



Asia Pacific Career Development Association

**ASIA PACIFIC CAREER DEVELOPMENT ASSOCIATION**

<http://asiapacificcda.org/>

# **POLICY AND PROCEDURES MANUAL**

(Revised January 2025)

APCDA opposes discrimination against any individual based on age, culture, disability, ethnicity, race, religion/spirituality, creed, gender, gender identity and expression, sexual orientation, marital/partnership status, language preference, socioeconomic status, or any other personal

characteristic not specifically relevant to job performance. (Approved by the APCDA Officers – August 2014)

## Table of Contents

<b>I. INTRODUCTORY MATERIAL.....</b>	<b>5</b>
Preface.....	5
Mission and Purpose .....	5
APCDA Staff .....	6
Process of Career Development.....	6
Career Development as a Part of Human Development.....	6
The Nature of Career Development.....	7
Research .....	8
<b>II. APCDA POLICIES.....</b>	<b>10</b>
APCDA Policy Statements.....	10
Nondiscrimination Policy.....	10
Advertising.....	10
Awards Exclusion.....	10
Continuing Education .....	10
Policy for Free Membership .....	11
Honoraria.....	11
AMENDMENTS .....	11
<b>III. LEADERSHIP BODIES: See Attached .....</b>	<b>12</b>
<b>Conflicts of Interest.....</b>	<b>13</b>
Procedures for Addressing Conflicts of Interest.....	13
Violations of the Conflicts of Interest Policy.....	14
Records of Proceedings .....	14
Compensation.....	14
Annual Statements .....	14
Periodic Reviews.....	14
Use of Outside Experts .....	15
Annual Meeting.....	15
Quorum.....	15
Emergency Action.....	15
Resource Development .....	15
<b>IV. ELECTED POSITIONS.....</b>	<b>17</b>
President .....	17
President-Elect .....	18

Past-President .....	18
Secretary.....	18
Treasurer .....	19
Elections Guidelines .....	20
<b>V. MEMBERSHIP AND AFFILIATIONS .....</b>	<b>21</b>
Membership Categories .....	21
Affiliations .....	22
Organization Members.....	22
Conference Sponsorship .....	23
Conference Co-Sponsors .....	23
<b>VI. OPERATIONAL PLANNING .....</b>	<b>25</b>
Long-Range Plan .....	25
Annual Plan.....	25
Planning Process.....	25
<b>VII. PROGRAM PLANNING.....</b>	<b>27</b>
APCDA Conference Schedule .....	27
NCDCA Conference .....	28
Policy for Selecting Webinars.....	<b>Error! Bookmark not defined.</b>
<b>XIII. COMMITTEES .....</b>	<b>29</b>
<b>APCDA Committee Procedures .....</b>	<b>29</b>
Purpose of Committees.....	29
Metaphor for Committees .....	30
Structure of Committees .....	30
Recommended tools for Committee Chairs.....	31
Duties of Chair/Co-Chair.....	32
Communication .....	32
Limitation .....	33
Appointment of Chairs .....	33
Descriptions of Standing Committees.....	33
Awards and Scholarships Committee (2-year term).....	33
Bylaws and Policies Committee (2-year term) .....	33
Ethics & Standards Committee (2-year term) .....	34
Membership Committee (2-year term).....	34
News Committee (2-year term).....	34
Nominations and Elections Committee (1-year term) .....	34
Program Committee (2-year term).....	34

Public Relations Committee (2-year term) .....	36
Research Committee (2-year term) .....	36
Descriptions of Temporary Workgroups .....	36
Glossary Project Workgroup.....	36
<b>XIV. FINANCES .....</b>	<b>37</b>
<b>XV. WEBSITE .....</b>	<b>38</b>
<b>APPENDICES.....</b>	<b>39</b>
APPENDIX A: Partnerships Evaluation Checklist.....	39
The Partnership Evaluation Process .....	39
APCDA Partnership Evaluation Checklist.....	39

# I. INTRODUCTORY MATERIAL

## Preface

The ***APCDA Policy and Procedures Guidelines*** is designed to direct and assist board members and chairpersons of committees to plan, implement, and evaluate the roles and functions of their respective assignments. Due to the continuous changes that affect this document, a revised copy will be posted to the APCDA website.

The content is drawn from three sources: (1) APCDA bylaws provisions; (2) Association policy adopted by the board of directors; and (3) informal operating procedures. These guidelines are not intended to discourage persons from using their individual prerogatives and operating styles in their service to APCDA and its members, but only to clarify the policy and procedures by which to deal with the sequence of events requiring their attention throughout the year. The calendar notations provided in each instance are intended to alert the person to the lead-time required for successful accomplishment of various tasks.

APCDA is incorporated as a Not for Profit organization. It is incorporated in the State of Maryland and subject to the legislated requirements of that state as well as United States requirements.

## Mission and Purpose

**Name.** The name of the organization shall be the Asia Pacific Career Development Association (hereafter referred to as the APCDA or as the Association).

**Vision.** APCDA is a forum for sharing career development ideas and practices in the Asia Pacific region and engaging the world about these insights.

**Mission.** The Mission of APCDA is to provide an international forum for sharing career development ideas and experience in the Asia Pacific region with global perspectives.

- To promote collaboration among career practitioners throughout the Asia Pacific region
- To inspire existing and potential career practitioners to deliver exemplary, effective services
- To promote research in the field of career development
- To advocate for exemplary workforce policies and practices that foster inclusion and access to decent work for all

**Official Language.** English is the official language of the Association and all the Association communications will be in English.

**Definition of Service Region.** the Association intends to serve these countries: Australia, Azerbaijan, Bangladesh, Bhutan, Brunei Darussalam, Cambodia, Canada, China (including Hong Kong and Macau), Cook Islands, Micronesia, Fiji, India, Indonesia, Japan, Kazakhstan, Kiribati, Korea, Laos, Malaysia, Maldives, Marshall Islands, Micronesia, Mongolia, Myanmar, Nauru, Nepal, New Zealand, Pakistan, Palau, Papua New Guinea, Philippines, Samoa, Singapore, Solomon Islands, Sri Lanka, Taiwan, Thailand, Timor-Leste, Tonga, Tuvalu, USA (including Guam), Vanuatu, and Vietnam.

## **APCDA Staff**

APCDA Staff is located at 3 Ansari Court, Baldwin, MD 21013 **and serves as the central office of the Executive Director.** The major functions of APCDA Staff include management services, member/leader services, publications/marketing support, accounting/database services, meeting/vendor services, and development services. Staff also oversees, as needed, any board approved contract services including accounting, audit, investments, legal services, database design, and website development and maintenance.

### **Process of Career Development**

Career development is a continuous life process through which individuals explore activities, make decisions, and assume a variety of life roles. Careers are formulated by the continuous evaluation of personal goals and the perception, assessment, and decisions regarding opportunities to achieve those goals. Career development occurs as educational and vocational pursuits interact with personal goals. It continues over the life span.

### **Career Development as a Part of Human Development**

As with other normal aspects of human development, career development is not totally dependent upon external forces or programs. Rather, it reflects a personal growth pattern that, in some respects, differs for each individual. However, there are certain common development patterns of growth and career sequence.

Certain basic principles regarding human development apply whether one speaks about physical, emotional, intellectual, social, spiritual or career development. At least seven development dimensions are important in the design and implementation of programs for career development:

1. Development occurs during the lifetime of an individual. It can be described in maturational forms denoting progression through life stages and the mastery of developmental tasks at each stage.
2. Individual development is influenced by both heredity and environment. Psychological, sociological, educational political, economic, spiritual and physical factors affect development. Appropriate intervention strategies that focus upon these factors can influence the quality of individual development.
3. Development is a continuous process. Individual development can be best facilitated by intervention strategies that begin in the early years and are available throughout life. Programs designed to impact only at certain points or on certain aspects of the individual's life have limited effectiveness.
4. Although development is continuous, certain aspects are dominant at various periods in the life span. Programs designed to facilitate career development should account for the dominant aspects at given stages.
5. Individual development involves a progressive differentiation and integration of the person's self and his/her perceived world. Intervention strategies need to be designed to assist

individuals during normal maturational stages of career development in addition to providing remedial assistance to individuals whose development has been damaged or compromised.

