



Global Alliance for Public Relations and Communications Management

GA Policy Documents

Valid from 3 September 2019

Policy 1	Board Meetings	Page 2
Policy 2	Board Director Nominations & Nomination Committee	Page 5
Policy 3	Regional Councils	Page 7
Policy 4	Member Services & Benefits	Page 9
Policy 5	Receipt of Membership Fees and Other Funds	Page 11
Policy 6	Purchases & Payments	Page 13
Policy 7	Communications & Digital	Page 16
Policy 8	New Projects	Page 17
Policy 9	Sponsorship, Partnerships & Alliances	Page 19

Policy 1 - Board Meetings

Scope:

This policy applies to members of the Global Alliance Board of Directors and the Chief Administrative Officer (CAO) involved in board meetings.

Purpose:

This policy is to ensure that meetings are conducted in line with Global Alliance bylaws and that board members are aware of their responsibilities as directors.

This policy sets out the processes the Board will adhere to with regards to meetings.

Policy:

All meetings shall be held or called with proper notice, and any final action, decision, or vote on a matter shall be registered in its minutes. The quorum for a Global Alliance board meeting is four directors.

1. Schedule and Calling of Meetings

1.1. The Board of Directors meets in person at least twice a year and by teleconference in alternate months. In each half-year, there will two conference calls and one in-person board meeting. The executive committee will meet by conference call on alternate months to the board meetings. The executive committee will approve agendas for subsequent board meetings.

1.2. Either the President, the Secretary or the executive committee shall fix the time, place and agenda for the board meeting, by providing instructions in writing to the designee or appropriate staff, to post notice and take all necessary actions pursuant to this policy.

2. Notice of Meetings

2.1. Posting

2.1.1 The board of directors shall receive written notice of the date, time and place of all board meetings.

2.1.2 The notice of a board meeting must be posted by e-mail to each board member at least 30 days in advance or, if possible, meetings should be scheduled and arranged for the year from early in Q1. Meeting dates will be available on Global Alliance website to ensure they are readily-accessible to the members.

Global Alliance shall provide an electronic copy of any board meeting notice to a member at their request.

3. Procedure of Meetings

Meetings of the Global Alliance board of directors are conducted in accordance to the current Global Alliance bylaws.

4. Board Meeting Records

4.1 The board secretary, or the CAO, will make and keep a written record of the proceedings of each board meeting. The minutes must state the subject of each deliberation and indicate each vote, order, decision, or other action taken. The minutes of each board meeting will be available for inspection and copying by members on request to the board secretary or CAO. The minutes will be checked by the secretary and then circulated to board members no later than 10 days after each board meeting and will be preserved digitally in the archives of the Alliance.

4.2 In the event of a dispute regarding participation in any board meeting of any non-director attendee, a majority vote of the board of directors shall determine participation eligibility.

4.3 The board secretary shall assist the board in performance of its duties in accordance with Global Alliance bylaws and this policy.

4.4 The CAO is responsible for the administrative duties associated with meetings and the minutes.

4.5 Board meeting attendees are not to make any audio, pictorial, or video recording of any portion of an executive session. Only the board secretary, or the CAO, who is responsible to register and write the minutes of the board meeting can do this and solely for the purpose of an accurate recording and documenting of proceedings.

4.6 No director shall be allowed to duplicate, transmit, or distribute any board meeting materials.

4.7 The board secretary or the CAO will be the custodian of any materials distributed during session and shall be responsible for collecting the materials at the end of the session (as appropriate).

The secretary or the CAO shall ensure that duplicate copies are destroyed, and original documents are maintained.

4.8 Upon request, with notification provided to all directors, any director may inspect original documents from board meeting archives. All executive session materials shall remain in the control of the custodian.

4.9 Materials that will be analysed or discussed shall be provided at least 10 days in advance of the board meetings via email to facilitate pre-reading and due consideration.

4.10 Materials provided in advance of board meetings via email or hardcopy of such documentation noted as “confidential” may not be duplicated, recorded, transmitted, emailed, or otherwise distributed.

4.11 Nothing in this policy shall limit the ability of the board by majority vote to release documents or materials, in part or in whole, previously determined to be confidential.

