ARMA [chapter name] Chapter Operations Manual

**This Chapter Operations Manual template is intended to:**

* Provide a standard template for an ARMA Canada Chapter’s operations manual
* Provide a base manual that each chapter can modify to meet unique requirements
* Facilitate chapter continuity and sustainability
* Support chapter Board transparency
* Comply with Roberts Rules of Order and the Canada Not-For-Profit Corporations Act

This template will be updated from time to time, as revised procedures or new material are identified.

ARMA Canada recommends that chapters limit manual changes to those that are specifically required in order to make ongoing upkeep and maintenance easier and to reduce the effort required to integrate updates and new procedures as they are provided by ARMA Canada.

### Provided as a basis for chapters to develop their own policies and procedures. At a minimum, the yellow highlighted text requires chapter review, decisions and updating. Upon completion of the review and update, the yellow highlights should be removed.

**Amendment Record 2013 - 04**

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| **Procedure Amended** | **Amendment Description** | **Approved By** | **Date** |
|  | Minor wording and grammar changes throughout manual | **K Chornoboy** | **2013 - 04** |
| 01-01 | Removed GARP reference and updated link | **K Chornoboy** | **2013 - 04** |
| 02-08 | Updated Board Member Removal to Board Member reassignment (reflecting that a Board Member cannot be removed from the Board without a vote of the general membership) | **K Chornoboy** | **2013 - 04** |
| 03-01 | Added right of members to vote by proxy at the Annual General Meeting | **K Chornoboy** | **2013 - 04** |
| 03 – 03 | Updated Hearing Panel conduct and right to appeal to be consistent with the Discipline of a member process identified in the Canada Not For Profit Corporations Act. | **K Chornoboy** | **2013 - 04** |
| 03 - 05 | Added conference call usage procedure | **K Chornoboy** | **2012 - 10** |
| 03 - 06 | Added email vote procedure | **K Chornoboy** | **2013 - 04** |
| Appendix 1 | Added AIEF Chapter Foundation Champion (CFC) role | **K Chornoboy** | **2013 - 04** |
| Appendix 2 | Added legend for Retention Schedule | **K Chornoboy** | **2013 - 04** |
| Education Events pkg: Event checklist | Updated notes in “When event date & timeframe identified” section | **K Chornoboy** | **2013 - 04** |
| Governance and Board Operations pkg:  Bylaws template | Added bylaws template to Governance and Board Operations package | **K Chornoboy** | **2013 - 04** |
| 04 03 | Updated insurance coverage provided by ARMA International | **K Chornoboy** | **2013 - 07** |
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**Governance**

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### Appendices

Appendix 1: Board Roles and Responsibilities Appendix 2: Records Classification and Retention

### Supporting Documents Packages Governance and Board Operations



By-law template (pending) Calendar of Actions Template

Communication Plan Sample Formats Membership Survey Sample Questions Agenda and Minutes template

Recruitment and Election (sample invitation letter, interview questions and letter of commitment)

 Strategic Plan Outline

### Financial



Expense form GiftTool signup forms Invoice Template

Promotion Agreement Template Receivables Template

### Education and Events



Event Announcement Template Event Checklist

Event Evaluation Template Speaker Agreement Template

Education Program and Event Planning and Schedule Template

### Member Engagement

 Membership expired – renewal request template

### Website Maintenance

 (to be added by chapter)

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| Overview: | The Board of Directors abides by the ARMA Canada Code of Professional Responsibility. The Code outlines professional values to new practitioners, stakeholders, and the public. It is a guide for facilitating decision-making, and action in two broad areas of ethical concern: society and the profession. The ARMA International Code of Professional Responsibility upon which the ARMA Canada Code is based can be found at <http://www.arma.org/about/overview/ethics.cfm>.  ARMA International policies relating to Conflict of Interest, Confidentiality and the Code of Professional Responsibility are provided at <http://www.arma.org/governance/index.aspx>. |
| Responsibility: | All Board Members and Chapter Members |

# Social Principles

Because of their responsibilities to society, records and information managers:



Support the creation, maintenance, and use of authentic, reliable, usable information and

Support the development and use of information systems that place a high priority on accuracy, integrity, security and protection which requires that records be complete and unaltered (ISO 15489 Records Management).

 Support and promote the use of recordkeeping best practices, and advancing the maturity of records and information programs (ARMA Generally Accepted Recordkeeping Principles and the Maturity model). <http://www.arma.org/garp/index.cfm>



Affirm the legal, ethical, and moral use of information.

Affirm that the collection, maintenance, distribution, and use of information about individuals are a privilege in trust: the right to privacy of all individuals must be both promoted and upheld.

 Support the free flow of publicly available information as a necessary condition for an informed and educated society.

# Professional Principles

Because of the responsibilities to their employers, or clients as well as to their profession, records and information managers must:

 Strive to serve the employer and client (whether internal or external to the organization) at the highest level of their professional competence.

 Recognize illegal or unethical RIM-related actions and inform the employer, client or applicable authorities of the action and possible adverse consequences.

 Avoid conflict of interest situations or improper personal gain at the expense of employers, co- workers, clients, or other professionals.

Maintain the confidentiality of privileged information.



Assure appropriate access to information without violation of the intellectual property rights of the owners of that information.

 Pursue ongoing education in the professional practice, which may include certification, to ensure currency.

 Accurately represent their education, competencies, certifications, and experience to clients, colleagues, employers, other professionals, and the general public.

 Enrich the profession by endorsing the sharing of knowledge, experience, and research and encouraging public discussion of the profession's values, services, and competencies.

 Actively commit to recruiting individuals to the profession on the basis of competency and educational qualifications without discrimination.

 Embrace and practice an attitude of cooperation and mutual respect for the contributions of other RIM professionals and attempt to create an atmosphere in the best interests of clients, employers, colleagues or other professionals.

# Vendor Participant Principles:

Vendors are an important contributor to the Records and Information Management Profession in general, and are often a valuable participant in chapter operations. When participating in [Insert Chapter Name] operations, Vendor Board members are expected to:

 Always put the best interest of the ARMA Chapter first and foremost, when participating in chapter discussions and decision making; and

 Ensure that all information regarding the Chapter Board, its members and the Chapter membership at large is kept private and confidential; and is not used for personal or corporate promotion or gain.

 Respect and adhere to the social and professional principles of the records and information management profession.

### 01 - 02 Governance Amending Chapter By-law 2013 - 04

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| Overview: | By-laws form the basis for governing and administering the chapter. The By-laws are written in accordance with Roberts Rules of Order, the Canada Not-For-Profit Corporations Act and must also comply with any other provincial and municipal legislation that may apply (such as the “Societies Act”). Where there is no conflict with Canadian legislation, the By-laws also comply with ARMA International By-law requirements. The ARMA Canada template for Chapter By-laws is provided in the *Governance and Board Operations Package.*  The By-laws must be approved and ratified by the members so as to preclude successful legal challenge. The chapter must submit their By-laws to both the Canada Region Manager and the ARMA International Manager of Member Services for review prior to them being approved. Once they are approved, a chapter may amend its By-laws only in accordance with the provisions of its By-laws. |
| Responsibility: | President, in consultation with Board of Directors |
| Policy: | [Insert Chapter Name] By-laws are reviewed once every 5 years or whenever legislative or chapter governance changes are made. |

1. Review the By-law and identify any changes required, taking any changes previously proposed by the Board of Directors.
2. Ensure that the By-laws meet all requirements of both the applicable legislation (Not-for-Profit Corporations Acts, Societies Act, etc.) and ARMA International by including the wording provided by ARMA Canada. Note: The By-law template provided incorporates where possible and supersedes as necessary the mandatory wording provided by ARMA International in the [Chapter Operations e- Handbook: Chapter Governance: By-laws](http://www.arma.org/Leadership/ChapterGovernance/Bylaws.aspx) section.
3. Submit the revised draft By-Laws to the Chapter Board of Directors for discussion and approval.
4. Submit the revised By-law to the Region Coordinator, Canada Region Manager, and ARMA International Director of Member Services for review and approval. The Canada Region Manager and the ARMA International Director of Member Services coordinate an expeditious review of the proposed change. The results of the review are communicated to the Chapter President no later than 30 days after receipt of the proposed change(s).

# Upon receipt of By-law wording approval from ARMA International:

1. Approve By-laws according to the provisions set within the By-laws.
2. Submit a copy of the approved By-law to ARMA International Director of Member Services.
3. Make the approved By-law available to the general Chapter membership by posting it on the Chapter website or by other means as determined by the Chapter Board of Directors.
4. Retain the approved By-laws in the Chapter Records Repository, along with other governance documents.

### 01 - 03 Governance Updating and Maintaining Chapter

**Operations Documentation**

**2013 - 04**

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| Overview: | The Chapter Operations Manual must be reviewed and updated every two years or as the need arises to ensure that it reflects the policy and procedure decisions of the Board of Directors over time, and that it is current and approved for use. All Chapter Members should have access to the Chapter Operations Manual. |
| Responsibility: | Chapter President, in consultation with the Board of Directors and Portfolio Leads |
| Delegate to: | Vice President (President Elect) or Past President |

**As the need arises or at least once every second Chapter year:**

1. Review Chapter Operations Manual and identify any revisions, additions or deletions needed. During this review, compare the proposed changes to the Chapter By-law and other governing documents to ensure there are no conflicts or redundancies in the documentation.
2. Submit recommendations for documentation revisions, additions or deletions to the Board of Directors and Portfolio Leads for approval. Chapter Operations Manual changes must be approved by a majority vote of the total members of the Board. Voting by proxy is not permitted.
3. Record the subject matter and intent of the procedural revision in the meeting minutes.
4. Update the Chapter Operations Manual to include the revised documentation, distribute and make it available to all Chapter members (e. g. post on the Chapter’s internal and or external website and/or send to Board of Directors). (Note: All Chapter Members should have access to the Chapter Operations Manual, either via the Chapter’s website or some other means, as determined by the Chapter.)
5. Where information is not covered by these Policies and Procedures, refer to the Chapter By-laws and ARMA International Administrative Letters for guidance.

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| Overview: | ARMA International identifies four mandatory Officer positions that must be defined on each Chapter Board: President, Vice President (President Elect), Secretary, and Treasurer. In addition to the four mandatory Officers, each Chapter may have up to eight Directors. Directors and Officers are assigned one or more portfolios for which they are responsible. Where it is deemed beneficial, each Portfolio may be supported by a committee of individuals. Committee members do not need to be (and often are not) Board members. Officer and Director terms are normally one year in length.  Detailed job roles for each officer and portfolio are provided in Appendix 1. Further guidelines, descriptions and committee duties are also provided in the [ARMA](http://www.arma.org/Leadership/ChapterGovernance/Committees.aspx) [International Chapter Operations e-handbook: Corporate Governance: Committees](http://www.arma.org/Leadership/ChapterGovernance/Committees.aspx) section. |
| Responsibility: | President in conjunction with all Board Members |
| Policy: | No elected Board member shall serve more than two consecutive terms in the same office, unless no other suitable candidate is available and the Board of Directors approves an additional term. This decision shall be noted in meeting minutes. |

Responsibilities are assigned for the following portfolios. Detailed job descriptions are provided in Appendix 1. [The chapter may use their By-laws to define additional roles and /or alter the voting status of the identified Portfolios and roles.]

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| **Officers and Portfolio Leads** | **Length of Term** | **Voting**  **Status** |
| President | Appointed 1 year term if President – Elect position  exists, otherwise elected for 1 year term | Voting |
| Vice President (President – Elect) | Elected 1 year term | Voting |
| Treasurer | Elected 2 year term | Voting |
| Secretary | Elected 1 year term | Voting |
| Past President | Appointed 1 year term | Non-voting |
| Education Portfolio | Elected 1 year term | Voting |
| Member Support Portfolio | Elected 1 year term | Voting |
| Communications Portfolio | Elected 1 year term | Voting |
| Public Relations Portfolio | Elected 1 year term | Voting |

In addition to the Officers and Directors for the portfolios identified above, the Chapter may also require that the following roles be filled. These roles may be assigned to an existing Officer or Director portfolio or may be filled by adding a Board member, or Chapter member at large.

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| **Additional Potential Roles to Assign** | **Length of Term** | **Voting Status** |
| Records Manager / Archivist | Elected 1 year term | Non-voting |
| Newsletter Editor | Elected 1 year term | Non-voting |
| Website Manager | Elected 1 year term | Non-voting |
| Marketing Liaison | Elected 1 year term | Non-voting |
| Event Planner | Elected 1 year term | Non-voting |
| Elections and Transition Manager | Elected 1 year term | Non-voting |
| Social Media Liaison | Elected 1 year term | Non-voting |
| Member-at-large | Elected 1 year term | Non-voting |

# General Board Responsibilities and Expectations:

In addition to the specific roles and responsibilities provided in Appendix 1 for each officer and portfolio lead, all Board members are responsible for adhering to the Code of Professional Responsibility and maintaining the values of the Chapter, ARMA Canada and ARMA International. More specifically, each Chapter Board of Directors member is also expected to:



Attend all Board meetings;

Contribute to and voting on as many matters as possible;

Keep other Board members apprised of plans, activities and absences; Be a spokesperson and advocate for the Board;

Actively promote the Chapter and professional Records and Information Management practices and activities;

 Communicate courteously and constructively with other Board members and with members in any circumstance;

 Create opportunities to encourage members to assume additional responsibilities, including the participation Board activities;



Manage their web email inbox and respond to members and other stakeholders in a timely manner; Recommend long and short-term goals to meet member needs in accordance with the Chapter's strategic Plan;



Participate in the identification and sourcing of appropriate Member educational opportunities; Complete the ARMA International Leadership Academy modules;

Prepare portfolio report for the Chapter Annual Report;

Draft a Chapter budget to address all portfolios assigned and submit to the Board of Directors/Treasurer;



Maintain the content in the Chapter Operations Manual with Board of Directors approval; At the end of each term of office, deliver all books, papers, records and other property of the

Chapter for which he/she is responsible to the designated Records Manager/Archivist or to his/her

successor in office.

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| Overview: | Identifying potential new Board members requires the involvement of all Board of Director members, and takes place throughout the year. New members may be required to fill mid-term vacancies or to stand as candidates at the next Board elections.  This procedure is modified, as appropriate, for use during mid-term Board position replacements and identifying a slate of candidates prior to an election. |
| Responsibility: | President |
| Delegate to: | Past President, Vice President (President-Elect), or Elections and Transitions Lead |
| Policy: | The President and Vice President (President-Elect) shall not be employed by the same Company or Governmental Department.  A mid-term vacancy in the office of President shall be filled by the Vice President (President-Elect).  A mid-term vacancy in any office other than the office of President shall be filled by appointment of the President with the approval of the Board of Directors.  Any person filling a mid-term vacancy in an elected office shall be eligible for nomination to that office for two full terms thereafter. |

1. Identify potential candidates. At a minimum, any Chapter member in good standing may be considered for a Board position. Potential search strategies are to:

Request referrals from current Board and Chapter members; Request referrals from past Board members;



Request referrals or expressions of interest from colleagues, industry contacts, and information management related vendors (vendors may have clients who are suitable or interested);

 Review contact and networking resources such as the Chapter membership roster (paying attention to new Chapter members who may be looking for a way to become involved), previous Board Committee or Chapter event volunteers, education and event attendees (member and non-members), LinkedIn, Face Book and Twitter followers, and attendees at related industry events;

 Post position vacancy requesting volunteers on Chapter website and publish in newsletter / Chapter communications tools.

1. Invite potential candidates to discuss Board participation opportunities and to attend Board meetings as an observer. A sample recruitment / invitation letter is provided in the Governance and Board Operations Support Package: Recruitment and Elections.
2. Communicate with each interested, potential candidate and determine if they are capable, able to fulfil the requirements of the board position, are interested in being responsible for the available portfolio(s) and can commit the time required. Potential questions to ask during more in-depth discussions of interest and a potential rating scale for rating the candidate’s suitability are provided in the recruitment and election supporting documents.
3. Conduct nominations and election procedure for all except mid-term replacements.
4. Request the selected candidate to acknowledge their appointment by signing a letter of commitment. A draft letter outlining obligations, expectations, roles and responsibilities and level of commitment required is provided in the recruitment and election supporting package.