6. While common developmental stages can be observed and described during childhood and adult life, individual differences in progressing through these stages can be expected. Intervention programs should provide for these differences, making no assumption that something is “wrong” with those who progress at atypical rates.
7. Excessive deprivation with respect to any single aspect of human development can retard optimal development in other areas. Optimal human development programs are comprehensive in nature, not limited to any single objective. It is recognized that those who suffer from deprivation may require special and intensive assistance. Where deprivation is long term, short-term intervention is not likely to be sufficient.

These principles provide the foundation for building a career guidance program that will have constructive, educational, and beneficial influence in increasing human potential and providing the means for its development and expression.

### **The Nature of Career Development**

(Adapted from joint position paper of NCD and the Association for Career and Technical Education)

The nature of guidance for career development cannot be viewed as a static, tradition-based set of related services that assist individuals in making single occupational choices. The content of any career guidance program must be developed from initial assessment of the present and future career development needs of the individual; it must also account for impinging environmental factors that could affect the development and fulfillment of career expectations. Career guidance content can be organized in many ways to facilitate individual development. Whatever its form, the program should encourage individuals to assume responsibility for their own career development and career management.

A career guidance program assists the individual to assimilate and integrate knowledge, experience and appreciations related to:

1. Self-understanding, which includes a person’s relationship to his or her own characteristics and perceptions, and to others and the environment.
2. Understanding of the work society and technological, social, political, and economic factors that affect its constant change, including workers attitudes and discipline.
3. Awareness of the part leisure time may play in a person’s life.
4. Understanding of the information and skills necessary to achieve self-fulfillment in work and leisure.
5. Understanding of the necessity for and the multitude of factors to be considered in career planning.

An illumination of these content areas may include career guidance experiences to ensure that individuals:

- Gather the kinds of data necessary to make rational career decisions.
- Understand the necessary considerations for making choices and accept responsibility for the decisions that are made.
- Explore the possible rewards and satisfactions associated with each career choice considered.
- Develop through work the attitudes that they are contributors to life and community.
- Determine success and failure probabilities in any occupational options.
- Show an understanding of the varied attitudes toward work and workers held by themselves and by others.
- Recognize how workers can bring dignity to their work.
- Consider the possible and even predictable value changes in society, which could affect a person's life.
- Understand the important role of interpersonal and basic employment skills in occupational success.
- Clarify the different values and attitudes individuals may hold and the possible effects these may have on decisions and choices.
- Understand that career development is lifelong, based on a sequential series of educational and occupational choices.
- Determine the possible personal risk, cost, and other related consequences of each career decision and be willing to assume responsibility for each consequence.
- Systematically analyze school and non-school experiences as they plan and make career-related decisions.
- Explore the worker characteristics and work skills necessary to achieve success in occupational areas under consideration.
- Identify and use a wide variety of resources in the school and community to maximize career development potential.
- Know and understand the entrance, transition, and decision points in education and the problems of adjustment that might occur in relation to these points.
- Obtain necessary employability skills and use available placement services to gain satisfactory entry into employment in line with occupational aspiration and competencies.

### **Research**

Career guidance and development advocates, including APCDA, need to build adequate research data to support their career guidance program efforts. The following list is suggestive of the types of research needs that currently exist:

1. Longitudinal studies of the long-term effects of particular career guidance activities on career development.
2. Research on the influence of the work and educational environments on the career development of students.
3. Studies on the effects of environmental change on the coping and adjustment of workers.
4. Research to validate career development theories.



APCDA should attempt to accomplish the following research objectives by helping individuals identify the scope of research—long-term and short-term—that needs to be conducted in the area of career development, career guidance, and the vocational aspects of guidance. APCDA may also help determine appropriate studies that will meet policy decision needs while building on previous work and providing quality research as a basis for relevant subsequent studies. In some cases, APCDA may assist in conducting research on both national priorities and problems identified as gaps in the existing research literature, review current research and communicate research needs to the research community and consult and participate in research activities conducted by others.

APCDA occasionally receives requests to contact its membership for research purposes. In order to protect our members' privacy, and assure that surveys are conducted ethically, pragmatically, and meet necessary standards of quality, the board has accepted the following policies and procedures.

The APCDA Research Committee will accept requests from individuals seeking access to the membership for the purposes of conducting research surveys. The following policy statement summarizes the required procedures for requesting access to the APCDA membership for research purposes.

1. All requests must be submitted to the APCDA Research Committee Chair at least four weeks prior to the proposed date for contacting members.
2. The Research Committee Chair and at least one other committee member will review all requests to determine if proposals meet APCDA standards and recommend appropriate procedures for accessing members.
3. Requests must include the following information:
  - a. A brief summary of the research project that addresses rationale for the study, target population, number of participants sought, methodology, procedures, and potential benefits of conducting the proposed research.
  - b. Copies of all correspondence and other materials to be distributed, including the solicitation letter, informed consent statement, debriefing statement, surveys, and measures.
  - c. A copy of the local Institutional Review Board (IRB) approval.
  - d. Plans for disseminating the findings through writing, presentations, and other techniques.
  - e. Contact information of researcher, including name, title, organization, address, phone number, and e-mail address. Students shall also provide contact information for major professor(s) or research supervisor(s).
  - f. Researchers agree to use the information for specified purpose only
4. Researchers agree to use the information provided by APCDA solely for the purposes of the research investigation outlined in the proposal.
5. A copy of the final research report (prepared on the basis of the data collected in conjunction with the research investigation) must be submitted to the Chair of the APCDA Research Committee within six months upon completion of the study.

The APCDA Research Committee Chair will inform the researcher of the committee's decision within three weeks. Depending on the nature of the investigation, contact information for a suitable subset of APCDA membership, who allowed such permission, will be distributed to the researcher once approval is granted. In most cases, there will be no charge for the electronic transmittal of member information. However, a small processing fee may be assessed for requests involving supplies or staff assistance.

## **II. APCDA POLICIES**

### **APCDA Policy Statements**

APCDA intends to be active in developing policy statements to guide consumers of career services, career providers, publishers and developers, policy makers, and others. These policy statements may be reproduced and used without prior approval from APCDA as long as the user includes the following statement: "This statement was developed by the Asia Pacific Career Development Association." They may be accessed on the APCDA website at <http://www.asiapacificcda.org/>.

APCDA supports the Multicultural Career Counseling Competencies and the Ethical Standards adopted by NCDA.

### **Nondiscrimination Policy**

The 2013-2014 board of directors adopted a nondiscrimination policy and unanimously passed a motion that the policy will appear on all official APCDA publications. Each year, the board reviews and updates the policy. Currently, the policy is as follows:

APCDA opposes discrimination against any individual based on age, culture, disability, ethnicity, race, religion/spirituality, creed, gender, gender identity and expression, sexual orientation, marital/partnership status, language preference, socioeconomic status, or any other personal characteristic not specifically relevant to job performance. (Approved by the APCDA Officers– August 2014)

### **Advertising**

All arrangements for advertisements, income producing or not, shall be approved by the Executive Director. All requests will be made in writing and should include a description of purpose, fees, and fiscal arrangements. The buyer should professionally prepare all advertisements. No advertisement for any product or agency will be considered if the materials or agency mission in any way conflict with the purpose and/or bylaws of APCDA. APCDA staff will coordinate advertising and set rate structure in consultation with the treasurer, and present copy of questionable advertisements to the President for review.

