



Fundamentals of Advocacy

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Section 1 – STRATEGIC DIRECTION

ARTA Strategic Goals, Outcomes and Planning Framework

GOALS	OUTCOMES
 <p>ARTA fosters vibrant, engaged, and informed members</p>	<p>ARTA is a resource centre for its members, branches and affiliates; providing information about ARTA and its services, as well as links to other sources.</p>
	<p>ARTA, utilizing sound research, understands the needs and interests of its current and potential members.</p>
	<p>ARTA is knowledgeable about the services and resources available to meet the needs and interests of its current and potential members.</p>
	<p>ARTA provides the most comprehensive and beneficial insurance and benefits programs for its members and affiliates.</p>
 <p>ARTA promotes healthy, active and enhanced quality of life for retired people</p>	<p>ARTA provides a forum for stakeholder groups to address, coordinate and evaluate wellness activities.</p>
	<p>ARTA coordinates the identification of needs related to wellness for ARTA's members.</p>
	<p>ARTA coordinates and facilitates an action plan to address current wellness needs as identified.</p>
	<p>ARTA provides a system for communicating, maintaining and promoting wellness activities within ARTA.</p>
 <p>ARTA ensures a unified voice is heard on issues affecting current and future retired individuals</p>	<p>ARTA's Board and staff and appropriate Branch representatives are knowledgeable and skilled in advocacy.</p>
	<p>ARTA is strategically linked with ARTA branches, retiree groups and government agencies to gain information and to establish a unified voice.</p>
	<p>ARTA has well-researched and articulated positions on the most important issues affecting retired teachers and individuals.</p>
 <p>ARTA nurtures leadership, encourages communication, recognizes achievement and embraces sustainability</p>	<p>ARTA operates an infrastructure of communications tools to ensure the accurate timely dispersal of information to its members.</p>
	<p>ARTA's board members, staff and appropriate branch representatives are offered opportunities for continued education and skills training to succeed in their roles.</p>
	<p>ARTA has a sustainable model for operations, governance, fiscal planning and human resources that is adaptable for fluctuations in capacity and continued membership growth.</p>
	<p>ARTA provides strong leadership for staff, the branches and members through its Executive Director & CEO and Executive Committee.</p>

STRATEGIC PLANNING PROCESS

Evolution of ARTA's Strategic Plan

This planning process illustrates how ARTA engages its organizational structure to effect change. Through sound research, and a well-thought-out vision and strategic direction, the organization works through its board and committee structure to develop business plans to ensure that we are moving towards the goals that drive success within our association.



Section 2 – ADVOCACY IN ARTA’S BYLAWS

Bylaw 1 Type of Organization

Section 2

1. ARTA shall be non-sectarian and non-partisan.

Bylaw 3 Composition of Membership

Section 2 Rights and Responsibilities of Full Members

2. Full members may submit resolutions, nominations or suggestions to either their Branch, the Board of Directors or to the Annual General Meeting for discussion and decision.

Bylaw 6 Management

Section 2 Duties and Powers of the ARTA Board of Directors

1. The Board of Directors may make interim appointments, create ad hoc committees as required, and shall deal with the policy and business of ARTA between Annual General Meetings and shall be accountable to the AGM.

Section 8 Appointments

4. Any ARTA member may be appointed as an official representative to any other organization by the Board of Directors.
5. All appointments shall be reported at the AGM.

Section 3 – ADVOCACY IN ARTA’S POLICIES & PROCEDURES

SECTION A: ORGANIZATIONAL FRAMEWORK

1.0 Mission Statement

- 1.1 ARTA supports an engaged lifestyle after retirement through member-centred services, advocacy, communication, wellness and leadership.

2.0 Vision

- 2.1 From the classroom and beyond, the Alberta Retired Teachers’ Association and its members are linked by a common purpose—to ensure a healthy, active, engaged and vibrant lifestyle after retirement.

We are all part of something special, a bond that unites us and our community; a continuation of fellowship in our profession that now continues in retirement.

ARTA is a vibrant association. Our membership is engaged and informed; the true strength behind our association is the passion of its members.

ARTA and its members have an enhanced quality of life; healthy, active members enjoy the benefits of being a member of our association. The broader community also benefits from the work ARTA has done in ensuring personal wellness.

ARTA and its members have a unified voice. Issues that affect our current and future members are understood and our opinions are expressed and promote action.

3.0 Objects

- 3.1 To maintain a viable recognition of the Alberta Retired Teachers’ Association as a group.
- 3.2 To be supportive to the cause of education and the teaching profession in Alberta.
- 3.3 To pursue ways and means of improving the welfare of our present and future members.
- 3.4 To encourage and promote the interests of the branches.
- 3.5 To promote good fellowship among our members.
- 3.6 To promote communication among our membership, between our branch societies, with teachers and the general public.