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| Overview: | ARMA Chapter Board of Director elections are held annually. Terms of office are consistent with the fiscal year and run from July 1 to the following June 30.  Elections must be held prior to June 30. Each term of office is normally one year, although the Chapter has the discretion to deem that the treasurer position as a two year term. In order to prevent complacency and introduce fresh ideas and approaches, the number of years for which an incumbent may be nominated for the same Board position should be limited to two terms.  The election is conducted in accordance with the [insert Chapter name] By-laws and any applicable legislation, using the Roberts Rules of. The Chapter has the option of involving the total membership by conducting an electronic vote in advance of the Annual General Meeting or limiting voting to those in attendance at the Annual General Meeting.  ***Election Resources and sample forms/letters are provided in the*** [Chapter](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx) [Operations e-Handbook: Chapter Governance: Chapter/Board Meeting Resources](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx) |
| Responsibility: | President, in consultation with a nominating committee consisting of two Chapter members in good standing elected by the Board of Directors. |
| Delegate to: | Past-President, or Elections and Transitions lead, in consultation with an elected nominating committee |
| Policy: | Two thirds of the Board of Director members must be elected to their position.  The Board of Directors must have at least three members.  The successful candidate must receive a majority of the votes cast (greater than 50%). The election process continues until a majority vote is achieved. All candidates remain on the ballot unless a candidate voluntarily withdraws from subsequent votes or unless another candidate puts his or her name forward from the floor.  All board members, except for the President and Past President, are elected for a period of one (1) year. The President and Past President are appointed positions.  No elected Board member shall serve for more than two consecutive terms in the same office, with the exception of the Treasurer, who may serve three (3) consecutive terms, unless no suitable replacement can be identified and only if approved by the Board.  Any person filling a mid-term vacancy in an elected office shall be eligible for nomination to that office for two full terms thereafter.  The President and Vice President (President-Elect) shall not be employed by the same Company or Governmental Department. |

1. In January, identify Board and Portfolio vacancies for the following year, in consultation with the President and as identified by the terms defined in the Chapter By-laws.
2. Send call for nominations no later than March 15 to all Chapter members in good standing.
3. Assess the potential slate of candidates using the Board Member Recruitment procedure and considering all nominations received from the [insert Chapter name] membership.
4. Before April 15 of each year, prepare a slate of eligible candidates. Review the slate of potential candidates and prepare a list of at least one (1) nominee for each elective office to be filled.
5. Prepare a report advising the Chapter President and Board of the slate of candidates for the next year’s Board members.
6. Announce slate of candidates to Chapter members. Only Chapter members in good standing are eligible to vote.

# If voting is completed electronically in advance of the Annual General Meeting:

1. Arrange for a secret ballot by email or some other electronic means that allows for a secret ballot to be cast. The ballot must provide the ability to “write-in” a vote for an alternate candidate. Voting may be by proxy.
2. Tabulate the ballots and certify the accuracy of the tally. If no candidate receives a majority, balloting continues until a majority is received, retaining all candidates who do not **voluntarily** withdraw. (a majority is defined as 50% + 1 vote of all eligible votes cast).
3. Validate the accuracy of the tally and eligibility of the candidates.
4. Prepare a report advising the Chapter President who will be the next year’s Board members.

# If voting is completed at the Annual General Meeting, the Nominating Committee Chair, with the assistance of committee members will:

1. Announce the eligible candidates nominated and the position for which they are nominated.
2. Call for nominations from the floor prior to the voting for each elected Officer and Director.
3. If there are nominations from the floor, confirm that the nominee can meet the requirements of office and will accept the nomination.
4. Request that all nominee name(s) be added to the ballot.
5. Read the biographies of the nominated candidates and request any member who has been nominated from the floor to stand up and provide information about their professional careers and experiences.
6. Distribute the ballots to all members in good standing who are attending the Annual Meeting and collect ballots upon completion of the voting.
7. Tabulate each ballot and determines the successful candidate. If no candidate receives a majority, balloting continues until a majority is received, retaining all candidates who do not **voluntarily** withdraw. A majority is defined as 50% plus 1 vote of all eligible votes cast.
8. Validate the accuracy of the tally and the eligibility of the candidates.
9. Record the results and advise the Chapter President who will be the next year’s Board members.

# At the Annual General Meeting (for advance electronic voting) or after tallying of all votes when voting is completed as part of the AGM:

1. Announce the successful Board of Directors eligible candidates, as voted in and indicate the terms of office to the membership.
2. Officially install all the newly elected officers and directors before the Chapter membership. To install officers, request the newly elected Officers, Directors and/or Portfolio Chairs to raise their right hand and indicates acceptance of the duties and responsibilities of their office by saying, “I will” after the following statement: “Do you as an elected officer of the (name) Chapter of ARMA International swear to uphold the By-laws of the Association, perform the duties of your office as

prescribed, and act in accordance with ARMA International’s Code of Professional Responsibility?”

1. Securely destroy the ballots and any record of the voting results in the presence of a witness.
2. Publish the list of incoming Board members on the Chapter website and notify all Chapter members of the new Board.

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| Overview: | No later than June 30, the Chapter President discusses portfolio responsibilities with each Board member and ensures that responsibility has been assigned for each of the portfolios listed in the Board Roles and Responsibilities.  As soon as possible following the election of Officers and Directors, the Chapter President arranges for a transition meeting to orient the new Board members to their roles and assign any outstanding portfolios. This meeting should be held no later than mid-July and should be attended by both the incoming and outgoing Officers and Directors. |
| Responsibility: | Incoming President (Outgoing President to provide assistance and direction) |

# Prior to the transition meeting:

1. Speak to each Board member to review the specific responsibilities for the portfolio for which the Board member is directly responsible.
2. Discuss unassigned portfolio responsibilities with Board members and assign a Board member to be responsible for them. A Director may be responsible for more than one portfolio.
3. If, after speaking with the Board, there are still vacant Portfolio Lead positions, speak with other interested Chapter members. Portfolio Leads do not necessarily have to be filled by Board members. They may be filled by any member in good standing of the Chapter. Portfolio members who are not Board members are not eligible to cast a vote.
4. Every effort is made to fill all portfolio Lead positions. However, should the Chapter President not be able to fill all portfolio positions, he or she may leave a position(s) vacant and inform the Board when the report is submitted.
5. Submit the list of portfolio members at the first meeting of the Board following the Annual General Meeting. Portfolio appointments require the approval of a majority vote of the Chapter Board of Directors.
6. Complete the [Chapter Update Form](http://www.arma.org/Leadership/Files/Chapter%20Update%20Form.pdf) and return it to ARMA International [Member Services](mailto:chapters@armaintl.org) by August 1st.
7. Provide each new Officer and Director with the following documents:

A list of the Board of Directors with telephone numbers and e-mail addresses; Chapter By-laws and Articles of Incorporation;



Chapter policies and procedures roles and responsibilities sections highlighted; Chapter Strategic Plan including Mission, Vision and Goals;

Most recent copy of the Chapter Brochure (if any);

Password and access instructions for the Chapter’s electronic document repository (if there is one);

Previous year’s annual plan documents (including goals and objectives) to give new Board members information on the Board’s history of activities;

Previous year’s Chapter Education Program Schedule; Previous year’s Action Plan;



Most recent copy of the Chapter Budget.

1. Provide links to ARMA websites for Chapter, Region and International.
2. Provide an opportunity for each outgoing Portfolio Lead to brief the incoming Lead regarding process and expectation. This will involve separate meetings for each portfolio to transfer documents, history of portfolio, suggestions for the new year, outstanding issues, key strategic and operational direction.

# At the Board Transition meeting, the incoming Board President will:

1. Provide an overview of how the Board operated in the previous year and the expectations and timelines for the upcoming year.
2. Ask that each new Board member provide a brief introduction about themselves.
3. Inform the Board of Directors of their responsibility to comply with the Articles of Incorporation, the By-laws and any unanimous member agreement, as directed by the legislation relevant to the chapter jurisdiction such as the Not for Profit Corporations Act or Societies Act.
4. Review available resources and their sources, including the following:
   1. ARMA Canada Chapter Operations Manual Template;
   2. ARMA International Chapter Connections site<http://www.arma.org/Leadership/ChapterGovernance/ChapterConnections.aspx>
   3. ARMA International Chapter Operations e-handbook.
   4. ARMA International Mission, Vision and Values
   5. Governance Policies and Procedures
   6. Code of Professional Responsibility
   7. Operations Plan
   8. Chapter Leaders hip Resources
5. Answer any questions that new Board members may have.
6. Encourage all Board members to engage Chapter members and non-members on an ongoing basis with Chapter and Board activities. Some techniques for engagement are identified in the Governance and Board Operations Support Package.
7. Request all new Board members to complete the ARMA International Leadership Academy Professional Leadership Certificate Program online learning series developed specifically for ARMA International and accessed through the [Chapter Operations e-Handbook: Leadership Academy](http://www.arma.org/Leadership/LeadershipAcademy/OnlineCourses.aspx). This series of online modules provides an excellent overview of leadership skills that are applicable in business as well as ARMA activities and is offered at no cost to ARMA International volunteer leaders.

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| Overview: | An annual planning meeting should be held at the beginning of each new Chapter year. Ideally this meeting is held separately from the transition meeting, as soon as possible following the Annual Meeting in June. The annual planning session is used to establish the following for the next fiscal year:  Annual Budget  Goals and Objectives Setting  Education Program Planning  Succession Planning  Communication Planning  Annual Calendar of Actions |
| Responsibility: | President – set meeting, facilitate goals and objectives setting Portfolio Leads – applicable plan components |

1. Call the meeting and invite the newly elected Board. The outgoing Board may also be invited at the President’s discretion.

### Goals and Objectives Setting

1. Review the goals and objectives from the previous two (2) years.
2. Review Strategic Plan.
3. Set goals and objectives for the year, for example:

 Are you going to apply for an ARMA International award? ARMA International awards are identified in the Awards procedure.

Are you going to apply for the Chapter ‘s Canada Region or ARMA International grants?



Is the Chapter interested in expressing interest in hosting the ARMA Canada annual conference Is this a significant anniversary year? – ARMA International considers the 25th, 40th, and 50th anniversaries to be significant. Chapters also choose to celebrate their 10th, 20th, and 30th anniversaries.



How will you celebrate RIM month?

Are there potential alliances with organizations and associations in related disciplines? Are there shared opportunities with other Chapters in your region? How could you work together?

 Do Chapters within your region have common goals and are there opportunities to work together to achieve them?

 What feedback has been received from the Chapter members, either through event feedback forms, networking contact discussions or membership surveys regarding programs, education opportunities, events and communication desires.

 Do you want to support the ARMA International Education Foundation?

1. Document goals and objectives for upcoming fiscal year and document them.
2. Identify success indicators to measure whether the goal or objective is.
3. Identify and assign tasks required to achieve or supersede the goals and objectives.
4. Set up processes to monitor goals and objectives progress throughout the year.

# Education Program Planning

1. Determine the number, the type (i.e. lecture, workshop, seminar, conference, tour or panel discussion), duration (e.g. 2 hour, half day, full day, multi-day), date(s), location, and budget for the educational event(s) for the Chapter.
2. Identify potential topics and speakers. The Education Program Portfolio Lead may provide those present with a summary of suggested topics and speakers that have been identified in the past or solicit suggestions from other Board or Chapter members.
3. Establish a calendar of program and networking events to be organized.

# Annual Budget Planning

1. Review the previous fiscal year’s estimated and actual expenditures to provide context.
2. Review Chapter dues and gifts and donations policies. Set the rates. (Note: Changes to Chapter dues must be approved by ARMA International. Changes must be received by ARMA International by May 1 and take effect the following fiscal year)
3. Each Portfolio Lead provides an estimated budget for the upcoming year. This may be based on the previous year’s expenditure or it may be the total of an item by item expense estimate of

anticipated expenses for the upcoming year. Where significant deviation from the previous year’s practice is anticipated, actual estimates of costs should be used to determine the budget.

1. The Treasurer prepares a draft of the proposed budget and submits it to the Chapter President after the meeting. The President ensures it is placed on the agenda of the first Board meeting in the next fiscal year for adoption.

# Succession Planning

1. Succession planning begins as soon as the new board is formed. Begin by identifying current Board member interests. See the Governance and Board Operations Support Package for useful information.
2. Discuss ways to engage Chapter members in Board operations to provide a pool of potential, knowledgeable candidates for future Board participation. See the Governance and Board Operations Support Package for useful information.

# Communications Planning

1. Discuss how the Chapter will be communicating with its members. See the Governance and Board Operations Support Package for a sample Communication Plan.

# Annual Calendar of Actions

1. Review Calendar of Actions from the previous year. A Calendar of Actions is provided in Governance and Board Operations Supporting Documents Package.
2. Update the Calendar with the current year is dates and actions.
3. Publish the calendar and distribute it to Chapter members.

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| Overview: | In addition to the annual planning focusing on the next fiscal year, the Chapter should conduct a strategic planning session every 3 to 5 years. This strategic plan has a longer range focus than annual action planning. The Strategic Plan Outline included in the Governance and Board Operations Supporting Documents provides a template with ideas to support strategic plan development. |
| Responsibility: | President and all Board members |

1. Set a strategic planning meeting date for a day when all Board members can attend. It is suggested that, due to the nature and scope of a strategic planning session, this meeting not be combined with any other meeting or agenda items.
2. Invite non Board members (ie: previous Board members, colleagues, impartial vendors, industry mentors) who may provide valuable insights.
3. Choose a facilitator. The Board may choose to have a Chapter member facilitate the session or engage a trained facilitator from outside the organization.
4. Conduct strategic planning meeting or series of meetings.
5. Document the strategic plan.
6. Circulate the strategic plan to the Chapter Board for review and approval.
7. Circulate the strategic plan to all Chapter members for their information and post the plan to the Chapter website.
8. Review the Strategic Plan on an annual basis.
9. Develop annual plans to reflect the goals set out in the Strategic Plan.

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| Overview: | Individual members and/or the Chapter as a whole should be recognized for achievements and contributions to the information management profession. ARMA International and ARMA Canada offer a number of awards. The Chapter itself may offer recognition awards as well. As part of the annual planning process, the Chapter Board should consider whether achieving or awarding one of the awards available will be a Chapter goal for the upcoming year. A description of the following awards, as well as the application or nomination process, is provided in the Awards Manual referenced at the [Chapter Operations e-handbook: ARMA](http://www.arma.org/myarma/awards/index.cfm) [International Awards.](http://www.arma.org/myarma/awards/index.cfm)  Individual Awards (selected and awarded by the Chapters) include: [Chapter Leader of the Year](http://www.arma.org/myarma/awards/index.cfm?Award=Leader)  [Chapter Member of the Year Award](http://www.arma.org/myarma/awards/index.cfm?Award=Member) (non Chapter Board member)  Chapter Awards Categories (awarded by ARMA International) include: [Chapter of the Year Award](http://www.arma.org/myarma/awards/index.cfm?Award=COTY)  [Chapter Newsletter of the Year Award](http://www.arma.org/myarma/awards/index.cfm?Award=Newsletter) [Chapter Website of the Year Award](http://www.arma.org/myarma/awards/index.cfm?Award=Webpage) [Special Project Award](http://www.arma.org/myarma/awards/index.cfm?Award=Project)  [Chapter Innovation Award](http://www.arma.org/myarma/awards/index.cfm?Award=Innovation) [Chapter Merit Award](http://www.arma.org/myarma/awards/index.cfm?Award=Merit) [Chapter Participation Award](http://www.arma.org/myarma/awards/index.cfm?Award=Participation) [Membership Recruitment Award](http://www.arma.org/myarma/awards/index.cfm?Award=Recruitment)  Individual Awards Categories (awarded by ARMA International) include: [Christine Zanotti Award for Excellence in Non-Serial Publications](http://www.arma.org/myarma/awards/index.cfm?Award=Zanotti) [Special Project Award](http://www.arma.org/myarma/awards/index.cfm?Award=Project)  [The Company of Fellows](http://www.arma.org/myarma/awards/fellows.cfm) [Distinguished Service Award](http://www.arma.org/myarma/awards/index.cfm?Award=Service)  A chapter’s size category is determined by its membership figures for June 30 of the year prior to the year being judged. There are four size categories: Small (1-35), Medium (36 – 80), Large (81 – 150), and Very Large (151 +). |
| Responsibility: | President |
| Delegate to: | Awards Committee - often Chaired by the Past-President or President and approved by majority vote of the Board of Directors. |

1. The outgoing President may advise the Board of any awards for which the Chapter or a Chapter member may qualify.
2. Review the Awards and Grants available from ARMA International, ARMA Canada and the Chapter to identify awards for which the Chapter may qualify.

