairs are automatic subcommittee appointments. Subcommittee responsibilities include:

- Advise the membership on general developments in veterans and military issues;
- Assist in international conference program development by securing representation of veterans and military organizations;
- May coordinate a national IAWP veterans' conference;
- Administer and judges the annual Services to Veterans Awards;
- Reviews legislation, regulations, magazines, memoranda, and bulletins on veteran matters.
- Prepare correspondence to communicate pertinent veterans' issues to IAWP members;
- Participate in legislative activities or civil functions (panel discussions and forums) informing the public about IAWP objectives;
- May provide technical advice at congressional or governmental hearings;
- With approval, may initiate promotional mailings or telephone campaigns, educating IAWP membership;
- Assist in conducting surveys relating to veterans' issues; and
- May assist with press releases and media contacts.

Services to Special Clients Subcommittee

This subcommittee chair serves as the IAWP liaison to the President's Committee on Employment of People with Disabilities. This person should have a strong interest and knowledge of workforce and rehabilitation services for disabled individuals as well as knowledge in other specialized customer groups within the workforce development arena.

Chapter chairs for Services to Special Clients Subcommittee are automatic appointments to the subcommittee.

Subcommittee responsibilities include:

- Develop projects of mutual interest to further employment of people with disabilities and other specialized customer groups;
- Encourage chapter participation on local and state levels with community and governors' committees on employment of people with disabilities;
- Assist chapters by disseminating information and preparing releases concerning committee activities;
- Administer and judges the Services to Special Clients Contest through the use of fliers and media;
- Promote attendance at the annual conference and assist the Conference Program Chair in pertinent Conference topics;
- Ensure all accessibility requirements are met at the International Educational Conference; and
- Assist in the chapter recognition function.

Unemployment Insurance Subcommittee

This subcommittee serves as the liaison between IAWP and the unemployment insurance programs in the nation. Membership consists of the Unemployment Insurance Committee chair, vice-chair, and additional members appointed by the International President.

The subcommittee's responsibilities are to:

- Advise the membership on general developments related to unemployment insurance;
- Assist in international conference program development, as requested, in securing specialists in the field of unemployment insurance;
- Assist in conducting surveys relating to unemployment insurance;
- Provide technical assistance to the Legislative Steering Committee on issues related to unemployment insurance;
- Promote unemployment insurance through award criteria announcements to the membership in *Chapter Activity Countdown* and other appropriate media, such as letters and flyers;
- Encourage and assist chapters in conducting their own Unemployment Insurance Award programs;
- Receive and study unemployment insurance award nominations from the chapters, conduct any necessary investigation, and select the winners in the individual and group category;
- Present awards to the selected winners at the annual conference; and
- Make a final report to the Board of Directors immediately prior to the beginning of the annual conference and pass all records to the succeeding committee chair.

Workforce Services Subcommittee

This subcommittee serves as the liaison between IAWP and the workforce system in the nation, including but not limited to providers of Wagner-Peyser and Workforce Investment Act services. Membership consists of the Workforce Services Committee chair, vice-chair, and additional members appointed by the International President.

The subcommittee's responsibilities are to:

- Advise the membership on general developments related to workforce services;

- Assist in international conference program development, as requested, in securing specialists in the field of workforce services;
- Assist in conducting surveys relating to workforce services;
- Provide technical assistance to the Legislative Steering Committee on issues related to workforce services;
- Promote workforce services through announcements about the One-Stop of the Year Award and other announcements to the membership in *Chapter Activity Countdown* and other appropriate media, such as letters and flyers;
- Encourage and assist chapters in conducting their own One-Stop of the Year Award programs; and
- Make a final report to the Board of Directors immediately prior to the beginning of the annual conference and pass all records to the succeeding committee chair.