### **Awards Exclusion**

Officers will not be eligible for the 3 awards (Outstanding Career Practitioner Award, Outstanding Educator of Career Professionals Award, Lifetime Achievement Award) during their term of service

### **Continuing Education**

APCDA will make every available attempt to offer approved CEUs including NBCC, JCDA, and those of other certifying agencies in our region:

- a. Participants (members and non-member) who attend the Annual Conference
- b. Participants at approved country/area-sponsored programs

- c. Board members and committee chairs successfully completing an annual appointment. Note there are limits per year for NBCC guidelines – 10 hours annual.

### **Policy for Free Membership**

APCDA offers one free year of membership to students in the field of career development. We actively seek institutions that provide training for career professionals and would like to take advantage of this offer. If you are a student or faculty in an organization that prepares career service providers, contact [info@AsiaPacificCDA.org](mailto:info@AsiaPacificCDA.org) for more information.

### **Unbiased Language**

In all official Association communication and publications, unbiased language shall be used, as described in the Policies and Procedures Manual

### **Discrimination**

Discrimination the Association opposes discrimination against any individual based on age, culture, disability, ethnicity, race, religion/spirituality, creed, gender, gender identity and expression, sexual orientation, marital/partnership status, language preference, socioeconomic status, any other characteristics not specifically relevant to job performance.

### **Honoraria**

Current APCDA Officers may not accept a personal honorarium when speaking as a representative of the organization.

### **Amendments**

The Bylaws may be amended from time to time by the membership in accord with either of the following methods:

- A proposed amendment may be presented at the Annual Meeting by the Board or by any member, provided that in the case of an individual the proposed amendment shall be presented over the signatures of at least 5 voting members of the Association. All such proposed amendments shall be presented in writing to the Secretary of the Association at least 30 days prior to the Annual Meeting. They shall be reviewed by the Bylaws Committee and emailed to the membership at least 15 days prior to the Annual Meeting.
- An amendment also may originate at an Annual Meeting. A two-thirds majority vote by the members in attendance is required to approve the amendment and to be forwarded to the general membership for approval.

### **Adoption**

A proposed amendment as presented in either A or B above shall be considered adopted if approved by a majority of those members of the Association voting via email ballot.

### **III. LEADERSHIP BODIES: See Attached**

## Conflicts of Interest

**Purpose.** The purpose of the conflicts of interest policy is to protect this tax-exempt Association's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.

### Definitions

- **Interested Person.** Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- **Financial Interest.** A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
  - An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
  - A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
  - A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.
- Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

### Conflict of Interest Procedures:

**Duty to Disclose:** In connection with any actual or possible conflicts of interest, an interested person must disclose the existence of a financial interest and be given the opportunity to disclose all material facts to the leadership of the body considering the proposed transaction or arrangement.

**Determining Whether a Conflict of Interest Exists:** After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the meeting while the determination of a conflict of interest is discussed and voted upon. The remaining leaders shall decide if a conflict of interest exists.

### Procedures for Addressing Conflicts of Interest

- An interested person may make a presentation at a meeting of a leadership body, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflicts of interest.
- The chair of the body shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- After exercising due diligence, the leadership shall determine whether the Association can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

- If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the leadership shall determine by a majority vote of the disinterested leaders whether the transaction or arrangement is in the Association's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

#### **Violations of the Conflicts of Interest Policy**

- If the leadership has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- If, after hearing the member's response and after making further investigation as warranted by the circumstances, the body determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### **Records of Proceedings**

The minutes of the leadership meetings shall contain:

- The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the body's decision as to whether a conflict of interest in fact existed.
- The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### **Compensation**

- A leader who receives compensation, directly or indirectly, from the Association for services is precluded from voting on matters pertaining to that leader's compensation.
- A voting member of anybody whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Association for services is precluded from voting on matters pertaining to that leader's compensation.
- No leader whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Association, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### **Annual Statements**

Each leader shall annually sign a statement which affirms such person:

- Has received a copy of the conflicts of interest policy,
- Has read and understands the policy,
- Has agreed to comply with the policy, and
- Understands the Association is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

#### **Periodic Reviews**

To ensure the Association operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- Whether partnerships, joint ventures, and arrangements with management organizations conform to the Association's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

### **Use of Outside Experts**

When conducting the periodic reviews, the Association may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the leadership of its responsibility for ensuring periodic reviews are conducted.

### **Annual Meeting**

The Association shall hold a Members Annual Meeting at a time and place fixed by the Board. Written notice of the annual meeting shall be sent to the membership no less than two months prior to the meeting time. The Association may hold other meetings at a time and place fixed by the Board. The Board shall give reasonable notice to the membership of any Association meeting.

### **Quorum**

Quorum at the Annual Members Meeting shall be at least 5% of the members in good standing.

### **Powers of the Members at the Annual Meeting**

- Act on recommendations of the Board.
- Review policies established by the Board.
- Act on reports of the Board, Committee Council, and Country/Area Council.
- Elect members of the Nominations and Elections Committee
- Review amendments to the Bylaws as presented by the Board in accordance with Article VIII.
- Present amendments to the Bylaws and vote on them in accordance with Article VIII.
- Present information or raise issues of concern related to their own Country/Area or the Association.

### **Emergency Action**

In an emergency and on recommendation of two-thirds vote of the Board, business may be presented by mail or email ballot to the membership. Such ballots shall be taken by the Secretary of the Association and shall have the same effect as if said action had taken place at the Annual Meeting.

### **Resource Development**

It is the position of APCDA that external and non-membership funds be promoted and secured only if:

1. The purpose of the grant/gift/contract is directly related to the mission and scheduled priorities of the Association.
2. The purpose of the grant/gift/contract allows the Association to conduct research and disseminate its results through publication or training events.
3. The purpose of the grant/gift/contract promotes working relationships with groups, organizations, or agencies that are in the best interest of the Association.

The Executive Director, in consultation with the president, can negotiate on behalf of the Association regarding the acceptance of external funds. When opportunities exist, the Executive Director or a member must inform the president of the source, purpose, and benefit of the external funds. The president will, in turn, decide if the opportunity is appropriate and communicate with the board regarding its disposition.

Once external funding is approved, the president and treasurer will apprise the APCDA Staff of such action and establish a special budget account for the funds. Policies concerning such matters as staff hiring, equipment acquisition, and other arrangements will be established by the Board of Directors as specific needs arise.

APCDA has established a partnership checklist to evaluate future collaborations. Appendix A outlines a suggested criteria and process to be used.

APCDA has also established a sponsorship program for those organizations seeking to increase their level of participation in APCDA and establish a high-profile presence in front of all APCDA members. Sponsors are a distinguished group of organizations whose work is directly related to the mission of APCDA and the field of career services. Sponsors donate \$3000 (Gold Level) or \$5000 (Platinum Level) annually to APCDA in return for a select package of services. Appendix I outline the criteria and process that should be followed.



## IV. ELECTED POSITIONS

(JOB DESCRIPTIONS, PROCEDURES, AND TIMING)

### President

The president is responsible for managing the governance of the Association. This responsibility begins in the president-elect term, which lasts one year. The president-elect shall automatically assume the office of president the following year for a one-year term. The president shall automatically assume the position of past-president the following year for a one-year term. The president shall be ineligible to serve again as president-elect or president for a period of three years following service as president.

The functions of the president shall be to: (a) exert leadership in the achievement of the purposes of APCDA, (b) preside at Annual Membership Meeting, (c) preside over meetings of the Board of Directors, Executive Committee, and Annual Membership Meeting, (d) appoint chairpersons of all vacancies to APCDA standing committees, and special interest groups, and other committees (subject to confirmation of the board), (e) serve ex-officio on all APCDA committees, (f) serve as a member of the Nominations and Elections Committee, (g) be empowered to enter the Association into contracts, Scholarships, and other binding agreements upon approval of the board, and (h) prepare and distribute to each Board of Directors member prior to each Board meeting an agenda and supplemental reports and action items for Board consideration.