Roles and Responsibilities:

Board of directors are to attend (by conference call or in person), participate, debate and vote to take formal action.

Executive Committee consists of President, Immediate Past-President, President-Elect, Treasurer, Secretary and CAO.

The secretary is responsible for ensuring meetings are conducted in line with the Global Alliance bylaws. They will also work with the CAO to ensure papers that are to be sent out are fit for purpose and made available at least 10 days in advance. In addition, they will review minutes once they have been drafted.

The CAO has the responsibility to set up and prepare the board meeting. Compiling the minutes for the meetings of the General Assembly and the executive committee; ensuring all notices are duly given; custody of the materials, documents and minutes are also in their remit. Maintaining effective records and administration is another key area for the holder of this role.

Ends.

Policy 2 - Board Director Nominations & Nomination Committee

Scope:

This policy sets out the nomination process for membership of the Global Alliance board of directors.

Purpose:

The purpose of the policy is to ensure that the Global Alliance nomination process is understood and perceived by members as transparent, open and fair.

Policy:

The nominations process provides for all members to be considered for appointment to the board on the understanding that they are paying members supported by their governing member.

The nominations committee's role is to interview all candidates and recommend endorsed nominees to the board in accord with such vacancies as exist or which will arise.

With their permission, the AGM will be presented with all candidates who have been nominated and advised of and who have been endorsed, noting the AGM will determine the make-up of the board.

Roles and Responsibilities:

1. Nominations Committee

1.1 The Nominations Committee will be appointed in September of each year and made up of at least one executive committee member and two board members with one member to chair the committee;

1.2 The Nominations Committee is to interview all nominees using an agreed interview sheet; Once the Committee has met to endorse candidates it will –

- Present the list to the Global Alliance board for endorsement and;
- Contact each nominee directly to advise them of their status.

2. Chief Administrative Officer

2.1 In conjunction with the Chair of the Nominations Committee, the CAO will develop an announcement calling for nominations which outlines the process and notes that there is an expectation for nominees to attend the AGM;

2.2 Call for nominations to members in mid-January of each year;

2.3 On receipt of the nominations, the CAO will ensure applicants are eligible for selection and acknowledge receipt of the nomination;

2.4 Compile the list and provide to members of the Nominations Committee and;

2.5 Assist in arranging interviews.

Ends.

Policy 3 - Regional Councils

Scope:

Global Alliance is mandated to establish Regional Councils to complement and promote the work of the Alliance at a regional level. This policy applies to Regional Delegate-at-Large, Regional Council members, Global Alliance board members and Global Alliance General Secretariat.

Purpose:

The purpose of this policy is to increase visibility and awareness by growing the presence and activities of Global Alliance closer to its member organizations. This will in turn help promote the mission, vision and values of Global Alliance and the standards we seek to promote for the profession.

Policy:

- 1.1 Regional Councils will promote the mission, vision, values, knowledge and membership of Global Alliance with a commitment to engage with Global Alliance members at a regional level as appropriate;
- 1.2 Regional Councils will advise the executive board about the development of Global Alliance and the wider profession within their region – highlighting opportunities and challenges;
- 1.3 Each Regional Council will propose a strategic plan for their geographic region to be approved by the executive board;
- 1.4 The Regional Council will be led by the related Regional Delegate-at-Large and be composed by the regional delegate plus up to six members designated by him or her with the approval of the board. Participants in Global Alliance Regional Councils must be a representative from a member of Global Alliance, with fully paid annual membership fee, except in the case of specialists and skilled professionals;
- 1.5 Global Alliance Regional Councils will be organized in a way that reflects the Global Alliance commitment to unify the public relations profession, raise professional standards throughout the world, share knowledge for the benefit of its members and be the global voice for public relations in the public interest;
- 1.6 Regional Councils shall complement and work cooperatively with the existing national and regional organizations, while remaining distinct from them;
- 1.7 Regional Councils should promote or co-brand regional events. In such cases, the use of the Global Alliance logo in regional activities shall have the approval of the Global Alliance Secretariat;