Communications and Marketing Committee

The purpose/function of the Communications and Marketing Committee is:

- To develop and carry out communications plans aimed at improving communication among the membership;
- To assist in producing the Association's publication's (e.g. *Chapter Activity Countdown*, the *Conference Flash*, and *Workforce Professional*);
- To coordinate ongoing and unified public relations activities and marketing strategies to promote the association;
- To provide assistance in maintaining a consistent marketing message, and assist chapters by developing tangible marketing tools;
- To work with the Membership committee in developing creative ways to maintain and increase membership;
- To seek entities and organizations with related or shared missions and goals with whom to engage in collaborative marketing efforts to add value for each membership pool;
- To maintain IAWP's website to keep content current, seek and develop new content that supports the mission of the Association, and serve as a resource to chapter leaders and members;
- To administer and judge the annual communications award; and
- To provide recommendations and input to the Board of Directors as it relates to public relations.

Details of the committee:

- Membership consists of the Communications and Marketing Committee chair, vice-chair, chapter communication and marketing chairs, and additional members appointed by the International President; and
- The committee's functions, at the option of the International President, may be performed by separate communications, marketing and website subcommittees.

Membership Committee

The purpose/function of the Membership Committee is:

- To develop and carry out a membership plan aimed at increasing membership;
- To assist chapter leaders in constructing annual membership plans and provide technical assistance and advice on how to successfully implement these plans;
- To work with the Communications and Marketing committee in developing creative ways to maintain and increase membership;
- To conduct surveys of the membership to ensure the association has up-to-date demographic data of its membership and is in tune with the desires and expectations of the membership;
- To assist the administrative office in administering the annual membership award program; and
- To provide recommendations and input to the Board of Directors as it relates to membership.

Details of the committee:

- Membership consists of the Membership Committee chair, vice-chair, chapter membership chairs, and additional members appointed by the International President.

Board of Directors Committees and Subcommittees and their Purposes

The committees or subcommittees discussed in this section:

- Relate specifically to operational responsibility rather than association awards and programs addressed by the committees and subcommittees in the previous section; and
- Are chaired by either an association officer or a district director as specified by the bylaws or standing rules, or as appointed by the International President.

Administrative Organization Subcommittee

- Chair maintains, reviews, and revises a manual on administrative organization for the association and its chapters. This manual is titled the *Handbook for Administration and Organization*.
- Reviews recommendations regarding committee changes and redistricting proposals, when requested by the president or the Board of Directors.

Credentials Committee

- IAWP Secretary-Treasurer with the administrative office will certify number of paid, full members in each state, U.S. territory, Canadian province, and corresponding political subdivisions of all other countries on the first day of the annual conference.
- During the annual business meeting, the Secretary-Treasurer announces the number of votes that were cast as determined by the membership records. If there is a contested vote for the position of Secretary-Treasurer, the immediate past president will process the votes and announce the results.

Audit and Finance Committee

- Reviews and approves the IAWP budget as proposed by the officers, prior to sending the proposed budget to the Board of Directors with recommendation for approval.
- Monitors association finances throughout the budget cycle.
- Recommends to the president and Board of Directors any changes to the budget document that may be deemed appropriate.
- Subcommittee membership includes IAWP's elected officers and three district directors appointed by the International President.
- The chair must be the Secretary-Treasurer, who will report to the Board of Directors regarding two separate audits that are conducted annually:
 1. A certified audit examination, conducted by an independent financial consultant, is performed at the end of IAWP's fiscal year for legal and tax purposes; and
 2. A second audit, normally conducted each spring by the secretary-treasurer, is performed on behalf of the membership to insure that record keeping and financial procedures managed by the administrative office staff are handled in IAWP's best interest.
- Makes recommendations to the Board of Directors regarding any proposed changes in methods and procedures pertaining to IAWP's records and financial affairs.

Bylaws and Resolutions Committee

- Assists the president and Board of Directors in assuring that all association policies, programs, and procedures are developed and carried out in conformity with the IAWP Bylaws.
- Receives, analyzes, and prepares recommendations to the association on all proposed changes to the bylaws.
- Reviews chapter and district bylaws and/or constitutions for conformity to IAWP's bylaws. Takes appropriate action to insure that these bylaws and/or constitutions do conform, including submission of all approved chapter and district documents to the administrative office;
- Reviews new and amended chapter and district bylaws and/or constitutions and gives advice or assistance on these documents and amendments;
- Receives and considers for approval all resolutions submitted by chapters, or where no chapter exists, by individual members;
- Assembles or analyzes chapter bylaws and/or constitutions for the information and guidance of countries and subdivisions without chapter organizations, and for organized chapters interested in bylaws and/or constitutional revisions;
- Acts in an advisory capacity on bylaw matters to the president, the Board of Directors, all committees/subcommittees, and individually, to chapters, districts, and members;
- Maintains records of all association bylaws decisions and interpretations;
- Receives and considers all resolutions from IAWP's standing committees or from regularly appointed conference committees;
- Recognizes the Board of Directors' authority to present its recommendations directly to the membership at any business session during the annual conference;
- Determines those resolutions to be placed before the conference and submits all approved resolutions to the conference at IAWP's annual business session; and
- Presents all approved resolutions in a preliminary report to the conference delegates no later than the day before the business meeting at which such resolutions will be considered.

