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Chapter 1

Check list for Chapter Presidents

1. Send list of new board including names, addresses, telephone #, & email address, to IARP office by May 1 of each year.
2. Contact COPR (Council of Presidents Representative) to introduce yourself & discuss chapter needs/goals.
3. Be sure COPR is on your Chapter's newsletter & mailing list.
4. Submit Financial report to IARP office by January 30 each year.
5. Consider chapter-making nominations for IARP's national award categories, which are due by the end of the year on December 31. The awards include Individual Professional Member, Outstanding Employer, Outstanding Insurance Co., Outstanding Rehab. Educator, Rehab Facility, State Legislator, Rehabilitation Participant, and community Service.
6. Determine your Chapter's commitment to be involved in IARP through sponsorship of your President's (&/or President Elects) attendance at spring IARP National conference.
7. Contact COPR with any chapter questions or resource needs.

Chapter Responsibilities

Chapter-National Organizational Relationship “to do list”.

Financial Reporting

Dues Rebates to Chapters

Model Articles of Incorporation for Chapters

Chapter Statement of Incorporation

Chapter / IARP Affiliation Agreement

International Association of Rehabilitation Professionals

Chapter – National Organization Relationship – FAQ SHEET

- 1. What paperwork or reports are we required filing with the National Office?**
 - A condition of the standard IARP affiliation agreement is that Chapters must furnish copies of their annual financial statement within 90 days of the end of the Chapter's fiscal year.
 - Chapters must provide IARP copies of any written statements or proposals, or summaries of verbal testimony within 14 days of such presentations or public statements.
 - Chapters must furnish a written report annually to IARP on Chapter meetings and programs by February 15 of each calendar year.
 - Chapters must furnish copies of their Form 990 informational returns at the time of filing with the IRS.
- 2. Is there other information that the IARP National Office expects from Chapters?**
 - There are several pieces of information which, when provided on a regular and timely basis, will help the National Office to assist the Chapter in the most efficient manner.
 - a) Information regarding the names of your officers and any changes which occur on an ongoing basis. Our in-house information management system will now let us track additional chapter information and allow us to send information to the appropriate individuals within your organization.
 - b) In order to help you publicize your meetings and/or other special events, news, accomplishments, etc., we are happy to provide you with space in our national publication, the Rehabilitation Professional. Please note that the copy deadline for the publication is the 15th of even numbered months for publication in the odd numbered months. It will benefit your organization to plan as far ahead as possible in order to get coverage in the greatest number of publications.
- 3. Who do I contact for supplies (membership brochures, labels, membership lists, etc.) at the national Office?**
 - Such inquires should be directed to Membership Services Coordinator at Headquarters 800-240-9059
- 4. Can IARP provide assistance in meeting planning?**
 - Yes, IARP and BTF Enterprises is able to assist you in identifying speakers, locating hotels, negotiating contracts, identifying certifications maintenance reps, planning functions, and more. Access to our database of speakers, and identifying certification maintenance representatives are free services. Chapter must assist in sharing the costs of providing other, more involved services. However, we will be happy to help you to budget for these services and have found, in many cases, that National leverage in some of the contract negotiations or bulk buying discounts have actually reduced the costs of Chapter meetings. BTF Enterprises Meeting Department can be reached at 831-662-0642.
- 5. Can IARP provide assistance in producing marketing materials, mailings, or publications for the Chapters?**
 - Because of the recent addition of a Communications and Marketing Director in the National Office, we will be happy to talk with you regarding contracting out production of some of your chapter marketing materials and/ or publications. It is possible that our sizable printing contracts can be leveraged to reduce your overall printing and production

costs. Feel free to call Headquarters at 1-800-240-9059 for an estimate of what it would cost to contract out production of y our materials.

6. How else can we increase our influence and visibility within the organization?

- Nominate a representative to represent your interest to the IARP National board of Directors
- Nominate your best and brightest for IARP National Awards
- Each Chapter is being offered a free membership in the Government Affairs Special Interest Section for their State Legislative Chair
- Send press releases to the National Office for inclusion in the **Rehabilitation Professional**.

7. When and how are rebates calculated?

- Rebates are calculated on Individual Professional membership and may vary from state to state. Currently, every state with the exception of California receives \$58 for each pad new membership or renewal. California has elected to have higher annual dues in order to collect a higher rebate. The IARP National Office retains \$97 for each individual Professional member, regardless of the chapter, in order to provide National level services. Rebates are calculated and mailed out six times per year.

8. When does the IARP National Board meet?

- The IARP National Board of Directors meets two to three times per year in order to conduct the business of IARP. Board meetings are always held in conjunction with the National Conference. Other meetings are held as needed. It is the responsibility of your Representative and Council of Presidents Representative to maintain a dialogue with you and make sure that your interests are represented during these meetings.

MEMBERSHIP CLASSIFICATION/APPLICATION

Policy #2.11

Policy

IARP shall adhere to the membership classification defined in the International Bylaws.

Procedure

1. Eligibility

Any individual, corporation, or other organization having an interest in the provision of rehabilitation services and willing to comply with the Bylaws and Standards and Ethics of the Association in effect at the time are eligible to become a member of the Association (hereafter "member" or "members").

2. Categories

Membership in the Association shall be divided into the following categories: Individual Professional, Student, and Associate.

A. Individual Professional Membership is available to any individual meeting any of the following requirements:

- i. Holder of a master's or doctorate degree in health-support services from an accredited institution, plus one year of experience in vocational or physical rehabilitation, including at least one year of experience in vocational or physical rehabilitation, including at least one year in the rehabilitation of disabling conditions or diseases;
- ii. Holder of a baccalaureate degree in health support services from an accredited institution, plus two years in vocational or physical rehabilitation, at least one year of which shall have been spent in the rehabilitation of disabling conditions or diseases;
- iii. Holder of a diploma in nursing from an accredited institution, plus a current R.N. license, plus three years of experience in physical rehabilitation, at least one year of which shall have been spent in the rehabilitation of disabling conditions or diseases;
- iv. Holder of any baccalaureate degree from an accredited institution, plus three years in the rehabilitation of disabling conditions or diseases; or
- v. Holder of current certification in the field of rehabilitation as approved by the Association's Board of Directors.

B. Student Membership is available to individuals currently enrolled in a full-time study program in rehabilitation or a related field in an accredited institution.

C. Individual Associate Membership is available to any individual having an interest in the delivery of rehabilitation service.

3. Dues

Each member shall be obligated to annually pay dues in an amount, which may vary with respect to each category of membership, as determined by the Board of Directors from time to time.

Any member who has failed to pay the applicable dues for a period of thirty (30) days after the date of expiration of their membership term shall be terminated from membership.

4. Voting

- A. Each Individual Professional and Organizational member of the Association shall be entitled to one vote on any matter submitted to a vote of members. Student and Associate members shall not have voting rights.

- B. Any Individual Professional or Organizational member who has failed to pay the applicable dues at the time of any meeting of members or the date by which ballots are mailed from the Association shall not be entitled to vote. Unless applicable law requires otherwise, any action approved by the affirmative vote of a majority of the members entitled to vote at a meeting at which a quorum is present shall be the acts of the members. Proxy voting shall not be permitted.

- C. All matters, other than the election of Directors and Officers, to be submitted to members for a vote at a meeting may be acted upon by written ballot sent by mail, in person at such meeting, or by written ballot sent by mail and in person, as determined by the Board of Directors. Voting for the election of Directors and Officers shall be only by written ballot, mailed to members no less than thirty (30) days prior to the date set for the Annual Meeting of members.

Headquarters Staff List
Policy #212

Glenn Zimmermann

Executive Director

Carolyn Hair

Account Administrator

Laurent Richard

Membership Services

Terri Skill

Meeting Planner

Becky Stoeller

Bookkeeper

Sheila Locateli-Wallace

Publication/Graphic Design

<p style="text-align: center;">Antitrust Statement Policy #2.13</p>

Policy:

It is the policy of IARP to comply strictly with the letter and spirit of all federal, state, and applicable international trade regulations and antitrust laws. Any activities of the association or actions of its staff, officers, directors, or members that violate such regulations and laws are detrimental to the interests of the association and are contrary to association policy.

Implementation of this antitrust compliance policy shall include the following:

Procedures:

1. Association membership, board of directors, executive committee, and other committee meetings shall be conducted pursuant to agendas distributed in advance to attendees; discussions shall be limited to agenda items; there shall be no substantive discussions of association matters other than at official meetings; minutes shall be distributed to attendees promptly.

2. All association activities or discussions shall be avoided that might be construed as tending to (a) raise, lower, or stabilize prices; (b) regulate production; (c) allocate markets; (d) encourage boycotts; (e) foster unfair trade practices; (f) assist in monopolization; or in any way violate federal, state or applicable international trade regulations and antitrust laws.

3. No officer, director, or member of the association shall make any representation in public or in private, orally or in writing, which states, or appears to state, an official policy or position of the association without specific authorization to do so.

Conflict of Interest Policy #2.14

Policy:

It is the policy of the International Association of Rehabilitation Professionals to carry on its activities in accordance with the highest ethical standards. In accordance with that principle, the following statement is applicable to all directors, officers, committee members, other volunteers and staff of the association.

IARP recognizes and respects that Board Members take part in legitimate financial, business, and other professional association activities outside of their role on the IARP Board. However, these activities must be lawful and free of conflicts with their responsibilities as Board Members. Board Members must not misuse IARP resources or influence, or discredit IARP's good name and reputation.

The effectiveness of this policy depends in large part on the cooperation of all Board Members in promptly disclosing any situations that may be contrary to the intent of the policy. If a Board Member is considering an activity that may represent a potential conflict of interest, they should immediately notify the President who will review the situation with the Executive Committee or Full Board as needed to provide a timely response.

Procedures:

1. All directors, officers, other volunteers, committee members and staff shall scrupulously avoid any conflict between their own respective individual interests and the interests of IARP, in any and all actions taken by them on behalf of IARP in their respective capacities.