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| Overview: | A member of the Board of Directors may only be removed from the Board by a vote of the chapter membership that voted the Director into office. However, Board member duties may be reassigned for failure to perform the duties of the position or for other infractions such as non-attendance at Board meetings, abuse of chapter contact lists or privacy infractions. |
| Responsibility: | President (or Board designated authority where the complaint involves the President), in consultation with the Board as required |
| Delegate to: | Board Designated Authority |
| Policy: | Any Board member may be reassigned to other duties by a majority vote of the Board of Directors if:  their conduct is considered detrimental to the best interest of ARMA International, ARMA Canada, or the [insert chapter name] chapter;  they willfully exploited the organization or for personal gain;  they are absent from more than 3 consecutive Board meetings.  Any Officer reassigned to other duties under this section shall be ineligible for election to any Board position for at least one term. |

# Prior to the reassignment of a Board member

1. The President (or Board Designated Authority) will discuss the failure to perform duties as expected or the alleged infraction with the affected Board member. Given the sensitivity of the situation, this discussion should be initiated privately rather than at a Board meeting or Chapter member meeting.
2. Allow the member to present his or her side of the situation and propose resolution.
3. Following the discussion, the President (or Board Designated Authority) will inform the Board of Directors of the outcome of the meeting.
4. The Board of Directors will consider the outcome of the meeting and determine whether the proposed resolution is acceptable or whether reassignment is appropriate. A majority vote is conducted to validate the Board’s decision.

# If reassignment is determined to be the most appropriate course of action

1. The Board of Directors will determine the most appropriate ongoing role for the member. If no other role is identified, the Board Member may be deemed to be a Director without Portfolio.
2. The President (or Board Designated Authority) will prepare a letter to the Board member stating the specific reasons for reassignment, advising them of their right to appeal the reassignment, and advising them of a (20) day period in which they can appeal the Board’s decision.

# If the Reassigned Board member appeals the decision:

1. A Complaints and Disciplinary Action Hearing is convened by the President or Board Designated Authority.

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| Overview: | At a minimum, one chapter member meeting must held each year in the form of an Annual General Meeting. The AGM must be is held in accordance with the Chapter By-Laws in May or June on a date determined by the Board. Additional meetings may also be held at the Board’s discretion. |
| Responsibility: | Secretary (Meeting scheduling and planning) President or Past President (Meeting Chair) |
| Policy: | If the By-law requires, members must be advised of their right to vote by Proxy at any Annual General Meeting. |

# Secretary:

1. Prepare and distribute a meeting notice with an agenda, minutes of the previous year’s meeting, and proxy rights to Chapter members in good standing. [Note: The Chapter should stipulate whether agenda and minutes are distributed to all members prior to the meeting, made available through the Chapter website, or are made available at the meeting.]
2. Receive any proxy designations from members. The Chapter has the right to require proxy designations to be received in writing not less than 24 hours prior to the Annual General Meeting.
3. Clearly restate all motions prior to a vote; and ensure all motions are accompanied by a second, with the exception of committee motions following Robert’s Rules of Order;
4. Record proceedings. For details on preparing meeting minutes, see the section on *Recording Minutes* in this manual.
5. Prepares the Annual Report based on the compilation received from the Secretary consisting of reports from each of the Officers, Portfolio Leads, Committee Chairs and distribute the compilation to the President.
6. Make the Annual Report available to all Chapter members and let them know it is available. The Annual Report may be posted on the chapter website. (Note: The Annual Report may form part of the Annual General Meeting Minutes).

# President:

1. Post the Annual Report on the Chapter website. The Annual Report may also be distributed to the members present at the Annual General Meeting or through other means.
2. Chair the Annual General Meeting or delegate the responsibility to the Past President. Ensure that each Officer’s, Portfolio Lead’s and Committee Chair’s report is presented at the Annual General Meeting.
3. Send a copy of the Annual Report to the ARMA Canada Region Coordinator and ARMA Canada Region Manager following the Annual General Meeting but prior to the beginning of the term for the new Chapter Board.

# Treasurer:

1. Provide comparative financial statements that relate to:
   1. the period that began immediately after the end of the last completed financial year and ended not more than six months before the annual meeting (i.e. from July 1 of the previous year to June 30 or the closest date prior to the AGM.); and
   2. the immediately preceding financial year.
2. Provide the report of the public accountant, if any.

# Annual Meeting Order of Business:

1. Call to Order.
2. Roll Call (sign in sheet).
3. Determine the number of votes required to declare a majority for voting purposes (50% + 1 of the members in good standing present or represented by proxy).
4. Adopt the Agenda.
5. Approve Minutes of the previous year’s Annual Meeting.
6. Present Board of Director, Portfolio, and Committee Reports.
7. Conduct the election of the new Board, if not completed in advance of meeting.
8. Announce the election results.
9. Announce the awards: Chapter Member of the Year, Chapter Leader of the Year.
10. New or Other Business.
11. Award Years of Service Pins (if not already done during Chapter events throughout the year).
12. Make other announcements, if any.
13. Adjourn meeting.

# Annual General Meeting attendance enticement:

Chapters may wish to offer an enticement to encourage members to attend the Annual General Meeting. This could include:

 Free registration for a Chapter event in the next fiscal year to a Chapter member in attendance the Annual General Meeting.

Door prizes; Entertainment;



Venue or activities of interest; Refreshments; or

Draws.

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| Overview: | It is essential that any governing body engaged in decision-making or debate do so in a manner that is clearly consistent, truly democratic, and subject to rules that provide for fair and equitable expression of opinion and impartial administration. The Rules contained in *Robert’s Rules of Order*, revised, govern in all cases to which they are applicable, and where they do not conflict with the By-laws of the Chapter or ARMA International. Occasional meeting participation using telephonic or other electronic means of communication is acceptable, although every effort should be made to be physically present at Board meetings.  Board of Director meetings are held on a regular basis, and are held at least once every two months. Additional Chapter Membership meetings may be called by the President or by a majority Board vote. An elected Officer, Director, or appointed Portfolio Lead may request that the President call a special meeting when issues require immediate action by the Board. |
| Responsibility: | President |
| Delegate to: | Past – President, Vice President |
| Policy: | Decisions are made by consensus, except a decision made by special resolution (including the resolution to replace a public accountant) or when consensus cannot be reached and a vote is required.  A Director who is not present at a meeting at which a resolution is passed or action taken is deemed to have consented to the resolution unless their dissent is placed with the minutes of the meeting prior to the acceptance of the minutes at the subsequent Board meeting.  A special resolution of the members is required to make any amendment to the articles or the By-laws of a corporation (as per Canada Not For Profit Corporations Act section 197(1) and potentially other provincial Acts as well.) |

# Meeting Operations:

 The President is the Chief Executive Officer of the Chapter and ensures meetings start and end on time, follows an agenda, and uses *Roberts Rules of Order* to conduct meetings.

 In the case of an emergency or extremely bad weather, the President may cancel or postpone the Chapter’s Board of Directors’ meeting.

 Board meetings may be held prior to Chapter Membership meetings or on another date, as selected by the Board of Directors.

 Meetings may be held by conference call and should be noted in the minutes as such. Guidelines for teleconference meetings are provided in the ARMA International [Chapter Operations e-Handbook:](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx) [Chapter Governance: Chapter/Board Meeting Resources](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx).

 In the event that an issue arises that requires a decision of the Board before the next regular meeting of the Board, the Board may be polled using an email vote and a decision reached. The

Secretary ensures the decision is placed on the agenda for the next regular Board meeting so that a motion may be passed by the Board to ratify the decision, and the decision recorded in the Board minutes.

 A member of the Board of Directors must disclose any conflict of interest and refrain from participating in related discussions and decision making.

 A quorum consists of a majority vote (50% + 1) of the voting members on the Board. Voting by proxy is not permitted.

 A quorum for full membership consists of a majority vote (50% +1) of the Chapter members in good standing who are present for the vote. Voting by proxy is permitted.

 Any Rule of Order may be suspended temporarily by a two-thirds (2/3) majority vote of members present at any meeting.

 Any Officer or Director who is absent from three (3) consecutive Chapter Board of Directors’ meetings, for causes unacceptable to the Board, is considered to have abandoned the position and may be relieved of duties. Duties may be assigned to another Board Member or to a Chapter member appointed by the President.

# President:

Request submission of agenda items prior to publishing the official agenda.



Give information and explanations when necessary but do not express an opinion. In accordance with the Roberts Rules of Order, if the President wishes to state opinions she or he must turn the meeting over to the Vice President (President-Elect) or another Board member to chair the meeting. Once discussion is completed the President may resume chairing. When this occurs it must be noted in the minutes.

 Expedite business by the use of unanimous consent ("If there is no objection....") on routine business.

 Request a vote when a decision is being made by ballot or if the results will be affected by his or her vote.

 Sign official approved minutes.

# Secretary:

 Prepare agenda. Sources for agenda items may include the previous meeting minutes (postponed or deferred items), agenda from one year prior (recurring annual items), chapter calendar (specific action due/upcoming). A sample agenda is provided in the [Chapter Operations e-Handbook:](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx) [Chapter Governance: Chapter/Board Meeting Resources](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx).



Distribute Agenda and copies of previous Board minutes five (5) days prior to Board meetings.

Prepare and distribute Chapter Membership meetings notices to Chapter members in good standing at least ten (10) days prior to the meeting.

 Record proceedings. For details on preparing meeting minutes, see the section on *Recording Minutes* in this manual.

Print the minutes.



Sign official approved minutes and submit them to the President for signature.

Distribute copies of all minutes to the ARMA Canada Region Manager and Region Coordinator. Submit one copy of the official minutes to the Records Manager/Archivist for retention.



# Meeting Chair (may be a delegated responsibility):

 Conduct the meeting. A typical order of business used to conduct an effective meeting is as follows:

* 1. Call to Order
  2. Roll Call
  3. Determine Quorum
  4. Welcome Guests
  5. Clearly restate all motions prior to a vote; and ensure all motions are accompanied by a second, with the exception of committee motions
  6. Adopt of Agenda (unlisted items will be considered for inclusion at this time)
  7. Approve Minutes of Previous Meeting
  8. Officers, Directors and Portfolio reports
  9. Matters Pending/Unfinished Business (as postponed or pending from a previous meeting)
  10. Ratification of Vote (if required)
  11. Administrative Items (informative or explanatory items and reports which may or may not give rise to motions and/or decisions of the board)
  12. New Business
  13. Announcements
  14. Adjournment

# Portfolio Leads:

 Portfolio reports are presented at Board meetings and attached to the minutes. When possible, to save time in presenting reports during the Board meeting, Portfolio reports may be submitted to the Board prior to the meeting.

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| Overview: | The Chapter President (or Board Delegated Authority where the complaint involves the President) is required to respond to a complaint to the Board regarding the conduct of the Board, a Board member conducting Board business, or a chapter member participating in a Chapter sponsored event. Where further action or review (whether disciplinary or other) is required, it may be necessary to convene a Hearing to access the validity of the complaint and the President or Board Designated Authority’s response, and to determine appropriate action.  The complaint should be heard by a panel of individuals capable of determining the validity of the complaint, assessing the President or Board Designated Authority’s response and recommending the appropriate action. The President of the Chapter should not be a member of the Panel.  Complaints include, but are not limited to, those relating to sexual harassment, professional misconduct and Board removal. |
| Responsibility: | President (or designate); Hearing Panel |

# Responding to complaint:

The President (or Board Designated Authority) will:

1. Discuss the complaint with the complainant and the person perceived to be at fault to understand the nature of the complaint and to seek resolution.
2. Where necessary, the President will draft a response to the involved parties in writing, identifying agreed upon remedial actions. Where sanctions are appropriate, the Board of Directors will review the response and, with good cause:
   1. by a majority vote, censure or suspend any member for a violation of any provision or obligation of the Articles of Incorporation, Bylaws, or rules and regulations;
   2. by two-thirds vote, expel any member from the Corporation for a violation of any provision or obligation of the Articles of Incorporation, Bylaws, or rules and regulations; conduct unbecoming a member, conduct detrimental to the welfare of ARMA International or the Chapter, or indebtedness to ARMA International or the chapter.

# Where the Board determines that a member shall be censured, suspended or ex pelled from membership in the Chapter

1. The President (or Board Designated Authority) will advise the Region Coordinator, ARMA Canada Region Manager and ARMA International Membership Director of the decision.
2. Provide twenty (20) days notice of and reason for the censure, suspension or expulsion to the member.
3. If the member does not respond to the notice within twenty (20) days, the President or Board Designated Alternate will notify the member that the member is censured, suspended or expelled from membership in the Chapter.
4. If the member sends a written response to the President (or Board Designated Alternate) regarding the pending censure, suspension or expulsion within twenty (20) days, a Hearing Panel is formed.

# Initiating a Hearing Panel

1. The President (or Board Designated Alternate) will select a Hearing or Appeal Panel. Where the issue pertains to ARMA International, the Hearing Panel will include an ARMA International representative.

The Hearing or Appeal Panel Chair will:

1. Set a date for the Hearing.
2. Send notices to the person subject to the complaint and the panel members 14 days prior to the Hearing
3. Convene the Hearing as scheduled.
4. Introduce the Panel to the subject of the Panel.
5. the Panel will:
   1. Read the complaint; remedial action response; notice of censure, suspension or expulsion; and the member’s response.
   2. Allow the member to present his or her side of the situation. Panel members are allowed to ask questions to seek clarification.
   3. Thank the member for his or her contributions and inform him or her that the recommendation from the Hearing will be voted on by the Board at the next Board meeting.
6. Close the member portion of the panel hearing by summarizing the letter, the member’s comments, and any possible discipline options.
7. Prepare a recommendation for vote of the Chapter Board.
8. Adjourn the meeting.

# Complaint Outcome Advice

Within twenty (20) days of the Hearing, the President (or Board Delegated Authority) will:

8. Send a letter stating the outcome of the Hearing Panel to the member being censured, suspended or expelled. The Board’s decision is final and binding on the member, without any further right of appeal.

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| Overview: | Minutes are a summary of the discussions and decisions that occur at a meeting. They provide a permanent record of what took place at the meeting, are a reference to check commitments and decisions and are a record of the discussion and decisions for those Board or Chapter members who were not present at the meeting.  Minutes should be clear, concise and objective. They should provide as much context as necessary to ensure that any Board or Chapter member not present at the meeting can get a clear picture of what was discussed and what was decided. Actual discussions are never included in the meeting minutes. |
| Responsibility: | Secretary |

# Minutes format:

 Follow the order of the meeting (not the order of the agenda) by stating the topic or issue, providing a general account of the discussion which took place, any motion or decision made and any follow- up action required (action items).

 Have all reports of Officers, Directors, Portfolio Leads or Committee Chairs attached to and noted in the minutes.

 Include all pertinent information about or discussed at the meeting including the following: Type of meeting (“Board Meeting”, “Special Board Meeting”, “Membership meeting”, “Annual General Meeting”);

 Date and location of the meeting;

 Attendees (identify which individual served as Chair);  Regrets (absent members);

 The record of what took place.

 The meeting record includes the following (A Minutes template is provided in the Meetings Package)  The agenda item or subject as a subject heading;

 The name of the member giving the report and a concise account of the subject matter reported. This should be written in third person or active voice;

 A summary of the discussion which took place, if any;

 Any decision, either by consensus or a motion (see below regarding the recording of motions);

 A copy of any Board resolutions;

 Any action required as a result of the discussion and/or motion;  The time of adjournment; and

 Signature lines for the recording Secretary and the Chapter President.

 Pointers and template for minutes are provided in the [Chapter Operations e-Handbook: Chapter](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx) [Governance: Chapter/Board Meeting Resources](http://www.arma.org/Leadership/ChapterGovernance/ChapterBoardMeetingResources.aspx).

# Motions format:

 Motions include the mover, the seconder, the text of the motion and whether or not the motion was carried. For example:

 “Moved by Jane Doe, seconded by John Smith THAT the Board of Directors approves the revised Chapter Policy and Procedure Manual as presented. MOTION CARRIED.”

 “Moved by Jane Doe, seconded by John Smith THAT the Board of Directors approves the revised Chapter Policy and Procedure Manual as presented. MOTION DEFEATED.”

 “Moved by Jane Doe, seconded by John Smith THAT the Board of Directors approves the revised Chapter Policy and Procedure Manual as presented. MOTION WITHDRAWN WITH THE APPROVAL OF THE MOVER AND SECONDER.”

# Corrections to Minutes:

### If corrections to the minutes are made at the time the minutes are being adopted:

 The corrections are made in the text of the minutes being approved (i.e. the Secretary notes the correction on his or her original copy and they are adopted “as amended”).

 The Secretary corrects the electronic copy of the minutes and produces a new official copy to be signed for the Minute Book.

### If a correction to the minutes is made after they have been approved and adopted, i.e. an error/omission is discovered after the Board meeting is adjourned:

 The correction is raised at the following meeting and must be clearly described and approved in a motion which is recorded in the minutes of the meeting.

 The Secretary brackets the erroneous portion(s) of the minutes and states the correction in the margin.