1.8 The Regional Councils will meet at least three times a year. After each meeting, the Regional delegate will send a written report to the Global Alliance board, which will be included in the agenda of the board meeting;

1.9 The Regional Councils will regularly disseminate notice of their events and activities through channels including, but not confined to, e-mail, digital and social media and communicate an annual summary of their activities to the Global Alliance board;

1.10 The scope and governance of the Regional Councils shall be subject to periodic review (approximately annually) by the board members of Global Alliance, and they may be asked to dissolve, reconstitute or alter their scope, on the advice of the Global Alliance board if not following Global Alliance standards and guidelines;

1.11 Information on Global Alliance Regional Council activities should be sent to the Global Alliance webmaster and will, where appropriate, be featured on the Global Alliance website and social media channels.

Roles and Responsibilities:

The roles and responsibilities of Regional Council Chair and Regional Council members is to plan and execute activities at a regional level with the approval of the Global Alliance board and with oversight from the Global Alliance General Secretariat.

Ends.

Policy 4 - Member Services & Benefits

Scope:

This policy defines the benefits of Global Alliance membership.

Purpose:

This policy is to ensure that Global Alliance members fully understand the benefits of being part of Global Alliance. The aim is to keep members constantly updated about Global Alliance and the value of continued membership.

Policy:

As well as the Code of Ethics, when joining Global Alliance, each new member will receive a presentation kit including:

- 1.1 Global Alliance history;
- 1.2 Mission, Vision & Values;
- 1.3 Global Alliance governance with composition of the board (and photos for ease of recognition);
- 1.4 List of members and main contacts;
- 1.5 Addresses for Global Alliance website, LinkedIn, Facebook, Twitter and YouTube;
- 1.6 A summary of the main projects/benefits, including:
 - World Public Relations Forum,
 - Regional conferences,
 - Association Leaders Workshop,

Each year, renewing members will receive Global Alliance Code of Ethics and Global Alliance Presentation Kit along with their membership invoice.

Roles and Responsibilities:

Global Alliance board of directors define the projects in which Global Alliance is involved and/or leading;

Global Alliance administrative hub should deliver the Global Alliance institutional presentation kit with contents defined and approved by the board;

Global Alliance CAO or Administrative Hub will send the up-to-date presentation kit to Global Alliance members as they join/renew.

Ends.

Policy 5 - Receipt of Membership Fees and Other Funds

Scope:

All funds, irrespective of what means they are received by (e.g. electronic payment, PayPal, etc), which the organization receives will be deposited into the bank account. This allows for a complete accounting and independent verification of what happens to the funds.

Purpose:

The purpose of this policy is to guarantee that members are paying their dues regularly and that the invoices that have been issued have been paid.

Policy:

The treasurer will compare the invoices issued and the bank's list of wire transfers when preparing the bank reconciliation described below.

1. **Membership Invoices:** The receipt of funds will be by wire transfers to the bank account or to a PayPal account when requested by the payer. The invoice/deposit record will be done as follows:

- 1.1 The CAO will send the annual membership dues invoice to members no later than December 10 of the current year with payment deadlines of January 31 (early bird discount) and February 28 of the following year;
- 1.2 The CAO will send a reminder message to members 10 days prior to the deadline of the membership dues;
- 1.3 Once the invoice has been paid, the CAO will send the Treasurer the bank statement of the payment;
- 1.4 If the invoice has not been paid on its due date, the CAO will send a follow up message to the payer two days after the due date;
- 1.5 If the annual membership invoice has not been paid within 90 days after the first due date, the member will lose its membership status and rights at Global Alliance. The CAO will send an updated invoice after 180 and 270 days after the first due date trying to get the member renewal for the current year. After that, the CAO will stop sending annual membership invoices.

- 2.0 **General Invoice/Deposit:** The receipt of funds will be by wire transfers to the bank account or to a PayPal account when requested by the payer. The invoice/deposit record will be done as follows:

- 2.1 The CAO will generate the invoice to send to sponsors, partners for licensing fee, events results, etc;

- 2.2 The CAO will copy or forward the Treasurer on the invoices that have been sent;
- 2.3 Once the invoice has been paid, the CAO will send the Treasurer the bank statement of the payment;
- 2.4 If the invoice has not been paid on its due date, the CAO will send a follow up message to the payer two days after the due date;
- 2.5 If the invoice has not been paid 30 days after its due date, the CAO will send a follow up message and an updated invoice to the payer.