Ethics Committee

The objective of the Ethics Committee is to monitor and/or investigate the ethical practices of the association, its officers, board of directors and administrative office staff and to hear complaints and make appropriate recommendations regarding professional conduct or violation of bylaws, standing rules, policies, and procedures to the board of directors.

Committee Membership

1. The committee shall consist of 5 members - the President-elect as Chair four members. Members shall be nominated by the International President, and confirmed by the board of directors.
2. The term of each committee member shall be for two years and will be staggered to ensure consistency.
3. Any vacancy that occurs will be filled through a majority vote of the Board of Directors.

Ethics complaints/accusations procedure

1. Complaint/accusation must be received in writing on the IAWP complaint form (to be developed) within 20 days after the occurrence of the alleged act or when it was first known or reasonably should have been known.
2. Form must provide specific details and be sent to the President-Elect who is the chair of the committee. If a complaint involves the President Elect, the President shall receive the complaint and appoint a temporary chair to serve during the handling of this complaint.
3. Chair will advise the member(s) who are subject to the allegation and provide them with a written copy of the allegation within 15 days and request a written response within 20 days.
4. Once responses are received the chair will provide copies of the allegation and all responses to the members of the committee and convene a meeting (this meeting may be conducted by teleconference) to discuss the complaint.
5. Committee will determine if complaint has merit (violation of oath of office, code of ethics, bylaws, standing rules) and decide next steps – interviewing of all parties
6. Committee will file a written report of findings and their recommendation to the board of directors within 20 days
7. The board of directors must take an action to state either their concurrence or disagreement with the Ethics Committees findings. Action by the board may be one of the following or another action the board deems suitable:
 - Rejection of charges
 - Written reprimand
 - Suspension from office
 - Removal from office
 - Suspension from membership privileges
 - Dismissal from the association

Executive Committee

- Comprised of IAWP's president, who shall serve as chair, president elect, vice president, secretary-treasurer, the immediate past president, and six (6) district directors.
- Reviews all matters pertinent to administrative office operation, which is discussed among all subcommittee members after the chair conducts an annual inspection.
- Reviews all matters pertaining to the items below:
 1. Building premises and equipment;
 2. Administrative procedures;
 3. Methods and contracts;
 4. Employee contracts;
 5. Employee pension plan; and
 6. Personnel practices and policies.
- Submits a budget for estimated funds and makes the necessary decisions about the above stated items. When necessary, the committee seeks Board of Directors approval in keeping with the IAWP Bylaws.
- Empowers the supervising manager to take necessary actions for the proper upkeep of the administrative office premises and equipment and for necessary personnel matters.

- Through the chair and in close cooperation with the president, the committee is responsible for general supervision of the supervising manager in all matters relating to administrative office operations within the job responsibilities.

Administrative Office Subcommittee

Purpose: to expeditiously address non-routine operations matters of the Administrative Office.

- Comprised of IAWP's president, who shall serve as chair, president elect, vice president, secretary-treasurer, and the immediate past president.
- Reviews all matters pertaining to the items below:
 1. Issues affecting operations, including but not necessarily limited to, hours of operation, restoration of services in event of emergency, safety procedures, and other non-routine matters affecting operations.
 2. Personnel issues and actions.
 3. Hear employee grievances and/or investigate employee complaints, in accordance with the procedures identified in the IAWP Personnel Code.
- Empowers the supervising manager to take necessary actions for the proper upkeep of the administrative office premises and equipment and for necessary personnel matters.
- The subcommittee is responsible for general oversight of the Administrative Office in all matters relating to administrative office operations. The office manager is responsible for supervision of office staff and handling of routine operational matters; the subcommittee members will respect the chain of command. The subcommittee will refer to the Executive Committee or the Board of Directors matters requiring extraordinary expense, legal liability, professional advice of a consultant, or other unusual matters.

