

STANDING RULES

The National Résumé Writers' Association

Standing Rules, as stated in Article XI, of The NRWA Bylaws are the procedures of the organization, or general policy that are not included in the bylaws. They cannot be in conflict with the bylaws. Each administration can choose to retain or amend the standing rules as necessary to fit the administration's needs. Standing rules make the frequent/common actions simpler and provide for fairness and continuity of Board decisions.

The Board of Directors may alter, amend, suspend, or repeal the Standing Rules at any regular or special meeting called for that purpose, except as restricted by the Nonprofit Corporation Law of 1972, as amended. This is according to Article XIII of The NRWA Bylaws.

A. NRWA Membership

According to Article III of The NRWA Bylaws, there are three levels of membership: Regular, Associate, and Affiliate. The following are definitions of the membership and the dues as adopted by the current administration of NRWA.

Regular Membership: Individuals (not companies) in the resume writing or career services field are eligible for regular membership. The cost and benefits of regular membership are posted on The NRWA's website.

Associate Membership: Employees and partners of NRWA regular members are eligible for associate membership. If an associate member leaves the employment or partnership of The NRWA regular member, then his or her associate membership is void and he or she must sign up for regular membership if he or she wants to continue receiving NRWA benefits. The cost and benefits of associate membership are posted on The NRWA's website.

Affiliate Membership: Strategic partners in the careers industry (who provide services by which regular or associate members can save money or earn money but who do not directly compete with regular and associate members) are eligible for affiliate membership. The cost and benefits of regular membership are posted on The NRWA's website.

Once a member has joined and is approved for membership at any level, dues are considered payable and non-refundable regardless of method of payment.

B. Board of Director Meetings

The number and timing of Board meetings shall be determined by the President. Elected and appointed Directors will attend meetings beginning in August prior to the start of their term.

C. Board / Volunteer Benefits and Expectations

The executive officers can determine, at their discretion, which extra member benefits a Board member or volunteer can receive that fall outside of the benefits received with membership. A motion needs to be made to, and carried by, the executive officers. Benefits and discounts can be applied to, but are not limited to, membership, teleseminars, conference registration, and NCRW sample submission / testing.

Expectations: All Board members are required to attend at least 75% of the Board meetings during their term of service to maintain their position and receive benefits. All Board members are strongly

encouraged to attend the annual conference. The President and conference chairs are *expected* to attend the annual conference, barring an urgent, unforeseen event.

Benefits:

Board:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

(President only): Hotel is paid for at conference

Incentive credit toward The NRWA products, memberships and services for every new member recruited (10% of membership fee)

Certification Graders:

Free membership

50% off conference registration

1 CEU per sample graded

Committee Members

50% off membership

Proofreader(s):

Free membership

6 free teleseminars

Volunteers receive their discounts during the calendar year their position begins, unless they had paid their membership within the past three months. In that case, the discount can be made retroactive upon the request of the volunteer.

D. Executive Officers

Executive officers will be elected based on the procedure described in the by-laws. President, Secretary, Immediate Past-President, and Immediate Past Treasurer will serve one-year terms; Treasurer will serve a two-year term.

President (1-year term): The President of The NRWA leads the Board to facilitate short- and long-range planning, program development, decision-making, and problem solving. The President also communicates strategic direction, ensures smooth operations, negotiates contracts, works with subcontractors, initiates meetings to address issues and facilitate consensus, and serves as final arbitrator in internal disputes.

THE NRWA PRESIDENT

Duty	Tasks	Timeframe
1. Schedule, organize and preside at Board and Executive committee	a) Determine schedule for Board meetings, set agendas, conduct meetings, and communicate to ensure	Monthly

meetings	follow-through on Board decisions	
	b) Schedule and conduct Executive Committee meetings	As needed
2. Appoint committees and committee chairs	a. Appoint Chairs and obtain $\frac{3}{4}$ Board approval for all candidates	January / As needed
	b. Convene or approve convening of special committees	As needed
3. Serve as official spokesperson for The NRWA	a. Serve as liaison to affiliates and partners	Ongoing
	b. Assist in soliciting conference sponsors	January - May
	c. Respond to media requests and/or connect members to media	Ongoing
	d. Communicate with members and potential members	Ongoing
	e. Share requests for resume writers with e-list or appropriate member groups	Ongoing
	f. Review the newsletter prior to release each month for continuity with brand	Monthly
4. Organization leadership	a. Review organization vision and mission with Board as foundation for annual goals	September (retreat) / Ongoing
	b. Approve expenditures with Board, serve as additional signer on account, and sign all organization contracts	As needed
5. Maintain organization	a. Ensure maintenance of Bylaws, Standing Rules and other organization documentation in collaboration with Secretary	Ongoing
	b. Coordinate with Treasurer to have financial reports posted at least quarterly to The NRWA website **	Ongoing
6. Transfer knowledge and responsibilities	a. Assist President-Elect with identifying potential members for President-elect and chair roles	May - July and October - December
	b. Transfer materials and knowledge	July
7. Participation in annual conference	a. Expected to attend the annual conference, serving as the emcee where needed and meeting/greeting conference attendees at general sessions, socials, etc.	As scheduled per Conference Committee

** *Oversee actions of Administrative Team*

Average Time Commitment to Position: 10-20 hours per month, with the majority of the work occurring near the time of the Board Meetings and responding to member/prospect inquiries.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Expected to attend annual conference, barring an urgent, unforeseen event.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

Hotel rooms at annual conference if not compensated by hotel

Treasurer (2-year term, plus 1 year as Immediate Past Treasurer): The Treasurer oversees and monitors The NRWA's financial matters, and serves as The NRWA's financial liaison with the association's accountant, bookkeeper, and administrative assistant. The Treasurer reviews and submits financial reports to the Executive Board, supports the annual budget process, and oversees the membership database, income and payments, reconciliation of bank accounts, and preparation of tax returns and audits.