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| Overview: | ARMA Canada has established a relationship with an audio teleconferencing service provider called *Pragmatic Conferencing*. This allows ARMA Canada chapter Boards to conduct meetings related to Chapter Board business by telephone when there are more than two people involved. Features available are provided at the end of this procedure.  The teleconferencing service is provided on a trial basis. For the purposes of the pilot trial, ARMA Canada will coordinate the service, monitor usage and covers the costs incurred. |
| Responsibility: | Treasurer |
| Policy: | For the duration of the service trial period, ARMA Canada Region will pay the per call cost on behalf of all Chapter Board participants to use the audio teleconferencing service. The chapter is responsible for ensuring that the service is used only for ARMA Chapter business and that calls are terminated promptly when business is completed. The teleconferencing service is not intended for use as an educational session delivery platform. |

# President:

1. Request Moderator Access code and Participant dial-in code from ARMA Canada Treasurer.
2. Advise meeting participants of the meeting date, time, toll free number (888-289-4573) and participant access code.
3. At Scheduled meeting time, establish meeting connection by calling the call-in number and using the moderator code to initiate the meeting. Participants will hear hold music and cannot speak to one another until the moderator dials the toll free number, enters the moderator code to join and open the call for everyone. Note: The moderator does not need to stay on the line once the call is open.
4. Upon completion of the meeting, press ## to disconnect all lines on the conference call.

# Meeting Participants:

* 1. Call in to meeting using the toll free number and participant access code provided.

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| Feature | Description | Access |
| **\*0**  **Operator Assistance** | Press \*0 for live Operator assistance anytime during your conference call. An Operator can assist you with any questions or concerns, including sound quality issues >> To cancel and return to conference,  press \*0 | **Everyone** |
| **\*1**  **Moderator Dial- Out** | Press \*1 to dial out and connect external participants to the conference call. After the dial-out is initiated, there are two options:  - **Press \*3** to disconnect Participant line and return to the conference alone - **Press \*4** to connect Participant line and return to the conference together >> To cancel and return to conference, press \*1 | **Moderator only** |
| **\*2**  **Conference Gain** | Press \*2 to increase the volume of all lines in the conference. >> To cancel, press \*2 and the conference volume will return to normal | **Everyone** |
| **\*4**  **Conference Recording** | Press \*4 to initiate a conference recording, then press ‘1’ to confirm. To end a conference recording, press \*4, and then press ‘1’to confirm. Note: Recording will automatically stop once all lines  disconnect from the conference call | **Moderator only** |
| **\*5**  **Lecture Mode** | Press \*5 to initiate lecture mode. This will mute all Participant lines and improve audio clarity, especially for larger calls >> To cancel,  press \*5 again. All lines will be unmuted except for those already muted via \*6 | **Moderator only** |
| **\*6**  **Mute Individual Line** | Press \*6 to mute your individual line. It is highly recommended that Participants use this feature when they are not speaking >> To  cancel, press \*6 | **Everyone** |
| **\*7**  **Conference Security** | Press \*7 to lock-down the conference call. Once initiated, no other participant will be allowed to join the call >> To cancel, press \*7 | **Moderator Only** |
| **\*8**  **Count / Roll Call** | Press \*8 to obtain a Participant count as well as a roster of all Participants on the conference call. Note: For the roster, the "Name  Prompt" feature must be active on the Moderator account | **Everyone** |
| ##  **Conference Disconnect** | Press ## to disconnect all lines on the conference call. This feature is very important in the prevention of "hanging lines" and should be  used by the Moderator at the end of every conference call. | **Moderator only** |

### 03 – 06 Meetings Management

**Conducting an Email Vote 2013 - 04**

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| Overview: | When it is not possible to call an in-person Board meeting or initiate a conference call, an email vote may be used. All participants must have access to email for participation in the e-vote. If any participants do not have access, an e-vote cannot be taken.  The [Insert Chapter Name] President will notify all Board Members of the topic and the need for a vote to be conducted. Each new main motion must be made in a separate, new e-mail message with no other message thread included. |
| Responsibility: | All Board members |

**OPENING A QUESTION FOR CONSIDERATION**

1. The President will send an email to all Board Members. The first line of the message must begin with “It is moved to (or that)…” If the motion comes from a specific officer or committee member “(name of officer) moves to (or that)…”
2. Board members will debate/discuss the motion, using “Reply All” in all messages.
3. After sufficient debate, the President will put the question to a vote by restating the pending question and requesting the members to vote now. The word “vote” should be in the subject line. (Example: “Motion” vote) and a time frame/deadline for the vote should be included.
4. Members should state, “I vote yes,” or “I vote no” in the first line of the response and use “Reply All”.
5. The secretary will tally the votes and report the result of the vote to the participants, including the number of votes cast for and against the motion.
6. The President announces the results of the vote and declares the Motion closed.

# SECRETARY’S RECORDS AND MINUTES

1. The secretary (or committee member so designated) shall compile and maintain the complete thread of the motion and its disposition including all secondary and incidental motions.
2. The secretary prepares minutes of the vote and presents the minutes for approval at the next regular Board meeting.

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| Overview: | The fiscal year of the Chapter begins on July 1 and ends on June 30 of the following year. Financial status must be properly documented and maintained the current at all times. |
| Responsibility: | Treasurer; President or delegated officer to review bank statements, or bank reconciliations |
| Policy: | Two signatures are required to validate a cheque. All disbursements must be approved by the Board of Directors prior to payment being made. |

# When a new Treasurer or new Director is elected to the Board:

1. Select the Chapter’s bank, taking into consideration the location of the Chapter Treasurer (i.e. city in which they live and work), to ensure the Chapter’s bank is easily accessible to the Treasurer. The Board of Directors must approve any selection or change in banking institutions.
2. Designate at least two of the Chapter Officers (President, Vice President/President-Elect, Secretary, or Treasurer) as Signing Officers for the Chapter. Two signatures are required to validate a cheque.
3. Establish signing authority with the banking institution for newly elected Officers at the beginning of each fiscal year.

# The Treasurer will:

 Disburse funds as required.

 Disbursements must be approved by the Board of Directors prior to payment being made;  Payments must be made by cheque payable to an individual or vendor (not cash);

 Cheques must be signed by two (2) signing authorities (preferably Treasurer and President); Invoices or expense reports and receipts are provided to support each disbursement;



Payments are issued promptly to take advantage of early payment discounts and reduce risk of payables falling into arrears.

 Administer a petty cash account in the amount of one hundred dollars ($100) with a disbursement limit of fifty dollars ($50) per individual per invoice. Replenish the petty cash fund when it depletes to fifty dollars ($50). [chapters may wish to adjust $ amounts]

 Receive Chapter funds (all membership dues and other payments to which the Chapter is entitled).

For each receivable:

 Issue an invoice (as required);

 Issue a receipt. Receipts are issued in sequential order and reconcile to the total of funds collected;

 Ensure that two independent people are responsible for collecting and counting money;  Deposit funds into registered banking institution accounts approved by the Board.

 Monitor the receipt of the Chapter Escrow payment from ARMA International. Chapter Escrow refers to the Chapter payments receive for new and renewing memberships for the **previous** month. More information is provided in the [Chapter Operations e-Handbook: Finances:](http://www.arma.org/Leadership/Finances/ChapterEscrow.aspx) [Chapter Escrow](http://www.arma.org/Leadership/Finances/ChapterEscrow.aspx) section.



Act as secondary host at monthly program meetings, receive funds and create receipts as required for attendees [chapters may make this optional];

 Manage banking for each bank account:



Verify that bank deposits are equal to receipt totals;

Deposit all monies received by the Chapter into the Chapter’s bank account. All monies and bank accounts remain in the name of Chapter.

 Deposit funds to bank immediately upon receipt the (same day as received or the morning following for late day events);

 Keep cashbooks up to date. If writing in pen, use blue indelible ink and not white-out in cashbook or receipt books; To correct errors, put a single line strike through the error, then date and initial the correction.

 Verify that the sequence of entries in the cashbook is the same as the sequence of receipts and payments;

 Keep an account of all receipt books, order books and cheque books in a register of accountable forms;

Record all banking activities and records of revenue and expenditures, etc. in a software application approved by the Board. [chapters using a software application for banking purposes with should provide supporting instructions and documentation in a treasurer’s package as a supplement to the procedures manual]



Have President or another delegated officer verify the bank reconciliation before each meeting;



Always back up any electronic records, ensuring that back ups are done regularly and tested for availability and accessibility at least twice per year.

# President or Delegated Officer:

 Review bank statements and bank reconciliation on a monthly basis.

Additional information and forms may be provided in the [Chapter Operations e-Handbook: Finances:](http://www.arma.org/Leadership/Finances/TreasurerResources.aspx) section.

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| Overview: | ARMA International and its chapters and regions are classified by the U.S. International Revenue Service as 501(c)(6) ***not****-for-profit* organizations. As such, they **are** liable for paying state/local sales tax. ARMA is **NOT** considered a ***non****- profit organization*, and is not exempt from paying sales tax on any purchases. In Canada, ARMA Chapters are required to comply with the Canada Not-For-Profit Corporations Act.  A not-for-profit organization’s primary goal is to fulfill the needs of its members, rather than produce profits for owner or investors. It does not mean the organization should not make a profit. It can and should produce a surplus of revenues over expenses. – *Surpluses must be used to enhance the position of the organization and its mission.* |
| Responsibility: | Treasurer |

The Chapter requires a number of financial reporting and control measures.

# Budget:

 Draft a budget based on input provided by the President, each Officer on the Board, each Portfolio Lead; and each Committee Chair, if applicable;

 Consider whether the chapter wishes to make a donation to the ARMA International Education Foundation endowment or support a major research project;



Submit the budget to the Board of Directors for discussion and approval; Monitor the receipts and payments against the budget;

Report budget against the actual revenue and expenditures.

# Fixed Assets:

Keep a register of equipment held by the Chapter; Monitor the assets to prevent theft and loss.



# Financial Statements:

 Generate annual financial statements at the end of each fiscal year. Consolidated financial statements are required if multiple accounts exist;

 Present complete and up-to-date financial documents for each account at the Chapter Board monthly meetings. This may include current bank balance, the current statement of assets and liabilities (to the end of the previous month), quarterly financial statements, the cashbook, statement of receipts and disbursements, bank reconciliation (with supporting bank statements), investment statements.

 Give members notice that financial statements are available and that they may be requested for review.

 Provide statements of financial position to the Board of Directors at the end of each year, for approval at the first Board meeting of the fiscal year and for distribution as required.

# Tax and Government Reporting:

 At the beginning of each fiscal year, determine whether the Chapter is required to pay income tax, GST or HST, given its previous financial position and its not-for-profit organization status. If it is determined that the Chapter is to pay tax(es) for the current fiscal year, file the Canada Revenue Agency required tax and information forms prior to the due date

 Submit an Annual Return as required by your corporation’s ruling legislation such as your jurisdiction’s Not for Profit Corporations Act or Societies Act.

 Add due dates to the Calendar of Actions as required. Reports may be due monthly, quarterly or annually;

 Keep tax files up to date. Tax returns, annual statements, notices of assessment and all related Revenue Canada correspondence are retained as a Chapter record.

# Insurance

 Source and arrange for appropriate Directors’ insurance for Board members (see Insurance section in this manual);

 Keep insurance payments up to date.

# Audit and Review:

 File all financial reports, bank reconciliations, payment vouchers and any other documentation that may be required by an audit to verify the Chapter’s financial position;

Have annual financial statements approved by executive members of the Chapter Board;



Arrange for an audit of annual financial statements. Recommend an auditor with appropriate qualifications and experience for appointment at the Annual General Meeting for the following year. Financial information should be submitted to an accounting firm or auditor for auditing and preparation of annual financial statement at least every second year or at the very minimum, at the end of a Treasurer’s term of office. A financial review must be completed in every year where an official audit is not completed.

 Ensure that the auditor completes the audit, prepares a report for the Board, and returns the books to the Treasurer.

 Present the report of the accounting firm or auditor, if any, at the Annual General Meeting.

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| Overview: | As subsidiaries of ARMA International, Regions and Chapters are covered under the association’s General Liability insurance. The policy covers each chapter and region for up to $1 million per occurrence. ARMA International has deemed that Headquarters (International and Regional) are the only areas of the organization that need to be covered with Directors and Officers Insurance because they set the standards, policies. etc. The insurance coverage provided by ARMA International may be updated over time. The current status can be found in the [ARMA](http://www.arma.org/Leadership/ChapterGovernance/Insurance.aspx) [International Chapter Operations e-handbook: Chapter Governance: Insurance](http://www.arma.org/Leadership/ChapterGovernance/Insurance.aspx) section. |

ARMA International provides the following General Liability Insurance coverage for Chapters.

|  |  |  |  |
| --- | --- | --- | --- |
| Type of Coverage\* | ARMA  International | Canadian  Region | Canadian  Chapters |
| Comprehensive General Liability (CGL)  covers bodily injury and property damage | Insured | Insured | Insured |
| Directors and Officers (D & O) Liability protects the executive from liability arising out of errors in judgment, duty preachments, and any wrongful acts  related to their organizations | Insured | Insured | Not Insured |
| Errors and Omissions (E & O) Insurance provides coverage to professionals as it protects against claims of alleged  negligent acts, errors or omissions in the performance of professional services. | Insured | Not Insured | Not Insured |

Property



EDP/Computers—$25,000 for property in transit or at an unscheduled premises

Business Personal Property at trade shows or exhibitions is included in the Personal Property limits of $717,689

General Liability



Bodily Injury, Property Damage, and Personal and Advertising Injury to third parties that the insured is found legally liable for, and occurs during the policy period. Policy also provides medical payments for bodily injury on your premises and because of your operations.

Coverage is also included for persons or organizations that require you to name them as additional insureds in a written contract. This would include venue owners and operators.



$1,000,000 Each Occurrence

$1,000,000 Damage to Premises rented to the insured

$ 10,000 Premises Medical Payments

$1,000,000 Personal & Advertising Injury

$2,000,000 General Aggregate

$2,000,000 Products & Completed Operations Aggregate

Automobile





Hired Auto (rented) and Employers Nonowned, (employees driving their own personal autos

for business).

Provides Bodily Injury and Property Damage coverage to third parties who suffer injury or damage due to the insured’s at-fault actions.

Hired Auto Liability $1,000,000. Each accident

Employers Non Owned Liability $1,000,000. Each accident

Workers’ Compensation

 Covers injuries to employees, (including volunteers) which occur during the course of  employment.

 Medical Injury Benefits As determined by the State  Employers Liability

 $1,000,000 Bodily Injury by accident for each accident  $1,000,000. Bodily Injury by disease policy limit

 $1,000,000. Bodily injury by disease each employee

Umbrella Liability

 Provides additional/excess limits of coverage over the General Liability, Automobile Liability, and Employer’s Liability limits (workers’ compensation).



$5,000,000 Each Incident  $5,000,000 Aggregate

Insurance Certificates, if required, are provided by: Lockton Companies, LLC – 1 Kansas City

444 W. 47th Street, Suite 900

Kansas City MO 64112 – 1906

They can be reached at (816) 960-9000

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| Overview: | The dues paid by every member of ARMA consist of an ARMA International fee and a Chapter fee. The Chapter dues portion is determined by the Chapter and should be appropriate for the benefits received by the member from the Chapter.  Annual membership dues are paid by each member directly to ARMA International. The Chapter allocation is transferred by ARMA International to the Chapter’s escrow account, monthly as chapter dues are received. |
| Responsibility: | Treasurer |
| Delegate to: | Board of Directors |

# Chapter Membership:

 Membership is effective for one year, beginning on the first of the month after ARMA International receives dues.

 A local Chapter membership must be specifically designated by each member when they apply for or renew their memberships. Individuals can be members of ARMA International and not select a local Chapter. ARMA members who have not chosen to be a member of the Local Chapter are usually not provided with the services and support that are benefits of belonging to a local chapter. (ie: they pay non-member rates for attending events and educational offerings, do not receive communications that are directed only to Chapter members, do not have access to protected areas of the Chapter website, etc.)

 ARMA International maintains the Chapter roster.

# Setting Chapter Dues:

As part of the annual planning session or no later than April 30 of each year, the Board of Directors must:

Review the annual Chapter fee assessed as part of ARMA Chapter membership;



Set the membership fee to be included on all new applications and renewal invoices for the upcoming fiscal year;

 Complete the [Chapter Dues Changes Form](http://www.arma.org/Leadership/Files/Chapter%20Dues%20Changes%20Form.pdf) and submit it to the ARMA International Member Services Department before May 1.

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| Overview: | Advertising and sponsorship may be sold in the [insert chapter name] chapter communication tools or at chapter events. The types of advertising or sponsorship and the rates to be charged are reviewed and updated as required at the beginning of each fiscal year. All advertising initiatives for the various Chapter portfolios must be coordinated. |
| Responsibility: | Treasurer, in consultation with appropriate Portfolio leads |
| Policy: | [insert chapter name] will consider accepting advertising from vendors in the records and information management (RIM) industry. The Board reserves the right, with no avenue for appeal, to decline advertising from non-RIM vendors.  Vendors are expected to ensure that they own the copyright and obtain the appropriate use permissions for all advertising material.  The posting of vendor website advertising (i.e. company names, logos and related graphics, links to vendors’ home pages, sponsored linked ads, etc.) in no way  indicates the Board of Directors’ endorsement or recommendation of a vendor. |

# Setting Fees:

As part of the annual planning session, the Board of Directors must:



Determine the type of advertising and sponsorship options to be made available; Review the fees assessed for advertising and sponsorship;

Revise fees as necessary.