After committee appointments have been confirmed, the president should provide to the chair: (a) the committee's goals and objectives from the Annual Plan, (b), instructions to establish contact with the APCDA board if a publication or research project is planned, (d) the name and address of the liaison to whom the committee/commission will report, and (f) materials and timelines for developing a program of work.

Following the APCDA election, APCDA staff will notify the APCDA president of the candidates for office who have been elected; the president will in turn notify all candidates of these results, inviting the successful individuals to attend and observe the Conference Board of Directors meetings. In addition, the president sends a copy of the Board Book and the Policy and Procedures Manual to all newly elected Board members.

The president is responsible for the Annual Report to the Membership. The president may charge the secretary and staff with the task of compiling and reproducing the report.

The president is responsible for all of the APCDA activities at the APCDA Conference, and although the executive director and other conference planning staff coordinate many of these activities, the president has several distinct responsibilities at the Conference:

1. The president shall present a "state of the Association" address during the Annual Membership Meeting.
2. The president presiding at the Awards Ceremony. The executive director and the APCDA Awards Committee will facilitate the awards selection process under the direction of the president.
3. The president schedules all APCDA ancillary programs at the annual APCDA Conference in coordination with APCDA staff.

Lastly, the president should monitor the work of the APCDA Conference Program Committee and should be aware of committee membership and criteria used for selection of APCDA conference programs. Special attention should be given to the appropriate scheduling of ancillary program activities.

The president or designate should represent APCDA at international meetings to the extent feasible. It is expected that international entities will pay travel expenses, however, the president has discretion to request APCDA funds to travel to international activities within the scope of the association's budget.

### **President-Elect**

The president-elect shall be elected annually and shall hold office for one year. Ideally, the president-elect should have previous board experience. The president-elect succeeds to the presidency for a one-year term and then to the past presidency for a one-year term. In the event that the president-elect cannot succeed to the presidency, the Board of Directors may, by majority vote, choose a member of the board to serve as president. The term of office shall commence on October 1.

The functions of the president-elect shall be to (a) perform the duties of the president in the absence or incapacity of the president, (b) attend the Board meetings at the APCDA conference, (c) plan the national conference for the following year, (d) write reports for the members, and **(e) carry out such other duties and responsibilities as may be assigned by the board.** The president-elect plans the direction of emphasis of his/her forthcoming presidential term of office with the assistance of the board.

In preparation for the Conference to be held during that person's presidency, the president-elect selects the conference theme and keynote speakers, in coordination with representatives of the host country. The president-elect usually assists the president with the Conference program and social activities as part of his/her orientation to the presidency.

### **Past-President**

The immediate past-president shall serve on the Board of Directors and as an advisor at the Annual Meeting. The past-president serves as a member of the Awards Committee.

The past-president shall serve as director of the Nominations and Elections Committee and will organize and carry out the functions of the committee as described under the committee section of this manual.

The past-president will chair a committee of the president, president-elect, past-president and executive director to appoint Committee chairs to APCDA standing committees.

### **Secretary**

The secretary is elected for a two-year term. The person may not serve more than two consecutive terms, but becomes eligible to serve again after a lapse of one term. The secretary serves as a member of the Officers and the Board of Directors and as an advisor and record keeper at the Annual Meeting.

The secretary sends a first draft of the minutes of Officer and Board meetings to the leadership and asks the meeting attendees for correction. After correction, the final draft is sent to the Executive Director who will publish it on the website.

The minutes should include all action items, agenda and schedule (beginning and recess of meetings), directives and recommendations, resolutions, work group topics and reports, persons in attendance, issues accompanied by pros and cons, rationale and background information for motions which should be provided by the Board members making the motion. In addition, for each motion, the minutes should show whether it passed or not. When such information is not provided, the secretary may use discretion in adding the information, which is encouraged but not mandated. The minutes should not include personal discussions, or informal discussions. A draft of the minutes should be sent to the Board of Directors for review within 14 days following a Board meeting. Likewise, a draft of the minutes following an Officers meeting should be sent to the Officers within 14 days following an Officers meeting.

The Secretary, in coordination with the Executive Director, is responsible for assembling and distributing the Annual Report, and placing a copy in the APCDA archives. The Annual Report contains reports from the Area Council and Committee Council, officer reports, minutes from the previous Annual Meeting and minutes from all board meetings from the fiscal year. A summary of the Annual Report should be made available to members via the news blog. Any news article containing information from this summary should contain the notation that the full report is available from the Executive Director upon request.

The Secretary also takes minutes at the Annual Meeting and assures these minutes are published on the website.

### **Treasurer**

The treasurer is elected for a two-year term. The person may not serve more than two consecutive terms, but becomes eligible to serve again after a lapse of one term. The treasurer serves as a member of the Board and the Executive Committee and is an advisor at the Annual Meeting. The treasurer follows accepted procedures for handling the funds of the Association; assists in the preparation of appropriate budgets, if authorized, for APCDA and makes recommendations to the board for needed modifications in procedures for managing fiscal affairs. The treasurer has responsibilities for budget preparation, management, and reporting.

Fiscal reporting responsibilities of the treasurer include: routing APCDA financial reports of income and expenses to appropriate officers and trustees, noting unusual conditions and any discrepancies with accounts; preparing financial reports for each board meeting and for the Annual Meeting; advising the Board of Directors regarding the financial condition of APCDA and its potential for undertaking various projects.

In addition to maintaining a set of records for the current year, the treasurer in coordination with APCDA Staff maintains historic records for use in analyzing income and expense trends. The historic records consist of the following: Balance Sheet which shows the amounts in each of APCDA's financial accounts and a Budget and Profit and Loss Statement which shows the budget for the current fiscal year, the income/expenses to date, and the percentage of the budget which has been received/spent to-date. These reports should be available for the past seven years; and any APCDA memoranda regarding fiscal procedures which the treasurer deems important. The treasurer may add explanatory remarks to any of the documents.

## Elections Guidelines

### Elections

- The Board sets an annual election schedule.
- Procedures for the election process shall be defined in this manual.
- Ballots shall be sent and collected by email.

### Procedure for the Election:

Nominees who accept the nomination and submit the required materials become candidates. In addition to the materials submitted for the nomination, a candidate must submit the following information:

- **Biographical Information:** limited to a maximum of 200 words
- **Goal Statement:** limited to a maximum of 200 words
- **Photo**

The word limits will be strictly enforced. Any text that exceeds the word limit will be truncated at the sentence closest to the word limit. All text must be written in upper and lower case in a Word document and sent electronically to [info@AsiaPacifcCDA.org](mailto:info@AsiaPacifcCDA.org).

The order of candidates on the ballot for each office will be alphabetical. Ballots will be sent to members as soon after the Annual Meeting as possible and not more than a month after the annual meeting. Members in good standing at the time of the election are eligible to vote. Members will be given 3 weeks to make their selections and return their ballots. As soon as the voting deadline has passed, the Executive Director will tally the votes and inform the President of the winners. The President will notify all candidates first, then announce the election results to the members.

If any questions or disagreements result from the election, the board will use the APCDA policies and guidelines to resolve the situation. All violations and appeals will be handled according to APCDA policies.

## V. MEMBERSHIP AND AFFILIATIONS

### Membership Categories

**Member Eligibility:** Anyone who wishes to become a member may join the Association, regardless of country of origin, profession or practice.

**Categories of Membership.** Each member shall have one vote, regardless of category of membership.

The categories of membership in the Association shall be defined as:

**Regular Member:** A person employed in the field of career development, for example as a counselor, teacher, advisor, coach, consultant, trainer, etc.

**Student Member:** A person studying in a full-time career development or related program

**Retired Member:** A person retired from work in the sector but still interested in retaining membership

**Organization Member:** An association, company, or institution that provides career planning services or represents career development professionals in one of the countries in our service region. Organization Members have one vote and the membership must be assigned to one person who represents the organization.