- 3.7 To cooperate with our provincial and national organizations having similar aims.
- 3.8 To promote the sharing of retired teachers' talents in the communities in which retired teachers reside.

4.0 ARTA Board Goals

- 4.1 To establish and maintain a reliable link with teachers who retire.
- 4.2 To establish the acceptance of retired teachers as full partners in the governance of teachers' pensions.
- 4.5 To establish an effective working relationship with organizations sharing similar aims.

5.0 Values

- 5.1 An organization is established for a reason, some underlying reason which defines its purpose for existence and describes those characteristics which make it different from other organizations. At the heart of the organization there should be a core set of values which shape all decision making. LOYALTY, HONESTY, INTEGRITY, VOICE, REPRESENTATION and FAIR TREATMENT are values which establish the basis upon which the day-to-day decisions are made and implemented.

8.0 Benefits of Membership

- 8.1 The Alberta Retired Teachers' Associations' objects are achieved in cooperation with others. Membership benefits and support for education cannot be achieved by ARTA alone. Therefore ARTA will target among others, the following:
 - 8.1.1 ARTA branches,
 - 8.1.2 the Alberta Teachers' Association,
 - 8.1.3 relevant elected officials and administrative support,
 - 8.1.4 other like-minded groups approved by the Board.

9.0 Priorities

- 9.3 An effective communication system,
- 9.7 Promotion of wellness initiatives,
- 9.8 Development of strategic alliances,
- 9.9 An advocate for issues relating to seniors, and
- 9.10 Enhanced membership discount program.

SECTION B: ARTA GOVERNANCE

1.0 Legal Authority of the Board of Directors

- 1.1 The association is incorporated under the Societies Act of Alberta, and its governing documents include Bylaws as well as Policies & Procedures. The governing documents reflect the current needs and operation of the association. ARTA Policies and Procedures provide the legal authorization by which the Board of Directors governs itself and ensures that it operates within its Bylaws and the Societies Act of Alberta
- 1.2 The Board shall have the authority to establish, review and revise the governing documents of ARTA, subject to agreement at the Annual General Meeting.
- 1.3 The Board is responsible for ensuring ARTA operates within and in compliance with its Bylaws, Policies & Procedures and the Societies Act of Alberta.
- 1.4 Directors shall keep apprised of any federal, provincial or municipal statutes that may apply to the activities of the association to ensure that the associations' practices are in accordance with these statutes.
- 1.7 Drafts or revisions of the governing documents shall be circulated to all major stakeholders in a timely manner to meet association deadlines for amendment and decision.

2.0 Governance Process

- 2.1 The Board of Directors will focus on strategic leadership that will emphasize
 - 2.1.1 the future rather than the past or present,
 - 2.1.2 a clear distinction of the role of the Board of Directors and staff, and
 - 2.1.3 being proactive.
- 2.2 The Board of Directors will
 - 2.2.2 focus on the long-term goals of the organization, not on administrative or operational means of attaining the goals,
 - 2.2.3 direct, control and inspire the organization through the careful deliberation and establishment of policies. The Board will initiate policy and not merely react to staff initiative,

2.2.4 enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to attendance, the treatment of individual board members with dignity and respect, respect of clarified roles, speaking with one voice and self-policing of tendencies to stray from rigorous governance,

3.0 Role Description of the Board of Directors

- 3.1 The mandate of ARTA is to achieve its mission in ethical and prudent ways. The Board of Directors is required to ensure the continuity and stability of the organization by fulfilling its role as steward of the proper governance of the association.
- 3.2 The functions of the Board shall be to
- 3.2.1 develop written outcome policies on what benefits are to be derived, to which groups of people and at what cost.
- 3.2.5 provide accountability and connection to the membership. These responsibilities may be carried out by:
- 3.2.5.1 identifying, researching and acting upon issues concerning ARTA members,
- 3.2.5.2 responding to members' concerns and needs,
- 3.2.5.3 providing publications such as ARTA **news&views**, benefits plan information, etc.,
- 3.2.5.4 making presentations at branch meetings, regional and local functions on behalf of ARTA,
- 3.2.5.5 providing opportunities for the members to participate through meetings such as the Annual General Meeting, special meetings, Board of Directors' meetings and branch meetings.