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| --- | --- |
| **Advertisement in Chapter Newsletter (annual)** | **Rate** |
| Business Card Size | $ |
| 1/4 page | $ |
| 1/2 page | $ |
| Full page | $ |

|  |  |
| --- | --- |
| **Advertisement on Chapter Website (annual)** | **Rate** |
| advertisement | $ |

|  |  |
| --- | --- |
| **Event Sponsorship** | **Rate** |
| Education Program Sponsor | $ |
| Networking Event Sponsor |  |

# Portfolio Leads

1. Solicit advertising and sponsorships from suitable supporter. All Portfolio Leads should coordinate their efforts to avoid multiple contacts with the same potential supporter.
2. Review all promotional submissions to ensure appropriateness of content, formatting and size for the intended purposes. Inappropriate material must be rejected and returned to the supporter, and the supporter is given the opportunity to resubmit appropriate material.
3. Request that the Treasurer invoice the supporter. Failure to remit payment by the due date will result in removal of the advertising.

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| Overview: | The Chapter may choose to solicit contributions, gifts, services, etc. from its members, associated vendors, and other stakeholders to offset the costs of hosting events, maintaining the chapter website, or other Chapter expenses. The chapter is not a charitable organization and cannot issue tax receipts.  As a member association, it is important to maintain transparency and ensure that all contributions are used to the benefit of the chapter members. |
| Responsibility: | All Board Members |
| Policy | The Board of Directors for [insert chapter name] must be informed and approve of all solicitation for contributions, gifts, services, etc. on behalf of [insert chapter name] as well as the receipt of any such contributions, gifts, services, etc.  All contributions are acknowledged. |

1. During the annual planning session, identify opportunities where it would be desirable to request contributions to offset expenses that will be incurred. Additional opportunities may also be identified at Board meetings throughout the fiscal year.
2. On an ongoing basis, advise the Board of Directors of any solicitation planned and the results of such activities.
3. Determine what the contributor receives in exchange for the contribution. Options include signs at an event acknowledging the contribution, thank you letters, acknowledgment published on the chapter website or newsletter, etc.

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| Overview: | Financial assistance grants are available for Chapters from both ARMA International and the ARMA Canada Region. It is each Chapter’s responsibility to review the available awards and submit applications as needed by the due dates. |
| Responsibility: | Chapter President |
| Delegate to: | Board Member |

The grants identified on the following table are available each year from ARMA International. Detailed information regarding the criteria and submission is found in the [Chapter Operations e-Handbook:](http://www.arma.org/Leadership/ChapterGovernance/Grants.aspx) [Chapter Governance: Grants](http://www.arma.org/Leadership/ChapterGovernance/Grants.aspx) section.

|  |  |  |
| --- | --- | --- |
| Grant | Funds Available | Application Submission |
| Chapter Speaker Grant | up to $500 U.S. funding to assist in  acquiring a high quality speaker for an individual educational program. | to Region Manager by June 1, September 1, December 1 or March 1 |
| Region Leadership  Training Grant | up to $400 U.S. funding to assist in sending Chapter leaders to their Region leadership  training. (2 per region per year) | to Region Manager by March 31 |
| Conference  Education Monitor |  | to Region Manager by April 15 of each year |

The Chapter grants identified on the following table are available each year from the ARMA Canada Region. Detailed information regarding the criteria and submission is provided on the [ARMA Canada:](http://www.armacanada.org/index.shtml) [Grants Table](http://www.armacanada.org/index.shtml). These grants are in addition to those offered by ARMA International. There are also additional grants identified on the grants table that are available to individuals within the Chapter or Chapter Board.

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| --- | --- | --- |
| Grant | Funds Available | Application Submission |
| Leadership Attendance Grant | $1,000 (up to 5 per year) | See grants table |
| Membership Grant | $1,000 | See grants table |
| Special Projects | Up to $5,000 | See grants table |
| Speaker Grants | $500 | See grants table |
| Leadership Academy Completion Grant | $500 | See grants table |

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| Overview: | The President’s expenses are paid to attend designated events if Chapter funds are available and upon approval of the Board. The President – Elect expenses may also be covered if funds are available. Upon approval from the Board, the President (or designate) may request an advance for travel. Designated events may include:  ARMA Canada Leadership meeting; ARMA Canada National Conference; ARMA International Leadership meeting;  ARMA International Conference.  The President normally foregoes the opportunity to attend the Canada Region Leadership meeting and/or conference near the end of the President’s term so that the President-Elect may attend in preparation for taking on the role of Chapter President. |

# Event Attendance – Regional and International

 The Board Member requesting funds to attend sanctioned events is expected to provide an outline of estimated costs for Board consideration and approval.

 Upon approval, the Board Member is responsible for making their own travel and accommodation arrangements.

 Travel, accommodation and meal expenses not covered at the event are reimbursed by the [insert chapter name] for approved travel.

 While travelling, the daily meal allowance is as follows:

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| Breakfast | $15.00 |
| Lunch | $20.00 |
| Dinner | $25.00 |

 When a travelling Board Member is exposed to unusually high costs, the Chapter Board has the discretion to reimburse the actual expenses for meals and incidentals (e.g. tips, water) with proof of payment for each meal.

 If meals are included in the conference registration fee, the Board Member does not claim meal allowance for that meal.

 All expenses must be submitted for payment on the Chapter Expense Report. All applicable receipts must be attachment before reimbursement can be made.

 The purchase of alcohol (e.g. with a meal) cannot be claimed. [Alternatively, the Chapter may choose to permit the reimbursement for alcohol. Typically, there would be a limit. For example,

this point might be changed to “The purchase of alcohol may be reimbursed if it is consumed as part

of a meal and does not exceed the cost of the food portion of the meal”].

# Event Attendance - Chapter

 At the discretion of the Board, Chapter members who volunteer to assist in Chapter events may attend, free of charge, if not supported by his or her employer.

 At the discretion of the Board, Board members may attend Chapter events free of charge, if not supported by his or her employer.

# Kilometer Reimbursement Rate

 [insert chapter name] per kilometer reimbursement rate will be the Canada Revenue Agency (CRA) rate for travel under 5,000 kilometers, as posted on the CRA web site at [*http://www.cra-arc.gc.ca/tx/bsnss/tpcs/pyrll/bnfts/tmbl/llwnc/rts-eng.html*](http://www.cra-arc.gc.ca/tx/bsnss/tpcs/pyrll/bnfts/tmbl/llwnc/rts-eng.html)*.*

## [insert chapter name] assumes no financial responsibility for privately owned vehicles other than paying the kilometric rate when used for Chapter travel.

 [insert chapter name] is not responsible for reimbursing deductible amounts related to insurance coverage.

 Individuals driving a personal vehicle for [insert chapter name] travel cannot make claims to the Chapter for damages as a result of a collision or breakdown.

 Individuals must satisfy themselves whether their motor vehicle insurance coverage includes ‘business’ use of their vehicles.

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| Overview: | From time to time, the Chapter Board may identify the need to acknowledge life events relevant to the Board and Chapter members. It is prudent for the Chapter to establish the acceptable value of such gifts or donations. |
| Responsibility: | Treasurer |
| Delegate to: | Chapter President |

At the discretion of the Board, the following reasons may warrant gifts or donations to be awarded **up to** the amount indicated. The monetary range is at the discretion of the Board and may depend on the Chapter’s financial status at the time of the decision.

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| Gifts or donations on behalf of guest speaker | [$35.00] |
| Member, spouse and/ or child’s death | [$50.00] |
| Members’ serious illness / hospitalization | [$35.00] |
| Members’ retirement from profession | [$35.00] |
| Death or serious illness/hospitalization of active official of ARMA Canada / ARMA International | [$35.00] |
| Other (e.g. charitable gift or donation) | [$35.00] |
| ARMA International Education Foundation (AIEF) Silent Auction (Silent Auction held at ARMA Canada and ARMA International Conferences  to support AIEF scholarships and research) | [$discretionary] |

|  |  |
| --- | --- |
| Overview: | Approved expenses incurred on behalf of the [insert chapter name] are reimbursed after they are incurred and upon submission of an expense reimbursement form accompanied by receipts for all expenses incurred. |
| Responsibility: | Treasurer |
| Policy: | Receipts must be provided as proof of payment prior to reimbursement for any expenses incurred on behalf of [insert chapter name]. Receipts and Expense Claims are to be submitted in full to the Treasurer within 30 days of the date of travel.  Failure to do so may result in partial or delayed reimbursement.  The President reserves the right to reject any expense that is not pre-approved. |

Board Members are to adhere to the following expectations:

# Hotel

 Standard room / Best available rate (anything over and above must be authorized by the President and Treasurer)

 Internet access (where internet fees are charged) up to a maximum of 30$/week or up to a reasonable amount if approved by the President and Treasurer



Cover single occupancy for Board Members Not covered:

* + Room charges such as room service, movies, mini-bar or personal phone calls
  + extra charges such as room damages, lost or stolen items incurred during stay
  + guest charges will not be covered

# Transportation

 Basic transportation fees for the following:

* Airfare, train ticket, bus ticket
* Taxi to and from home to airport, train station, or bus station
* Taxi to and from airport, train station, or bus station to hotel
* Taxi to and from hotel and to the conference location (where transportation is not provided)
* Parking (if applicable)  Not covered:
* Any upgrades and extras such as first/business class, special meals or alcoholic beverages.

# Member:

1. Complete the Expense Reimbursement Form and submit it to the Treasurer with all of the relevant receipts.

# Treasurer:

1. Verify that expenses claimed are approved by [insert chapter name].
2. Ensure that all receipts are attached.
3. Prepare a cheque for signature.
4. Provide a reimbursement cheque to member.

#### *GiftTool*

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| Overview: | ARMA Canada established a relationship with an electronic payment service provider called *GiftTool*. This allows ARMA Canada Chapters to collect payments electronically. Chapters using *GiftTool* will need to setup a merchant account for credit card payments.  ARMA Canada coordinates and covers the cost of establishing the relationship with  *GiftTool*. |
| Responsibility: | Treasurer |
| Policy: | The ARMA Canada Region will pay the cost to set up the GiftTool relationship with the Chapter. The Region will also pay the event set up and per registrant service fees that apply. The Chapter is responsible for paying the cost of the credit card fees. |

**To set up the ability to collect electronic payments:**

1. Complete the *GiftTool* Order Form and the Appendix A Gateway CA 10041 form provided in the Financial Management Supporting Documents: *GiftTool* package.
2. Submit the forms as completed, along with a void cheque to the ARMA Canada Treasurer for processing and account setup.
3. Gather the following information and establish a merchant account to collect credit card payments, (service providers include Monaris, Beanstream and Versa Pay):



Location address, phone number and fax number Date Chapter was registered

Legal type of business such as Ltd., Inc, LLc etc. Type of products offered

How long before the product is delivered to the customer The Signing Officers date of birth, home address

ATS ( Average Ticket Size) of a transaction. VISA and Master Card expected per month

1. Provide additional information, as requested to the ARMA Canada Treasurer to set up the *GiftTool*

relationship.

# To set up an event:

1. Log on to GiftTool. Note: it is recommended that the Treasurer and one other person in the Chapter have the ability to log on and set up Chapter events or review registration information.
2. Enter event information using the GiftTool website.

**To receive funds collected by *GiftTool*:**

1. *GiftTool* will deposit collected funds directly into the [insert chapter name] account as identified on the void cheque provided when the relationship was established.

### Renewal

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| Overview: | ARMA International provides two reports on a regular basis. The Chapter Roster lists all members of the Chapter and identifies the membership expiry date. It can also be used to follow up with pending or recently expired membership holders to encourage their continued Chapter membership and participation. The Canada 099 Region Roster provides a listing of all ARMA International members with a Canadian address who have not designated a membership in a local Chapter. It is a valuable tool for the Chapter to use to identify potential members within the Chapter catchment area who are members of ARMA International but not members of the Chapter. |
| Responsibility: | Member Support |

**Canada 099 Region Roster Report review**

 Review the 099 Region Roster on a monthly basis. If a member is identified as coming from the Chapter’s catchment area, contact the member and bring to his or her attention that they have not paid Chapter dues or failed to indicate on the application which Chapter he or she wants to join.

Discuss the benefits of Chapter membership and encourage them to designate a Chapter.

# Chapter Roster Report review

 Review the Chapter Roster provided by ARMA International on a monthly basis.

#### *If a membership is expiring or has expired:*

 Contact members and encourage them to renew their membership.

 Where a member does not intend to renew their membership, ask the individual if they would like their name added to the General mailing list to allow the Chapter to continue to keep in touch and provide notice of upcoming events.

#### *If a new member has designated the Chapter as his or her local Chapter:*

1. Forward a welcome package to all new members which may include:

 Welcome letter, customized with the new member’s name (template available on the Chapter’s document repository);



Chapter brochure or other Chapter information; Chapter pin;

Notice of upcoming educational session; and/or Schedule of the yearly education program.

1. Contact the new member approximately two (2) weeks after sending out the welcome package to: Ensure it was received and to answer any questions the new member may have. Personally invite the new member to the next Chapter event and offer to meet them there to introduce them to other members. The chapter may also choose to establish a mentor program where new members are linked with Chapter members in related industries or positions. The Mentor introduces the new member to other Chapter members, helps to



make the new member feel comfortable and welcome, and keeps in touch on an occasional basis throughout the year.

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| Overview: | Individual members should be recognized for their participation in and contribution to the Chapter and the RIM profession. This includes the awarding of the Chapter Member of the Year and Chapter Leader of the Year awards and Years of Service recognition. |
| Responsibility: | Past President |
| Delegate to: | Awards Committee Lead, Member Support |

# Chapter Member of the Year and Chapter Leader of the year:

The ***Chapter Member of the Year*** award is given to a member of the chapter at large (not a Board member, although they may have participated in a Board committee or volunteered at Board events) who should be recognized for his or her outstanding service to ARMA and/or the RIM profession. The ***Chapter Leader of the Year*** award is given to a member, often either a voting member or a non-voting member with a designated role on the Board of the [insert chapter name] chapter who has shown exemplary leadership for others in ARMA or the records and information management profession.

1. Send a request for nominations (normally through e-mail, Newsletter notices or website posts) to all members in good standing at least forty-five days prior to the Annual General Meeting the Board may choose the nominees.] Any member in good standing may submit the name of a fellow member to be recognized for outstanding service. Evaluation criteria are provided in the [Chapter Operations e-handbook: ARMA International Awards](http://www.arma.org/myarma/awards/index.cfm).
2. Identify the award recipients on the Annual Chapter Update form submitted to ARMA International. The chapter update form is accessed at:<http://www.arma.org/Leadership/ChapterGovernance/UpdateInformation.aspx>
3. Review submissions, select award recipients, and request Board of Directors approval.
4. Create an award certificate for presentation to each recipient at the Annual General Meeting. The Committee may also wish to purchase a gift for a recipient in the value outlined under the *Gift* section of this manual. [Alternatively, the Chapter may wish to keep the award recipient confidential until after the ARMA International conference where the ARMA International award is presented to each recipient].
5. Provide the Board of Directors with the Award Certificates for each award category. Any awards given to Board Members are held in confidence with the Awards Committee until the awards are announced at the Annual General Meeting to ensure that the recipient is not made aware of the award prior to the meeting.
6. Announce award recipients at the Annual General Meeting.
7. Send a letter of recognition to the Award recipients’ direct manager(s).
8. Announce the award recipients and provide appropriate recognition in the Chapter Newsletter, Chapter Website and other Chapter communication mediums.
9. The recipient will receive the award at the ARMA International conference. If the Chapter member of the Year and Chapter Leader of the year are not able to attend ARMA International’s Conference and Expo to receive his or her award, any Chapter member attending the Conference may receive

the award on the recipient’s behalf or, alternatively, ARMA will mail it to the member following the Conference.

# Years of Service Pins

Members receive recognition for reaching significant ARMA membership anniversary dates (5, 10, 15 years and so on). The Chapter will acknowledge this anniversary every fifth year of membership through appropriate means such as a personal letter of congratulations, website posting, Newsletter article and/or the awarding of years of service pins at a Chapter event.

1. Identify members are eligible to receive a pin. Any questions regarding a member’s “join date” are directed to ARMA International.
2. Submit a request to the Chapter Board for approval to purchase the pins from ARMA International.
3. Present/distribute the Years of Service Pins to eligible Chapter members at the appropriate Chapter event.
4. Promote the Chapter member’s achievement.