THE NRWA TREASURER

Duty	Tasks	Timeframe
1. Attend board meetings	a. Review, submit, and present monthly financial reports at Board meetings b. Contribute to Board discussions during monthly meetings	Monthly starting August before official term
2. Oversee financial matters	a. Serve as liaison to The NRWA bookkeeper, administrative assistants (admin), and accounting firm **	Ongoing or as needed
	b. Oversee receipt and deposit of income and payments by admin; support admin to resolve member payment or account issues **	Ongoing
	c. Oversee maintenance of membership database by admin **	Ongoing
	d. Oversee reconciliation of bank accounts by bookkeeper	One week before Board meeting
	e. Manage cash flow and investments to optimize interest earned, leaving no more than \$20,000 in checking account at any one time, except when paying large bills for annual conference	Ongoing
3. Manage registration and reporting	a. Maintain all financial records (requiring working knowledge of accounting and QuickBooks)	Monthly or as needed
	b. Prepare P&L statements (detailed, standard, and previous year comparison), and balance sheet	Monthly

	c. Prepare and email Treasurer's report (including financial reports) to secretary	5 days before Board meeting
	d. Manage registration with and reporting to oversight agencies, i.e. State of New York and IRS	Quarterly, annually, and as-needed
	e. Oversee preparation of tax returns and audits, ensuring that tax returns (or an extension) are filed on time	By May 15th
4. Prepare and maintain annual budget	a. Email budget worksheets to Board members and consult with them as needed to develop proposed adjustments	January of each fiscal year
	b. Present the proposed budget for Board approval	February Board meeting
5. Knowledge transfer	a. Identify potential members for Treasurer-elect role	As needed
	b. Meet with incoming Treasurer one-on-one to transfer knowledge	August - January
	c. Transition all accounts, passwords, and records to incoming Treasurer in a timely manner	End of term

*** Oversee actions of Administrative Team*

Average Time Commitment to Position: 4-8 hours per month, with the majority of the work occurring near the time of Board meetings, which are typically 1.5-2 hours. Annual preparation of budget requires another 8-12 hours, and tax and reporting activities require another 2-4 hours at tax time.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Attendance at annual conference is strongly encouraged.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

Secretary (1-year term): Maintains The NRWA's official documents. The secretary also prepares and distributes the agenda for Executive Board meetings. Records and distributes minutes; prepares quarterly Board Bytes for The NRWA Connection newsletter; provides quality control for all communications of The NRWA; ensures documentation and organization of processes, policies, and institutional knowledge for The NRWA.

THE NRWA SECRETARY

Duty	Tasks	Timeframe
1. Attend board meetings	a. Prepare report for Board regarding activities b. Contribute to Board discussions during monthly meetings	Monthly starting August before official term
2. Record meeting proceedings	a. Record minutes b. Notify administrative assistant (admin) to	Monthly As needed

	record minutes if unable to attend meeting	
	c. Distribute minutes to President for review and approval	Within 7 days of meeting
	d. Distribute approved minutes to Board	Upon approval, and again before next Board meeting
3. Prepare communications	a. Collect agenda items 5 days prior to Board meeting and send agenda to President for approval; distribute agenda to Board prior to meeting	Monthly
	b. Send written notice of Board meeting to Board and request RSVP **	Monthly
	c. Prepare “Board Bytes” to summarize monthly minutes	Quarterly
4. Act as support to President	a. Ensure monthly approval of minutes	Monthly
	b. Track and document voting on initiatives occurring outside of monthly Board meetings	As Needed
5. Maintain records	a. Retain minutes and financial reports; ensure document capture in Dropbox **	Monthly
	b. Review and update officer list **	Ongoing
	c. Retain current copy of bylaws and standing rules	Ongoing
6. Knowledge transfer	a. Identify potential members for Secretary-elect role	January to March
	b. Meet with incoming secretary one-on-one to transfer knowledge	October to December
	c. Maintain electronic copy of records and deliver to next secretary **	By end of fiscal year

** *Oversee actions of Administrative Team*

Average Time Commitment to Position: 6-10 hours per month, with the majority of the work occurring near the time of the Board Meetings and quarterly for Board Byte compilation. Board meetings are typically 1.5-2 hours.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

President Elect (1-year term): Sits as a voting member of the Executive Board. Provides support for President and chairs as requested. Assists with recruiting for incoming chairs and officers. Serves as

Ethics Chair, handling grievances, coordinating and monitoring elections, and working with third party providers to extinguish fraudulent use of The NRWA name, certifications, or logo.