2. In the event that any director or officer may stand to derive a personal gain or benefit from a transaction with IARP, or shall have any direct or indirect interest or relationship with any individual or organization

- (a) that proposes to enter into any transaction with IARP for the sale, purchase, lease or rental of property; or
- (b) that proposes to render or employ services to IARP; or
- (c) that may be seen as competing with the interests or concerns of IARP,

shall in a timely manner give the Board of Directors notice of such interest or relationship and shall therefore refrain from voting or otherwise attempting to affect any decision for IARP to participate or not to participate in such transaction and the manner or terms of such participation.

Minutes of appropriate meetings should reflect that such disclosure was made, and that such director or officer abstained from voting and absented him or herself from the final review and vote on the matter.

3. The foregoing requirements should not be construed to prevent a particular director or officer from briefly stating a position on the matter, nor from answering pertinent questions from other directors and officers.

1. This policy also applies to members of the Standards Compliance Review Board and to members of the staff of IARP.

Since it is not possible to write a policy that covers all potential conflicts, board members and employees are expected to be alert for and avoid situations which might be construed as conflicts of interests.

Any possible conflict of interests on the part of any board member should be disclosed to the other board members and made a matter of record, either through an annual procedure or when the interest becomes a matter of board action.

Any board member having a conflict of interests or possible conflict of interests should not vote or use his/her personal influence on the matter, and he/she should not be counted as part of a quorum for the meeting. The minutes of the meeting should reflect that a disclosure was made, the abstention from voting and the quorum situation.

These restrictions should not be construed as preventing the board member from briefly stating his/her position in the matter, nor from answering pertinent questions of other board members, since his or her knowledge could be of assistance to the deliberations.

All board members will be required to complete the "Conflict of Interests Statement." This policy will be reviewed by the board annually and given to each new board member for signature during orientation.

HOW TO FORM A CHAPTER

Policy #2.3

Policy:

The Council of Presidents Representative and Senior Member-at-Large to the IARP International board shall initiate inquiry among IARP members in an unchaptered state, region or country to determine if an interest exists in forming a chapter. The headquarters shall secure lists of rehabilitation professionals practicing in the state, region or country, and shall send to those individuals an invitation to attend an organizational meeting coordinated by the COP representative and IARP members. The benefits of being organized as a chapter, and the steps necessary to be affiliated as a chapter, will be explained. These steps are as follows:

Procedure:

1. Petition IARP for affiliation as a chapter. A minimum of 10 persons must sign this petition to be considered by the IARP Board of Directors. After the board accepts the petition and declares that a chapter exists in the state, region or country or region, the chapter must complete the following steps within six months. Dues rebates will be allocated to the chapter effective as of the date the Petition for Affiliation is accepted by the Board of Directors, but will not be sent to the chapter until steps 2-6 are completed.
2. Incorporate the chapter with the appropriate state, region or country office. (Model Articles of Incorporation are available in the IARP headquarters.) Send final Articles, and state notice of incorporation, to IARP headquarters.
3. Adopt model chapter bylaws. This requires a majority vote of members of the new chapter.
4. Apply for an employer identification number. Even though the chapter will probably not have employees, this step is necessary in order to qualify for the IRS group exemption.
5. Complete the Affiliation Agreement with IARP. The chapter must be incorporated before completing the Affiliation Agreement. A vote by the chapter members is not required for the president to sign this agreement.
6. Complete and sign the Group Exemption Authorization Letter. This guarantees that the chapter is covered under the IRS nonprofit status granted to the International association. All forms necessary for full affiliation are available from the regional representative or the headquarters of IARP.

PETITION FOR AFFILIATION

Document #2.3.1

This is a PETITION FOR AFFILIATION ("Petition"), submitted this _____ day of _____, 19____, by the undersigned, acting on behalf of [name or organization] or acting as individuals ("Petitioners"), for affiliation with INTERNATIONAL ASSOCIATION OF REHABILITATION PROFESSIONALS ("IARP") as a chapter.

1. Petitioners recognize that IARP is dedicated to enhancing the competency of private rehabilitation professionals, advancing the professional field, and leading the resolution of public policy issues that affect rehabilitation.
2. Petitioners are rehabilitation professionals in the [state or description of territory].
3. Petitioners are incorporated in the state, region or country of _____ as [name of corporation], or will incorporate before or at the time of execution of the Affiliation Agreement, attached to this Petition as Exhibit A. A copy of Petitioners' articles of incorporation is attached as Exhibit B or will be submitted to IARP at the time of filing with the state, region or country.
4. Petitioners hereby apply to be a chapter of IARP ("Chapter") on the terms and conditions set forth in the Affiliation Agreement in the form attached as Exhibit A.
5. The undersigned are the Petitioners including, as indicated, the persons proposed to serve as the directors and officers of the Chapter.

Petitioners, signing on behalf of name of group, if applicable, otherwise signing as individuals:

Name _____ Date _____
Business Address _____ Phone _____
Proposed Officer/Director Position _____

Name _____ Date _____
Business Address _____ Phone _____
Proposed Officer/Director Position _____

Name _____ Date _____
Business Address _____ Phone _____
Proposed Officer/Director Position _____

Name _____ Date _____
Business Address _____ Phone _____
Proposed Officer/Director Position _____

Name _____ Date _____
Business Address _____ Phone _____
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Business Address _____ Phone _____
Proposed Officer/Director Position _____

Name _____ Date _____
Business Address _____ Phone _____
Proposed Officer/Director Position _____

Name _____ Date _____
Business Address _____ Phone _____
Proposed Officer/Director Position _____

Name _____ Date _____
Business Address _____ Phone _____
Proposed Officer/Director Position _____

MODEL ARTICLES OF INCORPORATION
Document #2.3.2

Model Articles of Incorporation for
Chapters of the International Association
of Rehabilitation Professionals

Following is a model form of Articles of Incorporation for Chapters to use as a guide for developing Articles for their particular corporation. This form is only a guide and the specific requirements of the applicable state, region or country laws for the formation of a corporation must be complied with. An attorney familiar with the applicable corporation laws should be consulted.

* * *

ARTICLES OF INCORPORATION

of

[Name of State, region or country] Chapter of the
International Association of Rehabilitation
Professionals

In compliance with the requirements of *[citation of specific state, region or country statute under which corporation is being incorporated]*, the undersigned, desiring to be incorporated as a nonprofit corporation, hereby certifies that:

1. The name of the corporation is: [Name of State, region or country] Chapter of the International Association of the Rehabilitation Professionals.

2. The address of the corporation's initial registered office is: _____

3. The purpose of the corporation is to improve and advance the delivery of rehabilitation services by establishing working relationships among professionals interested in the provision of rehabilitation services, advancing the concept of rehabilitation services, promoting the highest ethical practices in the delivery of rehabilitation services, stimulating the effectiveness of delivery in rehabilitation services, sponsoring and promoting rehabilitation research and encouraging the dissemination and utilization of its findings, conducting educational programs, issuing reports, publishing studies and otherwise facilitating the exchange of ideas among all sectors, and generally to support the mission and goals of the International Association of Rehabilitation Professionals.

The foregoing statement of purpose shall not be considered as limiting or restricting in any manner the powers conferred upon corporations by *[citation of applicable state, region or country statute]* and, therefore, the corporation shall have the power to transact any business not prohibited by law or required to be stated herein.

4. The term for which the corporation is to exist is perpetual.

5. The corporation is organized on a non-stock basis.

6. The corporation shall have members as provided in its bylaws.

7. The name(s) and address(es) of the incorporator(s) [or the directors] is (are) [_____].

[Depending on specific state, region or country law, these or other matters may be required to be addressed. In some states, the Articles of Incorporation are required to make specific reference to any limitation on liability of directors and officers and/or indemnification. In this case, you may use Article VIII, Indemnification, from the model chapter bylaws that you adopt. In some states, the disposition of the corporation's assets in the case of a dissolution may be required to be addressed in the articles of incorporation.]

IN TESTIMONY WHEREOF, these Articles of Incorporation have been signed and sealed this _____ day of _____, 199 _____.

* * *

MODEL CHAPTER BY-LAWS
Document #2.3.3

**CHAPTER OF THE INTERNATIONAL ASSOCIATION
OF REHABILITATION PROFESSIONALS**

BYLAWS

ARTICLE I

NAME

I.I. The name of this organization shall be the _____ Chapter (Chapter) of the International Association of Rehabilitation Professionals (IARP).

ARTICLE 1

PURPOSE

2.1. Mission, Goals The Chapter endorses the Mission and Goals of IARP which are to promote effective interdisciplinary rehabilitation, disability management, and return-to-work services on behalf of persons with disabilities and the economically disadvantaged; enhance the competency of service providers; support innovation in related business development and management; and become the preeminent source for shaping public policy that affects rehabilitation. To pursue this purpose, the chapter will work in concert with IARP to strive to achieve the following goals.

[Chapters may wish to adapt these goals for the Chapter or adopt others that are consistent with the IARP mission and goals.]

2.1. 1. Maintain an organizational structure that addresses member issues and expectations while reflecting and promoting the highest level of volunteer and staff competency.

2.1.2. Promote high standards of training and practice through the development of innovative continuing education and career enhancement opportunities.

2.1.3. Foster high standards of ethical conduct throughout the profession and encourage superior standards of professional performance.

2.1.4. Monitor and influence federal/state government and industry policies that affect the practice of rehabilitation.

2.1.5. Encourage member networking with the goal of understanding issues and trends affecting the profession and competency of all members.

2.1.6. Enhance recognition of medical management and vocational case management as efficient, effective sources of rehabilitation services.

2.1.7. Promote rehabilitation research: Collect, interpret, and disseminate outcome information on effective Rehabilitation practices and on changing social, economic, governmental, and technological conditions affecting the profession.

2.1.8. Maintain cooperative relationships and activities with allied organizations in pursuit of the Association's mission.

ARTICLE III

MEMBERSHIP

3.1. Eligibility Any individual, corporation or other organization having an interest in the provision of rehabilitation services and willing to comply with these Bylaws and the IARP Standards and Ethics in effect at the time is eligible to be a member of IARP, and _____ Chapter (hereafter "member" or "members"). Any person or organization that is no longer a member of IARP must be dropped from chapter membership.