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| Overview: | [Insert Chapter name] may establish scholarships and awards that are offered on a regular or ad hoc basis to benefit individuals actively pursuing an education or certificate in records and information management. A Selection Committee is responsible for reviewing applications, based on predefined criteria, to select candidate(s), and to oversee the payment of the scholarship to candidate(s).  Scholarships may be established and managed directly by a Selection Committee, nominated by an educational institution or be selected based on an application process. The number of scholarships awarded per year will be determined by the Committee. In the event that applicants do not meet the selection criteria, scholarships may not be awarded. The number of scholarships awarded each year must not exceed the monetary limit approved by the Board. |
| Responsibility: | Selection Committee and Treasurer |
| Delegate to: | Board of Directors |

# The Board of Directors is responsible for:

Establishing the Selection Committee (if applicable).



Determining whether a separate scholarship fund will be created or whether scholarships will be paid directly from the annual operating budget.

 Monitoring the evaluation procedure and payments from the fund.

# The Treasurer is responsible for:

 Managing and monitoring any Scholarship Fund monies. Decisions to change the banking arrangements of the Fund’s monies are based on the Treasurer’s recommendation and are approved by the Board.

# The Selection Committee is responsible for:

1. Developing promotional material regarding the award. Lliterature, including, but not limited to, the poster, cover letter and application form, may be translated for the benefit of francophone educational institutions and students.
2. Distribute application and promotion materials via appropriate means such as the Chapter newsletter, website or by e-mail to the Chapter membership and educational institutions within the Chapter area no later than January 1 of the fiscal year. The distribution list must be kept up-to-date by the Selection Committee.
3. Each Selection Committee Member completes an evaluation form to rate the individual applicants. Individual Selection Committee member ratings for each scholarship candidate are tabulated. The highest total score determines the winner(s).
4. Provide a written report, including the names of all candidates who applied, as well as the name(s) of successful candidate(s), to the Board for final approval. The report is signed by the Committee Chair, submitted to the Secretary and included with the Board minutes.
5. Notify all applicants in May of the year of the application.
6. Announce the successful scholarship applicant(s) in the Chapter’s newsletter and during the Annual General Meeting. Permission to use the applicant’s name(s) in public announcements must be obtained upon receipt of the application.
7. Arrange for the disbursement of funds with the Treasurer.
8. Respond to all enquiries.

# Where applications are solicited, an applicant may be required to:

 Submit a completed scholarship application form.

Ensure the application is postmarked by a preset date (ie: March 31) of the funding year.



Enclose a one-page essay stating career goals and how the goals relate to records and information management.

Submit reference letters from instructors, business acquaintances, or employers.



Provide a copy of the most recent official school transcript for students currently enrolled in a *full-time program,* provide a copy of an invoice (projected cost) of current courses for individuals enrolled in a *part-time program* or provide a copy of an invoice (projected cost) for *certification* (CRM designation).

# Funds Disbursement options:

 Scholarships for full-time enrolment are disbursed in July of the year of the application or at the Annual General Meeting.

 Scholarships for part-time courses and CRM fees are disbursed, up to the amount of the scholarship(s) awarded, upon receiving copies of receipts of payment from recipient(s) for part- time courses and CRM fees. It is the responsibility of the recipient to provide copies of receipts, as soon as available, to the Chair of the Selection Committee.

# Donations to the Scholarship:

 At the discretion of the Board, a predetermined dollar amount or percentage of the net profits of the Chapter’s Seminars or Chapter events may be allocated to fund scholarships.

 Chapter members or non-members may donate monies to the Scholarship Fund. Donations are accepted either by cash or by cheque. All cheques must be made payable to the ARMA Chapter.

 All donations received by Board members must be forwarded immediately to the Treasurer.

 The Selection Committee Chair is responsible for sending out a thank you letter to each donator.

Any donator’s name may be published in the Chapter’s newsletter provided permission is obtained from the donator. [insert chapter name] is not a charitable organization and cannot issue tax receipts.

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| Overview: | The Board of Directors determines the forms of communication with the Chapter membership. Communication may be in the form of a newsletter, e-bulletin (a bulletin e-mailed to members), information posted to the website, or other form of communication as determined by the Board.  Public awareness and marketing are important for reaching both member and non members. The Chapter wishes to provide general information about ARMA and the benefits of belonging, in general, as well as more specifically about the programs and educational opportunities available. The [Chapter Operations e-](http://www.arma.org/Leadership/Marketing.aspx) [Handbook: Marketing:](http://www.arma.org/Leadership/Marketing.aspx) section provides some resources relating to program promotion and RIM marketing in general that may be of interest. |
| Responsibility: | Communications and Public Relations |

1. Incorporate member communications and public relations marketing in the Communication Plan at the beginning of each Chapter year and as requirements change throughout the year. Planning should begin in July/August, as soon as the new Board is established. When planning the frequency of communication, choose the timing of communications carefully so as to not overwhelm the membership with a barrage of ARMA related information or create more work than the Board members can manage. Doing so will cause the member to ignore ARMA messages, rather than reinforce their awareness of events or exhaust Board members causing a lack of motivation.
2. Update the Communication Plan to identify communication due dates.
3. Communicate regularly with Chapter members and stakeholders. Communication and Public Relations approaches may include:

Advertising (i.e. industry publications or newsletters distributed to a target audience)



Flyer or postcard distribution at events (i.e. events sponsored by related associations, career fairs, employers or vendors)

Chapter Website Media Releases



E-pushes (i.e. emails sent to members and general distribution lists)

 Industry event exhibitor participation (i.e. information booth at seminars, conferences, educational institution events and job fairs)

Educational Institutions (i.e. presenting ARMA to students in RIM related programs) Related Associations (i.e. promoting synergies and support arrangements) Supportive vendors



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| Overview: | Chapters need the ability to contact a variety of stakeholders. These include: Chapter members in good standing.  General (Non-Chapter members - individuals or companies) who have attended past Chapter-sponsored events or have expressed an interest in attending Chapter events, and have given the Chapter their contact information.  Vendors who provide products or services to information management professionals and who may wish to participate in Chapter-sponsored events, such as a vendor showcase.  Associations and other organizations who might be interested in receiving information on Chapter events.  The ARMA International Chapter Roster remains the property of ARMA International and is used but not published by the Chapter. Chapter contact list access must be restricted and used for ARMA Chapter purposes only according to the Privacy and Consent procedure. They are not made available to other ARMA groups such as ARMA International, ARMA Canadian Region or other ARMA Chapters unless general consent has been given. They are not published or made available to outside agencies such as vendors and private organizations unless specific consent has been given. The Board of Directors are the only members who have access to contact lists. Members outside of the Board of Directors are not granted access to Chapter contact lists.  ARMA International list usage parameters are provided at [http://www.arma.org/Leadership/Membership/Reports.aspx.](http://www.arma.org/Leadership/Membership/Reports.aspx) |
| Responsibility: | Member Support – Chapter Members in good standing Education and/or Public Relations - All non-member listings |
| Policy: | Contact lists may be used only in connection with matters relating to the affairs of the Chapter, including efforts to influence the voting of members, schedule a meeting of members, promote ARMA Chapter-related educational meetings and seminars, and promote Chapter membership. Recipients must be provided with the ability to remove their name from a contact list.  A Chapter may share lists of attendees to a local meeting or seminar with event attendees provided that the registrants are provided with the ability to remove their name from a contact list. ARMA International’s policy is to only release name, organization, title, and address. **ARMA International does not release email or phone numbers.**  If a Chapter Board Member is found to be using contact lists for purposes other than chapter use, an investigation will be made by the Board and disciplinary action will be taken. |

Contact lists are not used for list sales. All list sale inquiries are sent to the Director of Member Services of ARMA International.

# Maintaining current mailing lists:

 Contact lists must always be maintained current and should be housed in the Chapter document repository.

 If someone on the general list becomes a member, their contact information must be removed from the general list and added to the Chapter member list, so as to avoid duplicate mailings.

 If a Chapter member does not renew their membership, their contact information must be removed from the member list. If the individual agrees, their name can be added to the General list to allow the Chapter to continue to keep in touch and encourage membership renewal.

 For “undeliverable” mail, the Portfolio Lead attempts to contact the individual or firm to obtain the correct address. If he or she is unable to make contact, the name is removed from the mailing list.

 Mailing lists should be reviewed once or twice per year to ensure it is up-to-date.

# Using Mailing Lists:

 When sending emails to more than one person on a mailing list, the email addresses must **not** be shown in the “To” or “CC” fields so as to ensure the privacy of the mail recipients. The “BCC” field should be used to send mass emails. Note: Some email servers will flag messages with a

large number of recipients (whether identified in the “to”, “cc” or “bcc” fields) as spam and will not deliver the message, or will deliver the message directly to the recipient’s junk inbox.

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| Overview: | All personal information including contact information and photographs must be retained as confidential and used only for the purpose for which it was collected. Consent to release or use personal information must be given prior to its use. |
| Responsibility: | All Board Members |
| Policy: | The Chapter and its Board of Directors will respect the privacy and confidentiality of its members at all times. |

# Personal information includes:

Name



Contact information such as home address, work address, email address, phone number Member number

Credit card number and any financial transactions (credit card numbers should not be retained after transaction completion)



Education history Photographs

# Release Consent for Pictures:

Any pictures that are taken at ARMA events may not be published without consent of the individuals captured in the photograph. The consent statement is as follows:

Please check this box, if you do **NOT** want [insert Chapter name] to publish the attached photograph(s). Note: If the box is not checked, [insert Chapter name] assumes you are providing consent.

Note: The Chapter may request that event attendees visibly show their consent by wearing a coloured tag/dot that indicates their consent. Pictures will not be used if any person in the picture does not have a consent identifier.

# Release Consent for Personal Information:

All event registration forms must include the following statement:

**Release of Personal Information**

Please check this box, if you do **NOT** want [insert Chapter name] to release your personal information to other ARMA event attendees.

Please check this box, if you do **NOT** want [insert Chapter name] to release your personal information to other ARMA entities and/or vendors in the records and information management field.

Note: If the box is not checked, [insert Chapter name] assumes you are willing to share your contact information.

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| Overview: | Branding is an important part of Public Relations and Marketing within ARMA. The ARMA International logo is a registered Trademark. Chapters must use the ARMA International logo as directed. The ARMA International logo may be incorporated into the design of an affiliate logo, but under no circumstance may that incorporation result in any design change of the ARMA International logo. |
| Responsibility: | Board of Directors |
| Policy | The ARMA International logo must only be used in accordance with the *ARMA International Brand and Trademark: Usage Guidelines for Chapters and Regions*. |

# Logo Usage:

 The use of the ARMA International logo must comply with the [***logo guidelines***](http://www.arma.org/Leadership/Files/logo_guidelines.pdf) provided in the [Chapter Operations e-Handbook: Marketing: Logo Guidelines](http://www.arma.org/Leadership/Marketing/LogoGuidelines.aspx) section. This section also provides reusable log and PowerPoint slide masters.

 Any and all use of the ARMA International brand by affiliates and others must be approved in writing by ARMA International, Director of Member Services.

 Any and all use of the ARMA Canada logo must be approved in writing by ARMA Canada, Region Manager.

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| Overview: | [insert Chapter name] may choose to publish a (hardcopy or electronic) newsletter as one method of communicating with its membership. The content of the newsletter, if published, is determined by the Chapter Newsletter Editor in consultation with the Communications Lead. Compliance with copyright laws and privacy rights is mandatory.  The newsletter may be distributed in hardcopy or electronic format. However, increasingly the Chapter Newsletter is distributed in electronic format. |
| Responsibility: | Communications Portfolio |
| Delegate to: | Newsletter Editor |

# Board Members and Portfolio Leads:

1. Submit reports, articles or updates concerning events under his or her portfolio at least seven (7) days prior to the next publishing date.

# Editor:

1. Remind the Board and Portfolio Leads of the deadline for submissions to the newsletter. At a minimum, a Message from the President should be included in each issue.
2. Solicit content from members at large. Any Chapter member in good standing may submit an article for publication however publication is at the discretion of the Editor, in consultation with the Communications Lead.
3. Identify published content that would be of interest to the membership and request permission to reprint in the Chapter Newsletter.
4. Proofread all articles. The Editor has the discretion to edit for clarity or to accommodate available space.
5. Prepare a letter from the editor.
6. Compile the publication using the template approved by the Board.
7. Distribute the publication to all Chapter members and to the Webmaster for posting to the website.

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| Overview: | The Chapter website is a critical tool for communicating with both the Chapter members and other non-members in the community. It must be regularly refreshed and updated to ensure that the information it contains is current and relevant.  Website advertising rates are included in Financial Management section of this manual. |
| Responsibility: | Communication Lead |
| Delegate to: | Webmaster |

# Website Problems Detection

### All Board Members:

 If the website is not functioning properly, notify the Webmaster immediately.

### Webmaster:

Contact the Website Service Provider to investigate any problems identified.



Rectify the problem as soon as possible.

If the problem is considered extensive and the Chapter website will be down for more than a few hours, advise all Board members of the website problems and provide an estimated time when the website will be available.

When the website returns to service, notify the Board that the website has been returned to service. Document the nature of the problem and how it was fixed in the event the problem occurs again.



### Communications:

 If the website will be unavailable for more than two days, inform the Chapter membership that the website is down and that the problem is being addressed.

 Inform the Chapter membership that the website is functioning when it returns to service.

# Website Back-ups

 Request the Website Service Provider to run nightly back-ups of the website.

 Twice a year (June and January), the Website Service Provider provides the Chapter Webmaster with a complete back up of the website burned to CD. Ensure that the website back-ups are received from the Website Service Provider.

# Website Maintenance

 Ensure that Chapter program dates and all available information is posted at the beginning of the year (September)

 Review website content to ensure that it is accurate, that there are no spelling or grammar mistakes, that it is displaying correctly, and that links are function correctly.

 Detailed Website Maintenance Instructions are available and provided in the Website package.

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| Overview: | The Education Portfolio Lead is responsible for developing and coordinating the Chapter’s education sessions. Volunteers from the chapter membership may be recruited to participate on an Education Committee. The Education Committee or the Chapter Board assists with the planning of any major events sponsored by the Chapter as set out in the educational program for that year.  The [Chapter Operations e-Handbook: Education Program Development](http://www.arma.org/Leadership/EducationProgramDevelopment/ProgramSeminarDirector.aspx) section includes a number of resources that may be of interest when developing Chapter programs and educational events.  [ARMA International Educational Offerings](http://www.arma.org/learningcenter/index.cfm) *(links to various educational offerings from HQ)*  [Speaker Bureau](http://www.arma.org/Leadership/EducationProgramDevelopment/SpeakerBureau.aspx) *(link to a document providing ideas for possible Chapter programs)*  [Program and Seminar Development](http://www.arma.org/Leadership/EducationProgramDevelopment/ProgramSeminarDevelopment.aspx) *(a number of useful documents relating to program and seminar development)*  [Speaker Resources](http://www.arma.org/Leadership/EducationProgramDevelopment/SpeakerResources.aspx) *(Chapter speaker grant application)*  [Marketing Your Programs](http://www.arma.org/Leadership/EducationProgramDevelopment/MarketingYourPrograms.aspx) *(explanation of various platforms for marketing education programs and forms for ordering supplies)*  [Evaluations](http://www.arma.org/Leadership/EducationProgramDevelopment/Evaluations.aspx) *(sample evaluation forms)*  [Sponsorship](http://www.arma.org/Leadership/EducationProgramDevelopment/Sponsorship.aspx) *(ideas for engaging sponsors for the Chapter or Chapter events)*  [Session of the Month](http://www.arma.org/Leadership/EducationProgramDevelopment/SOM.aspx) *(background on session of the month program)* |
| Responsibility: | Education |
| Delegate to: | Seminar/Program Manager |

1. Begin program planning in June or July of each year as soon as the new Board is established and the Education Portfolio Lead Is identified. The ARMA Canada Regional Conference Program is a great source of current educational topics.
2. Identify program goals in terms of benefits to be attained by participants, competencies to be advanced, and type of events (seminars, lunch sessions, dinner meetings, webinars, session of the month, etc.), number and timing of educational events, and target audience within the Chapter’s budget allocation. Be sure to offer only as many education sessions as you can successfully host.
3. Identify potential program topics. Topic sources may include a survey of Chapter members (template provided in Program Resource Package), Board planning session, suggested topics from past session evaluations, a review of the Core Competencies, review of topics offered at related conferences and association meetings, and a literature review to identify hot topics (ie: news items, groundbreaking projects or technology advances, new legislation).
4. Identify and approach potential speakers on the preferred program topics. Speakers should be selected based on knowledge, reputation and experience. Consider partnering with another Chapter to share speaker travel costs if a desired speaker is not from the local area. Potential sources for speakers include:

 RIM professionals and Chapter members who can provide case studies of their successes

Board member contact networks



Speakers at other records and information management events such as the ARMA Canada, ARMA International, other ARMA Chapters, or at other related industry events

 Local consultants and vendors (select only if they are committed to providing a presentation that does not promote any particular vendor, product, or service)

 Records and information management stakeholders such as lawyers, Privacy, Risk, Compliance, and IT professionals

 ARMA speaker roster

1. Obtain a speaker commitment and identify any requirements (i.e. AV, handout preparation and distribution). A sample speaker agreement is provided in the Programs Resource package.
2. Post the education events calendar on the website.
3. Inform Chapter members of program offerings and begin event promotion. This should be done early in the new Chapter year (September) so that members can plan to attend and ensure funding is available. If speakers or topics have not been finalized, identify the date of the program event on the calendar and indicate that more information is to be announced at a later date.