5.0 Policy Process of the Board of Directors

- 5.1 The development of policy provides parameters and guidelines for the Board of Directors and the CEO/executive director. In fulfilling responsibilities for policy making, the Board of Directors will:
- 5.1.1 ensure that the policies are in compliance with relevant legislation or regulation, ARTA Bylaws and with existing ARTA policies or agreements,
- 5.1.2 ensure that policies will be statements of value or approaches which address:
- 5.1.2.1 outcomes - statements written in results language which describes what benefits are to be delivered to which group of people and at what cost,



- 5.2 The CEO/executive director is responsible for the implementation of policy with the exception of policies governing the Board. The president is responsible for the implementation of policies governing board operations.

6.0 President's Role

- 6.3 The president shall act in accordance with the policies of the Board of Directors.
- 6.4 The president (or designate) speaks on behalf of ARTA. (See Section A 7.1.3.2).

7.0 ARTA Committee Operating Principles

- 7.1 A successful committee is reliant on individual members operating in the interest of the committee as a group and the organization as a whole. All committee members share responsibility in building cohesiveness, and while respecting confidentiality, also promote openness and awareness of committee operations to the internal and external community. All committees chairs or designates are responsible for making motions to the Board of Directors and/or at the AGM for approval. Committee recommendations shall be acted on following approval by the appropriate authority.
- 7.2 In order to conduct its business and the research necessary for policy development, ARTA will utilize various committees. Standing Committees are elected at the AGM, report to and are accountable to the Board of Directors.
- 7.3 From time to time, the CEO/executive director assigns staff to committees. When serving on committees the staff members represent the office of the CEO/executive director. The role of staff on a committee is to provide consultation and support for the committee. Staff employees are not considered as members of the committee. They are not eligible to vote. The following guidelines will apply to the role:
- 7.3.1 staff will assist in the preparation of committee agendas and in providing pertinent data required to operate an effective committee meeting,
- 7.3.2 the chief financial officer (CFO)/director of finance will ensure the committee chairs are apprised as to expenditure in relation to the budget,

- 7.3.3 the chief operating officer (COO)/director of member services will ensure the appropriate committee chairs are kept apprised of changes to federal and provincial legislation, as well as other benefits marketplace changes which may affect the ARTA Retiree Benefits Plan.
- 7.3.4 extra staff hours may only be permitted when approved by the CEO/executive director,
- 7.3.5 the staff member may be assigned to record and circulate committee minutes.
- 7.4 If a vacancy on a Standing Committee occurs
 - 7.4.1 in mid-term, the Board of Directors may appoint any ARTA member to serve on the committee until the next AGM;
 - 7.4.2 between board meetings, the president, in consultation with the chair of the committee and officers of ARTA, may, in order to achieve a quorum, appoint an interim replacement to serve until the next board meeting;
 - 7.4.3 in the position of chair of a committee between board meetings, the president, in consultation with the officers of ARTA, may appoint an interim replacement in order to serve as chair for the next committee meeting at which time a chair will be chosen by the committee; and
 - 7.4.4 the Board, or the president, acting between board meetings, may leave the vacancy open provided there are still sufficient members for a quorum.
- 7.5 Committees cannot exercise authority over staff, but may require assistance from staff. The CEO/executive director works for the Board, not for a board committee or a director.
- 7.6 Committees may not speak for the Board of Directors except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the president.
- 7.7 Committees may access specialized expertise, including legal advice, within their established budget or with the approval of the Board of Directors.
- 7.8 Committees shall develop business plans and budget requirements annually to cover their areas of responsibility and submit these to the Strategic Planning Committee and the Finance Committee respectively (See Section D - Templates).

- 7.9 Committee chairs shall meet with the Strategic Planning Committee prior to the May meeting of the Board of Directors to bring forward their committee business plans and to discuss ARTA's overall business plan.
- 7.10 Each committee shall be provided quarterly updates on the committee's operating and initiative expenses year-to-date actual versus budget for approval at each committee meeting.
- 7.11 Standing committees, with the exception of the Nominations Committee and the Executive Committee (which includes Finance and Human Resources) shall elect an incoming chair at the committee meeting preceding the AGM who shall assume the position immediately following adjournment of the AGM.
- 7.11.1 Normally a committee member must serve one year of their term on a committee before becoming the chair.
- 7.11.2 The chair elect may attend the AGM as an observer with the chair.
- 7.12 Standing Committees with the exception of the Health Benefits and the Executive Committee shall include the following:
- 7.12.1 Four members elected from ARTA membership, one of whom shall be the chair;
- 7.12.2 ARTA's president or designate as ex officio member, and
- 7.12.3 The CEO/executive director or designate as ex officio member.
- 7.13 Each elected member shall serve one four year term with staggered terms to maintain continuity.
- 7.14 One ARTA member is elected at the AGM to replace the retiring member of each committee.
- 7.15 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
- 7.16 Members of any ARTA Trust or the Alberta Retired Teachers Charitable Foundation may not serve on any committee as an elected member.
- 7.17 Roles and responsibilities of ARTA committees shall be to:
- 7.17.1 Meet quarterly or as required at the call of the chair,
- 7.17.2 Investigate, research and report on issues referred by the Board of Directors,
- 7.17.3 Report regularly to the Board of Directors and the AGM any matters believed to be worthy of attention by the committee chair or designate,