**Lifetime Member:** A regular member who pays for a lifetime membership

**Legacy Partner Lifetime Member:** A person who desires to make a major financial contribution to the Association. APCDA, in return, will recognize this person in perpetuity.

### Adjustments to Membership Fees

Suggested membership fees shall be adjusted on October 1 each year based on the Area of residence and on Gross National Income (GNI) per capita, as reported by the Asian Development Bank.

### Continuity of Membership

Membership in the Association shall be continuous on an annual basis. Membership expires after one year (365 days) and must be renewed annually except for lifetime members.

### Termination of Membership

Members may be dropped from membership for unethical behavior as defined in a code of ethics of a relevant career development association or for conduct that injures the Association or affects its reputation adversely. Members must be notified by the Board of the precise nature of the allegation and given an opportunity to present evidence on their own behalf before their membership can be terminated.

APCDA welcomes all Regular, Student/Retired, and Organization Members who share our goals and want to be part of APCDA. We do not grant exclusive privileges to any groups or individuals. When APCDA grants membership to individuals or organizations, this does not imply that APCDA endorses any policies or practices these members may hold or endorse. APCDA may enter additional relationships

with specific members or organizations to host a conference or complete other such projects which further the goals of APCDA. This is not an endorsement of that organization or its policies.

At the current time, the membership fees are as follows for High Income Countries/Regions:

Category	Description	Fee
<b>Regular</b>	Individuals working in the field of career development	<b>\$40</b>
<b>Student</b>	Students with career development interest	<b>\$20</b>
<b>Retired</b>	Retired from the field of career development	<b>\$20</b>
<b>Organization</b>	Organization that supports APCDA	<b>\$150</b>
<b>Lifetime</b>	Individual member who pays for a lifetime membership	<b>\$400</b>

For members from non-high income countries/regions:

<b>Regular</b>	Individuals working in the field of career development	<b>\$20</b>
<b>Student</b>	Students with career development interest	<b>\$10</b>
<b>Retired</b>	Retired from the field of career development	<b>\$10</b>
<b>Organization</b>	Organization that supports APCDA	<b>\$75</b>
<b>Lifetime</b>	Individual member who pays for a lifetime membership	<b>\$200</b>

Members from any country:

<b>Lifetime Legacy Partner</b>	Individual member or organization who strongly supports APCDA	<b>\$950</b>
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Member Renewal Reminders and automatic processes:

- 30 days before the due date - renewal reminder 1 emailed to member
- 7 days before renewal - renewal reminder 2 emailed to member
- On renewal date - renewal day email notice emailed to member

If not renewed within 14 days, automatic processes:

- Void renewal invoice
- Change status to lapsed
- Change renewal period to never
- Suspend membership
- Send lapsed email notice to member and Membership Director

### **Affiliations**

APCDA has formed working relationships with various associations, corporations and organizations. In general this type of activity is encouraged. Some of these relationships may be unique, based on historical agreements. These relationships often can be divided into three categories. One is an Organization Member, in which APCDA accepts a membership fee from an organization that has values or products consistent with and supportive of APCDA's mission and goals. The second is the sponsorship of a conference. The third is a conference co-host.

### **Organization Members**

**Mission and Purpose** – All relationships with International Entities should serve the underlying mission of APCDA, which is to support career development across the lifespan in the Asia Pacific region.

**Types of Activities** – Types of activities may include those that parallel APCDA efforts including:

- Disseminate information through news blog and Internet sites.
- Develop professional ethics statements.
- Develop standards and evaluate career information materials.
- Conduct conferences and other professional development activities.
- Build leadership capacity, and design association bylaws and governance structures.
- Develop special interest groups to facilitate networking.
- Conduct research on career development and career counseling.
- Identify and disseminate information on exemplary career programs.
- Develop training materials.

### **Conference Sponsorship**

We encourage organizations that have demonstrated a commitment to support career development across the lifespan in the Asia Pacific region to join us in supporting APCDA conferences.

Your contribution will be recognized both at the conference and throughout the year in the following ways:

- **Bronze Sponsor:** Sponsorship of a luncheon or reception, a full-page ad in the conference program, the organization’s corporate logo on the cover of the program, conference attendance for 2 representatives, a vendor’s table, and a one-year Organization Membership. \$1500
- **Silver Sponsor:** Sponsorship of a luncheon or reception, a full-page ad in the conference program, the organization’s corporate logo on the cover of the program, conference attendance for 3 representatives, a vendor’s table, and a one-year Organization Membership. \$3000
- **Gold Sponsor:** Sponsorship of a luncheon or reception, a full-page ad in the conference program, the organization’s corporate logo on the cover of the program and on the APCDA website for a full year, conference attendance for 5 representatives, a vendor’s table, and a one-year Organization Membership. \$5000
- **Diamond Sponsor:** Full Conference Sponsor, a full-page ad in the program, the organization’s corporate logo on the cover of the program and on the APCDA website for a full year, conference attendance for 10 representatives, a vendor’s table, and a one-year Organization Membership \$10,000

**Please note:** Since APCDA has sole fiscal, planning and implementation responsibilities for the conference, the board of directors will determine the specifics of the budget and revenue sharing each year. While APCDA seeks other organizations interested in various levels of participation, the Board of Directors reserves the right to approve the conditions of any agreement to cooperate.

### **Conference Co-Sponsors**

Conference co-sponsors agree to support a specific APCDA Conference by disseminating conference material to their membership.

To apply for Supporting Organization status, an organization should:

1. Submit a letter/email of intent that demonstrates commitment to the goals of APCDA and offers support for an APCDA annual conference.
2. Agree to send an email flyer announcing the APCDA Conference and provided by APCDA to all of the organization's members.
3. Agree to promote the APCDA conference in the organization's news blog.
4. Invite a prominent member of the organization to submit a conference proposal

If APCDA accepts this proposal, APCDA will:

1. Offer Member Registration rates to all members of the Conference Co-host
2. List the Conference Co-host as such on the APCDA Conference program for the specific year of support.
3. Ask the Program Selection Taskforce to give special consideration to the proposal representing the Conference Co-host. However, the Program Selection Taskforce the right to accept or reject the proposal based on its perceived value to the attendees of the conference.



## **VI. OPERATIONAL PLANNING**

### **Long-Range Plan**

APCDA is a complex Association that needs clear goals and continuity of direction to ensure its relevance to its membership and to the public in a rapidly changing social context. A long-range (three-year) plan can provide general direction to the board and provide continuity as leadership changes. The Long-Range Plan is intended to give general direction, which will be more clearly defined through the annual plan, annual budget, and annual program of work, which incorporate specific goals for each APCDA standing committee and special interest group. The Long-Range Plan should:

1. List APCDA goals.
2. Give priority ratings to each goal. These ratings should guide the allocation of effort and money.
3. Suggest objectives for achieving priority goals.
4. Be updated no less than every three years through an analysis of future trends and through a survey of APCDA leaders (board, chairpersons, state division presidents, and other career development leaders).
5. Be approved by the board and the members at the Annual Meeting.
6. Be implemented by the board and chairpersons.
7. Be considered as the main priority for expenditure of funds as appropriate. Other goals should be initiated only after the priority goals as stated in the Long-Range Plan have adequately been achieved.

### **Annual Plan**

The Board of Directors under the leadership of the president-elect will develop an APCDA annual plan that is derived from the Long-Range Plan. The plan should include:

1. A list of goals to be achieved during the year.
2. A listing of standing committees and ad hoc groups, which are responsible for each goal.
3. Suggested objectives that might be used by each standing committee and ad hoc group to achieve its assigned goals.