For administrative purposes, the Administrative Office Subcommittee is a subcommittee of the Executive Committee.

Nominating Committee

- Pursuant to the standing rules, it is chaired by the Immediate Past-President and comprised of six (6) of IAWP's district directors.
- Develops a procedural program through which the membership may propose members for the IAWP's international offices.
- Takes such necessary actions to enlist the membership's full interest and participation in proposing candidates for elective office.
- Reviews the credentials of nominees for district director/director-elect to insure criteria are met.
- Makes arrangements for proper consideration and evaluation of suggestions from the membership and the subcommittee members on matters concerning nominations.
- Investigates proposed nominees, reviews these findings, and prepares a list of one or more nominees "who meet the established criteria" for each association office to be elected at the annual conference.
- Determines the final list of nominees to be presented and arranges for its publication in *Workforce Professional* by contacting the editor.
- Posts the list of nominees in a prominent place at the registration desk during the annual conference.

Board of Directors Meetings

Normally, the Board of Directors meets in-person three times a year. All officers, district directors, standing committee chairs and other specified committee/subcommittee chairs are expected to attend the introductory and final meeting. Committee/subcommittee chairs are only expected to attend (and therefore eligible for travel expense reimbursement) if deemed necessary by IAWP's president.

Introductory Meeting - usually held immediately after the closing session at the annual conference, or as announced. This agenda normally includes:

1. Introduction of new Board of Directors.
2. Transfer of documents from the retiring board.
3. Distribution of preliminary directory and travel forms with instruction for completion.
4. President's message regarding theme, goals, special projects, and committee assignments.
5. Remarks from other board members.
6. Announcement (or possible selection) of future meeting site(s).
7. Question-and-answer period.

Either a Fall or Spring Meeting – held between the introductory and final meeting, lasts up to 2 ½ days, plus travel time. (This meeting may be held by teleconference.)

1. President sets agenda before the meeting and requires written reports from district directors and committee chairs.
2. All board members receive a board report booklet containing the agenda and reports.
3. Each district director and standing committee chair is expected to present a report.
4. During the meeting, it is not necessary or desired that written reports be read. Present a short report summary or additional information it does not contain.
5. Present any recommendations for changes to the next edition of the *Handbook for Administration and Organization*. Changes generally should not be made after April, this allows adequate time for the administrative office to revise, print, and distribute the handbook to chapter presidents and incoming board members in early June. Revisions to IAWP's bylaws or ballot issues must be submitted in time to meet the 60 days notice to the membership as required by the bylaws.

Note: Be sure to coordinate all recommended handbook changes closely with the committee/subcommittee vice-chair to provide program continuity.

Final Meeting—usually held on the day immediately before the annual International Educational Conference; lasts 1 day.

1. President furnishes an agenda before the meeting.
2. Final reports on all projects and proposals (other than handbook, bylaws or resolution matters that will be submitted to the general membership at the annual conference) are presented at this meeting.
3. Final reports should cover the status of unfinished projects and recommendations for incoming district directors and committee chairs.

Preparing Reports for Board Meetings

International Committee Reports

- Prepare written report in 8 ½" x 11" formats. Send one copy (preferably via e-mail) to the administrative office no later than 15 days before the scheduled meeting for inclusion in board report packets.
- Include the district/committee/subcommittee name, chair's name, report date, and report period covered.
- List plans for projects, studies or recommendations; accomplishments, milestones; and additional comments.