- 7.17.4 Accept additional assignments as determined by the Board of Directors.
- 7.17.5 Provide educational opportunities to the ARTA Board of Directors in order to fulfill the objectives of the organization.
- 7.17.6 Develop business plans that include actions to be taken, who is responsible, timelines, evaluation and cost.

8.0 ARTA Standing Committees Roles and Responsibilities

8.1 Communications Committee

8.1.1 The committee shall also include

- 8.1.1.1 the editor and associate editor of the ARTA magazine as ex officio designates; and
- 8.1.1.2 the vice-president (non-voting, to liaise and consult with the editor of the ARTA magazine as per Bylaw 6, Section1).

8.1.2 The committee shall enhance communication both internally and externally. To accomplish this, the committee shall perform the following tasks:

- 8.1.2.1 review the communication and marketing plan created by ARTA operations;
- 8.1.2.2 collaborate with the CEO/executive director to select a suitable candidate for the position of editor of ARTA magazine;
- 8.1.2.3 provide communication in-services for the Board of Directors as required;

8.1.3 In the role of editorial Board, the committee oversees the publication of the ARTA magazine by performing the following tasks:

- 8.1.3.1 establishes the editorial mandates of the ARTA magazine;
- 8.1.3.2 maintains the editorial integrity of the ARTA magazine;
- 8.1.3.3 evaluates the design elements of the ARTA magazine;
- 8.1.3.4 assesses the elements of production of the ARTA magazine;
- 8.1.3.5 monitors the advertising standards for the ARTA magazine (ARTA uses the Canadian Code of Advertising Standards);
- 8.1.3.6 surveys the readers of the ARTA magazine; and

- 8.1.3.7 conducts an ongoing evaluation of ARTA magazine at each Communication Committee meeting.
- 8.1.4 The committee promotes the awareness of ARTA and its branches for retired teachers and active teachers at teachers' conventions, ARA, and other ATA functions.
- 8.1.5 The committee promotes the awareness of ARTA to the general public.
- 8.2 Governance Committee
 - 8.2.1 The committee shall
 - 8.2.1.1 Review and report annually on Bylaws, and Policies and Procedures. Recommend changes as required;
 - 8.2.1.2 ensure bylaw notices of motion are submitted to the AGM as written;
 - 8.2.1.3 review any proposed bylaw amendments with respect to legality or conflict with existing bylaws and where it occurs, provide this information at the AGM when notices of motion are presented;
 - 8.2.1.4 monitor the compliance of ARTA with the Bylaws and Policies and Procedures of the association and report to the Board as required;
 - 8.2.1.5 determine the recipients of any scholarships and bursaries of ARTA;
 - 8.2.1.6 receive funding applications for Branch Project Grants (refer to Grants 18.0), approve or reject as per established criteria, and report to the Board of Directors; and
 - 8.2.1.7 meet with each committee on a regular basis to review and renew applicable policies.
- 8.3 Pension and Financial Wellness Committee
 - 8.3.1 The committee shall
 - 8.3.1.1 advocate that ARTA be granted a voice with the Government of Alberta and the Alberta Teachers' Association (ATA) in regard to teachers' pension matters;
 - 8.3.1.2 have the chair serve as a member on the ATA Pension Committee and that ARTA continue to advocate for full membership;
 - 8.3.1.3 advocate on behalf of retiring teachers and retired teachers concerning pension issues;