### **Planning Process**

To achieve its long-range and annual plans, the board will request each Director and/or committee chair develop an Annual Program of Work. Once the Plan is developed, the board-assigned liaison will help individuals complete the following steps:

1. The Director will review the Annual Plan as provided by the President or President-Elect. The focus will be on the general goal(s) to be achieved, the priority of the goal(s), and objectives for achieving the goal(s).
2. The Director with members will conduct planning activities with the committee and special interest group members to develop (a) objectives, (b) activities, (c) expected outcomes/products, and (f) sources of income other than APCDA resources.
3. The Director will develop a written Program of Work identifying goals and objectives, activities and proposed completion dates. This plan will be submitted to the president-elect for review.
4. The Program of Work should be submitted no later than the conclusion of the annual conference to the president-elect and appointed board liaison.
5. A summary of achievements should be sent to the appointed board liaison prior to each scheduled board meeting.
6. Upon request, a one-page report should be submitted to the secretary for inclusion in the Annual Report. A copy should be sent to the president and to the board appointed liaison.

## VII. PROGRAM PLANNING

### APCDA Conference Schedule

The APCDA Conference will be held annually. The President during the year of the conference will have overall responsibility for planning the conference.

APCDA begins planning its conferences 3 years in advance, and we will use these designations for clarity:

- Year 3 Conference: At the April Board Meeting 3 years before the event, the Board will review the applications to host the conference and select the winner. This selection relates to the Country/area where the conference will be held and the group that will act as hosts. Please see “Hosting an APCDA Conference” on our website for details on how to write a proposal to host an APCDA Conference.
- Year 2 Conference: Each year at the conference, we will provide a flyer for the conference that will be held the next year. This flyer will include:
  - Conference Theme
  - Conference Location and Venue
  - Keynoters
  - Optional Extras, include tours offered before and/or after the conference
  - Short Schedule
  - A Fee Schedule
  - Enticing Photos

Note that the prices and other details may be changed before registration is opened on January 1. The Program Committee should begin working on identifying this information, working together with the Conference Host(s) and the newly elected President-Elect, as soon as elections are completed.

- Year 1 Conference: The upcoming conference. Upcoming conference planning consists of the Conference Hosts working with APCDA staff to tie down all of the details, for financial and other, related to the upcoming conference.
  1. A conference budget will be prepared by the Executive Director in conjunction with the host and approved by the Board of Directors.
  2. Other planned conferences sponsored by the Association or jointly sponsored with other organizations will be identified in the annual budget. Conferences not identified in the annual budget may be scheduled as requested by the president and approved by the Board of Directors.
  3. Exhibitors and advertisers will be informed of APCDA’s non-discrimination policy.
  4. The conference planning workgroup will consist of the President or designee, Program Committee chair, Executive Director and country hosts. The Board will appoint a Program Selection Committee to select the programs for the conference between the end of November and the middle of December.
  5. The following events will be held during the Conference: Board of Directors meeting, Annual Meeting, Awards Presentation and President’s Meeting (for all past presidents of the association). The APCDA President shall deliver a “State of the Association” address during the Annual Membership Meeting.
  6. There will be Committee Meetings during one lunch break at the conference. The Committee chairs will prepare the agenda and preside over each meeting.

The president, executive director and volunteers are responsible for planning and conducting ancillary events including sending ancillary request forms to committee chairs, scheduling meetings, inviting past presidents, preparing Awards program, select and arrange tours, and oversee social/meals arrangements.

### **NCDCA Conference**

APCDA shall participate in the annual NCDCA Conference in the United States. The president shall be responsible for final approval of the NCDCA Conference Proposal prior to submission. The following APCDA events may be held at the NCDCA Conference: APCDA Membership meeting, APCDA Social Dinner.

The president and staff will be responsible for planning these events.

## **XIII. COMMITTEES**

### **APCDA Committee Procedures**

#### **Purpose of Committees**

APCDA relies heavily on its committees. They are responsible for moving APCDA forward. Committees make decisions that represent the membership as we work to achieve our objectives. Members benefit from the services provided by committees. Committees give APCDA a human touch, and committee members interact directly with our members and friends. APCDA grows as a result of the committees' efforts. They contribute to APCDA's reputation as a reliable authority in the Asia Pacific region.

Why would members want to be a part of a committee?

1. APCDA is an association of professionals, that should reflect the wishes and needs of those professionals. By serving on a committee, you will be able to make your voice heard and shape APCDA.
2. Committees foster cross-national relationships. Your professional network will grow as a result of your committee participation.
3. Committees foster skill development. Working on a committee is frequently very different from working for a living. These skills help expand your knowledge into new areas. These leadership skills can help you improve your leadership abilities and expand into new responsibility areas at work.
4. On APCDA committees, you will also develop skill in bridging cultural differences. Working toward a common goal with members from other countries will help you to learn different ways of viewing the world and help you to understand how these issues look from the viewpoint of people from other countries.

Joining a committee is a one-year commitment. Our fiscal year begins in October, so we count years of service as beginning in October of each year. We encourage those who want to make changes, such as become a Chair or leaving that role, to make these changes in the July to September period, so that we have some stability in our leadership between October and July.

You will be asked to meet approximately every 2 months by Internet (video and microphone on your computer). We encourage committee members to take on increasingly responsible leadership roles in the association. You are also welcome you to switch to a different committee, so you can influence a different aspect of the association.

## Metaphor for Committees



Committees are like a delicate handmade glass vase. First a glassblower selects the colors of glass and heats the mix in a furnace. When the glass is really hot, the glassblower blows into it to make a hollow space in the middle. Then the glassblower sets the bubble on a base of hot glass (image on left), which keeps it stable and upright. When the vase is finished, we can add flowers.

The members are the flowers, the committees are the vase that holds them, and the staff is the small part at the bottom which adds stability. The base is firmly joined to the vase and the two parts cannot be separated.

## Structure of Committees

**Committees** are ongoing or “standing” groups specified below. **Work groups** are temporary groups which may be renewed annually if their responsibilities are not complete. **Taskforces** are groups assigned by the President for the purpose of pursuing an issue which he/she believes needs special attention and lasting one year or less.

All three are established for a specific purpose and are responsible for accomplishing their goals each year. They may also have additional responsibilities assigned based on the Annual Work Plan. The word “Group” will be used to refer to all three. The word “Chair” will be used henceforth for the leader of the group. We encourage committees to have Co-Chairs so that, if one co-chair needs to drop out, the other co-chair, who knows the committee well, can take over. Also, two co-chairs can discuss and settle many details without needed to bring them to the whole committee. Workgroups and taskforces normally have a Chair because they are more temporary.

Chairs/co-chairs of these groups sit on the APCDA Committee Council. These groups shall provide annual plans, budget requests, progress reports, and other items as requested. Each chair/co-chair is responsible for submitting a report to be contained in the Annual Report that is distributed at the Annual Meeting. Each report should contain:

- name of group
- name of chair
- purpose
- activities completed to date
- goals for the remainder of the year

Group reports should contain names of the members as well. Reports are to be submitted to the Committee Council Chair and should not exceed two pages. The originator should include his or her return email address.