District Director Reports

- District-Wide Data/Information
 1. Include district number, district director's name, administrative year (example: 2009-10 Administrative Year); report date (should be day of the meeting); report period (from date of previous meeting to current report date).
 2. List chapters in district.
 3. List specific strengths of district.
 4. List specific weaknesses of district.
 5. List, by chapter, updates on activities such as membership, chapter activities, chapter institutes or meetings, etc. Provide report on accomplishments.
 6. List plans for improving individual chapter achievement.
 7. Provide a schedule for each significant event in the plan of action as well as any activities such as the district institute or convention.
 8. Provide additional comments such as requirement for international support or assistance, constrain issues, etc.
 9. Detail any items to be brought before the board for consideration.
- Chapter Data/Information
 1. Prepare a report for each chapter in the district. Single-chapter districts should modify the format to include all elements of both the district and chapter reports
 2. List membership potential for the last completed administrative year.
 3. List membership achievement for the last completed administrative year.
 4. List total chapter achievement points for the last completed administrative year.
 5. List the chapter publication's name and publication frequency.
 6. List name, address, and telephone number of the chapter president. This will be used for follow-up by committee chairs, as required.
 7. Describe chapter organization, including a list of chapter, subchapter officers, and structure.
 8. List areas in which the chapter needs improvement.
 9. List areas of chapter excellence. If other chapters could benefit from the expertise of the chapter, enter the name, address, and telephone number of the appropriate chapter official who can be contacted for assistance.
 10. List actions planned to improve chapter achievement and a completion timetable.
 11. List significant dates, particularly for chapter institutes or conventions

12. List additional concerns or comments such as requests for assistance from committee chairs, need for chapter development assistance, services from the administrative office, etc.

Final Board Meeting

1. Enter the district number, district director's name, administrative year, report date (closing day of the previous board meeting), and report period.
2. List, by chapter, updates on activities such as membership, chapter activities, chapter institutes or meetings, etc. Provide report on accomplishments as stated in the fall board report.
3. Provide status reports on unfinished activities and recommendations for your successor.
4. Submit information on any status reports requested by committee chairs or international officers.
5. Detail any items to be brought before the board for consideration.

Sample
District Director Report

District # _____

District Director _____

2009-10 Administrative Year

Date _____

Period Covered _____

Chapters: Chapter A
 Chapter B
 Chapter C

District Strengths: (List)

District Weaknesses: (List)

Plan of Action: This portion should include at least one or two paragraphs on your goals for the district.

Schedule of Events: This portion should include a listing of district events and the dates for each, along with dates from above to carry out your plan of action.

Additional Comments:

Sample

District Chapter Report

District _____

Chapter _____

Membership from 2008 _____

Membership Goal _____

Chapter Achievement Points _____

Chapter Newsletter: _____ Frequency # _____

Chapter President: Name _____

Address _____

Phone _____

Fax _____

Email _____

Chapter organization: This should include chapter officer's list and sub-chapter organization

Areas Needing Improvement: (List)

Areas of Excellence: (List)

Plan of Action: This area should include a listing of chapter actions for improvement and a completion date and dates for all chapter events.

Special Concerns:

Association Finances

IAWP leadership drafts a new budget annually and presents it in the fall to the Board of Directors for approval. The budget is based on income projections, known expenses, and budget requests made by the officers, the district directors, committee chairs, and chapter presidents. Expense for a fiscal year cannot exceed ninety-five percent (95%) of the previous year's income. The budget is used to direct and authorize all association expenditures made by the administrative office.

The budget contains seven functional categories. Because some categories cover planned expenditures for several committees and their activities, the association limits bottom-line budget authority only to designated line items. Budget documents provided to the Board of Directors present detailed breakouts of all line items that appear under the categories listed below:

- Association Leadership
- Chapter Development
- Education & Programming
- Publications
- Sales & Supplies
- Operations & Overhead
- Administrative Office

IAWP also maintains a reserve account, the Legislative Reserve Fund, for emergency legislative initiatives. Additionally, the association has an investments portfolio, which is managed by an investments firm. A separate budget is implemented each year for the annual educational conference. Because these items are not considered operating capital, they do not appear in the operating budget.

The president discusses committee initiatives for the following year with chairs and includes cost projections in the preliminary budget. District directors and chapter presidents may use the chapter-development funding process (*described in Chapter 4*) to obtain discretionary funds for special initiatives

Approval of Payments

Funds disbursement is the responsibility of the president and secretary/treasurer jointly between meetings. The secretary/treasurer approves all bills and invoices for extraordinary expenditures, then instructs the administrative office to make payments. Exceptions are the monthly recurring and incidental administrative office charges, which the office pays routinely. All expenditures by committee/subcommittee chairs shall be approved by the President. Any single purchase exceeding \$500 requires Board of Director approval.