- 8.3.1.4 continue its program of communication regarding ARTA Policy on Pension with retired Alberta teachers, teachers currently practicing, the public and the Alberta Government;
 - 8.3.1.5 offer educational programs to familiarize both the retired and practicing teachers matters related to retirement;
 - 8.3.1.6 advocate that there be annual pension discussions with representatives from retired teachers (ARTA), practicing teachers (ATA) and government officials;
 - 8.3.1.7 advocate that an index be used that is more in line with the real cost of living increases;
 - 8.3.1.8 continue to make Government aware of the conditions that reduce pensions including salary roll backs imposed by the government of that time; and
 - 8.3.1.9 maintain the position that the Alberta government in consultations with the ATA, is solely responsible for ensuring the full and equitable funding of teachers' pension plans and their improvements
- 8.4 Strategic Planning and Advocacy Committee
- 8.4.1 In addition to the members elected by the AGM, the Strategic Planning and Advocacy Committee will include all of ARTA's Executive Officers as voting members.
 - 8.4.2 The committee shall:
 - 8.4.2.1 Facilitate the annual ARTA business planning process and monitor its progress;
 - 8.4.2.2 request and receive by April 15 of each year, committee business plans for the coming year, that identify operational or ongoing responsibilities and initiatives, including an action plan, strategic outcome alignment, a plan for evaluation, a timeline and estimated cost as per Business Plan template (templates available from the ARTA office);
 - 8.4.2.3 develop an annual comprehensive ARTA Business Plan derived from committee business plans in collaboration with committee chairs to be presented to the Board of Directors at the May board meeting;
 - 8.4.2.4 request from each standing committee a Business Plan Progress Report to be attached to the committee's report for the February Board of Directors meeting (templates available from the ARTA office);

- 8.4.2.5 develop the ARTA strategic plan, goals and outcomes In support of the ARTA Board of Directors;
 - 8.4.2.6 at the request of the Board of Directors, plan a retreat to fulfill the mandate identified by the Board of Directors;
 - 8.4.2.7 plan an orientation for new branch presidents, vice-presidents, committee chairs and members as requested and ensure the Orientation Handbook remains current; and
 - 8.4.2.8 develop and recommend to the Board, advocacy policies and protocols that establish ARTA's identity, clarify ARTA's response to issues in the community at large and recommend an appropriate action.
- 8.5 Wellness Committee
- 8.5.1 The committee shall:
 - 8.5.1.1 establish and maintain a current inclusive definition of wellness for ARTA usage;
 - 8.5.1.2 promote and encourage a balanced healthy lifestyle by providing resources and support for all dimensions of wellness;
 - 8.5.1.3 promote and support all the dimensions of wellness: social, physical, emotional, economic, intellectual and spiritual for ARTA members;
 - 8.5.1.4 collaborate with Branches to establish wellness initiatives;
 - 8.5.1.5 support ARTA and branch wellness initiatives;
 - 8.5.1.6 create and support initiatives for ARTA members based on current wellness research;
 - 8.5.1.7 engage in professional development activities in the field of wellness research.
 - 8.5.1.8 access the expertise of a health practitioner as a regular resource; and
 - 8.5.1.9 work collaboratively with other ARTA committees to achieve objectives.
- 8.6 Health Benefits Committee
- 8.6.1 The committee shall be composed of
 - 8.6.1.1 5 members elected from ARTA membership
 - 8.6.1.2 the president or designate as ex officio

- 8.6.1.3 ARTA's CEO/executive director and COO/director of member services shall serve as ex officio; non-voting
- 8.6.1.4 Chair of the Trust Fund as ex officio
- 8.6.2 Each elected member shall serve one five-year term with staggered terms to maintain continuity.
- 8.6.3 One ARTA member shall be elected at the AGM to replace the retiring member.
- 8.6.4 The chair shall be elected by the committee and will then become a member of the Board of Directors.
- 8.6.5 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
- 8.6.6 The roles and responsibilities of the Health Benefits Committee shall:
 - 8.6.6.1 maintain complete confidentiality unless there is agreement to do otherwise;
 - 8.6.6.2 hold quarterly meetings and as required by the call of the chair;
 - 8.6.6.3 review ARTA's benefit program from a financial underwriting and funding basis and consider any program modifications;
 - 8.6.6.4 review and monitor claims experience on a regular basis;
 - 8.6.6.5 review the design and implementation of communication material including brochures, benefit statements, etc.;
 - 8.6.6.6 review and recommend to the Board contract amendments as negotiated with the insurer;
 - 8.6.6.7 be aware of provincial and federal legislation that may impact any of the plans;
 - 8.6.6.8 determine the competitiveness of benefit provisions, premium rates, retention costs and underwriting agreements;
 - 8.6.6.9 review and recommend to the Board of Directors the plan administrative service provider;
 - 8.6.6.10 at the invitation of the Board of Directors conduct an annual educational seminar for the Board of Directors;
 - 8.6.6.11 meet prior to ARTA's Board of Directors meetings and meet on emergent matters at the call of the chair;