THE NRWA PRESIDENT ELECT | ETHICS CHAIR

Duty	Tasks	Timeframe
1. Board duties	a. Attend monthly meetings of the Board of Directors	Monthly starting August before official term
	b. Submit written report of chair activities to Secretary 5 business days prior to meeting	Monthly starting January of term
	c. Contribute to Board discussions during monthly meetings (this is a voting position on the Executive Board)	Monthly starting August before official term
2. Serve as Ethics Chair	a. Oversee annual elections, including sending the call for nominations, verifying nominations, collecting candidate information, overseeing administration of voting site, and serving as sole Board viewer of results **	April - July
	b. Contact non-members who have The NRWA logo and/or membership or certification claims on their websites	Monthly
	c. Manage the execution of the grievance process for any formal complaints	Ongoing
	d. Respond to, track, and bring any formal/informal complaints against members to the Board as needed **	Ongoing
	e. Monitor e-list posts and communication and address violations of e-list policies	Ongoing
	f. Provide input on contracts for The NRWA and ensure annual bylaws review with Secretary	Ongoing
3. Strategic planning	a. Begin planning the direction or emphasis of forthcoming term with assistance of the Board	September (retreat) and On-going
4. Recruiting appointed Board chairs	a. Ask current appointed chairs if they are interested in staying on the Board in another role	August
	b. Send call for nominations for appointed chairs to membership for remaining openings	September

	c. Recruit those who meet the criteria for the elected positions (already having held a Board position)	September
	d. Compile slate of appointments for Board approval	October

** *Oversee actions of Administrative Team*

Average Time Commitment to Position: 6-10 hours per month, with more hours during election time.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and Administrative Team. Strongly encouraged to attend annual conference.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

Immediate Past President (1-year term): Sits as voting member of the Executive Board to provide continuity. Assists with recruiting for incoming chairs and officers. Provides support for President and Chairs as requested. Manages The NRWA awards.

THE NRWA IMMEDIATE PAST PRESIDENT

Duty	Tasks	Timeframe
1. Serve on advisory board	a. Attend monthly meetings of the Board of Directors	Monthly
	b. Submit written activity report to secretary 5 days prior to meeting	Monthly
	c. Contribute to board discussions and decisions (this is a voting position) during monthly board meetings	Monthly
2. Serve as advisor to President	a. Pass on knowledge, share historical information, provide counsel as needed	Ongoing
	b. Assist with soliciting and maintaining relationships with affiliates and conference sponsors	Ongoing
	c. Participate on nomination committee at the invitation of the President / President Elect	Upon request
	d. Assists President with recruiting for incoming chairs and officers.	As needed
	e. Organize committee of past Presidents for the President when special projects require it	As needed
3. Oversee the annual writing competition	a. Solicit committee members and establish guidelines for committee	January to September
	b. Establish judging criteria and submit to board	
	c. Manage the judging process	
	d. Ensure the logistics for the award are coordinated	
4. Stand-in for President as	a. Maintain communication with President to gain transfer knowledge of operations and events	Ongoing

needed	b. Perform the duties of the President when the President is unable to do so	As needed
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Average Time Commitment to Position: 6-10 hours per month, with more hours during contest time.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

Immediate Past Treasurer (1-year term): Sits as voting member of the Executive Board to provide continuity and historical financial insights. Trains and oversees incoming Treasurer to protect the organization from possible malfeasance or errors during the transition period.

THE NRWA IMMEDIATE PAST TREASURER

Duty	Tasks	Timeframe
1. Attend monthly board meetings	a. Contribute to financial and budget discussions b. Provide a history of the financial transactions of the organization c. Contribute to general discussions and decisions (this is a voting position)	Monthly
2. Transition bank accounts	a. Initiate bank correspondence to change signature cards and get/remove online access	Begin November of final year as Treasurer
	b. Cancel personal access to accounts	January or February, as appropriate
3. Banking and accounts payable	a. Guide incoming Treasurer in processes and procedures of working with the checking and savings accounts and paying bills	Begin October of final year as Treasurer
4. Budget	b. Collaborate with Treasurer to ensure full understanding of the budget process	December through February
5. Liaise with bookkeeper	a. Coordinate with Treasurer to set up a LogMeIn account for remote access by bookkeeper to Treasurer's computer for monthly account reconciliation	December
6. Other training	a. Teach the Treasurer how to: i. Review and adjust the detailed P&L statement	Begin November of final year as Treasurer

	ii. Create financial statements and Treasurer’s report	
	iii. Prepare QuickBooks for the outside accounting firm that prepares the nonprofit tax returns for the IRS that are due May 15 of each year	March or April
7. Provide resource(s)	a. Support any ongoing needs of Treasurer, bookkeeper, administrative assistants, and public accounting firm	On-going or as-needed **

** Oversee actions of Administrative Team

Average Time Commitment to Position: 3 hours per month, with more hours occurring during training periods, budgeting, and for tax and reporting activities. Board meetings are typically 1.5-2 hours.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board, Treasurer, and Administrative Team.

Benefits of Position:

- Membership at no cost
- Attendance and access to teleseminars and webinars at no cost
- Certification costs for the NCRW designation are waived
- Free attendance at conference (not including pre-conference workshops)

E. The NRWA Board

Non-executive members shall be named “chairs” and appointed by the Board in August prior to their year of service. The chairs listed below will serve 1-year terms with the exception of the Certification Chair. All chairs listed below will vote in Board decisions.