3.2. Categories Membership in IARP and the Chapter shall be divided into the following categories: Individual Professional, Professional Candidate, Student, Organizational Sponsor and Associate.

3.2.1. Individual Professional is available to any individual meeting any of the following requirements:

3.2.1. 1. Holder of a master's or doctorate degree (a) in vocational evaluation, rehabilitation, career counseling, nursing, psychology or a related vocational or health service program ("Rehabilitation Program") from an accredited institution, plus one year of experience in vocational, physical, or psychological rehabilitation ("Rehabilitation Services") with individuals who have disabling diseases or conditions; or (b) unrelated to a Rehabilitation Program from an accredited institution, plus five years of experience in Rehabilitation Services, including at least one year in the rehabilitation of disabling conditions or diseases; or (c) unrelated to a Rehabilitation Program from an accredited institution, plus five years of experience in the rehabilitation of disabling conditions or diseases;

3.2.1.2. Holder of a baccalaureate degree (a) in a Rehabilitation Program from an accredited institution, plus three years in Rehabilitation Services, including at least one year in the rehabilitation of disabling conditions or diseases; or (b) unrelated to a Rehabilitation Program from an accredited institution, plus five years of experience in the rehabilitation of disabling conditions or diseases; or

3.2.1.3. Holder of a diploma in nursing from an accredited institution, plus a current R.N. license, and three years of experience in Rehabilitation Services, including at least one year in the rehabilitation of disabling conditions or diseases;

3.2.2. Professional Candidate is available to individuals who meet all of the requirements for Individual Professional membership but have one year less than the required experience.

3.2.3. Student is available to any individual currently enrolled in a rehabilitation program in an accredited institution.

3.2.4 Organizational Sponsor is available to any corporation, partnership or other organization in the business of providing rehabilitation services. An Organizational Sponsor member shall be required to designate an individual for purposes of receiving notices and other communications from the Association.

3.2.5 Associate is available to any individual having an interest in the delivery of rehabilitation service.

3.3. Dues Each member shall be obligated to annually pay IARP dues in an amount, which may vary with respect to each category of membership and Chapter dues, as determined by the IARP and Chapter Boards of Directors from time to time. Any member who has failed to pay the applicable dues for a period of thirty (30) days after the date of expiration of their membership term shall be terminated from membership.

3.4. Voting

3.4.1. Each Individual Professional member of IARP and the Chapter shall be entitled to one vote on any matter submitted to a vote of members. Student, Professional Candidate, Organizational Sponsor, and Associate members shall not have voting rights.

3.4.2. Any Individual Professional member who has failed to pay the applicable dues at the time of any meeting of chapter members or the date by which ballots are mailed by the Chapter shall not be entitled to vote. Unless applicable law requires otherwise, any action approved by the affirmative vote of a majority of the members entitled to vote at a meeting at which a quorum is present shall be the acts of the members. Proxy voting shall not be permitted.

3.4.3. All matters, other than the election of Directors and Officers, to be submitted to Chapter members for a vote at a meeting of members may be acted upon by written ballot sent by mail, in person at such meeting, or by written ballot sent by mail and in person, as determined by the Chapter Board of Directors. Voting for the election of Directors and Officers may be by written ballot, mailed to members no less than thirty (30) days prior to the date set for the Annual Meeting of members.

[Check state law requirements.]

3.5 Meetings The Annual Meeting of members of the Chapter for the purpose of electing the Directors and Officers of the Chapter, receiving reports from officers and committees, and conducting such other business as may arise, shall be on a date and at a place determined by the Chapter Board of Directors. Special meetings of members may be called at any time by at least one-third of the Chapter Board of Directors or by written request of at least _____ members. Meetings of members may be held at any place within or without the state of _____.

3.6. Notice Written notice of the time and place of the Chapter Annual Meeting of members shall be mailed at least _____ days in advance of the meeting, and of special meetings of members at least _____ days in advance but not more than _____ days after receipt of appropriate written request *[unless a longer period of notice is required by applicable law.]* The notice of all special meetings of members shall state the general nature of the business to be transacted. Any written notice shall be delivered personally, by mail or by publication in the Chapter's newsletter or other journal distributed to Chapter members generally. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, postage prepaid, addressed to a member at such member's most recent address according to the records of IARP.

3.7. Quorum _____ members entitled to vote who are present, in person or by written ballot, at any meeting of members shall constitute a quorum for the transaction of business at any meeting of members, unless a greater proportion is required by applicable law, by the Articles of Incorporation or by these Bylaws.

3.8 Removal Any member who fails to comply with the IARP Standards and Ethics, in effect at the time, may be removed from membership as provided in the Policies and Procedures of the Standards Compliance Review Board, as adopted by the IARP Board of Directors.

ARTICLE IV

CHAPTER BOARD OF DIRECTORS

4.1 Number, Qualifications

4.1.1. The business and affairs of the Chapter shall be managed under the direction of the Chapter Board of Directors (sometimes referred to as the "Board" and individual members thereof referred to as "Director" or "Directors. The Board shall consist of the individuals then serving as the President, the President-Elect, the Secretary, the Treasurer, and the Immediate Past President (collectively "Ex-Officio Directors") plus, _____ individuals serving as Representatives [At Large or representing specifically described regions]. [The Chapter Board of Directors may from time to time add representatives, provided that at no time shall the number of Directors be in excess of _____ .] *[Directors in addition to Officers are not required. The Secretary and Treasurer posts may be combined into one.]*

4.1.2. To be eligible for election as a Director, an individual must be an Individual Professional member. No individual may hold more than one Directorship at any time.

4.2 Election and Term All Directors shall commence their terms of office on May 1.

4.2.1. Each Ex-Officio Director shall serve as a Director by virtue of the office he or she holds. All Ex-Officio Directors shall serve until they no longer hold their respective offices.

4.2.2. The President-Elect, Secretary and Treasurer shall be elected by the members for such terms as provided in Section 5.1 of these Bylaws.

4.2.3. **[Optional]** Other Directors **[At Large or Regional Representatives]** shall be elected by vote of the members and shall serve for terms of two years or until their successors are elected. **[Term length may be changed, but it is recommended that you do not have more than half the board terms expire each year.]**

4.2.4. The President-Elect shall serve in that office for one year, and shall automatically assume the office of President in the subsequent year. At the end of his/her one year term, each President shall automatically remain on the Board of Directors for a one year term as Immediate Past President. The Secretary, Treasurer, and Directors shall serve for two years or until their successors are elected and assume office.

4.3. Vacancies All vacancies on the Chapter Board of Directors shall be filled by appointment by the President subject to approval by the Chapter Board of Directors.

4.4. Meetings Regular meetings of the Chapter Board of Directors shall be held at least twice a year at such time and place as the President shall determine. Special meetings of the Board may be called at any time by the President or not less than one-third of all Directors. Meetings of the Board of Directors may be held at any location within or without the state of _____. Any Director may participate in any meeting of the Board by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this provision shall constitute presence in person at the meeting. **[Check state law requirements.]**

4.5. Notice Written notice of the time and place of all regular meetings of the Board of Directors shall be delivered to each Director at least fourteen (14) days prior to the date of such meeting and in the case of special meetings, at least seven (7) days prior to the date of such meeting (unless a longer period of notice is required by applicable law, by the Articles of Incorporation or by these Bylaws). In the case of special meetings, the notice shall state the general nature of the business to be transacted. Written notice shall be delivered personally, by mail, by facsimile transmission or by telephone. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, postage prepaid, addressed to the designated Director at such Director's most recent address listed in the records of the Chapter. If by facsimile transmission, such notice shall be deemed to be delivered when transmitted to the designated Director at such Director's most recent facsimile telephone number listed in the records of the Chapter. If notice is given by telephone, it shall be deemed delivered when the Director who is contacted has been spoken with directly and a copy of the written notice is mailed with confirmation of such telephone conversation.

4.6. Quorum A majority of the Directors then in office shall constitute a quorum for the transaction of business at any meeting of the Board of Directors unless a greater proportion is required by applicable law or by these Bylaws.

4.7. Voting Each Director shall be entitled to one vote on any matter submitted to a vote of the Board of Directors. The acts approved by the affirmative vote of a majority of the Directors

present at a meeting at which a quorum is present shall be the acts of the Board of Directors unless a greater proportion of affirmative votes is required by applicable law or by these Bylaws. Any action that may be taken at a meeting of the Directors may be taken without a meeting if a consent or consents in writing setting forth the action so taken shall be signed by all the Directors in office and shall be filed with the Secretary of the Chapter. *[Check state law requirements.]*

4.8 Conflict of Interest

4.8.1. Possible conflict of interest on the part of a Director shall be disclosed to the Board of Directors and made a matter of record.

4.8.2. Any Director having any possible conflict of interest on a matter shall not vote on such matter. Such Director may, however, be counted in determining a quorum for the meeting at which the matter is voted upon and may state a position on such matter and provide information that may be of value to the Board in its deliberations. *[Check state law requirements.]*

4.9. Removal Any Director may be removed for cause, which may include, but is not limited to, failure to attend or participate in _____ [number] consecutive regular meetings of the Board. Removal shall require the affirmative vote of at least two thirds of the remaining Directors.

4.10. Limitation of Liability A Director of the Corporation shall not be personally liable, as such, for monetary damages (including, without limitation, any judgment, amount paid in settlement, penalty, punitive damages or expense of any nature including, without limitation, attorneys' fees and disbursements) for any action taken, or any failure to take any action, unless:

4.10.1. the Director has breached or failed to perform the duties of his or her office under the Articles of Incorporation or Bylaws of this Corporation or under applicable state law.

4.10.2. the breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.

These provisions shall not apply to the responsibility or liability of a Director pursuant to any criminal statute, or the liability of a Director for the payment of taxes pursuant to local, state or federal law.