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| Overview: | The Chapter offers educational, networking and meeting events throughout the year. Marketing, communication and planning are essential to ensure a successful event. Event planning begins as soon as an event has been scheduled. All Chapter events, including education programs as identified on the program calendar and networking events must be planned and coordinated.  An event planning checklist identifies the timing of event coordination activities and is provided in the Event Planning Resource Package.  Permitted activities for the solicitation of sponsors, gifts, services, and contributions for Chapter events are in the Financial Management section of this manual. |
| Responsibility: | Education; Public Relations |
| Delegate to: | Event Planner; Marketing manager |
| Policy: | If a registrant cancels his or her registration less than 48 hours prior to the event or fails to attend the event, he or she will be invoiced for the full registration fee. Invoices shall not be issued for any amount less than $25.00.  Subject to copyright restrictions, copies of educational handouts will be provided to all paid registrants. Presentation materials will not be disseminated or sold to non-attendees. |

# Communication

1. Identify how each event will be marketed. At a minimum, program and networking events should be advertised on the Chapter website, and emails should be sent to Chapter member and general mailing lists. Additional marketing may include:

Listserv posts;



ARMA HQ and ARMA Canada website posts;

Local college and university announcement boards; Social media posts (LinkedIn, Facebook, Twitter); Newsletter advertisements;

Flyers or postcards distributed at other Chapter and industry events; Media releases; and

Requests to industry stakeholders such as records and information-related associations, consultants and vendors to promote event attendance to their contact lists.

1. Add event marketing triggers to the communication plan. At a minimum, three emails should be sent to Chapter members and general mailing lists:

First mailing: Invitation to the event is sent 4 – 5 weeks before the event Second mailing: Reminder of the event is sent 2 weeks before the event Third mailing: Final reminder is sent 5 – 7 days before the event



# Event Planning

1. Ensure that all financial implications of educational offerings (e.g. establishing a budget, collection of registration fees, etc.) are determined in consultation with the Chapter Treasurer and the Board.
2. Refer to the Event Planning checklist to plan specific events.
3. Prepare the event registration forms. All event registration forms should include a privacy statement. See the *Privacy and Consent* section in this manual. The Chapter must abide by the wishes of the attendees in regard to the release of personal information provided at event registration.

Event Cancellation

 Events may be cancelled at the sole discretion of the [insert chapter name] Board of Directors. If it is necessary to cancel an event, the Chapter will make every reasonable effort to notify registrants. Registration fees will be refunded in full and no invoices will be issued.

# Event Management and Reporting

1. Record attendance at each education session.
2. Provide evaluation form to attendees and request that attendees complete and submit it following the event. These forms need to be collected and reviewed to identify the potential for future event improvements. A template for the evaluation form is provided in the Events Management Resource Package.
3. Report event successes, ideas and attendance to the Board of Directors.
4. In consultation with the Board, ensure that any appropriate recommendations from attendees are implemented.

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| Overview: | All official Chapter records documenting governance and the activities and decisions of the Board are managed in a Chapter records repository, according to  the Chapter’s Records Classification Retention Schedule. Current year records may be held by the person responsible for the Portfolio but must be incorporated in the Chapter repository at the end of each Chapter year. The repository may be an electronic document repository accessible through the Chapter website or it may be in paper, micrographic, or electronic format. Access to the document library must be restricted to authorized board members with the appropriate user login id and password.  All Chapter documents should be identified according to the Chapter Classification structure and retention schedule. A classification structure and retention schedule is provided in Appendix 2.  The Chapter may establish an agreement with a third party to store and manage archival and long term retention records, such as the provincial archives or a local educational institution. |
| Responsibility: | Records Manager, Portfolio Leads |

# At the end of the Chapter year:

Each outgoing Board Member will:

1. Review the records created relating to their Board position and the portfolios they were responsible for.
2. Add all relevant records to the Chapter record repository to the Records Manager.
3. Destroy all transitory records related to Portfolio activities.
4. Identify and gather records relevant for the portfolio to the incoming person.

# At the transition meeting:

Each outgoing Board Member will:

1. Provide relevant records to the incoming responsible person. Each incoming Board Member will:
2. Receive document repository login, password and access instructions, if applicable. Login and

password information should be changed at least once each year.

# Before December 31:

Records Manager will:

* 1. Arrange for identification, indexing, labeling and storage of physical records
  2. Review records in the Chapter electronic records repository and physical records storage and identify records ready for destruction according to Chapter retention schedule.
  3. Create a Certificate of Destruction for the destruction.
  4. Add the records destruction authorization to the agenda for the first Board meeting after December 31. Circulate the Certificate of Destruction to all Board members in advance of the meeting.

# At the first Board meeting of the calendar year:

The Records Manager will:

1. Obtain signatures on the Certificate of Destruction from the President and each person responsible for the Portfolios to which the record relate, to ensure that they have had the opportunity to review the records and agree that they have no ongoing business value.
2. Make a motion to approve the destruction of records as identified on the Certificate of Destruction, in accordance with the Chapter retention schedule.
3. Note the destruction approval motion and date on the Certificate of Destruction and retain for future reference.

# After approval of record destruction:

The Records Manager will:

1. Destroy all formats of the records as approved.
2. Update the records inventory to reflect current record holdings.

# When transferring Archival Records:

The Records Manager will:

1. Complete a Records Transfer List transferring records with archival value to a Board approved third party.
2. Obtain the Chapter President’s approval on all of the record transfer lists.

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| Overview: | Each Officer, Director, and appointed Portfolio Lead is responsible for the property, including records, under his/her portfolio. For example, the Program Lead is responsible for the banner, poster boards, and records. The Chapter should maintain an inventory list and ensure that it is up to date at the end of each Chapter year to keep a current listing of all Chapter assets excluding Chapter records. |
| Responsibility: | All Board Members; Treasurer |

# At the Transition Meeting

1. The Treasurer provides each Portfolio Lead with an inventory of items they should be receiving from outgoing Portfolio Lead.
2. Outgoing Portfolio Lead transfers the items to incoming Portfolio Lead.
3. Incoming Portfolio Lead verifies that all inventory items have been received, follows up with the Outgoing Lead to request any missing items and advises Treasurer and President regarding any items not received.

# Throughout the year

1. The Treasurer updates the inventory and to add any newly acquired items.
2. The Portfolio Leads provides updates to the Treasurer when an item is acquired, lost or disposed of.

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| Overview: | A Chapter may choose to maintain a library collection. The Chapter Library collection can include a variety of material, in a variety of formats, related to the field of records and information management.  The Chapter may allow non-members to borrow library material under defined circumstances (such as staff and students for ongoing education programs).. |
| Responsibility: | Education Portfolio |
| Delegate to: | Any Chapter member, Library Committee |
| Policy: | Donated material becomes the property of the ARMA Chapter. |

# Responsibilities

1. The collection is housed at a location that is convenient for the Library Custodian and is acceptable to the Board of Directors.
2. The Education Portfolio Lead is responsible for the library, including the collecting, organizing, managing and purging of its material. He or she may choose to assign this responsibility to another Chapter member or a Library Committee. The Library Committee consists of the Education Lead and at least two (2) other Chapter members. The purpose of the Committee is to oversee the administration of the Library and to make recommendations to the Education Lead regarding library acquisitions and disposals. The process for acquiring material for the Library is set out below in *Collecting Material*.

# Collecting Library Material

1. On or before May 1st of each year, send notification to the membership requesting suggestions for the purchase of library material for the upcoming fiscal year. The notice may be in the form of a recurring advertisement placed in each newsletter.
2. Review all submissions and recommendation to purchase material and submit a final list of recommendations to the Board of Directors prior to June 30th so that they may budget for the acquisition in the next fiscal year during the budget-setting process. The selection of material is based on, but not limited to, the following criteria:

Suitability for meeting the needs of records and information management professionals; Technical quality and the quality of the presentation;



Reputation and significance of the author; Accuracy, authoritativeness and objectivity; Comments by reviewers;

Demand and current trends;

Relation to existing collections and other material on the subject; Current relevance;

Budgetary considerations; and

Availability from other sources, i.e. local library.

1. The decision to budget funds for Library acquisitions rests solely with the Board of Directors. If the Board of Directors approves the acquisition, the Education Lead purchases the material and adds it to the collection in accordance with the *Library* section.

# Purging Library Material

1. Compile a list of library material considered to be no longer of value and submit it to the Board of Directors for approval.
2. Revise the disposition list, if required.
3. Provide the disposition list to the Library Custodian who will remove all material approved for de- accessioning from the library and offered, first, to the Chapter members, then to other libraries, sold or discarded .
4. Update the holdings list on the database and post the revised holdings list on the Chapter website.

# Managing Library Material

1. Library materials are classified in the same manner as records using a similar classification or by subject matter.
2. The library contents are entered into or removed from a database which can provide a print out of the holdings. The application has a field for author, title, edition, publisher, date of publication, subject, keywords, call number, date signed out, date returned, borrower’s name, due date (thirty

(30) days from the date the material was requested).

1. When material is added to the collection or purged from the collection, the Library custodian provides an updated list of the holdings to the Education Lead.
2. The Education Lead ensures that the list of Library holdings is added to the Chapter website.
3. The Education Lead ensures that the list is updated each time material is added to or removed from the collection.
4. Library material may be borrowed for a period of thirty (30) days.
5. The Library material may be borrowed for an additional thirty (30) days if required and no other borrower is waiting for the material. If so, the Library custodian updates the database with the new due date.
6. To borrow material, the requesting party completes the *Library Material Request* form which is available on the Chapter’s website and sends it to the Library custodian.
7. The Library custodian updates the database with the borrower’s information and sends the material to the borrower, who is responsible for all costs associated with retrieving and returning materials.
8. The sign-out sheet is printed and sent with the library material.
9. The database is checked once a month to monitor overdue material. If material is due, the Library custodian e-mails or calls the borrower to remind him or her of the due date.

### General Responsibilities

General responsibilities and expectations applicable to all Board Members are provided in procedure 02-

01. Specific roles and responsibilities for each officer and portfolio that may be assigned in the chapter are provided in the following sections.

### Officers Roles and Responsibilities

In small Chapters, it is possible to combine the Secretary and Treasurer role when resources are limited. However, it is preferable to maintain the Secretary and Treasurer roles with two different people and add other portfolios to these positions that are normally assigned to Directors.

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| **Role** | **Responsibility** |
| President (voting) (Appointed 1 year term if President  – Elect position exists, otherwise elected for 1 year term) | The President is the Board Chair and exercises general supervision over the affairs of the Chapter. More specifically, the President will:  Provide focus and direction in consultation with the Board of Directors on policy, the strategic vision of the Chapter and the development of annual goals and objectives;  Maintain current policies and procedures and ensure that the successor knows how and where to access them;  Provide leadership to the Board, its Directors and any committees that may be operating.  Mentor new Board Members and Board Members in new positions. Mentorship is especially important for the Vice President (President Elect);  Develop and maintain the Chapter's Strategic Plan. This includes recommending long and short-term goals for all programs to meet member need;  Ensure compliance with Chapter Constitution, By-laws, and operations guidelines;  Ensure compliance with ARMA International and ARMA Canada Directives;  Monitor ARMA International Chapter Connections <http://www.arma.org/Leadership/ChapterGovernance/ChapterConnections.aspx> for current information and upcoming Chapter obligations/opportunities;  Liaise with the ARMA Canada Regional Coordinator, ARMA Canada Region Manager and ARMA International;  Keep the Board of Directors fully informed of the activities of the Chapter, Region and International Association;  Be a spokesperson and advocate for the Board;  Maintain good relations with the Board, volunteers, members, vendors, sponsors, and with the Community at large;  Chair or assign a delegate to Chair all meetings of the membership of Board of Directors;  Serve as an ex-officio member of all standing committees except the Nominating Committee;  Appoint, with the approval of a majority vote of the Board of Directors, the Chapter Auditor and any other special appointees as required;  Prepare communications (i.e. President’s Message in newsletter and website) and present speeches at venues and events;  Gather input from the Chapter Board of Directors and prepare the Annual Report for presentation at the Annual General Meeting and for circulation to the members;  Acknowledge letters and other correspondence addressed to the Chapter and route them to the appropriate board member as needed;  Co-sign cheques;  Attend or assign a delegate to attend any Regional Leadership meetings as called by the Region Manager or Region Coordinator. This includes the Leadership Meetings held in conjunction with the annual ARMA Canada conference and the ARMA International conference;  Appoint, with the approval of a majority vote of the Board of Directors, all standing Committee Chairs. If necessary, appoint, or assign a delegate to appoint, members |

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|  | for all Committees;  Ensure that adequate records are captured and retained to document the activities of the Chapter and the decisions of the Board of Directors. |
| Vice President (President  – Elect) (voting) (Elected) | The Vice President (President-Elect) assists the President as required and assumes all duties of the President in the President's absence. In the event that the President is unable to continue in the role of President or resigns from the position of President, the Vice President (President-Elect) continues in the role of President for the unexpired portion of the term. If the By-law so states, the Vice President (President Elect) may succeed the President in the following term of office. More specifically, the Vice President (President-Elect) will:  Assume all of the duties of the President during the President’s absence or disability;  Assist the President with his or her duties;  Perform duties as assigned by the President or the Board of Directors;  Ensure that Board members are aware of their responsibilities;  Shadow the President to become aware of policies and procedures, meet important contacts, become familiar with documents and electronic systems, and learn best practices that are applicable to the management of the Chapter;  Identify opportunities for and contribute to Strategic Vision and Plan enhancements;  Identify opportunities for and propose Chapter policy and procedure improvements;  If requested by the President, update By-Laws, policies, procedures, and roles and portfolio or position responsibilities.  The Vice President (President-Elect) will often be responsible for another portfolio as well, especially in smaller Chapters. |
| Treasurer (voting) (Elected) | The Treasurer is the custodian and manager of all Chapter funds and securities. More specifically, the Treasurer will:  Maintain books of account showing receipts and expenditures;  Prepare and manage the Chapter budget;  Disburse Chapter funds as approved by the Board of Directors;  Co-sign cheques;  Ensure that all cheques issued bear the signature of two designated officers;  Receive and deposit all Chapter funds (all membership dues and other payments to which the Chapter is entitled);  May act as a secondary host at monthly program meetings and receive funds and create receipts for attendees;  Manage banking;  Control fixed assets (excluding records and archival memorabilia);  File taxes and Government reports including annual returns such as GST returns, annual provincial corporate registry reports, etc;  Maintain insurance;  Provide statements of financial position to Board of Directors at the end of each year and at each Board meeting; |

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|  | Ensure audit and review of financial statements for accuracy and appropriateness. An independent, external audit should be conducted by an auditor with appropriate qualifications and experience at least every other year for Chapters with significant financial holdings. |
| Secretary (voting) (Elected) | The Secretary keeps a record of all meetings of the Board of Directors, has responsibility for correspondence as directed by the Board of Directors or the President. More specifically, the Secretary will:  Record approvals and distribute agendas and minutes of Board Meetings, Special Meetings, and Annual General Meetings (AGMs) to all Board Members and the Regional Coordinator;  Maintain a contact list of Board members;  Secure a venue for monthly Board Meetings and send notice of meetings;  Coordinate and manage all aspects of Annual General Meetings;  Conduct the official correspondence of the Chapter. |

### Portfolio Roles and Responsibilities

Depending on the size of the Chapter, the portfolio duties identified below may be carried out by separate individuals. Alternatively, one person may be assigned responsibility for a number of portfolios.