Membership Chair (1-year term): Facilitates executive, Director of Industry, and member communication tasks. Promotes positive internal relations with The NRWA members and manages new member recruitment and member retention/incentive programs.

THE NRWA MEMBERSHIP CHAIR

Duty	Tasks	Timeframe
1. Board duties	a. Attend monthly meetings of the Board of Directors <ul style="list-style-type: none"> i. Submit written report about chair activities to Secretary 5 business days prior to meeting ii. Contribute to Board discussions and decisions (chair is a voting position) during monthly Board meetings 	Monthly
2. Solicit new members	a. Establish membership targets	Beginning of fiscal year
	b. Contact groups, individuals, and associations to promote The NRWA c. Regularly reach out to marketing chair to advise on membership drive activities and coordinate efforts	Ongoing

	as appropriate d. Work closely with Directors of Industry to solicit and involve new members	
	e. Provide membership information and materials at the annual conference	September
d. Retain members	a. Maintain up-to-date renewal letter with benefits of membership **	Ongoing
	b. Send out renewal notifications 4 weeks prior to membership lapse; oversee automated notification process **	Ongoing
	c. Ensure Directors of Industry follow up with members pending renewal / recently lapsed and complete follow up personally as needed	Monthly
e. Lead Directors of Industry	a. Hold regular meetings with Directors of Industry to address membership recruitment/retention issues.	Monthly
	b. Provide feedback on communications, monthly reports, and bi-annual submissions to newsletter	Ongoing
	c. Recruit Directors of Industry Representatives for election as needed and fill in should a position be vacated temporarily.	
	d. Coordinate and oversee Directors of Industry in planning and executing a fun, networking-focused welcome reception event at the annual NRWA conference	
f. Database maintenance	a. Coordinate with administrative team to ensure database records are current and accurate **	Quarterly
g. Troubleshoot membership issues	a. Work closely with treasurer, administrative team, or President to resolve membership problems**	Ongoing
h. Provide membership report	a. Provide membership report to board at regular meetings** i. Provide data on changes in membership (monthly, historical, etc.) ii. Address issues and pending resolutions	Monthly
i. Carry out special requests	a. Perform duties assigned by President or Executive Board	As requested
9. Knowledge transfer	a. Transfer materials and knowledge to new chair	October - December
	b. Participate in training incoming membership chair during formal training held at annual conference	October - December

** Oversee actions of Administrative Team

Average Time Commitment to Position: 6-10 hours per month, with the majority of the work occurring near the time of the Board Meetings and Industry Rep meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend the annual conference.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

Conference Program Chair (1-year term): Promotes The NRWA mission through the annual conference, co-leading the conference committee with the conference logistics chair. Recruits the conference committee with the conference logistics chair, leads efforts to recruit and select speakers for the conference, and coordinates with the Certification Chair to ensure annual conference qualifies for 10 CEUs toward The NCRW.

THE NRWA CONFERENCE PROGRAM CHAIR

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 5 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) at monthly meetings 	Monthly
2. Committee leadership	<ul style="list-style-type: none"> a. Work with Board and Logistics Chair to recruit for Conference Committee and set monthly meeting times 	October
3. Call for proposals	<ul style="list-style-type: none"> a. Brainstorm themes for conference with committee b. Send out 'Call for Proposals'* 	October - November
4. Program outline and speaker selection	<ul style="list-style-type: none"> a. Work with committee to create a list of potential sessions and speakers b. Determine the format of the event (breakouts, panels, general sessions, etc) reversed c. Contact potential keynote speakers <ul style="list-style-type: none"> i. Negotiate fees based on budget; solidify topic ii. Establish method of payment to speakers (suggest flat fee with NRWA arranging travel and paying difference to speaker) d. Work with Certification Chair to ensure program meets requirements for 10 CEUs 	November - December
5. Finalize contracts and communicate with speakers	<ul style="list-style-type: none"> a. Communicate closely with speakers b. Send out rejection notices before speaker agreement and posting the program on the web site <ul style="list-style-type: none"> i. Coordinate signing of speaker agreements* ii. Coordinate travel for keynote speakers* iii. Clarify objectives for all sessions, as needed 	December - January
6. Coordinate program	<ul style="list-style-type: none"> a. Collaborate with Marketing Chair to create recruitment messages focused on speakers 	December - August

arrangements and assist with speaker-related marketing	<ul style="list-style-type: none"> b. Coordinate with Education Chair to conduct a complimentary speaker webinars c. Coordinate review and approval of presentation content and slides; ask speakers to create a streamlined version for handouts as needed; work with Certification Chair to ensure presentations meet CEU requirements 	December
7. Communicate with speakers about logistics	<ul style="list-style-type: none"> a. Communicate audio visual (AV) provisions b. Outline other logistics if needed 	May
8. Door prizes	<ul style="list-style-type: none"> a. Recruit volunteers or lead committee to gather and organize door prizes to be given away at the conference 	April-August
9. Pre-event speaker details	<ul style="list-style-type: none"> a. Double check travel plans with speaker* c. Make sure speakers register* d. Work with admin to finalize handouts, CEUs and evaluation so they can be compiled into binder* e. Provide Logistics Chair with AV needs and ensure volunteers are set to introduce speakers* f. Coordinate gift for speakers g. Coordinate with Treasurer to ensure on-site payment for keynote speakers* 	3-4 weeks before event
10. On-site speaker management	<ul style="list-style-type: none"> a. Coordinate with Treasurer to ensure on-site payment for keynote speakers * b. Introduce speakers or recruit volunteers as needed c. Assist with AV or other speaker issues or recruit volunteers as needed 	Day of event
11. Post-event speaker needs	<ul style="list-style-type: none"> a. Process speaker evaluations and share results with board and speakers * 	One-two weeks after event
12. Knowledge transfer	<ul style="list-style-type: none"> a. Identify potential members for Program Chair-elect role* b. Transfer materials and knowledge to new chair 	January to March July-December