Each year during the fourth quarter, if the general fund is below 25 percent (25%) of the annual budget, spending will be frozen except for those monthly recurring expenses. However, the fall board meeting will continue to be funded according to the budget. Before this freeze is

implemented, the board will be notified by the Secretary/Treasurer. In the event of an emergency, the treasurer shall bring the situation to the Board of Directors for immediate consideration.

The secretary/treasurer or president has the authority to approve travel expenses exceeding travel reimbursement guidelines when just cause is shown.

Reimbursements

Board members may need reimbursements for postage, telephone, telegrams, or fax to carry on official association business. Normally these expenditures are limited to the approved budget amounts and can be covered by using association calling cards or regular procedures for centralized mailings through the administrative office. However, postage and shipping exceptions do occur, and travel situations may create unusual circumstances. Submit requests for advances or reimbursements to the administrative office. Whenever possible, use association-issued calling cards for telephone and fax, and send materials to the administrative office for duplication and mailings (include distribution instructions). Staff charges these expenditures to the budget's appropriate line item.

Association Investments Policy

To trade, liquidate, or withdraw from the IAWP investments will require two officer signatures. Only the President, Secretary/Treasurer or office manager can initiate this action with the investments manager.

Distribution of Proceeds from the International Conference

The following procedure shall be followed when closing the books of the international conference in 2009 in Rapid City, SD.

- All room commissions shall be considered general revenue of the association; and
- If, after closing the books, there remains a profit without taking the room commissions into consideration, such funds shall be equally divided between the host chapter and the association general fund.

The following procedure shall be followed when closing the books of the international conference in 2010 and 2011, Greenville, SC and St Louis, MO (conferences where no room commissions due to the association). If, after closing the books, there remains a profit, such funds shall be equally divided as follows:

- 50 percent to be considered general revenue of the association; and
- 50 percent to be provided to the host chapter. **Note:** No later than the fall board meeting prior to the next International Educational Conference, the board will determine whether the host chapter qualifies for the 50/50 division. A host chapter shall be considered to be providing sufficient assistance to be entitled to its share of the profits as outlined above unless the BOD votes, no later than the fall board meeting immediately preceding the conference, to not provide a portion of the proceeds to the chapter because of insufficient assistance being provided. In the event that the BOD determines that a chapter is not eligible for its share of the profits, those funds shall be split equally between the general fund and reserve funds.

Association Travel Policy

1. Prior approval from the treasurer is required for association business travel.
2. You are expected to travel as economically as possible. Whenever possible, you are expected to share lodging.
3. If you are flying, you are expected to use IAWP's administrative office staff. Before booking any travel, you are expected to contact the administrative office staff and ask that they get your ticket for you. In those cases in which you have to use air transportation that is not directly billed to the association, it is required that you provide the original receipt.
4. When it is more economical to drive, the association will reimburse the traveler at the rate set by the Board per mile, up to but not exceeding the cost of coach airfare as established by the administrative office.
5. The association will pay for necessary ground transportation, tolls, and parking at the destination.
6. The association will pay for actual hotel expense plus applicable taxes upon presentation of original receipt(s). This amount should not exceed the state's travel allowance.
7. The IAWP Travel Voucher serves three purposes: 1) Request travel authorization. 2) Request advance travel funds. 3) Claim travel reimbursement.
8. Within 30 days of the completion of the trip, you must complete the bottom portion of the official travel voucher and submit it to the administrative office for payment. **Failure to do so may forfeit any claim you may have for reimbursement.** See page 32 for the official travel voucher form
9. **What IAWP will pay** - *The following is important information for newly elected officers, Board of Directors members, and committee chairs:*
 - The association pays travel expenses to attend full Board of Directors meetings for officers, district directors, and specified committee chairs, as determined by the President and these reimbursements will be limited to airfare and lodging, and in addition, board members shall receive an incidental expense allowance for a total amount of \$50 per trip with no other reimbursements. The association will not pay for meetings held in conjunction with the annual conference.
10. **What IAWP does not pay** - *The following is important information for newly elected officers, Board of Directors members and committee chairs:*
 - The association does not pay for travel expenses to attend the annual educational conference or the Board of Directors meetings held immediately before and after the conference.
 - The association does not pay for Directors from districts 16-20 to attend the annual educational conference or any board meetings.
 - The association does not currently pay for daily per diem for the in-person Board of Directors meetings.
 - The association does not pay for alcoholic beverages.
 - The association no longer pays expenses for district travel. Chapter Development funds may be available, at the president's discretion, based on plans of action and requests showing the need for special IAWP initiatives. District directors should arrange for travel support through their chapters, districts, agencies, or other means.