Roles and Responsibilities:

The General Secretariat will prepare, issue and follow up on the invoices.

The Treasurer will monitor if invoices have been properly issued and paid.

Ends.

Policy 6 - Purchases & Payments

Scope:

The Global Alliance is a not-for-profit organization committed to protecting and using its assets for its stated mission. Proper financial practices are very important in doing this, since proper practices help to prevent and detect errors and fraud. Good financial practices also assure members, donors and sponsors that their contributions (including dues) are used solely for the purpose for which they were intended.

These policies were drafted after consideration of the risk associated with the various aspects of our financial operations to enact policies and procedures designed to minimize those risks. The Board will review these policies each year to consider whether the risk has changed.

Purpose:

All purchases and payments made on behalf of the organization must be made pursuant to the board-approved budget or board rules. Global Alliance makes all disbursements from the organization's funds by wire transfers, with the exception of purchases made by credit card, PayPal or petty cash. This allows tracking of how funds are spent, who is spending them and who is authorizing expenditures.

The Treasurer will monitor the Alliance's accounts monthly and will review and approve a written reconciliation of all bank or investment accounts which prove that the balances presented on our financial reports agree with the records of the financial institution.

In proper circumstances, board members, employees and volunteers are entitled to be reimbursed for expenses related to the Global Alliance that they incurred on behalf of the organization.

Policy:

Procedures

1.0 Opening Bank Accounts: Bank accounts may be opened only upon authorization by the Board of Directors.

1.1 The board shall approve the authorized signers on the organization's bank account(s);

1.2 Because of the Treasurer role in reconciling the bank statement, the Treasurer cannot be an authorized signer.

2.0 Access to bank account: The CAO and President are the only persons authorized to have access to the bank accounts because of his/her oversight role and/or in the custody and preparation of the payments.

3.0 Wire transfer authorization: All invoices will be forwarded immediately to Treasurer and/or President for review and authorization to pay.

- 3.1 CAO will review all invoices for mathematical accuracy, agreement with a written invoice, conformity to budget or board authorization and compliance with grant fund or other requirements;
- 3.2 CAO will ensure that all conditions and specifications on a contract or order have been satisfactorily fulfilled;
- 3.3 CAO will code the invoice with the appropriate expense or chart of accounts line item number and other information as needed for accounting purposes;
- 3.4 By approving an invoice, Treasurer and/or President indicates that he/she has reviewed the invoice and authorizes its payment;
- 3.5 CAO is responsible for timely follow-up on discrepancies and payment.

04. Expenses Not Invoiced: In some cases, expenses may not be invoiced. When such expenses are due, CAO needs to ensure that the expense is in the budget and write a note authorizing payment of the expense and the amount of the expense and supply it to the Treasurer and/or President for approval.

05. Purchases: The Treasurer and/or President can authorize purchases of equivalent value up to US\$5,000 which conform to the Board's budget. The Board must approve purchases above that amount. The Board must authorize any purchase which does not conform to the Board's budget. The purchase can be done by invoice, credit card, PayPal or petty cash.

06. Duties of Payment Signers: All wire transfers will be signed by the CAO. Prior to making a wire transfer, the CAO will do the following:

- Compare the wire transfer to the original invoice to pay the expense;
- Compare the amount on the computer screen to the amount on the invoice or note;
- Be sure that the invoice has not already been paid and;
- Check to be sure that the amount of the wire transfer is not clearly unreasonable.

07. Prohibited Practices: In no event will

- Invoices be paid unless approved by the Treasurer and/or President;
- It be permissible to incur expenses outside of budget unless approved by the board.

08. Records to the Treasurer: CAO shall provide the Treasurer and/or President with a copy of all records of deposits, disbursements (wire transfers), and other bank transactions and of our accounting records for review.