**Denotes suggested area of collaboration with administrative staff (Board member responsible for oversight)*

Average Time Commitment to Position: 6-10 hours per month, with more hours required from November through January while recruiting speakers and coordinating speaker contracts.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Expected to attend the annual conference, barring an urgent unforeseen event.

Benefits of Position:

- Membership at no cost
- Attendance and access to teleseminars and webinars at no cost
- Certification costs for the NCRW designation are waived
- Free attendance at conference (not including pre-conference workshops)

Conference Logistics Chair (1-year term): Promotes The NRWA mission through the annual conference, co-leading the conference committee with the conference program chair. Recruits the conference committee with the conference program chair and leads the conference committee in planning conference and special events logistics including but not limited to meeting space, transportation, and food/beverage.

THE NRWA CONFERENCE LOGISTICS CHAIR

Duty	Tasks	Timeframe
1. Board duties	a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 5 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) during meetings	Monthly
2. Choose venue based on location chosen by membership	a. Collect quotes from top venues and coordinate with member in the host city to look at site * b. Contact services to use on a commission basis to assist with negotiating costs (admin has details *) c. Quotes should include the following: <ul style="list-style-type: none"> i. Site Fee (breakout rooms, room for vendors, opening reception space) ii. Parking iii. Food, including reception, breakfast, lunch, and potential snack and sodas at break iv. Audio visual (AV) equipment, including screen size, projector (can often bring our own) table, cords, podium, sound, etc. v. Internet vi. Linens, chairs, table set up vii. Service fees viii. Room rates for members, including details about room types available 	August - September prior to following years' conference
3. Solidify initial contract	a. Obtain board approval of site contract b. Work with President to sign initial agreement with venue and with Treasurer to make deposit	September prior to following years conference
4. Coordinate online registration	a. Prepare proposed budget and registration fees and gain approval from board b. Coordinate with admin team to set-up and test all necessary features of online registration system c. Work closely with admin team to address any problems with registration d. Create on-line registration process on website	September prior to following years conference

5. Coordinate meetings	<ul style="list-style-type: none"> a. Work with Conference Program Chair to create a schedule of monthly Conference Committee meetings b. Confirm a timeline and assignments 	November
6. Set up special event	<ul style="list-style-type: none"> a. Research and secure reservations for special events in the conference location 	January/February
7. Coordinate with sponsors	<ul style="list-style-type: none"> a. Coordinate after sponsors purchase to ensure delivery of benefits (President or their appointee(s) will solicit sponsors) b. Communicate logistics to sponsors before conference (set-up times, table size, shipping details, wifi/electricity, copy-ready advertising deadline, and notebook content) 	February-August
8. Finalize contract with venue Banquet Event Order (BEO)	<ul style="list-style-type: none"> a. Discuss all relevant needs with hotel event planner, agree, and sign BEO (or secure the President’s signature)** <ul style="list-style-type: none"> i. Ensure speaker AV and other needs are met (talk to speaker chair to confirm)* ii. Ensure food needs are met, including vegetarian, Jewish, vegan, and gluten free as needed* iii. Ensure proper set up, including conference areas, registration tables, break out rooms, signage, etc. iv. Coordinate clean-up with board members and hotel staff v. Ensure all fees are outlined in BEO 	August in year of conference
9. On-site volunteer management	<ul style="list-style-type: none"> a. Determine volunteer needs and work with committee to assign conference duties * 	Ongoing through conference
10. Manage participant check-in process	<ul style="list-style-type: none"> a. Work with admin team to prepare final list of attendees, nametags, and other materials for registration table* b. Manage day-of registration process * c. Work with admin to process day-of payments * 	2 weeks before event 2 weeks before event
11. Arrive early to check on venue	<ul style="list-style-type: none"> a. Arrive the day prior to the event to meet with venue event planner – make sure set up is as agreed upon b. Make sure hotel contact is accessible throughout conference for last minute needs* 	Day prior to event
12. Post-event reporting	<ul style="list-style-type: none"> a. Work with Treasurer to process payments to hotel and other vendors b. Finalize budget to share with board 	One week after event
13. Knowledge transfer	<ul style="list-style-type: none"> a. Identify potential members for Training, Registration-elect role 	Ongoing
	<ul style="list-style-type: none"> b. Transfer materials and knowledge to new chair 	January

**Denotes suggested area of collaboration with administrative staff (Board member responsible for oversight)*

Average Time Commitment to Position: 6-10 hours per month, with the majority of the work occurring near the time of the Board Meetings and Directors of Industry meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Expected to attend the annual conference, barring an urgent unforeseen event.