- 8.6.6.12 research and recommend on issues of wellness as it relates to our members;
 - 8.6.6.13 communicate with the ARTA Board of Trustees as required;
 - 8.6.6.14 the committee shall monitor membership eligibility in order to:
 - 8.6.6.14.1 determine and make recommendations to the Board of Directors regarding membership categories,
 - 8.6.6.14.2 make recommendations for affiliate Private Sector membership based upon the Health Benefits Committee's determination that the group is represented by a professional organization that has commonality with ARTA,
 - 8.6.6.14.3 accept into affiliate membership those Private Sector groups that conform to the categories and criteria previously approved by the Board of Directors,
 - 8.6.6.14.4 provide regular updates and recommendations to the Board of Directors for the formal ratification of the groups added to the pre-approved categories.
- 8.7 Executive Committee
- 8.7.1 The committee shall be made up of the following individuals:
 - 8.7.1.1 The ARTA officers elected by the membership; and
 - 8.7.1.2 The CEO/executive director as ex officio.
 - 8.7.2 Members' terms shall be determined by their election to their respective positions at the AGM.
 - 8.7.3 The principal chair shall be the president, with other members assuming the chair for their respective areas of leadership.
 - 8.7.4 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee, in whole or in part, in a non-voting and advisory capacity for a specific length of time.
 - 8.7.5 The roles and responsibilities of the committee shall include the following duties:
 - 8.7.5.1 Investigate, research and report on issues referred by the Board of Directors;

- 8.7.5.2 Report regularly to the Board of Directors and at the AGM any matters believed to be worthy of attention; and
- 8.7.5.3 Accept additional assignments as determined by the Board of Directors.
- 8.7.6 The Executive Committee under the leadership of the Treasurer shall also serve as the Finance Committee.
 - 8.7.6.1 The CEO/executive director and the CFO/director of finance shall serve as ex officio; non-voting members.
 - 8.7.6.2 The Finance Committee shall be responsible for ARTA's funds and receive regular reports from the CEO/executive director.
 - 8.7.6.3 The Finance Committee shall routinely and regularly present financial statements to the Board of Directors, update standing and ad hoc committees as to budget allocations and expenditures and present a year-end financial report at the AGM.
 - 8.7.6.4 The chair of the Finance Committee shall periodically review all cheque registries.
 - 8.7.6.5 The CEO/executive director and the CFO/director of finance shall not sign their own cheques.
 - 8.7.6.6 The committee shall direct the investments of deposited monies in appropriate financial institutions where funds are guaranteed according to the Canadian Deposit Insurance Corporation or by the Alberta government.
 - 8.7.6.7 The committee shall request and collect a meeting expense budget from each standing committee.
 - 8.7.6.8 The committee shall receive a copy of a business plan from each standing committee.
 - 8.7.6.9 It shall be the duty of the committee to prepare and present a budget for each fiscal year in the following sequence:
 - 8.7.6.9.1 A proposed budget, reflecting ARTA's Business Plan, shall be presented by the committee at the May meeting of the Board of Directors for approval in principle;

- 8.7.6.9.2 The proposed budget with any necessary adjustments shall be presented by the committee to the Board of Directors at its September meeting for approval and recommendation by the Board at the AGM;
- 8.7.6.9.3 The board-approved proposed budget shall be presented by the committee chair for consideration and ratification at the AGM;
- 8.7.7 The Finance Committee shall be responsible to the Board of Directors.
- 8.7.8 At the Board of Directors meeting prior to the AGM, the Finance Committee shall recommend an auditor. Once approved, the Board will present that name for ratification at the AGM.
- 8.7.9 At the request of the committee, the Board of Directors may appoint an ARTA member to serve on the committee in a non-voting and advisory capacity for a specific length of time.
- 8.7.10 The chair of the Finance committee shall facilitate meetings of the steering committee for ARTA Representatives. (See section 17.7 - 17.9 of Branch Societies).
 - 8.7.10.1 A sub committee shall be created annually consisting of the Executive Committee, the CEO/executive director (and/or designates) and members of relevant committees including, but not limited to, Health Benefits (and/or designates), Communications, and Pension and Financial Wellness.
 - 8.7.10.2 The ARTA Representative sub committee shall
 - 8.7.10.2.1 ensure the development of an inclusive manual for representatives;
 - 8.7.10.3 provide a common script for presentations;
 - 8.7.10.3.1 monitor the availability of adequate resources;
 - 8.7.10.3.2 facilitate an annual training seminar.
- 8.7.11 Ongoing support and liaison for the ARTA representatives will be provided by ARTA Marketing and will include:
 - 8.7.11.1 maintaining a list of current representatives;
 - 8.7.11.2 receiving requests for presentations and assigning potential presenters;
 - 8.7.11.3 satisfying resource requirements of ARTA Representatives; and