## Recommended tools for Committee Chairs

1. Scheduling public meetings:
  - a. <https://www.timeanddate.com/worldclock/meeting.html>  
This free online service shows you to find the times for all members of your group. Just list the city where the member lives, and you will be able to compare possible meeting times for your group.
  - b. <https://strawpoll.com/en/>  
This free online service allows you to find the date for your group. Select the options and send the link to the poll to your group. Each person will see the time of the meeting in their own location.
  - c. Check the XXXX Holidays.docx (where XXXX is the current year) in the Committees Workspace to be sure there are no holidays in relevant member countries.
  - d. Use the perpetual time zone charts in the Committees Workspace for scheduling meetings at the usual meeting time.
2. Your Email addresses
  - a. Your email address:  
The name of your group plus “@AsiaPacificCDA.org” has been set up and listed on our website under Contact Us. This is only a “forwarding” email. Any email sent to this address will arrive in your usual email inbox and the inbox of your Co-Chair. When you reply, the sender will see your real email address. Feel free to visit the [Contact Us](#) page and send yourself an email.
  - b. Committee Communication  
Each committee has its own Workspace in Member365. Committee members will be given access to the committee workspace when a co-chair notifies a staff member the a new committee member has joined. We also encourage co-chairs to check that departed members are taken off the list. Committee members need to
    - 1) Set up their notification preferences for the workspace
    - 2) Check it regularly and use it for committee communication
3. Holding Meetings
  - a. The primary way to set up a meeting is to use the Events option under your “group” in the Member Community. Chairs & Co-Chairs have Admin privilege, which allows them to create an Event. To request that someone else be granted Admin Privilege, send an email to [Info@AsiaPacificCDA.org](mailto:Info@AsiaPacificCDA.org).
    - 1) Go to <https://apcda.tradewing.com/home>
    - 2) Find your committee
    - 3) Select “Events”
    - 4) Create an event and complete the form, then Save
    - 5) Publish your event (note that it will disappear if it is not Published)
    - 6) Use the “Activity” option to send a message to your committee members inviting them to attend the event you have created.

7) When the Event time arrives, only Committee Members can see the meeting. Ask them to Join as a Participant. If anyone joins as a Listener, you will not know they are there. There is currently a limit of 50 participants.

8) There can be multiple meetings scheduled at the same time, hence no restrictions on number of concurrent meetings.

b. Using Zoom:

<https://us02web.zoom.us/j/884659267?pwd=UXhEanRjWDJUcTRQTU0xd3lQTDY2Zz09>

Any group can use the Zoom Committee Virtual Meeting Room. We have one license to Zoom, so only one meeting can be held at a time. Please schedule the room by sending an email to [Info@AsiaPacificCDA.org](mailto:Info@AsiaPacificCDA.org). Any group (2 or more people) can meet at the Zoom Committee Virtual Meeting Room. It is easy to use, and available whenever no one else is using it.

Expenses will not be reimbursed unless specified in the annual budget. The budget is prepared in September, so requests for expenditures should be made by September 1.

### **Duties of Chair/Co-Chair**

1. Constitute a group of volunteers and coordinate a group meeting at least every two months and during the annual conference.
2. Develop goals, objectives and plan of work. Send to the Committee Council Chair within 30 days of the end of the annual conference.
3. Receive communication from Committee Council Chair as to approval of the goals, objectives and plan of work.
4. Carry out plan of work. Communicate with Committee Council Chair periodically as to progress and problems. Report issues that need to be discussed at Board meetings. Committee Council Chair will report to the Board Meeting.
5. Write and submit an annual report to the Committee Council Chair.
6. Chair group meeting at Conference to discuss plan of work for next year.
7. Communicate the activities of your group through the APCDA Newsletter. Coordinate with the newsletter editor to write at least one article each year.
8. Recommend someone to chair your group when your term is over.
9. Transfer files and relevant historical records to the person who takes over your responsibilities and the Committee Council Chair.
10. Conduct an orientation on the group's goals, objectives and plan of work for new members.

### **Communication**

Committee members are encouraged to participate in policy making process to realize APCDA's strategic goals. It is essential for committees to communicate decisions to APCDA staff. Committees to make decisions on the basis of the Committees' ideas and share with staff who will check for conflicts. Committee members can ask for help from the staff. The Committee Council workspace will be the repository for all decisions created by the Committee Chairs.

1. Committees are responsible for making decisions about the content of their own area.
2. It is very important to discuss decisions with staff, who are aware of structural limitations and are trained to verify decisions against association-wide standards. For example, if a committee wants to use the Zoom account during a time reserved by another committee or the Board, the staff will know about these other scheduled events.



3. Staff can be requested to perform repetitive tasks which do not require decision making. For example, the staff can post the same event announcements on all 4 of our social media platforms on a weekly basis.

### **Limitation**

Due to the number of time zones for our Member Countries, there is a single 1.5-hour time period when public meetings that are open to all members and friends can be scheduled. Meetings that affect only a subset of the members, or that are repeated more than once, can be scheduled at other times.

### **Appointment of Chairs/Co-Chairs**

Committee Chairs are expected to serve for two years, then either renew (once) or handover the role to someone else (4-year term limit). We prefer that changes in committee chairs be made between July and September. We recommend that all committees have two Co-Chairs. A Co-Chair can help move the projects forward if the other Co-Chair becomes too busy. If one Co-Chair becomes really busy, the other Co-Chair will have the knowledge to take charge of the committee. If possible, we would prefer that only one Co-Chair retire in a single year, so the remaining Co-Chair has the historical knowledge and can pass it on to the new Co-Chair. If Co-Chairs require assistance in finding a replacement, they should contact the Committee Council Chair. All appointments of new Co-Chairs must be approved by the President.

No member of the Association may serve as chair of more than one committee at the same time. Members may serve as long as they wish on the same committee, and may serve on as many committees as they wish.

### **Descriptions of Standing Committees**

#### **Awards and Scholarships Committee (2-year term)**

(Co-chair for Awards and Co-chair for Scholarships)

The responsibility of the Awards & Scholarship Committee includes:

- Review existing content and suggest improvements/updates for:
  - scholarship and awards content on the website
  - the schedule and process for promoting awareness of APCDA awards and scholarships
  - wording to appear on the plaque or certificate and provide to Staff
  - wording for notification after the selection process of both the winners and the remaining nominees
- Identifying possible mediums to spread the word about scholarships for students and recent graduates
- Encourage members and friends to nominate a deserving award recipient or to nominate themselves.
- Solicit and coordinate the nomination of APCDA members for NCDCA awards and other appropriate external awards

#### **Bylaws and Policies Committee (2-year term)**

The responsibility of the Bylaws and Policy Committee includes:

- Recommending changes in the bylaws and policies to remove any ambiguity and to improve the functioning of the association

- Monitor changes in the NCDCA Bylaws and recommend changes in the APCDA Bylaws to make them consistent with those of the parent organization
- Draft proposed changes or amendments to the bylaws or policies manual, prepare amendments to the bylaws for review at the annual member meeting, and review the final wording of amendments passed by the membership when they are put into the bylaws.

### **Ethics & Standards Committee (2-year term)**

The responsibility of the ethics and standards committee includes:

- Leaders are aware of the ethical responsibilities of leadership
- The conflict-of-interest statements are collected from leaders each year and review them for relevant issues that might arise
- The APCDA code of ethics is relevant and appropriate for all members
- the standards, competencies, glossary, and other materials are updated as new issues arise that career professionals are required to address.

### **Membership Committee (2-year term)**

The responsibility of the Membership Committee includes:

- developing comprehensive membership materials, including materials for recruiting members, welcoming new members, and communicating with continuing or renewing members
- developing information highlighting the purpose, activities, publications, and benefits of APCDA membership
- developing a membership campaign reflecting and highlighting the significance of APCDA within the professional career development field in member countries
- periodically scheduling and conducting online orientations for new members
- providing materials to other groups before meetings with potential members

### **News Committee (2-year term)**

The responsibility of the Newsletter Committee is to:

- Publish the news blog, Asia Pacific Career Developments every week
- select and communicate themes.
- develop a publication schedule and communicate deadlines to potential authors and committee members.
- solicit articles, assess their appropriateness for publications, edit them, and provide them to staff for publication.

### **Nominations and Elections Committee (1-year term)**

The responsibilities of the Nominations and Elections Committee includes:

- identifying a slate of candidates which includes at least 2 candidates for each open elective position
- ensuring that the nominations and elections procedures are followed in accord with the bylaws.

### **Program Committee (2-year term)**

The responsibility of the Program Committee includes:

- Planning and executing professional development activities for members of APCDA (currently these are primarily webinars).
- Specific procedures :

1. The Program Committee is authorized to select “fee” webinars for 9 months in our fiscal year. The months we do not want webinars are the 2 months before and the month of the conference. The months “off months” depend on which month is selected for the conference. We need all of our members and friends to focus on our conference during these months to avoid reducing conference income.