Benefits of Position:

- Membership at no cost
- Attendance and access to teleseminars and webinars at no cost
- Certification costs for the NCRW designation are waived
- Free attendance at conference (not including pre-conference workshops)

Education Chair (1-year term): Oversees development and execution of educational offering to fulfill The NRWA’s educational mission. Recruits speakers and coordinates monthly teleseminars, obtaining approval for CEUs toward the NCRW from the Certification Chair. Works with administrative staff and Marketing Chair to promote, record, evaluate, and expand offerings. Provides oversight for maintenance of the online training program in coordinating with the Certification Chair.

THE NRWA EDUCATION CHAIR

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend meetings and solicit the board for ideas to improve educational offerings b. Submit written report about chair activities to Secretary 5 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) during meetings 	Monthly starting August before official term
2. Maintain The NRWA mission of providing educational opportunities to members	a. Facilitate and record teleseminars and webinars, including advance distribution of seminar materials to attendees	Monthly
	b. Collaborate with board and membership to develop topics and source presenters	Ongoing
	c. Schedule presenters, execute presenter contracts, and acquire W9 and synopsis	Ongoing
	d. Work with administrative team to resolve member service issues	As needed **
	e. Work with IT chair to resolve technical issues and deploy new technologies	As needed

	f. Collaborate with marketing chair to promote seminars and annual conference	Ongoing
	g. Solicit and analyze attendee feedback to enhance member value and experience	Ongoing
	h. May sit on the conference committee and provide input to align conference program with education plan	Monthly or as needed
3. Prepare reports and budget	a. Prepare and email monthly report to secretary	Five days before board meeting
	b. Review and adjust the proposed education budget for board approval	January
4. Knowledge transfer	a. Identify potential members for Education Chair role	As needed
	b. Meet with incoming Education Chair one-on-one to transfer knowledge	August - January
	c. Transition records to incoming Education Chair in a timely manner	End of term

*** Oversee actions of Administrative Team*

Average Time Commitment to Position: 6-10 hours per month, with the majority of the work occurring near the time of seminars. Board meetings are typically 1.5 hours. Teleseminars and webinars can take 2-4 hours per month.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the board and administrative team. Attendance at annual conference is strongly encouraged.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

Marketing Chair (1-year term): Leads the marketing committee comprised of Directors of Industry in developing, coordinating, and executing a comprehensive marketing and public relations strategy to promote The NRWA to consumers, the business community, and the media. Provides oversight for The NRWA social media efforts, website, public relations, and newsletter. Collaborates with Technology Chair to develop and execute website vision and maintenance.

THE NRWA MARKETING CHAIR

Duty	Tasks	Timeframe
1. Board duties	a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 5 business days prior to meeting c. Contribute to Board discussions and decisions	Monthly starting August before

	(chair is a voting position) at monthly meetings	official term
2. Lead marketing committee	<ul style="list-style-type: none"> a. Recruit and lead marketing committee of up to 5 Directors of Industry or their designates b. Hold meetings with committee and track attendance/participation for benefits c. Engage committee in participating in conference marketing, general marketing, and social media efforts d. Delegate marketing duties to assigned Directors of Industry assisting in various marketing areas including, but not limited to 1) newsletter development, 2) new member development, 3) public relations/community management, 4) social media marketing, 5) website/content development, and 5) conference marketing. 	Monthly
3. Coordinate with education and conference chairs to advertise webinars and conference	<ul style="list-style-type: none"> a. Consult with chairs to determine timeline to advertise teleseminar and conference * b. Work closely with board and admin team to identify 'marketing list' ** c. Coordinating receiving marketing collaterals from Education/Conference Chairs to advertise event d. Create direct marketing email campaigns according to timeline ** e. Advertise/market all events via LinkedIn Group, Facebook page, and other social media (Twitter, Google +, Pinterest, etc.) * 	<p>Monthly for Teleseminars</p> <p>December – August for conference</p>
4. Manage LinkedIn Group, Facebook account, and Twitter feed	<ul style="list-style-type: none"> a. Log-in and update LinkedIn Group as necessary. b. Evaluate and approve all requests for new members (who need to be in the industry but not members) * c. Send welcome email to new LinkedIn group members, Facebook likes, and Twitter followers, inviting them to join The NRWA, if not already a member * d. Post regularly on all social media platforms * 	At least once per week
5. Participate in membership recruitment efforts	<ul style="list-style-type: none"> a. Assist membership recruitment initiatives with Membership Chair and/or Industry Representatives 	Ongoing
6. Collect content and coordinate logistics for newsletter.	<ul style="list-style-type: none"> a. Solicit articles from members through general member emails and targeted outreach. * b. Set schedule for executive greetings for board members and industry representative reports and communicate to board ** 	November – December for next year and ongoing
	<ul style="list-style-type: none"> c. Collect and collate articles, coordinate with editor(s) proofreader(s), and send final draft to President before sending newsletter to members 	Monthly

7. Member Article library & RSS Feed	a. Copy newsletter member, marketing, and NCRW articles and transfer to the members article library b. Maintain the members RSS feed and solicit new feeds every 6 months	Monthly
8. Knowledge transfer	a. Identify potential members for Marketing-elect role *	July to October
	b. Transfer materials and knowledge to new chair. Materials to transfer include: all social media profile logins, where to find important marketing documents, automation procedures, and social media management software navigation	October

*Denotes suggested responsibility for committee member

** Oversee actions of Administrative Team

Average Time Commitment to Position: 8-12 hours per month, with the majority of the work occurring near the time of the Board Meetings and Industry Rep meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Benefits of Position:

- Membership at no cost
- Attendance and access to teleseminars and webinars at no cost
- Certification costs for the NCRW designation are waived
- Free attendance at conference (not including pre-conference workshops)

Technology (IT) Chair (1-year term): Provides maintenance and technical support for website(s), teleseminars, and other technologies that support member services and communication. Recommends improvements and technologies to add value and enhance member experiences.