09. Bank Statement: CAO will send the monthly bank statements to the Treasurer.

10. Reconciliation: CAO will reconcile the bank statement monthly. The reconciliation should be done within seven days after receiving the statement as follows:

- 10.1 Check all wire transfers to protest any incorrect payment with the bank;
- 10.2 Review the wire transfers in the bank records to ensure that:

- The name of the payee, the amount of the wire transfers and the date of the wire transfers agree with the Alliance's accounting records;
- Compare the bank deposit records with our accounting records to determine whether each deposit record in the accounting records agrees with the bank record and;
- Check whether the ending balance in the general ledger cash account agrees with the bank statement, after making the adjustments on the bank reconciliation form.

11.0 Reimbursements. To be reimbursed for expenses:

11.1 Expenses must have been incurred for goods or services purchased for the Global Alliance;

11.2 If the expense is for travel, the travel must be for work related to the Global Alliance.

Expenses will be reimbursed only for an amount that is considered reasonable for such travel expenses, including meals;

11.3 Documentation: Reasonable documentation must be provided showing the date, amount and what the expense was for. Credit card receipts and store receipts that do not describe the purchase are not reasonable documentation. Receipts must describe the purchased item(s);

11.4 Timely Submission: Documentation must be submitted with a request for payment within 30 days from the date the expense was incurred;

12.0 Overpayment: Any excess reimbursements must be returned within 30 days of notice.

Roles and Responsibilities:

There are several fiscal "roles" in our organization – custody, authorization, execution and monitoring.

For example, the person who has authority to make wire transfers is acting in the custodial role. The person who approves payment of an invoice is authorizing. The Board as a whole acts in an authorizing role when it approves the annual budget or makes a decision to transact a major purchase. The person who makes the wire transfer is acting in the execution role, executing an action that has been authorized by the board through the annual budget or by the Treasurer responsible for approving payment of the invoice. The person who reconciles the bank statement acts in the monitoring role. The Treasurer and the board also acts in a monitoring role when reviewing the monthly financial reports to be sure that its plan and budget are being executed properly.

As much as possible, the Board seeks to separate the responsibilities for fiscal roles so that at least two and preferably more individuals fulfill these roles.

It is particularly important that the same person does not have the ability to authorize, execute and monitor any transaction.

At each step of the handling of funds, the organization shall ensure that more than one person verifies that the step is done correctly.

Ends.

Policy 7 – Communications & Digital

Scope:

This policy is for serving board members

Purpose:

The policy has been developed to ensure there is a steady communications flow with members.

Policy:

The policy looks to ensure that all board members and staff are involved in providing on-going regular information and thought pieces that can be shared across Global Alliance communication channels.

Roles & Responsibilities:

The Global Alliance engaged consultants are to:

01. Maintain and update a calendar of annual member conferences and major events that can be shared across the Global Alliance channels;
02. Develop and issue media releases related to the activities of Global Alliance and the public relations and communications profession.

As well as advising staff of items that can be included on the calendar, Global Alliance board members are asked to contribute content for potential publication with the following suggested from each:

03. An original 250-word opinion/thought leadership article twice per year and;
04. Content on a monthly basis for our channels.

Two board members will be appointed each year to oversee the communications channels along with consultancy staff.

Ends.

Policy 8 - New Projects

Scope:

The adoption of new projects by the Global Alliance board; reporting and evaluation of projects; the responsibilities of the Board collectively and of project leaders individually.

Purpose:

To ensure that for proposed new projects:

01. The Global Alliance Board has adequate timely information to allow thorough consideration;
02. The financial commitments are clear and;
03. There is a purpose, a formal proposal paper, a project leader, a project plan, a delivery timeline and evaluation criteria.

Policy

Adoption of new projects

01. Proposals for a new Global Alliance project may be brought forward by any board member;
02. The board aims to finalise its annual work plan no later than its last meeting in each financial year (01 January-31 December). To allow a budget and work plan to be prepared for the coming year, the optimum time for the consideration of new projects is June-October;
03. Proposals for new projects which are put to the board outside this time may be adopted in advance for future years if there is not the capacity to start them in the current or following year.
04. Each new project proposal should clearly state the following:
 - The purpose of the project;
 - How the project aligns with/delivers the aims and objectives of Global Alliance
 - The elements/stages of the project;
 - Proposed delivery time and completion date;
 - Required financial resources;
 - Whether any partnership is envisaged with another organization, and the terms on which this is proposed;
 - Criteria for evaluation of effectiveness and;
 - Potential risks and issues, and suggestions for how these might be minimized.