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| Past President (Non-voting) (Appointed) | The Past President continues to have an ongoing, mentoring role in the Chapter Board. The primary role of the Past President is to provide guidance to the Board of Directors and the President in particular, on issues before the Board, based on experience gained during a past term as President. More specifically, the Past President will:  Advise on executive matters relating to policies, decisions, procedures, strategic goals so as to ensure continuity from one year to the next;  Chair the Awards Committee and the Nominations Committee;  If requested by the President, act as the Chair of Board of Directors at all regular Board meetings;  If requested by the President, update bylaws, procedures, and roles and portfolio or position responsibilities;  Manages the Chapter Constitution and By-Laws;  If requested by the President, managing the production and distribution of the Chapter's Annual Report. The Annual Report will contain information pertaining to each Director's activities for the past year, as well as the activities of each Committee that exists. |

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| Education (voting) (Elected)  (this portfolio may be supported by a Conference / Seminar Manager who is responsible for major educational events) | The Education Portfolio is responsible for coordinating and advancing information management education within the Chapter area. This includes developing and hosting regular educational programs offered to Chapter members and the community at large. Typically there will be at least 2 and up to 10 educational and networking events offered by a Chapter each year. More specifically, the Director responsible for Education will:  At the beginning of each year (June – August), develop an annual education  event plan identifying event themes, topics, and timing to support the Chapter’s Strategic Plan goals. The Education Plan should be tabled for approval and endorsement at the first Board meeting of the year;  Establish a schedule of events to co-ordinate with other events being offered in your attendee catchment area by the Chapter, ARMA Canada and other information management organizations;  Develop and maintain a resource directory that describes external educational sources and expertise in records and information management subjects;  Source and secure speakers. Where Seminar or Workshop events are held as separate programs from the Education Program, collaboration with the Education portfolio (Seminars/ Workshops) will be required;  Compile speaker materials (includes speaker biography, welcome package and post speaker materials);  Promote events. This may include providing information for marketing an event on the Chapter website or newsletter, sending notices to member and non- member distribution lists, contacting related associations and potential community stakeholders who would benefit from attendance, and advertising in any other identified venues. Collaboration with the Communications, Public Relations and Newsletter portfolios will be required;  Coordinate advance and onsite registration;  Facilitate the event and provide support to the speaker as required; Arrange for speaker appreciation and acknowledgement;  Collect attendee feedback for use in future program planning; Compile a report of event outcomes for the Board of Directors.  In medium to large Chapters and where larger seminars, workshops and conferences are held, this portfolio is often split into two: Program Portfolio and Seminar or Workshop Portfolio. Typically these larger events will be 1 or 2 day events with multiple speakers or more in-depth topic coverage. |

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| Member Support Portfolio (voting) (Elected) | The Member Support Portfolio is responsible for coordinating new member recruitment, welcoming new members, addressing questions from the membership and retaining existing Chapter members. More specifically, the Member Support Portfolio will:  Develop and implement a Board approved recruitment program; Respond to questions from members and potential members; Follow up and track enquiries from members and potential members;  Create and distribute a welcome package to new members to orient them to the Chapter activities;  Communicate with new members and those with expiring memberships; Maintain a current roster of Chapter members and associates;  Liaise with ARMA International to resolve discrepancies in membership information reported by members;  May act as a secondary host at monthly program meetings and register attendance  Coordinate ARMA International and Chapter length of membership pin distribution to members who have reached service award pin thresholds. |
| Communications Portfolio (voting) (Elected) | The Communications Portfolio is responsible for planning, coordinating, developing and distributing communication tools to inform Chapter members of Chapter activities, records and information topics, and to increase member and non-member awareness of ARMA and the benefits it offers. More specifically, the Communications Portfolio will:  Develop a communication plan and manage Chapter related communications;  Coordinate campaigns to advertise monthly programs, seminars, educational offerings, networking and social events, and any special events that are suggested in the course of the year using email, the Chapter website, posting to the ARMA International Calendar of events, printed material and any other tools deemed necessary;  Develop and maintain professional networks within the membership and stakeholders to facilitate the gathering and dissemination of pertinent information, the identification of resources and sponsors, and the promotion of Chapter interests;  Coordinate website postings aimed at both members and the external community;  Investigate and implement alternative means of communicating and advertising Chapter activities;  Notify those in the community at large of upcoming ARMA Chapter events.  Submit Chapter programs and seminars to the ARMA International website for posting in the Calendar of Events.  Arrange for the printing, packaging and distribution of Chapter program brochures, seminar brochures, promotional materials supplied by associates with whom the Chapter has a promotional agreement, and other information flyers at all events organized by the members of the Board  The Communications Portfolio will work very closely with the Public Relations |

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|  | Portfolio, Newsletter Editor, Social Media Liaison and the Web Master to ensure a consistent message and a coordinated approach to external contacts. These roles may be integrated with the Communications Portfolio into a single portfolio in  smaller chapters. |
| Public Relations Portfolio (voting) (Elected) | The Public Relations Portfolio is responsible for liaising with the external community to increase awareness of ARMA and the benefits it offers. More specifically, the Public Relations Portfolio will:  Liaise with educational institutions to bring awareness of the ARMA Chapter to students studying in related disciplines;  Manage grants and bursaries to educational institutions and attend related awards ceremonies;  Liaise with non-educational institutions and organizations (e.g. technical associations, Boards of Trade, libraries, archives, etc.) to promote awareness of what ARMA is and what it offers, to coordinate partnership arrangements and to facilitate cross promotion, and discounts to members for events;  Arrange for the promotion of the ARMA Chapter. This may include hosting a booth or information table at trade shows, conferences and other events taking place within the community at large.  Seek the formation of mutually beneficial promotional agreements with private firms and other organizations.  The Public Relations Portfolio will work very closely with the Communications Portfolio to ensure a consistent message and a coordinated approach to external contacts. The role may be integrated with the Communications Portfolio into a single portfolio. |

Functions that are typically assigned to an existing portfolio but may be identified as a separate function include the following roles.

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| Records Manager / Archivist (non- voting) (Elected) | The Records Manager / Archivist is the official custodian of all records of the Chapter including the Chapter Charter and all governance documents. The Records Manager / Archivist will:  Collect all hard-copy, micrographic and electronic records held by the outgoing board members;  Capture, maintain and dispose of records in accordance with the Chapter approved classification, retention schedule and the approval of the Board of Directors.  Maintain the Chapter Document Management System and its content (if applicable;  Maintain a current records classification and retention schedule;  Maintain an inventory of all current and archival Chapter records including photograph and newsletter archives. Including an inventory of any records transferred to a third party archives;  Maintain an inventory of holdings including awards, plaques and other objects;  Prepare and arrange got an archival records transfer to third party archives when required; |

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|  | Prepare and keep current the Chapter history.  Overall responsibility for the Records Manager role must be assigned to one of the Officers of the Board of Directors or delegated to a director. The Records Manager role is typically assigned to the Secretary, Treasurer or Website Manager. It may also be created as a separate Director role. |
| Marketing Liaison  (non-voting) (Elected) | The Marketing Liaison is responsible for liaising with the external community, especially vendors, to solicit resources and support that will allow the Chapter to further its goals. This role is often combined with either the Communications or the Public Relations Portfolio. More specifically, the Marketing Liaison will: Source and secure sponsorship from vendors;  Manage advertising for Newsletter and Website;  Manage Marketing Materials (includes advertising agreements, pricelist, obtaining artwork and logos from advertisers);  Manage vendor list; Manage price list. |
| Newsletter Editor  (non-voting) (Elected) | The Newsletter Editor is responsible for sourcing and developing newsletter content, and creating a newsletter for distribution to the Chapter members. More specifically, the Newsletter Editor will:  Source and develop the newsletter content. Content may include member profiles, photos, synopsis of past programs, current education being offered, records and information management related educational articles, publication reviews, etc;  Design the newsletter layout;  Project manage production and dissemination of the newsletter for distribution;  Deliver newsletters according to the schedule determined in the communication plan. Typically there will be 4 to 8 newsletters per year;  Investigating and implementing alternative means of producing the Newsletter.  The Newsletter Editor will work very closely with the Communications Portfolio, Public Relations Portfolio and Website Manager to coordinate content and  distribution. |
| Website Manager (non-voting) (Elected) | The Website Manager is responsible for implementing and maintaining an up-to- date, informative and technologically innovative Chapter web site in which are housed applications and content created by the Board in the pursuit of Chapter goals. More specifically, the Website Manager will:  Monitor and investigate technologies, procedures or standards that arise or brought to the attention of the Portfolio by other Board members;  Perform weekly back-up of all content and software comprising the Chapter Web site;  Maintain and use a listing of members and associates of the Chapter, to be provided by the Membership Portfolio, to disseminate information, as requested by the Board, to specific sub-groups;  Monitor, every day or alternate day, incoming Chapter email messages, received at Chapter website email account; |

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|  | Develop and ensure the Website Maintenance Guide Website Maintenance Procedures are up to date;  Collect web site analytics to monitor trends in web site visits to web content and web site usage. |
| Event Planner (non-voting) (Elected) | The Event Planner is responsible for liaising with the venues and service providers for Chapter hosted events. More specifically, the Event Planner will:  Source and book venues;  Negotiate venue and service contracts in collaboration with the Treasurer;  Coordinate sponsorship in collaboration with the Marketing Portfolio (if events are sponsored);  Source and coordinate catering for events;  Finalizing arrangements for the provisionally scheduled program meetings;  Manages technical set up for programs including the arrangement for special equipment required by the speaker.  This responsibility if often assigned to the Education Portfolio. |
| Elections and Transition lead (non-voting) (Appointed) | The Elections and Transition Lead is responsible for ensuring that elections are conducted in a proper and unbiased manner. This position is also responsible for coordinating the transition from the outgoing to the incoming Board of Directors. More specifically, the Elections and Transition portfolio will:  Identify and recruit a slate of candidates for each position for Board of Directors.  Verify that the slate of candidates are current members of ARMA  The current Board of Directors should approve the slate of candidates to ensure that they are qualified and willing to stand for election. A Nomination Committee may be established to identify and approach candidates;  Mail the slate of nominees as for each Elective Office to all members and administer the voting process;  Act in the capacity of Chief Election Officer in the counting and recording of votes of all elections or referenda;  Fills vacancies as they arise;  Act as the contact person for orientation purposes for new Board members;  Coordinate the transition meeting, ensuring that existing Board members brief the incoming Board members and provide all necessary portfolio background documentation and context. The transition meeting must be held in a timely manner after the Annual General Meeting to allow the Board members to become familiar with their roles and begin planning for the new year.  In Chapters were a Past President role exists, this responsibility is often assigned to the Past President, providing an opportunity for mentorship, Board continuity and smooth transitioning from year to year. |

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| AIEF Chapter Foundation Champion (CFC) | Each chapter is encouraged to appoint one member to be the ARMA International Education Foundation (AIEF) Chapter Foundation Champion (CFC). This position may be a Board position, an off-board volunteer or an additional job for a regular member of the board.) The CFC will:  serve as a liaison with the AIEF  Talk about and generate excitement for the Foundation  Educate members to use the Research Projects  Encourage applications for the Scholarship Program  Ask members to pledge to the 5/100 Legacy Campaign or Evergreen program to build the Endowment  Promote Annual and Regional Conference events such as the Silent Auction and Raffle Sales  Remind members to consider honouring special people with a memorial gift to the Foundation  Publicize the option of using the Speaker Honorarium program in lieu of speaker gifts  The contact information for the CFC should be provided to the AIEF Foundation Administrator (Email: [admin@armaedfoundation.org](mailto:admin@armaedfoundation.org)  [<mailto:admin@armaedfoundation.org>](mailto:admin@armaedfoundation.org) .) The Foundation website, [www.armaedfoundation.org <http://www.armaedfoundation.org>](http://www.armaedfoundation.org/) , has more  information for the chapter CFC. |

Legend:

SO = superseded or obsolete, CY = Current Fiscal Year, LOC = Life of Corporation

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| **Function** | **Activity** | **Document Types** | **Active**  **retention** | **Total**  **retention** |
| Administration | Inventory Management | Archives index  Library holdings record  Property inventory | SO | SO |
| Administration | Inventory Management –  Disposal Records | Records Disposal Certificates | CY | CY + 10 |
| Administration | Policies and Procedures | Administrative letters  policies, procedures,  guidelines | SO | SO + 6 |
| Administration | Templates, Forms and Standards | forms and standard templates  logos | SO | SO |
| Communications and Public Relations Management | Advertising and Sponsorship Management | Advertising copy used in newsletters, website, etc.  Advertising, donation and sponsorship solicitation or  requests for funding | CY + 1 | CY + 2 |
| Communications and Public Relations  Management | Chapter Awards and Honours | Award submissions  List of awards or award recipients | CY + 1 | LOC |
| Communications and Public Relations  Management | Chapter history | Photographs Scrapbooks | CY + 10 | LOC |
| Communications and Public Relations  Management | Contact Management | Non-member mailing lists  Members mailing lists | SO | SO + 2 |
| Communications and Public Relations Management | Member Liaison and Dispute Resolution | Communications relating to the identification and resolution of issues  Reports resulting from dispute resolution hearing | CY + 1 | CY + 5 |
| Communications and Public Relations  Management | Partner and Stakeholder Management | Educational institution liaison relations  Stakeholder relations |  |  |

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| **Function** | **Activity** | **Document Types** | **Active**  **retention** | **Total**  **retention** |
| Communications and Public Relations Management | Promotion | Brochures  Educational event flyers, and promotional items  Meeting notices  Programs (educational events, seminars, workshops)  Enquiry responses  Press Releases and Publicity | CY + 1 | CY + 5  Archival selection |
| Communications and Public Relations  Management | Publications | Newsletters Website copy | CY + 1 | LOC |
| Communications and Public Relations  Management | Web Site Management | Development and Maintenance documentation  Usage statistics and trends | SO + 1 | SO + 6 |
| Education and Events Management | Event Logistics and Coordination | Event logistics including  Venue, sponsor and speaker arrangements and coordination  Registration tracking | CY + 1 | CY + 6 |
| Education and Events Management | Program and Events Planning | Overall documentation of annual programs and events planning for educational seminars, workshops, conferences and  networking or celebration events | CY + 1 | CY + 5  Archival selection |
| Financial, Audit and Reporting Management | Accounts Payable Processing | Invoices and expense statements received, payment approval and  payment processing information | CY + 1 | CY + 6 |
| Financial, Audit and Reporting  Management | Accounts Receivable Processing | Invoices sent, receipts issued | CY + 1 | CY + 6 |
| Financial, Audit and Reporting Management | Auditing | Independent financial reviews  Audit Reports | CY + 1 | CY + 6 |
| Financial, Audit and Reporting Management | Banking Transactions Monitoring and Reconciliation | Bank statements  Reconciliation Deposit slips | CY + 1 | CY + 6 |



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| **Function** | **Activity** | **Document Types** | **Active**  **retention** | **Total**  **retention** |
|  |  | Cancelled cheques |  |  |
| Financial, Audit and Reporting  Management | Books of Final Entry | Year End trial balance | CY + 2 | LOC |
| Financial, Audit and Reporting Management | Budgeting and Financial Reporting | Annual budgets and variance reporting  Monthly treasurer’s report | CY + 1 | CY + 3 |
| Financial, Audit and Reporting Management | Financial Relationships Management | Account agreements and terms  Signature authorization | SO | SO + 2 |
| Financial, Audit and Reporting  Management | Investments Management | Investment certificates/instruments and value tracking information | SO + 1 | SO + 6 |
| Financial, Audit and Reporting Management | Scholarships and Awards Creation | Historical basis for award creation  Award protocols and selection criteria  Funding model (if scholarship includes a monetary component)  Award recipients listing | SO + 1 | LOC |
| Financial, Audit and Reporting Management | Scholarships and Awards Processing | Scholarship applications  Award decision justification (excludes scholarship creation rationale and funding) | CY | CY + 2 |
| Financial, Audit and Reporting Management | Tax and Government Reporting | Annual Returns including those required by Corporations Branch, Not for  Profit Associations Act and Societies Act | CY + 1 | CY + 10 |
| Governance | Board Meetings and Minutes (includes Annual General  Meeting) | Agendas  Meeting Minutes  Resolutions | CY + 1 | LOC |
| Governance | Corporate Records  and Books | Charter, Constitution, Bylaws | SO | LOC |
| Governance | Reporting | Annual report to membership | CY + 1 | LOC |
| Governance | Rosters: Board of  Directors | Annual register of board | CY + 1 | LOC |



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| **Function** | **Activity** | **Document Types** | **Active**  **retention** | **Total**  **retention** |
|  |  | members |  |  |
| Governance | Rosters: Membership | Annual register of Chapter members | CY | LOC |
| Legal Affairs  Management | Contracts and  Agreements | Contracts and Agreements (excludes speaker agreements) | SO + 1 | SO + 6 |
| Legal Affairs  Management | Insurance | Insurance Policies | SO + 1 | SO + 6 |
| Planning | Annual Planning | Annual plan  Calendar of actions | CY + 1 | CY + 2 |
| Planning | Strategic Planning | Strategic plan | SO + 1 | LOC |