Travel Voucher Procedure

Note: When you file your travel voucher for either advance of travel funds or reimbursement, be sure to keep copies of the form and receipts.

Requesting a travel authorization:

1. The box labeled “From” is where you put your name and address.
2. The first portion of the document is to obtain travel authorization. Unless instructed to the contrary, it should be sent to the president. Indicate why you are traveling (board meeting, Washington legislative blitz, etc.).
3. In the box on the left: Where are you going? When are you leaving and when are you coming back? (times and dates)
4. Sign and date the acknowledgement. It will be returned, if approved, signed and dated by the president or administrative office staff.

Requesting travel advance funds:

1. Begin by completing steps one through four above.
2. The next section to the right is for your estimate of the costs you will incur while in travel status that you want the association to reimburse you.
3. You must check the box marked “Advance Requested.” Travel advance funds are issued at no more than 80 percent of estimated cost.

Requesting travel reimbursement:

1. Complete steps one through three of the travel authorization request.
2. Use the lower half of the form to report actual expenses daily, including meal allowance.
3. In the final section:
 - Enter the total expenses from the itemized section above.
 - Enter the amount of any advance that you received.
 - Enter the balance after you subtract line 2 from line 1.
 - If line 3 is a negative, write a check for that amount to IAWP.
4. Attach all original receipts to the voucher. Sign and date it. Mail the voucher to the administrative office. Your reimbursement, if you are claiming one, will be sent to you following an audit of the voucher.

See travel voucher next page.

IAWP Travel Voucher Travel Authorization

To: <input type="checkbox"/> IAWP International President or <input type="checkbox"/> IAWP Administrative Office		From:			
Destination:		Method of Travel:			
Purpose:		<input type="checkbox"/> Airfare (coach only)			
Date of Departure:		<input type="checkbox"/> Hotel <i>Days</i>			
Date of Return:		<i>Hotel Rate =</i>			
At right is a correct and true estimate of travel cost. I agree to submit an expense voucher within 30 days of travel completion. Failure to do so will result in my having no additional claim against IAWP for this travel.		<input type="checkbox"/> Automobile @ .505/mile. Automobile reimbursement will not exceed the lowest cost of airline ticket obtained 30 days prior to travel. Comparisons will be done.			
		<input type="checkbox"/> Per Diem – currently \$50 total			
Travel Signature:		<input type="checkbox"/> Other Explanation:			
Signature Date:		Estimated Travel Total:			
Approval:		Advance Requested:			
Approval Date:		Date of Advance:			
		Check Number:			
Must Complete Travel Expense Voucher Within 30 Days of Closing Travel Date					
Date	Per Diem	Hotel	*Miscellaneous	Travel Cost	Daily Total
					\$
					\$
					\$
					\$
					\$
					\$
					\$
					\$
					\$
					\$
					\$
					\$
Total Travel Expenses					\$
*Explain Miscellaneous Expenses:					
1. Total Expense:			DO NOT WRITE IN THIS SPACE		
2. Total Advance:			Approved by:		
3. Subtract 2 from 1: If item 3 is negative, remit amount to IAWP. If positive, balance will be sent to you.			Date of Approval:		Check Date:
			Check Number:		Amount of Check:
			Account(s) Charged:		Percent Charged:
I certify the above costs to be true and correct. Attached are ORIGINAL receipts for lodging, airfare and if applicable, any miscellaneous/other expenses.					
Traveler's Signature:			Date:		

The Power of Collaboration meets the Era of Innovation