Reporting on projects

A written report on each project is to be prepared by the project leader and included in the papers for

each board meeting. This report should be brief and factual and include a traffic light indicator of progress against plan. The board will take all project reports as read and will have the opportunity to ask questions about progress and delivery. If the board is not satisfied with reporting or with the progress of a project, it may appoint a new project leader or decide to terminate the project.

Roles and Responsibilities:

The Board is collectively responsible for:

01. Not adopting new projects which do not comply with the requirements set out in this policy;
02. Not adopting new projects where no project leader has been identified;
03. Not adopting a new project without a formal recorded vote;
04. Assigning a project leader to each new project who must provide a brief written report to update the Board on their project at each meeting;
05. Appointing a Director of New Projects whose coordinating role is to support the individual project leaders, assist them with their project documentation, suggest remediation if projects are in difficulties, and advise the Board if progress is not being made;
06. The Director of New Projects is also responsible for producing a chart laying out all the projects adopted by the board and updating it twice per year.

Ends.

Policy 9 - Sponsorship, Partnerships & Alliances

Scope:

All organizations need sponsorship, partnerships (financial and other), and/or alliances to facilitate their mission through professional activities. Global Alliance's primary sources of financial support are membership dues and biannual meeting registration fees. Global Alliance may also solicit sponsorship, partnership (financial and other), or alliances from compatible organizations for its activities.

Purpose:

The purpose of this policy is to establish guidelines for the Global Alliance Board of Directors and other office bearers, to ensure fair and consistent practice in establishing sponsorships, partnerships and alliances in an efficient and transparent manner.

Definitions

Sponsorship means financial support provided to Global Alliance by an organization for a specific activity. Global Alliance provides value to the sponsor with benefits specified in the sponsorship agreement.

Partnership means a binding legal agreement between Global Alliance and another party whereby the partner provides Global Alliance with financial or in-kind support which helps Global Alliance conduct its activities and thus fulfill its vision and mission, and whereby Global Alliance provides value to the partner with benefits specified in the partnership agreement.

Alliances mean a union formed for mutual benefit between Global Alliance and another party based on shared interests, related activities and goals.

Policy:

It is Global Alliance policy to seek and accept partnership, sponsorship and alliances only from those sponsors, partners or allies it deems consistent with the Global Alliance's vision, mission and purpose.

The Global Alliance may refuse sponsorships, partnerships or alliances from sponsors, partners or allies who could potentially use the relationship with Global Alliance to defend products, practices or positions that are not aligned with the vision, mission and purpose of Global Alliance and thus be damaging to our reputation.

The Global Alliance Board of Directors will review the agreed benefits from the proposed sponsorship, partnership or alliance and approve by majority vote any partner/sponsor/ally prior to accepting any sponsorship, partnership or alliance and proceeding to write the contract.

The scope and responsibilities of the parties under the agreement and the timeframe for the agreement are described in a legal contract which must be signed by the President of Global Alliance with the formal approval of the Board of Directors.

Conflict of interests

Members of the Global Alliance Board of Directors are expected to disclose any potential conflicts of interest (such as current relationships with potential sponsors, partners or allies in the form of receipt of funding or board membership, and so forth).

A member of the Global Alliance Board who has a current relationship with a potential Global Alliance sponsor, partner or ally will be reviewed by the Global Alliance Board of Directors on an individual basis for consideration of whether the member is eligible to vote on acceptance of any given sponsorship, partnership or alliance.

Roles and Responsibilities:

Global Alliance Board of Directors and General Secretariat may seek sponsors, partners and allies.

Global Alliance General Secretariat may draft and write the contracts, agreements and memorandums of understanding and ensure that all contractual or agreement obligations are fulfilled.

Global Alliance Board of Directors will review and approve the contracts, agreements and memorandums of understanding.

Ends.