- 8.7.11.4 maintaining a record of presentations made on behalf of ARTA.
- 8.7.12 The Executive Committee shall also serve as the Human Resources Committee
 - 8.7.12.1 The chair shall be selected by the committee.
 - 8.7.12.2 The roles and responsibilities of the committee shall include the following duties:
 - 8.7.12.3 Meet as required at the call of the chair;
 - 8.7.12.4 Ensure the Staff Human Resources Manual and the Committee Human Resources Manual are current;
 - 8.7.12.5 At the direction of the Board of Directors, facilitate, participate in and enter into negotiations with a suitable candidate for the position of CEO/executive director and recommend the appointment of a successful candidate;
 - 8.7.12.6 Recommend to the Finance Committee the salary and benefits of the CEO/executive director;
 - 8.7.12.7 Recommend to the Board of Directors the budget for office staff salaries and benefits;
 - 8.7.12.8 Receive reports from the CEO/executive director on the roles and responsibilities of the office staff;
 - 8.7.12.9 Consult with the CEO/executive director on staff matters;
 - 8.7.12.10 Ensure that an annual performance review of the CEO/executive director is conducted; and
 - 8.7.12.11 Investigate, research and make recommendations to the Board of Directors regarding any issues or matters related to personnel.
- 8.8 Nominations Committee
 - 8.8.1 The past president, or in the case of non-availability, a board designate shall initiate the following:
 - 8.8.1.1 sending nomination notice letters and forms to all branch presidents and board members along with the minutes of the May board meeting and again with the distribution of AGM materials prior to the AGM,
 - 8.8.1.2 including appropriate nomination information on ARTA website,
 - 8.8.1.3 sending nominations to the past president through the ARTA office.

8.8.2 The ARTA office reviews the nominations to ensure each nominee meets the membership eligibility and forwards it to the past president.

8.8.3 All eligible nominees make up the slate.

8.8.4 All nominees shall be informed as to the status of their eligibility for candidacy.

8.8.5 Nominations made by an eligible voting member shall also be accepted from the floor at the AGM.

8.8.6 The past president presides over the election and has a vote.

8.8.7 Following the presentation of the slate of nominees, the past president shall call for nominations from the floor at three different times at the AGM.

8.8.7.1 The first call for nominations for all positions shall be made after the approval of the agenda. The second call for nominations for all positions shall be made prior to adjournment of the first half-day. The third call for officers only shall be made followed by their election at the beginning of the second day. The third call for committee positions shall be made prior to the morning break followed by elections.

	First Call	Second Call	Third Call	1 Vote Count 2 Announcement
Officers	After approval of the agenda.	Prior to the adjournment of the first half-day.	Beginning of the second day. Election immediately after third call.	1. Immediately prior to morning break. 2. Immediately after morning break.
Standing Committee Members	After approval of the agenda.	Prior to the adjournment of the first half-day.	After the morning break (2nd day) followed immediately by election of all committees.	1. At lunch break. 2. Immediately after lunch.

8.8.8 The vote shall be taken by secret ballot.

8.8.9 Ballots shall be counted by members appointed by the past president and results will be presented to the past president only.

8.8.10 In the event of a tie, the toss of a coin will determine the winner.

8.8.11 The ballots shall be destroyed upon a motion at the AGM.

8.8.12 Following the AGM all nominees shall be informed of the election results.

8.8.13 The past president shall

8.8.13.1 initiate the necessary steps to solicit names for the Board of Trustees of the Benefit Plan Trust Fund;

8.8.13.2 prepare and circulate a list of nominees for the Board of Trustees of the Benefit Plan Trust Fund including background information of each nominee to be circulated to ARTA's Board of Directors May meeting; and

8.8.13.3 conduct an election for the Board of Trustees at the May Board of Directors meeting.

9.0 Ad Hoc Committees

9.1 The Board of Directors shall establish ad hoc committees as required, normally for a period of up to one year. Ad hoc committees of the Board

9.1.1 shall be chaired by an ARTA member appointed by the Board;

9.1.2 shall report to the Board through their chair or designate during the term of the ad hoc committee;

9.1.3 shall include in their composition, board members and members of the branches to a maximum of four, excluding staff and ex-officio members;

9.1.4 shall write terms of reference and prepare a budget for approval by the Board;

9.1.5 shall provide written reports to the CEO/executive director for distribution to the Board; and

9.1.6 shall be extended or disbanded at the call of the Board at the end of their term.