ARTICLE V

OFFICERS

5.1. Officers Generally; Election The officers of the Chapter shall be a President, a President-Elect, a Secretary, and a Treasurer. *[Combining the Secretary and Treasurer functions is acceptable.]* Only Individual Professional members may serve as officers of the Chapter. In addition to the powers and duties set forth in these Bylaws, each officer shall have such powers and duties as are usually related to such office and as the Board may determine by resolution. The President and President-Elect shall each hold office for a term of one year or until their successors are elected and have qualified, provided that the President-Elect shall automatically become President on May 1. The Secretary and Treasurer each *(or The*

Secretary/Treasurer) shall hold office for a term of two years or until his or her successor is elected and has qualified. The Secretary shall be elected in even-numbered years and the Treasurer shall be elected in odd-numbered years. **(Delete one if positions are combined)** No more than one office may be held at one time by the same individual.

5.2. President The President shall be the chief executive officer of the Chapter and shall preside at all meetings of the Board of Directors and the Executive Committee and shall perform such other duties as may be assigned by the Board.

5.3. President-Elect The President-Elect shall perform such duties as may be assigned by the Board of Directors or the President. In the event of a vacancy in the office of President because of death, resignation or removal, or during the President's absence or disability, incapacity or refusal to act, as determined by a vote of at least two-thirds of the Board of Directors, the President-Elect shall perform the duties of the President.

[The Secretary and Treasurer positions may be combined and filled by one person.]

5.4. Secretary The Secretary shall keep the minutes of all meetings of the Board of Directors, the Executive Committee and members; shall have charge and custody of the seal and records of the Board; and shall be responsible for the dissemination of all information pertinent to the ongoing operation of the Chapter and shall assign duties necessary to achieve the dissemination of this information.

5.5. Treasurer The Treasurer shall have charge and custody of all funds of the Chapter, shall maintain an accurate accounting system and shall present financial reports, including financial statements, annual budgets and annual audits, to the Board of Directors and IARP in such manner and form as the Chapter Board and the IARP Board may from time to time determine.

ARTICLE VI

COMMITTEES

6.1. Committees in General.

6.1.1. Standing Committees. The Board may, by resolution, establish such standing committees of the Board (and, except as otherwise provided in these Bylaws, in each case appoint the members and the chairperson thereof based on the recommendations of the President) as it deems necessary or desirable ("standing committees"), including, without limitation, the Executive Committee and the Nominations and Elections Committee, each as described below. All standing committees, except the Executive Committee, shall include at least one Director. The Executive Committee shall be comprised of Directors only. The Board may delegate such authority to a standing committee as it deems appropriate and is not prohibited by applicable law. All standing committees, except the Executive Committee and the Nominations and Elections Committee, and their members shall serve at the discretion of the Board. ***[Executive Committee may be eliminated if no non-officer Directors exist.]***

6.1.2. Special Committees. The Board may, by resolution, establish one or more special committees to advise the Board or the President in the performance of their duties ("special committees"). No special committee may have or exercise any authority of the Board to manage the business and affairs of the Chapter. The chairperson of a special committee shall be appointed by the President subject to Board approval. The members of a special committee shall be appointed by the chairperson of the committee. All special committees and their members shall serve at the discretion of the Board.

6.1.3. Term Each member of a standing or special committee shall continue as such until the first regular meeting of the Board after the Annual Meeting of Members and until a successor has been appointed and has qualified unless sooner removed or unless such committee is sooner dissolved by the Board.

6.1.4. Quorum A majority of the members of a standing or special committee shall constitute a quorum for the transaction of any business, and the acts of the majority of the committee members present, at which a quorum is present shall be the acts of such committee in each case, unless a greater proportion is required by applicable law or by these Bylaws.

6.1.5. Vacancies and Removal Vacancies in membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments. Any member of a committee, except the Executive Committee, may be removed at any time by the Board of Directors, with or without cause.

6.2. Executive Committee *[The Executive Committee is comprised of Chapter Officers. If no non-officer Directors exist, this section on the Executive Committee may be eliminated from the Bylaws.]*

6.2.1. The Executive Committee shall consist of the Immediate Past President, the President, President-Elect, the Secretary, and Treasurer (or Secretary/Treasurer)..

6.2.2. The Executive Committee shall have and exercise the authority of the Board of Directors, to the extent permitted by applicable statute between meetings of the Board.

6.2.3. The Executive Committee shall not have the authority of the Board of Directors with respect to the following matters: *[Check state law requirements.]*

6.2.3.1. amending, altering or repealing these Bylaws;

6.2.3.2. electing, appointing or removing any member of the Executive Committee or any Director or officer of the Chapter;

6.2.3.3. amending the Articles of Incorporation of the Chapter;

6.2.3.4. adopting a plan of conversion, division or merger or adopting a plan of consolidation with another corporation;

6.2.3.5. authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Chapter;

6.2.3.6. authorizing the voluntary dissolution of the Chapter or revoking proceedings therefore;

6.2.3.7. adopting a plan for the distribution of the assets of the Chapter; and

6.2.3.8. authorizing expenditures in excess of amounts set forth in the annual budget of the Chapter as approved by the Board.

6.2.4. Meetings of the Executive Committee may be called at any time by the chair of the committee or by any two members of the committee. Written notice of special meetings of the Executive Committee shall be given at least seven (7) days before such meeting.

6.2.5. Minutes of all Executive Committee meetings shall be prepared and presented to the Board of Directors for review at the next regular meeting of the Board.

6.3. Nominations and Elections Committee

6.3.1. The Nominations and Elections Committee shall consist of _____ members, _____ of whom shall be appointed annually by the President subject to approval by the Board of Directors. The Immediate Past President shall be a member of and chair the committee [*optional*]. No more than two members of the committee may be past presidents of the Chapter [*optional*].

6.3.2. Each year the Nominations and Elections Committee shall nominate candidates for officers [*and Directors*] of the Chapter for election by the members entitled to vote. The committee shall extend in writing to the membership a call for suggested nominations no less than _____ days prior to its meeting to select nominees.

6.3.3. The committee may conduct the annual election of Directors at the annual meeting of members, or by mail ballot as described in Section 3.4.3. The committee shall report the results of the election at the Annual Meeting of members.

ARTICLE VII

STANDARDS COMPLIANCE REVIEW BOARD

7.1 Standards Compliance. The Chapter and its members shall adhere to and be bound by the professional Standards and Ethics as approved by the IARP Board of Directors from time to time, and shall follow the prescribed process for referring complaints to the IARP Standards Compliance Review Board.

ARTICLE VIII

INDEMNIFICATION

8.1. Right to Indemnification *[Check state law requirements.]* The Chapter shall indemnify any person who was or is a party or threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that such person: (a) is or was a Director, employee or officer of the Chapter; or (b) is or was a trustee, officer or the employee or agent of the Chapter serving at its request as an administrator, trustee or other fiduciary of any of the Chapter's employee benefit plans, against expenses (including, under Section 8.2, expenses of separate counsel if such separate representation is necessary), judgments, fines, excise taxes and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding whether or not the indemnified liability arises or arose from any threatened, pending or completed action by or in the right of the Chapter, to the extent that such person is not insured or otherwise indemnified and except as prohibited by statute. For this purpose and for the purposes of Section 8.2 below, the Board may, and on request of any such person shall be required to, determine in each case whether or not any applicable statutory standards have been met, or such determination shall be made by independent legal counsel if the Board so directs or if the Board is not empowered by the statute to make such determination.

8.2 Advance of Expenses incurred by such person in defending any such action, suit or proceeding may be paid by the Chapter in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount if it shall ultimately be determined that such person is not entitled to be indemnified by the Chapter.

8.3. Indemnification Not Exclusive The foregoing indemnification shall not be deemed exclusive of any other right to which one indemnified may be entitled, and shall inure to the benefit of the heirs, executors and administrators of any such person.

8.4 Insurance and Other Indemnification The Chapter Board of Directors shall have the power (a) to purchase and maintain, at the Chapter's expense, insurance on behalf of the Chapter and on behalf of others to the extent that power to do so has been or may be granted by statute, and (b) to give other indemnification to the extent not prohibited by law.

ARTICLE IX

AMENDMENTS

9.1. Amendments Upon the recommendation of a majority vote of the entire Chapter Board of Directors then in office, a majority of the members of the Chapter present and entitled to vote at any meeting of members may amend, alter, repeal or adopt new Bylaws, provided that notice of any proposed amendment or a summary thereof shall have been given to each Director or member not less than thirty (30) days prior to the date of the meeting, and that the proposed amendment, before becoming effective, has been approved by the IARP Board of Directors.

GROUP EXEMPTION AUTHORIZATION LETTER
Document #2.3.4

Name of Chapter _____ Employer Identification Number _____

This letter authorizes and requests IARP to include this chapter under IARP' group exemption with the Internal Revenue Service. The chapter has not separately been granted tax-exempt status. The chapter is incorporated under the laws of _____.

Its current officers are:

President _____

Secretary _____

Treasurer _____

Other Officers (specify title and officeholder):

We understand that our chapter will be required to file its own information return with the IRS on Form 990 if the chapter's average gross annual receipts for the last three years (including the year for which the return would be filed) exceed \$25,000.

The activities engaged in by the chapter are the following: (be specific)

We have revenue from the following sources (give approximate amount from each source per year). _____

The types of our expenditures are (give approximate amount for each type per year):

In 200_, Chapter had gross receipts of:

More than \$25,000

Less than \$25,000

Chapter President's Signature _____

Chapter's Mailing Address _____

Actual Address, if different _____

AFFILIATION AGREEMENT

Document #2.4

This is an AFFILIATION AGREEMENT ("Agreement"), dated _____, 19____, between INTERNATIONAL ASSOCIATION OF REHABILITATION PROFESSIONALS, a Pennsylvania nonprofit corporation ("IARP"), and _____, a _____ nonprofit corporation ("Chapter").

BACKGROUND

- A. IARP is dedicated to: promoting effective interdisciplinary rehabilitation, disability management, and return-to-work services on behalf of persons with disabilities and the economically disadvantaged; enhancing the competency of service providers; supporting innovation in related business development and management; and becoming the pre-eminent source for shaping public policy that affects rehabilitation.
- B. Chapter has petitioned for affiliation with IARP as a chapter of IARP.
- C. IARP and Chapter wish to set forth their understandings of their mutual rights and responsibilities in connection with their affiliation.