Notes: The Staff are authorized to select Free webinars for the same months, but they will check with the Program Committee about convenient times for these free webinars. If staff do not need these slots, the Program Committee may use them.

2. The goals of APCDA webinars are:
  - a. Serve our members and friends as well as possible by choosing topics they most want to learn about.
  - b. Attract as much income as possible to APCDA

Note: These 2 goals should be compatible. If large numbers attend a webinar, that means that topic met a need and serves our members well. The number of attendees is one of our primary measures of the value of a webinar to our members and friends.

3. Other constraints:
  - a. When members are asked to present a webinar, normally we call these “Member Mentoring Webinars” which are free. If possible, we prefer to use members as speakers/moderators for free webinars and non-member experts for fee webinars. Exceptions may be needed when a well-known expert is also a member.
  - b. Our webinars should not benefit private companies. Marketing of products and paid services is not acceptable. Any webinar offered by a current or past sponsor must receive approval from the Officers/Board.
4. Each year, APCDA surveys our members (usually immediately after the annual election). The Program Committee is encouraged to ensure that the survey includes questions about the interests of our members. Webinars need to be marketed 60 days before the event and the new survey results are likely to be released in September. This means annual survey results will guide the choices of webinar topics from December of the survey year through November of the following year.
5. In October each year, staff will publish the results for the webinar attendance for the prior fiscal year. This is also valuable information for selecting topics.
6. Attendance results from past webinars indicate that our members value training that can be operationalized. They want webinars that provide tips, techniques, or theories they can use to provide better career services. There is also a need for topics like Career Development in Azerbaijan which allow a specific member subgroup to share their unique perspective. These topics may not attract many people but allow international sharing among members. In general, these Member Mentoring topics may be interspersed between higher demand topics.
7. Past surveys indicate that webinars using the Thursday/Friday combination have higher attendance.
8. Our normal webinar schedule allows more people to attend, even though the speaker may prefer a different schedule. We also have an Alternate Schedule which flips day and night (for use with speakers in the middle east) but it cuts out most Norths Americans unless they live on the east coast. While we cannot force speakers to hold their webinar during our favorite times, we can share this information with speakers. We can explain that variations from our normal

schedule is likely to cut attendance in half. Our Alternate Schedule tends to cut attendance in half, also. If the speaker chooses a different schedule, then they must accept the lower turnout.

### **Public Relations Committee (2-year term)**

The responsibility of the Public Relations Committee includes:

- Developing a plan for increasing interest and awareness in APCDA, especially among those who have not yet heard of us.
- Designing and conduct an annual marketing campaign to reach new people in all the member countries
- Work with other committees to assist them in marketing their own programs (such as Membership events or webinars)
- Recommending changes in the media policies, marketing plans, and proposals for new publications or products to the Board.

### **Research Committee (2-year term)**

The responsibilities of the Research Committee include:

- Promoting the Journal
- Promoting tools for research
- Sharing ideas for research
- Consulting on methodology, research design, fostering young scholars
- Developing a research plan for collaboration among countries – share a joint goal/focus

## **Descriptions of Temporary Workgroups**

### **Glossary Project Workgroup**

The Glossary Project workgroup is responsible for updating a glossary that includes definitions of common career planning terms upon which our members can agree. It is also responsible for pursuing the development of a comparable glossary in various member languages. As our field grows and terminology changes, the glossary is likely to grow and change to fit current circumstances.

## **XIV. FINANCES**

### **Dues and Special Assessments**

- Annual dues for all classes of membership shall be established by the Board.
- The Board may specify the way dues and assessments shall be collected.

### **Salaried Employees or Management Services Agreement**

The Officers may authorize the employment of such staff or management company as may be necessary to fulfill the objectives of the Association and set compensation for such employees or management company.

### **Fiscal Year**

The fiscal year of the Association shall be October 1<sup>st</sup> through September 30th.

### **Finance Council**

In compliance with laws related to incorporation in the United States, the Finance Council shall monitor fiscal responsibilities.

### **Annual Audit**

Before the financial records are presented to the Board at the end of the fiscal year, the Finance Council shall review these documents. Their report shall be transmitted to the Board with any recommendations that may be appropriate. The Finance Council shall annually identify 2 volunteers from outside the US to review these records and shall respond to their questions.

### **Reporting of Association Financial Condition**

A full report on the financial condition of the Association and any official commitments shall be made available to the membership upon written request.

## **XV. WEBSITE**

The updating of the website shall be the responsibility of the staff. They shall review the website at least once a year and archive old documents. News articles or other time-sensitive information must include a month and year when published, normally as part of the title or subtitle.

Documents which still have value may be moved to an Archive list (removed from the original webpage, such as the Country Information page or one of the news pages). Web articles will be maintained for 2 calendar years. By the middle of the third year, staff will delete them or move them to an archive page or a PDF and list that PDF as an archived file.

Conference information will remain on the website for one year. As soon as the conference is over, it will be added to the list of Past Conferences list with a Group Photo and the PDF Conference Program. Conference presentation videos will remain online (but not available to the public) for 2 years. Older files and other files will be deleted. Conference videos may be added to the video Store if deemed worthy of future viewing.

# APPENDICES

## APPENDIX A: Partnerships Evaluation Checklist

On occasion, the Asia Pacific Career Development Association (APCDA) may enter into partnerships with both non-profit and profit organizations and related entities. The attached document is designed to assist APCDA board members in making decisions about which partnerships, if any, to pursue. Any group seeking to partner with APCDA is invited to provide whatever information might be helpful in the evaluation process.

### The Partnership Evaluation Process

Any member of the board, committee chair or member, APCDA member, or other external group can bring the initial information on the proposed partnership forward.

For each partnership inquiry, the APCDA President will identify two board members and a third individual with knowledge related to the content/issues associated with the potential partnership to serve as reviewers. These individuals should not be in a position to benefit financially from the potential partnership, be members of, or directly affiliated with the organization.

In their role as reviewers, these individuals will be asked to examine the information on the proposed partnership, and complete the Partnerships Evaluation Checklist using the rating scale provided and offering any additional comments they wish to add.

The reviewers will be asked to make a recommendation to the board using the following categories:

- Decline pursuing the partnership
- Table the partnership (current information provided is complete but Board has other priorities at this time)
- Table the partnership and request further information (this may be requested by the reviewers or the board)
- Pursue the partnership and recommend board's approval. If approve, the board and Staff would work out the details with regarding to any type of agreement or contract that might be entered into with the partnering organization.

It is possible that no one set of criteria can be established for use in evaluating collaborations with external organizations, but this process may prove helpful for the current and future leadership of APCDA to have some sense of what issues were considered in previous arrangements associated with successful partnerships. APCDA staff will maintain a record of discussion topics, rationale, and completed checklists for decisions related to partnerships, in order to further refine these guidelines for future board discussions on this matter.

### APCDA Partnership Evaluation Checklist

Criteria	Definitely.....Not at All 5 4 3 2 1 0	Cannot determine	Comments
Are the nature of the organization's mission, purpose, or services compatible with the missions and goals of APCDA?			
Are key members of the organization involved in APCDA?			
Does the partnership have the potential to benefit APCDA members (e.g., access to specific services, resources, etc.)			
Does the partnership have the potential to benefit APCDA financially?			
Do the potential benefits (financial or otherwise) justify the impact of the partnership on staff staff and/or APCDA Board/volunteers?			
Does the proposed partnership avoid any potential harm or threat (however defined) to APCDA?			
Does the agreement or partnership avoid an exclusive arrangement with or endorsement of any one organization, e.g., publisher, testing or training organization, etc.?			
Is the timeline for how long the partnership will last specified and information provided on how can it be continued or terminated?			