11.0 Public Relations and Relations with the Media

11.1 Public relations are intended to promote and enhance a positive image for ARTA and its members.

11.2 The president is the only person authorized to speak for ARTA as per board policy. The president has the authority to issue press releases and respond to the media on behalf of ARTA.

- 11.2.1 The president endeavors to consult with the CEO/executive director prior to media or press coverage.
- 11.2.2 The CEO/executive director will keep the president informed of media.

12.0 **Communication Media**

- 12.1 The ARTA Communication Media shall carry out the following three major functions:
 - 12.1.1 serve as the official communication medium for ARTA,
 - 12.1.2 express the views and concerns of members and provide a forum to express their opinions,
 - 12.1.3 serve as a means of keeping members informed of issues relating to retirement that impact the lives of our members.
- 12.2 Writer's Compensation Eligibility
 - 12.2.1 All members of the Board of Directors, members of the Charitable Foundation, Benefits Plan Trust Fund Trustees, elected committee members and ARTA staff shall not be paid for writing for ***news&views***.

Section 4 - ARTA ADVOCACY

ARTA values loyalty, honesty, integrity, voice, representation and fair treatment. We support an engaged retirement lifestyle and encourage our members to be knowledgeable, well informed and act in an ethical and professional manner. Issues that affect our present and future members are understood, our opinions are expressed and we promote action.

Effective advocacy enables us to act with integrity, individually and collectively, build genuine trustworthy relationships, create networks and goodwill.

Backgrounder

- Define yourself, your organization and your role. Introduce yourself and who you represent? People may not know about ARTA, its mission, values and who it represents or they may have us confused with the ATA, ACA, PIA, CARP..
- Identify why you should influence and why policy makers should care about you, what's in it for them and how you can facilitate collaboration.
- Be seen as a person who has knowledge in many outside areas. We have the interest, time to read and consider all the materials AND we vote.
- Know who you're talking to, i.e. the MLA, their funders, the assistant, riding association executive, the office manager.
- Know who has influence, power and who influences before you finalize your message.
- Build a relationship and become a trusted stakeholder with maximum impact on the influencers.
- Engage major supporters, opinion leaders or similar support if they support your goals.
- Find well researched connections to your issue, campaign promises and/or policy statements.
- Consider where best to influence, i.e. in the community, over a coffee, lunch, kitchen meeting.

Preparation

- What is your message?
- Who needs to know?
- What you want them to remember?
- Why your issue and solutions can be helpful. Position your concern in their best interest.
- As spokesman you need to be a connector, able to find common ground.
- Be a good listener – listens for major interests, find links and commonalities to make the issue and solution live.

Strategy

Who is the Audience?	What is the Message?	How/what are the Media/Tactic?	Timeline	Who's responsible for what?

- What is the desired end result? How will you determine your degree of success?

Phone Call

- Make the phone call, make a personal connection, be referred if you can.
- Tell the whole truth, know your facts and link it with your target.
- Briefly outline your key message,
- Offer to work on a common solution and note the benefits.
- Follow up with an email if necessary, restating or summarizing your need to meet. Review the common interest, mutual interest and solution for a shared result.
- Meet the target on their ground, be constructive, sensitive, concise, relevant and respectful.
- Create a one- to two-pager to leave with the target, briefly outlining who you are, the issue, background, your solutions, costs & benefits, common ground and initiatives for coordinated and cooperative follow-up.

3 Minute Meeting or the 30 Minute Meeting

The purpose of this meeting is to influence and build a respectful relationship. Be mindful of the time allotted for your meeting. Try to take three people, two presenters, one note-taker.

3 Minute Meeting	30 Minute Meeting
The first meeting should be the start of a new relationship.	
30 second segments	5 - 10 minute segments
1. Define the issue.	Establish the issue and tell a personal story.
2. Summarize the issue background. Why you & ARTA are dealing with the issue.	Due diligence - discussing solution seeking exercise to come up with your discussion points.
3. Personalize the issue with a real story & a real person.	Develop a conversation about solutions <ul style="list-style-type: none"> • let the target talk and share experiences & solutions
4. Approach with your solution.	Leave your two-pager
5. Offer your assistance for a coordinated solution.	Identify and agree on desired outcomes <ul style="list-style-type: none"> • Confirm key points, • Follow up your commitments for working together on common solutions.

Follow up

- Recognize follow up commitments,
- Continue the relationship with regular follow up,
- Keep the targets engaged,
- Keep a paper trail going, confirm your joint key points,
- Keep the influencers engaged and updated.

Thank You

ARTA would like to thank the BC Retired Teachers' Association (BCRTA) and the Alberta Teachers' Association (ATA) for their information which we included in this document.