NOW, THEREFORE, in consideration of the foregoing and the mutual promises and agreements set forth below, and intending to be legally bound, IARP and Chapter hereby agree as follows:

TERMS and CONDITIONS

1. Affiliation. On the terms and conditions set forth in this Agreement, IARP designates Chapter, and Chapter shall serve as, a chapter of IARP until this Agreement is terminated as provided herein.
2. Territory. During the term of this Agreement, Chapter shall have the exclusive right (a) to be a chapter of IARP in the state, region or country or geographical area described on Exhibit A attached hereto (the "Territory") and (b) to offer membership in Chapter to individuals or organizations who qualify for membership as specified in Chapter's bylaws and who conduct operations, live or work as rehabilitation professionals in the Territory.
3. Organization of Chapter.
 - 3.1. Conduct of Business. Chapter shall operate and conduct its business and affairs in accordance with the generally accepted principles of nonprofit organizations, with the primary objective of Chapter being to serve its members.
 - 3.2. Bylaws. Within six months of the date of this Agreement, Chapter shall adopt bylaws ("Chapter Bylaws") which comply with the applicable laws of the Territory and shall be in the form of the standard chapter bylaws ("Standard Bylaws") provided by IARP. Chapter shall have the right to adopt such bylaw provisions required by the laws

of the Territory, even if such provisions are inconsistent with the Standard Bylaws. Chapter shall also have the right to adopt such additional bylaw provisions which it deems to be appropriate, provided that such additional provisions shall not be inconsistent with the Standard Bylaws, any IARP Policies as defined in Section 4.2, and this Agreement. Chapter shall submit a copy of its proposed bylaws to IARP for review prior to adoption.

3.3. Fiscal Operations.

3.3.1. Chapter shall establish and practice sound fiscal policy and shall at all times maintain financial self-sufficiency.

3.3.2. The Board of Directors of Chapter ("Chapter Board"), or a committee appointed by the Chapter Board, shall approve the selection of an independent public accountant who shall prepare Chapter's annual financial statements in accordance with accepted accounting practices and with the same accounting period as used by IARP. Chapter shall furnish copies of its financial statements to IARP within 90 days of the end of Chapter's fiscal year.

3.3.3. Chapter shall authorize IARP, in a written document signed by a duly authorized officer of Chapter, to include Chapter in IARP's application for a group exemption from federal income tax.

3.3.4. Chapter shall file annual information returns on Form 990 or other applicable form with the Internal Revenue Service if revenues are sufficient to require that return to be filed, and furnish copies of the returns to IARP at the time of filing with the Internal Revenue Service.

4. Responsibilities of Chapter.

4.1. Membership.

4.1.1. Chapter shall accept as members those who are qualified for membership as specified in Chapter's Bylaws. Chapter shall promote membership within the Territory.

4.1.2. Chapter shall cooperate with IARP to develop and provide membership services and programs which serve the interest of its members and which are consistent with services and programs offered by IARP. Chapter shall offer at least two educational programs per year and shall designate a person to serve as continuing education representative, whose responsibilities shall be outlined separately.

4.2. Compliance with Policies of IARP. Chapter shall comply and promote compliance by its members with the policies of IARP (the "IARP Policies") as approved from time to time by the Board of Directors of IARP (the "IARP Board"), including IARP's Mission and Goals, as set forth in the Long-Range Plan adopted July, 1997, Bylaws, Policies and Procedures, and Standards and Ethics. Chapter acknowledges receipt of copies of each of the IARP Policies in effect at the date of this Agreement.

4.3. Use of Name and Logo. Chapter may use the IARP name and logo during the term of this Agreement with the prior written approval of the IARP Board and only in a manner which is consistent with the IARP Policies. When the logo is reproduced, it should be an exact replica of the official logo. Upon termination of this Agreement, Chapter shall immediately discontinue all use of the IARP name and logo.

4.4. Representation of IARP. Chapter shall not represent itself as speaking for or representing IARP without prior written approval of the IARP Board.

4.5. Public Statements. Whenever possible, Chapter shall give IARP timely advance written notice of situations in which the Chapter intends to issue public statements or support legislative or regulatory proposals. Chapter shall provide IARP copies of any written statements or proposals, or summaries of verbal testimony, within 14 days of such presentations.

4.6. Confidentiality. Chapter shall maintain confidentiality of IARP information submitted to Chapter.

4.7. Employer Identification Number. Chapter shall apply for an employer identification number from the federal government.

4.8. Reports to IARP. Chapter shall furnish a written report annually to IARP on Chapter meetings and programs by February 15 of each calendar year.

5. Responsibilities of IARP.

5.1. Membership. All Professional Members of IARP in the Territory shall be members of the Chapter if they conduct operations, live or work as rehabilitation professionals in the Territory. IARP shall collect dues, maintain membership records, and periodically send membership reports to Chapter. IARP shall rebate to Chapter a portion of the membership dues paid by members who are also Chapter members, in accordance with procedures established by the IARP Board. Chapter shall use these rebates only for Chapter activity that is consistent with the IARP Policies.

5.2. IARP Policies. IARP shall advise Chapter of the IARP Policies as may be adopted by the IARP Board from time to time.

5.3. Programs. IARP, as authorized by its Board, shall provide those programs and member services which cannot be provided by its affiliated chapters, including government relations, public relations, education and insurance at the International level, and such other services and programs as may be approved by the IARP Board.

5.4. Cooperation with Chapter. IARP shall cooperate with Chapter to develop and provide membership services and programs which are consistent with services and programs offered by Chapter.

5.5. Confidentiality. IARP shall maintain confidentiality of Chapter information submitted to IARP.

5.6. Insurance. To the extent obtainable on terms and conditions acceptable to IARP, IARP shall maintain:

- (a) commercial general liability insurance which covers its affiliated chapters, in such amounts as the Board determines to be appropriate; and
- (b) maintain professional liability insurance for nonprofit organizations which covers its affiliated chapters as insured, in such amounts as the Board determines to be appropriate.

6. Independent Organizations. Chapter and IARP expressly acknowledge and agree that they are, and intend to remain, separate corporate entities and as such shall not incur any liability, obligation or expense on behalf of each other.

7. Termination.

7.1. By Notice. Either party may terminate this Agreement at the end of any calendar year upon written notice given at least 90 days prior to December 31 of that year.

7.2. For Cause. Either party may terminate this Agreement at any time if the other party breaches or fails to comply with any term or condition of this Agreement, upon written notice to the other party.

8. General Provisions.

8.1. Notices. Notices and all other communications provided for in this Agreement shall be in writing and shall be deemed to have been duly given when delivered or mailed by United States certified or registered mail, return receipt requested, postage prepaid, addressed as follows:

If to IARP:

International Association of Rehabilitation Professionals
783 Rio Del Mar Blvd., Suite 61
Aptos, CA 95003
Attention: Glenn Zimmerman, Executive Director

If to Chapter:

or to such other address as either party may have furnished to the other by such note, except that notices of change of address shall be effective only upon receipt.

8.2. Severability. If any provision of this Agreement is held by a court of competent jurisdiction to be invalid or unenforceable to any extent, such provision will be modified only to the extent necessary to make it valid and enforceable and the remainder of the Agreement shall be unaffected and shall remain in full force and effect.

8.3. Complete Agreement. This Agreement, and the IARP Policies incorporated by reference into this Agreement, encompass the entire agreement between the parties on the subject matter of this Agreement, superseding all prior or contemporaneous agreements and communications, oral or written, between the parties relating to the subject matter of this Agreement.

8.4. Headings. The division of this Agreement into sections and the use of headings for such sections are solely for convenience and shall have no legal effect in construing the provisions of this Agreement.

8.5. Waiver. The waiver by either party of any breach or violation of any provision of this Agreement shall not operate as, or be construed to constitute, a waiver of any subsequent breach of the same or any other provision of this Agreement.

8.6. Law Governing. This Agreement shall be governed by and interpreted in accordance with the laws of the Commonwealth of Pennsylvania, without giving effect to principles of conflicts of law.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized officers, effective as of the date first written above.

INTERNATIONAL ASSOCIATION OF
REHABILITATION PROFESSIONALS

By: _____
Name: _____
Title: _____

[Chapter]
By: _____
Name: _____
Title: _____

REIMBURSEMENT OF EXPENSES

Policy #3.6

Policy:

IARP will reimburse volunteers reasonable travel expenses associated with official IARP business, assuming funds are available. Members who are able are urged to pay part or all of their expenses in order to maximize the available funds.

If funds are available, expenses such as telephone, mileage, postage, and supplies may be reimbursed for official IARP business. Members who are able are urged to pay their own expenses in order to maximize the funds available to the Association.

Prior to in person board meetings the board will prepare and approve a budget and then determine the effectiveness of the board.

Directors shall use the IARP approved travel agent to book flights and make hotel arrangements. When funds are available, travel expenses for Board Meetings will be covered except for the meeting held in conjunction with the Annual Conference. Expenses for additional night(s) required for Board Meeting attendance will be reimbursed.

Procedure:

1. For expenses related to meetings of the Board of Directors or the Executive Committee, board members generally shall complete an expense report form provided to the board member by the executive director and submit it to the headquarters as soon after the meeting as possible. Expenses should be itemized by categories on the expense report, and receipts for all expenditures shall be submitted with the form. Directors are allotted a \$35 per diem for personal meals not provided while travelling on IARP business.
2. Approval for incurring expenses for any purpose other than meetings of the Board of Directors and the Executive Committee should be obtained in advance from the headquarters. A statement describing proposed activity, and estimated expenses, should be submitted in writing prior to incurring the expense. The executive director shall review the budget with the Treasurer to determine if funds are available and, if so, shall clear the reimbursement request.
3. If the request for reimbursement is for an activity that has not been approved by the Board of Directors, or appears to be outside the requester's sphere of responsibility, the executive director shall clear the reimbursement request with the Treasurer will submit it to the board for approval.