THE NRWA TECHNOLOGY (IT) CHAIR

Duty	Tasks	Timeframe
1. Serve on advisory board	a. Attend monthly meetings of the Board of Directors	Monthly
	b. Submit written activity report to Secretary 5 days prior to meeting	Monthly
2. Manage websites and technologies	a. Participate in vision and planning for main website and training website	Ongoing
	b. Coordinate with other board members to update website areas associated with conference, education, certification, membership, etc.	Ongoing
	c. Liaise with website development and maintenance vendors as needed to coordinate upgrades and resolve problems	Ongoing
	d. Recommend changes or upgrades to improve member experience and communication regarding e-list, teleseminars, webinars, and other	Ongoing

	technologies	
3. Provide technical support	a. Collaborate with other board members and the admin team to resolve technical issues and user problems related to main website, training website, e-list, teleseminars, webinars, and other technologies	As needed
	b. Work directly with members to resolve user problems	
	c. Manage the judging process	
	d. Ensure the logistics for the award are coordinated	
4. Other duties	a. Records teleseminars or webinars when Education Director is unable to do so.	As needed
	b. Work with Ethics Chair to notify third-party providers of fraudulent use of The NRWA name, certifications, or logo	As needed

Average Time Commitment to Position: 8-10 hours per month.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Certification costs for the NCRW designation are waived

Free attendance at conference (not including pre-conference workshops)

Certification Commission Chair (1-year term): The certification chair oversees all aspects of certification testing, standards development, online training, Study Guide maintenance, mentoring program(s), certification committee recruiting, and content creation for certification-related aspects of the website. The certification chair also promotes certification program to NRWA members, and serves as advocate for certified members.

THE NRWA CERTIFICATION CHAIR

Duty	Tasks	Timeframe
1. Board duties	a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 5 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) at monthly meetings	Ongoing during 1-year term
2. Promote the certification program	a. Answer questions about the NCRW process and requirements from current and potential members b. Coordinate with marketing chair when appropriate to announce new NCRWs c. Contribute newsletter articles and attend conferences, teleseminars, etc. to raise visibility of	Ongoing

	the program	
	d. Provide certification information and materials at the annual conference	September
3. Manage the Certification Commission	a. Coordinate the panel of NCRW Graders, recruiting, training, and coaching new graders as needed b. Maintain the Advisory Board of industry leaders, and check in with Board regularly for information on industry trends, Study Guide updates, etc.	Ongoing
4. Maintain the Study Guide and other materials	a. Keep the Study Guide up to date b. Maintain and update other certification materials, including Grader Guidelines, Grading Sheets, Legal Papers for NCRW Exam, and other related documents	Ongoing
5. Determine CEUs	a. Ensure the annual conference contains enough sessions on resume writing to warrant 10 CEUs for attendance b. Review books published by NCRWs and NCRW candidates to determine CEUs c. Review materials and documentation related to training, presentations, and other CEU-eligible activities to determine how many CEUs are awarded	Ongoing
6. Maintain certification pages of the NRWA website	a. Coordinate with the administrative manager and Technology Chair to maintain and update the certification pages of the NRWA website, including the process, CEU requirements, recommended books, samples, and other related items	Ongoing
7. Maintain online training program	a. Review and update segments of the online training program to ensure materials are aligned with best practices and the Study Guide b. Respond to questions from members regarding confusing/incorrect questions c. Release new segments as needed	Ongoing
8. Record keeping and administration	a. Coordinate with administrative team to track CEUs for NCRWs and NCRW candidates **	Ongoing
	b. Coordinate with administrative team to communicate with active NCRWs regarding renewals, CEU requirements, and membership **	
	c. Coordinate with administrative team to prepare certificates **	
	d. Provide Board report for monthly Board meetings	Monthly
	e. Develop annual budget	January
9. Administer submission and testing process	a. Coordinate administrative team in receiving and distributing sample submissions and exams to graders**; troubleshoot issues as needed b. Receive graded samples and exams; review/edit	Ongoing

	comments c. Confirm pass/fail results of Part 1 of the exam d. Prepare final comments/recommendations for candidate, and notify candidates of decision e. Provide feedback to graders f. Answer candidates' questions about grader notes	
10. Knowledge transfer	a. Provide personal training and mentoring of incoming replacement Certification Chair	As needed

*** Oversee actions of Administrative Team*

Average Time Commitment to Position: 6-15+ hours per month, varying depending upon the number of sample submissions and exams.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend the annual conference, and to serve for multiple terms.