DUES STRUCTURE

Policy #3.7

Policy

The IARP Board of Directors shall adopt appropriate dues for membership.

Procedure

Membership dues:

Individual Professional	\$117.00
Professional Candidate	\$117.00
Organizational Sponsor	\$117.00
Associate	\$ 75.00
Membership in Additional Chapters	Determined by Ind. Chapters
Student	\$40.00
Membership in Addition Sections (see chart)	\$35.00
Membership in Additional Chapters (see chart)	

SPECIALTY SECTIONS
Case Management
Disability Management
Forensic

STATE / REGIONAL CHAPTER FEE SCALE					
Alabama	\$58	Louisiana	\$58	Oklahoma	\$58
Arizona	\$58	Michigan	\$58	Oregon	\$58
N. & S. Carolina	\$48	Minnesota	\$48	Pennsylvania	\$58
Chesapeake(DE, MD, DC)	\$48	Mississippi	\$58	South Dakota	\$58
Colorado	\$58	Montana	\$58	Tennessee	\$58
Florida	\$58	Nebraska	\$58	Texas	\$58
Georgia	\$60	Nevada	\$58	Virginia, W. Virginia	\$58
Hawaii	\$58	New England(ME, VT, NH, MA, RI, CT)	\$58	Washington	\$58
Illinois	\$58	New Jersey	\$58		
Kansas	\$58	New York	\$33		
Kentucky	\$48	Ohio	\$58		

Effective January 1, 1998.

Source: Board of Directors, October 25, 1997

DUES REBATES TO CHAPTERS

Policy #3.8

Policy:

Each officially recognized IARP chapter is eligible for annual rebates from the membership dues of IARP for each individual who is a member of IARP and resides in the chapter's territory. Additionally, a chapter may be eligible for rebates from amounts paid by IARP members who reside outside the chapter's territory but have paid to be a member of such chapter. IARP is not responsible for any liabilities that a chapter might incur.

Procedure:

In order to qualify for these chapter rebates, a chapter must meet the following criteria:

1. The chapter must identify, on its stationery and other communications, that it is a part of the International Association of Rehabilitation Professionals.
2. The Chapter must have at least ten members.
3. Chapters must conduct two regularly scheduled meetings each year. The chapter should submit an annual written report summarizing the discussion at the chapter meetings and outlining the activities of the chapter during the year as well as proposed activities for the upcoming year.
4. The chapter report must be submitted to IARP headquarters no later than January following completion of the chapter's year.
5. The chapter must be in compliance with the Affiliation Agreement with IARP and IARP policies relating to chapters.

Source: Board of Directors, April 30, 1997

Solicitation and Use of Funds

Policy #3.9

A. International Fund Raising

Before a fund raising campaign can be initiated on the International level, the Board of Directors must approve a statement that sets forth:

- a. Justification of need for the fund-raising campaign.
- b. Process to be followed in soliciting funds.
- c. Proposed length of the fund raising campaign.
- d. Use of funds raised in the campaign.

The fund raising campaign should be designated to benefit either the general operating fund of IARP, or a specific department, project or activity of IARP. If the general operating fund is the beneficiary, contributions shall be considered unrestricted and may be used for any purpose approved by the board. If a specific department, project or activity of IARP is designated the beneficiary of the fund raising campaign, then all contributions shall be considered restricted, and applied only towards expenditures related to the department, project or activity.

Financial statements shall reflect all contributions received and shall indicate all costs of the fund raising effort, including overhead costs.

B. Chapter Fund Raising

Chapters may embark on fund raising campaigns for the benefit of chapter activities, if such a campaign is approved by the Chapter Board of Directors. However, all contributions must be voluntary on the part of chapter members, and may not be solicited as a form of dues or a mandatory fee.

**Chapter Financial Reporting
Policy #3.10**

Policy:

All chapters shall adopt the calendar year as their fiscal year. By January 30 of each year, the chapter shall file with the headquarters a financial statement and balance sheet for the preceding fiscal year. The report shall contain the following information and be in the following format:

_____ Chapter Financial Report
International Association of Rehabilitation Professionals

Fiscal Year Ending December 31, 20_____

Procedures:

- A. Amount of Gross Receipts. IF the chapter had gross receipts (revenues) of \$25,000 or less then this form is the only document that is needed to be filled out and signed and returned to headquarters.
- B. If more than \$25000 then a CPA needs to varify your records and also sign this document with supporting documentation

C. Revenue and Expense Summary

Revenues

Member Dues _____
 Chapter Conference _____
 Meeting Fees _____
 Legislative Fund raising _____
 Educational Workshops _____
 Social Events _____
 Publications _____
 Other (list major ones) _____

Expenses

Chapter Conference _____
 Board/Committees _____
 Bookkeeping/Legal _____
 Legislative Activities _____
 Educational Workshops _____
 Postage/Supplies _____
 Publications _____
 Other (list major ones) _____

Total Revenues _____

Total Expenses _____

Excess (deficiency) of Revenues _____

C. Balance Sheet as of December 31, 20_____

Assets

Savings Account _____
 Checking Account _____
 Securities _____
 Value of Fixed Assets _____
 (describe)
 Total Assets _____

Liabilities (list)

 Total Liabilities _____

 Signature of Chapter President or Treasurer phone # Date

 Name of CPA phone # Date

 Signature of CPA

 Address of CPA City, St Zip

CHAPTER PRESIDENT: GENERAL JOB DESCRIPTION

Policy #4.3

The chapter president has a dual role in the association. He or she is the executive officer of the chapter as well as the chapter's representative to the IARP board of directors. Because of this important role, each chapter president should present him/herself in a professional, positive manner at all times when representing the state chapter and the association at local functions as well as regional or national events.

Responsibilities to the IARP Board of Directors:

Communicate regularly with the board of directors and the executive director through attendance at the monthly organization wide conference call, or through a designated board representative if he/she cannot attend the call.

Attend all Council of Presidents meetings and the national conference.

Annually submit the required financial documentation to headquarters as well as the updated list of officers for the coming year.

Notify headquarters immediately of any change in officers.

Review the Chapter Resource Manual at the beginning of the term and direct questions or concerns to the Council of Presidents Representative.

Responsibilities to the Chapter:

Preside at all state chapter meetings and events

Oversee the activities of the other board members and committees

Keep all members informed on a regular basis of chapter activities, programs, and services.

Make oneself available to the community as a resource for information concerning rehabilitation issues

Resolve difficult or controversial issues in a tactful, professional manner, permitting full discussion in all debatable motions while respecting the position of each member. Once a decision is made, implement it in a positive manner as the majority decision

Adhere to all chapter and IARP by-laws and Policies and Procedures

Duties of the Chapter President

Provide a well-rounded and meaningful program of activities, and to supply information pertaining to the latest clinical techniques and managerial techniques available today to its membership.

Serve as a community information center to the general public on questions and recommendations concerning rehabilitation.

The individual directly responsible for the coordination of these activities is the President of the local Chapter. It requires a sincere, dedicated and conscientious effort to fulfill all of the obligation and responsibilities of the office, and needless to say, it is necessary to spend many hours of planning, executing and controlling the many chapter projects and activities. All of this is necessary, however, if we are to maintain the professional character, stature and image of the International Association of Rehabilitation Professionals and rehabilitation.

Naturally, it would be impossible for one individual to assume direct responsibility for all chapter events; however, a strong president with the ability to get things done by working with and through people can accomplish a great deal. Thus, the chapter President must assume the task of selecting the right people to fill the leadership positions of the various committees. He/She must then have the ability to motivate these individuals into a performance of excellence. This can be done by:

- Assuming responsibility and delegating authority.
- Rendering guidance and counsel.
- Listening to constructive criticism and making corrective adjustments.
- Possessing humility and respecting the rights and feelings of others.
- Dealing with unpleasant subjects and situations in a fair and just manner.
- Conducting himself/herself at all times in a way that would add prestige, dignity, and honor to the office of President.

The President's Duties Include:

1. Presiding at all meetings.
2. Formulating the overall plans for the various activities with which the local Chapter will become engaged in. This should be one of the first efforts of the president. He/She should meet with all committee chairs to discuss definite programs and activities. A priority list is then developed and published. This allows the entire membership to evaluate each program and become active in the area for which they are most talented. Participation is the key to chapter success.
3. Overseeing activities of other officers and functional chairs. A written job description should be prepared for each officer and committee chairperson. The president should stress how their responsibilities enter into the overall planned chapter activities. It should be pointed out to the incumbent that his/her dedicated support and performance is vital, if the chapter is to grow and achieve success. Each committee should be reviewed periodically and individual performance noted. Committee participants are prime candidates to become future chapter officers.
4. Presiding in a firm, competent, tactful and just manner. He/She must be neutral in the chair on controversial matters and must permit full discussion in all debatable motions. He/She respects the opinion of each individual and after a majority rules, sees to it that the decision is carried out in a harmonious atmosphere. Opens and closes the meetings promptly and makes sure that written minutes are published expeditiously.
5. Requiring written progress reports from each officer and committee chairperson each month and compares them with previously described programs and activities. Notifies any incumbent of non-performance or slow activity. Sees to it that proper measures are taken for corrective action.
6. Arriving at the place of the scheduled meeting early to see that everyone and everything is in readiness for the meeting. Makes himself/herself available to the entire membership, especially the new members and guests. He/She should display constant enthusiasm and support for all chapter activities. Acknowledges each speaker's appearance with a letter of thanks on behalf of the chapter.
7. Keeping in contact with the entire profession of rehabilitation by reading and participating in as many related activities as possible. The chapter President should make himself/herself available to other groups to promote the image of rehabilitation.
8. Maintaining a close contact with the executive committee, Council of Chapter Presidents' Representative, Headquarters, and other chapters on IARP official business. A free exchange of ideas and suggestions are necessary to eliminate misunderstanding and to keep abreast with all of the programs that are available as members of the Association.

9. Submitting a written quarterly progress report to the membership to keep them informed about chapter activities. An annual report should be prepared evaluating each of the activities or programs entered into or developed during the year. This information will be most helpful in determining a course of direction for the newly elected chapter officers and committee chairpeople. This annual report is to be filed with the Headquarters by August 1 of each year.