Benefits of Position:

Membership at no cost

Attendance and access to teleseminars and webinars at no cost

Free attendance at conference (not including pre-conference workshops)

Directors of Industry (1-year term): The general membership is represented by Directors of Industry in four categories: 1) experienced business owners (5+ years); 2) new business owners (less than 5 years); 3) military/workforce/community career services; 4) college/university career services.

There will be six positions, distributed in accordance with membership demographics. An at-large representative may also be elected to champion special projects or membership needs (i.e. metro-area group development). The breakdown of the six positions will be determined by the Board each year prior to elections.

Directors of Industry (as part of the Board of Directors) vote on issues directly affecting the direction of The NRWA, including major financial and policy decisions, annual budget, dues pricing issues, organizational structure, long-term association policy, and endorsements. They receive the same benefits and are held to the same expectations as all other Board members.

Each Director of Industry will also serve on the marketing committee, focusing on one area of marketing identified by the Marketing Chair as being key to the overall marketing strategy. Directors of Industry may choose to recruit from the membership to fulfill this role in their stead, but appointees must be approved by Marketing Chair.

THE NRWA DIRECTORS OF INDUSTRY

Duty	Tasks	Timeframe
1. Meetings	a. Attend monthly meetings of the Board of Directors b. Contribute to Board discussions and decisions at monthly meetings	Monthly

	c. Attend monthly meetings of Directors of Industry (led by Membership Chair)	
2. Solicit new members	a. Give input on new-membership target numbers	Beginning of fiscal year
	b. Work with Membership Chair to identify groups, individuals, and associations to solicit c. Instruct and guide new members through the benefits of membership	Ongoing
	d. Provide membership information and materials through personal social media channels to maximize total reach	Ongoing
3. Retain members	a. Maintain up-to-date renewal letter with benefits of membership (supply to Membership Chair)	Beginning of fiscal year
	b. Send out personal welcome email letters to new and returning members	Monthly
	c. Personal (phone) follow up for expiring or lapsed members, make every effort to salvage membership, address any concerns and identify solution to retain membership	Monthly
4. Promote member networking	a. Hold regular meetings (at least quarterly) with members of your industry to encourage networking and information sharing among members, address topics of interest to them and answer questions	Monthly / Quarterly
	b. Participate in conference, training, and promotional activities to create buzz for The NRWA events and encourage member participation	Ongoing
5. Member satisfaction	a. Address member inquiries within 48 hours of receipt; escalate unresolved issues to Membership Chair	Ongoing
6. Newsletter contribution	a. Solicit member feedback and successes for monthly newsletter per newsletter schedule; edit for brevity and compile information into article	Bi-Annually
7. Provide membership report	a. Provide monthly membership report to Membership Chair prior to scheduled Director of Industry meetings	Monthly
8. Carry out special requests	a. Perform duties assigned by President, Executive Board, or Membership Chair	As requested
9. The NRWA conference reception	a. Participate in the planning and execution of a fun, networking-focused welcome reception event at the annual NRWA conference	May - September
10. Marketing committee	a. Sit on Marketing Committee or recruit a volunteer representative to assist Marketing Chair, accepting a designated role identified by Marketing Chair as essential to overall marketing strategy (e.g. newsletter development, new member development, public relations, social media)	Ongoing

	marketing, content development, conference marketing)	
11. Knowledge transfer	<ul style="list-style-type: none"> a. Participate at the annual conference in formal training of new members of the Board of Directors. b. Provide personal training and mentoring of incoming replacement Director of Industry 	Annually

Average Time Commitment to Position: 8-10 hours per month, with the majority of the work occurring near the time of the Board Meetings and Industry Rep meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend the annual conference.

Benefits of Position:

- Membership at no cost
- Attendance and access to teleseminars and webinars at no cost
- Certification costs for the NCRW designation are waived
- Free attendance at conference (not including pre-conference workshops)

F. Committees

Standing committees include the marketing committee, certification commission / graders, and the conference committee. The Executive Board may (by a majority vote) establish one or more ad-hoc committees to report back to the Board on the matter(s) within the committee's jurisdiction. A quorum for the purpose of holding and acting at any meeting of a committee shall be a simple majority of the members thereof. Each committee of the Board shall serve at the pleasure of the Board. All actions and decisions of committees are under executive Board jurisdiction. Ad-hoc committee chairs are appointed by the President.

G. Association Administrative Assistant

The association administrative assistant (admin) orchestrates administrative and operational efforts of The NRWA, serving under the direction of the President on behalf of the executive officers. The admin implements the organization's short- and long-term goals and programs, serves as resource to committee chairs, enhances The NRWA's credibility and visibility, and facilitates member growth and program development. The admin is hired by the executive officers and compensated by NRWA. The admin's specific tasks supporting the Board of Directors and The NRWA are outlined in the job description and is reviewed annually.

H. CEU Administrator

The CEU administrator reports to the certification chair and is in charge of CEU compliance, including tracking and monitoring members' CEUs before and after they complete their certification. The CEU administrator is hired by the Executive Board and compensated by The NRWA. The CEU administrator also:

- Serves as first point of contact to members to field certification inquiries.

- Acts as liaison between certification chair and grading commission during exam process.
- Administers updates to the study guide and generate/update content for the website.

I. Other Paid Contractors

Paid Contractors are to be determined by the Executive Board and hired on an as needed basis, to include, but not limited to conference coordinator, webmaster, newsletter editor.