Board Member Orientation

Policy #4.10

Policy:

Upon election to the Board of Directors, new members shall receive an orientation to their duties and website resources.

Procedures:

New Board members shall receive the orientation regarding the board website:

- a. Policies and Procedures, which includes
- b. Bylaws
- c. Long-Range Plan
- d. Standards and Ethics
- e. Board of Directors, Chapter Presidents and Committee lists
- f. Staff list
- g. Current year's budget
2. Most recent financial statement
3. Most recent annual report
4. Most recent membership statistical report
5. Public policy statements issued in the last year
 1. Minutes of previous board meetings.
 2. Master Calendar
 3. IARP Service Pledge

Prior to the first board meeting in which new members will participate, the president or other delegated officer shall conduct an orientation for new board members that shall include discussion of the following matters:

1. Expectations of board members (attendance at meetings, participation, supporting board decisions, active involvement in membership development, communication channels, expense reimbursement, job description, represent profession not individual interests, etc.)
2. Board/staff relations and communications.
3. Issues and activities that are currently top priority with IARP.
4. The board's policy-making role.
5. What each new member sees as important goals for the association.
6. Attend the transition board meeting prior to beginning of the annual conference

IARP PRESIDENT: JOB DESCRIPTION

Policy #4.1.1

General Board Functions

- Planning - Board members have three key responsibilities in this area:

- 1) Establishing and reviewing IARP mission/philosophy/goals;
- 2) Planning which services/programs IARP provides; and
- 3) Evaluating IARP services/programs and operations on a regular basis.

- Finance - Board members have four key responsibilities in this area:

- 1) Ensuring financial accountability of IARP;
- 2) Overseeing an ongoing process of budget development, approval and review;
- 3) Raising funds and/or ensuring that adequate funds are available to support IARP's policies and programs; and
- 4) Overseeing properties or investments of IARP.

- Community Relations - Board members have three key responsibilities in this area:

- 1) Ensuring that IARP's programs and services appropriately address the needs of those we serve;
- 2) Cooperative action, which includes determining occasions when IARP could/should take part in coalitions, joint operations, etc.
- 3) Nurturing leadership and volunteerism of membership
- 4) Attend your local chapter meetings and support grass roots efforts

- Organizational Operations - Board members have four key responsibilities in this area:

- 1) Ensuring that IARP's management systems are adequate and appropriate;
- 2) Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business;
- 3) Ensuring that organizational and legal structure are adequate and appropriate;
- 4) Ensuring that IARP and its board members meet all applicable legal requirements.

***P*erformance expectations for board members**

In performing duties as a member of the IARP board, every board member is expected to:

- demonstrate a strong belief and commitment to IARP's mission.
- devote the necessary time to prepare for and participate in board and committee meetings.
- exhibit high ethical standards and integrity in all board actions.
- be an enthusiastic advocate for IARP.

- take responsibility and accountability for IARP and all decisions made by the board.
- spend the time necessary to learn how to do the job, and maintain an ongoing schedule of inservice to learn how to do the job better.
- demonstrate willingness to work as a team member with other board members and the executive director.

Executive Cee Functions

1. Recommend policies to the Board that advance the interests and welfare of the Association and its members.
2. Monitor implementation of all directives and policies of the board.
3. Handle routine business between the full board meetings.
4. Contribute agenda items for Board and Executive Committee meetings.
5. Conduct the annual performance evaluation of the Executive Director.
6. The Executive Committee derives authority from the full board and is accountable to the full board. The Executive Committee must inform the board of its actions in writing within one month.
7. The Executive Committee shall abide by the limits of authority outlined in Article 6.2.3. of the IARP bylaws.

Specific Functions

The President shall be the chief elected officer of the Association and serve as chair of both the Board of Directors and Executive Committee. He/she shall make all required appointments of committees, task forces and certifying bodies.

The President shall exercise personal leadership in the motivation of other officers, board members, committee chairs, committee members, and membership, and influence the establishment of goals and objectives for the organization during the term of office. He/she shall act as spokesperson and inspirational leader and shall work in partnership with the Executive Director.

Term of Office

Elected by the membership at large to the office of vice-president spanning a four-year term, including a one-year term as vice-president, two-year term as president, and one-year term as vice-president. The term of president Commences May 1, after the initial one year term of vice-president.

Duties and Responsibilities

A. Governance

1. Presides at and attends all meetings of the members, Board of Directors and Executive Committee. Coordinates agenda with the Headquarters.
2. In concert with the Executive Director, sees that the Board of Directors, Executive Committee, and officers are kept fully informed on the conditions and operations of the Association.
3. Works with the Headquarters in seeing that basic policies and programs designed to further the goals and objectives of the Association are planned, formulated, presented to the Board of Directors, and executed following Board approval.
4. Appoints the chairs and members of committees and task forces, outlines the purpose and duties of these committees and task forces, and monitors progress.
5. Supports and defends policies and programs adopted by the membership, Board of Directors and Executive Committee.
6. Promotes interest and active participation in the Association on the part of the membership and reports activities of the Board and Association to members by means of letters, publications or speeches.
7. With the Executive Director, acts as a spokesperson for the Association to the press, the public, legislative bodies, and related organizations.
8. Presents an annual report at the Annual Meeting on the "State of the Association."
9. Exercises general supervision over the work and activities of the Association Board, Executive Committee and other Association committees.
10. In cooperation with the Headquarters, sees that all orders and resolutions of the Board of Directors are carried into effect.
11. Assumes a key role in the orientation and transition of the Vice-President to the duties of President.
12. Responsible to the Board of Directors and to the membership for seeing that the programs and policies of the Association reflect the needs and aspirations of the membership.
13. Consults and advises with the Executive Director on all matters pertaining to Association policies, programs and finances.

B. Communication

1. Maintain at least biweekly communication with Executive Director and President-Elect.

2. Maintain at least monthly communication with other members of the Executive Committee.

C. General

1. Deliver to successor all Association property within one month after leaving the office of Immediate Past President on the board.
2. Attend all IARP Board of Directors and Executive Committee meetings.
3. Attend IARP Annual Conference.

IARP Vice-President: JOB DESCRIPTION Policy #4.1.2

General Board Functions

- Planning - Board members have three key responsibilities in this area:

- 1) Establishing and reviewing IARP mission/philosophy/goals;
- 2) Planning which services/programs IARP provides; and
- 3) Evaluating IARP services/programs and operations on a regular basis.

- Finance - Board members have four key responsibilities in this area:

- 1) Ensuring financial accountability of IARP;
- 2) Overseeing an ongoing process of budget development, approval and review;
- 3) Raising funds and/or ensuring that adequate funds are available to support IARP's policies and programs; and
- 4) Overseeing properties or investments of IARP.

- Community Relations - Board members have three key responsibilities in this area:

- 1) Ensuring that IARP's programs and services appropriately address the needs of those we serve;
- 2) Cooperative action, which includes determining occasions when IARP could/should take part in coalitions, joint operations, etc.
- 3) Nurturing leadership and volunteerism of membership
- 4) Attend your local chapter meetings and support grass roots efforts

- Organizational Operations - Board members have four key responsibilities in this area:

- 1) Ensuring that IARP's management systems are adequate and appropriate;
- 2) Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business;
- 3) Ensuring that organizational and legal structure are adequate and appropriate;
- 4) Ensuring that IARP and its board members meet all applicable legal requirements.

***P*erformance expectations for board members**

In performing duties as a member of the IARP board, every board member is expected to:

- demonstrate a strong belief and commitment to IARP's mission.
- devote the necessary time to prepare for and participate in board and committee meetings.
- exhibit high ethical standards and integrity in all board actions.

- be an enthusiastic advocate for IARP.
- take responsibility and accountability for IARP and all decisions made by the board.
- spend the time necessary to learn how to do the job, and maintain an ongoing schedule of inservice to learn how to do the job better.
- demonstrate willingness to work as a team member with other board members and the executive director.

Executive Cee Functions

1. Recommend policies to the Board that advance the interests and welfare of the Association and its members.
2. Monitor implementation of all directives and policies of the board.
3. Handle routine business between the full board meetings.
4. Contribute agenda items for Board and Executive Committee meetings.
5. Conduct the annual performance evaluation of the Executive Director.
6. The Executive Committee derives authority from the full board and is accountable to the full board. The Executive Committee must inform the board of its actions in writing within one month.
7. The Executive Committee shall abide by the limits of authority outlined in Article 6.2.3. of the IARP bylaws.

Specific Function

Perform the duties of the President in the President's absence and performs other duties as assigned by the President.

Term of Office

Elected by the membership at large to the office of vice-president spanning a four-year term, including a one-year term as vice-president, two-year term as president, and one-year term as vice-president. The term of president Commences May 1, after the initial one year term of vice-president.

Duties and Responsibilities

A. Governance

1. Perform the duties of the President in the absence of the President or if the President is unable to serve.
2. Serve on the Executive Committee.

3. As the newly elected vice president you learn the duties of the President and operations of IARP.
4. As the outgoing vice president you work closely as consultant and advisor to the President and Headquarters.
5. As the outgoing vice president chair the Nominations and Election Committee
6. Carry out special project assignments from President or Board of Directors.

<p style="text-align: center;">IARP COUNCIL OF CHAPTER PRESIDENTS REPRESENTATIVE: JOB DESCRIPTION Policy #4.1.4</p>
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General Board Functions

- **Planning** - Board members have three key responsibilities in this area:

- 1) Establishing and reviewing IARP mission/philosophy/goals;
- 2) Planning which services/programs IARP provides; and
- 3) Evaluating IARP services/programs and operations on a regular basis.

- **Finance** - Board members have four key responsibilities in this area:

- 1) Ensuring financial accountability of IARP;
- 2) Overseeing an ongoing process of budget development, approval and review;
- 3) Raising funds and/or ensuring that adequate funds are available to support IARP's policies and programs; and
- 4) Overseeing properties or investments of IARP.

- **Community Relations** - Board members have three key responsibilities in this area:

- 1) Ensuring that IARP's programs and services appropriately address the needs of those we serve;
- 2) Cooperative action, which includes determining occasions when IARP could/should take part in coalitions, joint operations, etc.
- 3) Nurturing leadership and volunteerism of membership
- 4) Attend your local chapter meetings and support grass roots efforts

- **Organizational Operations** - Board members have four key responsibilities in this area:

- 1) Ensuring that IARP's management systems are adequate and appropriate;
- 2) Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business;
- 3) Ensuring that organizational and legal structure are adequate and appropriate;
- 4) Ensuring that IARP and its board members meet all applicable legal requirements.

***P*erformance expectations for board members**

In performing duties as a member of the IARP board, every board member is expected to:

- demonstrate a strong belief and commitment to IARP's mission.

- devote the necessary time to prepare for and participate in board and committee meetings.
- exhibit high ethical standards and integrity in all board actions.
- be an enthusiastic advocate for IARP.
- take responsibility and accountability for IARP and all decisions made by the board.
- spend the time necessary to learn how to do the job, and maintain an ongoing schedule of inservice to learn how to do the job better.
- demonstrate willingness to work as a team member with other board members and the executive director.

Executive Cee Functions

1. Recommend policies to the Board that advance the interests and welfare of the Association and its members.
2. Monitor implementation of all directives and policies of the board.
3. Handle routine business between the full board meetings.
4. Contribute agenda items for Board and Executive Committee meetings.
5. Conduct the annual performance evaluation of the Executive Director.
6. The Executive Committee derives authority from the full board and is accountable to the full board. The Executive Committee must inform the board of its actions in writing within one month.
7. The Executive Committee shall abide by the limits of authority outlined in Article 6.2.3. of the IARP bylaws.

Specific Functions

Serves as liaison between IARP and the Chapter Presidents. Promotes and advocates for good working relationships between state, region or country chapters and the International organization. Serves on the International Board and the Executive Committee, establishing IARP policy.

Term of Office

- A. Elected by the Council of Chapter Presidents.
- B. Elected for a one year term, commencing June 1 of year elected.

Duties and Responsibilities

- A. Liaison between IARP and Chapter Presidents
 1. Serve as an information resource to the Chapter Presidents regarding services available to their members from IARP.

2. Assist State, region or country Chapter Presidents in accomplishing their goals.
3. Assist in the forming of new Chapters.
4. Chair Organizational Wide Conference Call.
5. Develop meaningful material for the IARP RehabPro concerning chapter activities. Encourage Chapter Presidents to submit articles to the IARP News.
6. Update the IARP Chapter Resource Manual Annually.
7. Encourage attendance of state, region or country chapter leaders at IARP conventions, conferences and meetings and enlist their support in encouraging attendance by their members.
8. Chair one Council of Chapter President meeting per year, with board appearances.

<p style="text-align: center;">IARP SECRETARY/TREASURER: JOB DESCRIPTION Policy #4.1.5</p>
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General Board Functions

- Planning - Board members have three key responsibilities in this area:

- 1) Establishing and reviewing IARP mission/philosophy/goals;
- 2) Planning which services/programs IARP provides; and
- 3) Evaluating IARP services/programs and operations on a regular basis.

- Finance - Board members have four key responsibilities in this area:

- 1) Ensuring financial accountability of IARP;
- 2) Overseeing an ongoing process of budget development, approval and review;
- 3) Raising funds and/or ensuring that adequate funds are available to support IARP's policies and programs; and
- 4) Overseeing properties or investments of IARP.

- Community Relations - Board members have three key responsibilities in this area:

- 1) Ensuring that IARP's programs and services appropriately address the needs of those we serve;
- 2) Cooperative action, which includes determining occasions when IARP could/should take part in coalitions, joint operations, etc.
- 3) Nurturing leadership and volunteerism of membership
- 4) Attend your local chapter meetings and support grass roots efforts

- Organizational Operations - Board members have four key responsibilities in this area:

- 1) Ensuring that IARP's management systems are adequate and appropriate;
- 2) Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business;
- 3) Ensuring that organizational and legal structure are adequate and appropriate;
- 4) Ensuring that IARP and its board members meet all applicable legal requirements.

***P*erformance expectations for board members**

In performing duties as a member of the IARP board, every board member is expected to:

- demonstrate a strong belief and commitment to IARP's mission.
- devote the necessary time to prepare for and participate in board and committee meetings.
- exhibit high ethical standards and integrity in all board actions.
- be an enthusiastic advocate for IARP.

- take responsibility and accountability for IARP and all decisions made by the board.
- spend the time necessary to learn how to do the job, and maintain an ongoing schedule of inservice to learn how to do the job better.
- demonstrate willingness to work as a team member with other board members and the executive director.

Executive Cee Functions

1. Recommend policies to the Board that advance the interests and welfare of the Association and its members.
2. Monitor implementation of all directives and policies of the board.
3. Handle routine business between the full board meetings.
4. Contribute agenda items for Board and Executive Committee meetings.
5. Conduct the annual performance evaluation of the Executive Director.
6. The Executive Committee derives authority from the full board and is accountable to the full board. The Executive Committee must inform the board of its actions in writing within one month.
7. The Executive Committee shall abide by the limits of authority outlined in Article 6.2.3. of the IARP bylaws.

Specific Function

Provide management of the records and oversee the financial integrity of the International Association of Rehabilitation Professionals.

Term of Office

Elected by membership at large in odd-numbered years for a two-year term commencing May 1.

Duties and Responsibilities

- A. Record Keeping
 1. Take minutes, including attendance, of Board meetings. List and collect written reports at all Board meetings and Annual Membership meeting.
 2. Within one weeks after each meeting provide minutes to Headquarters to be posted to webpage for each member of the Board of Directors for corrections and verification; corrections and acceptance at next board meeting or teleconference.
 3. Take minutes at any other official organizational meeting including teleconference.

5. Prepare a formal written Financial report for each board meeting and the Annual Meeting. The report should be submitted to the headquarters thirty days prior to the scheduled meeting.

B. Nominations and Elections

1. Participate as a member/secretary of the Nominations and Elections Standing Committee.
2. When indicated, prepare for mailing-calls for nominations for organizational vacancies.
3. In concert with Nominations and Elections Committee, report on results of elections.

C. Financial

1. Oversee the preparation of the annual budget by the Executive Director. Assure that projected expenditures reflect the policy direction of the board.
2. Become familiar with financial processes followed at national headquarters. Indicate approval of processes or suggest revisions according to standard accounting principles.
3. Review monthly financial statements. Note any anomalies and bring them to the attention of the Executive Director and, if appropriate, to the Board of Directors.
4. Consult with the Executive Director on any decisions regarding investments, loans, establishment of accounts.
5. Alert the Board of Directors to financial implications of proposed policies.

<p style="text-align: center;">IARP SECTION REPRESENTATIVES: JOB DESCRIPTION Policy #4.1.7</p>
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General Board Functions

- Planning - Board members have three key responsibilities in this area:

- 1) Establishing and reviewing IARP mission/philosophy/goals;
- 2) Planning which services/programs IARP provides; and
- 3) Evaluating IARP services/programs and operations on a regular basis.

- Finance - Board members have four key responsibilities in this area:

- 1) Ensuring financial accountability of IARP;
- 2) Overseeing an ongoing process of budget development, approval and review;
- 3) Raising funds and/or ensuring that adequate funds are available to support IARP's policies and programs; and
- 4) Overseeing properties or investments of IARP.

- Community Relations - Board members have three key responsibilities in this area:

- 1) Ensuring that IARP's programs and services appropriately address the needs of those we serve;
- 2) Cooperative action, which includes determining occasions when IARP could/should take part in coalitions, joint operations, etc.
- 3) Nurturing leadership and volunteerism of membership
- 4) Attend your local chapter meetings and support grass roots efforts

- Organizational Operations - Board members have four key responsibilities in this area:

- 1) Ensuring that IARP's management systems are adequate and appropriate;
- 2) Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business;
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- 4) Ensuring that IARP and its board members meet all applicable legal requirements.

***P*erformance expectations for board members**

In performing duties as a member of the IARP board, every board member is expected to:

- demonstrate a strong belief and commitment to IARP's mission.
- devote the necessary time to prepare for and participate in board and committee meetings.
- exhibit high ethical standards and integrity in all board actions.

- be an enthusiastic advocate for IARP.
- take responsibility and accountability for IARP and all decisions made by the board.
- spend the time necessary to learn how to do the job, and maintain an ongoing schedule of inservice to learn how to do the job better.
- demonstrate willingness to work as a team member with other board members and the executive director.

Specific Function

Provide management of the records and oversee the financial integrity of the International Association of Rehabilitation Professionals.

Term of Office

Bylaw 4.2.3.1.

Duties and Responsibilities

Develop and Maintain a structure for governance over their section

Must provide a regular column for inclusion in the RehabPro

Coordinate Educational Opportunities

Responsible for providing Updates for Website

Coordinate one Educational Article per year for the RehabPro

Serve on Annual Conference Cee

Review Conference Material for their section of conference

Oversee the use of the list serve

IARP Senior Member-at-large: JOB DESCRIPTION Policy #4.1.8

General Board Functions

- Planning - Board members have three key responsibilities in this area:

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- 2) Planning which services/programs IARP provides; and
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- Finance - Board members have four key responsibilities in this area:

- 1) Ensuring financial accountability of IARP;
- 2) Overseeing an ongoing process of budget development, approval and review;
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- 1) Ensuring that IARP's programs and services appropriately address the needs of those we serve;
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- 4) Attend your local chapter meetings and support grass roots efforts

- Organizational Operations - Board members have four key responsibilities in this area:

- 1) Ensuring that IARP's management systems are adequate and appropriate;
- 2) Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business;
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In performing duties as a member of the IARP board, every board member is expected to:

- demonstrate a strong belief and commitment to IARP's mission.
- devote the necessary time to prepare for and participate in board and committee meetings.
- exhibit high ethical standards and integrity in all board actions.
- be an enthusiastic advocate for IARP.

- take responsibility and accountability for IARP and all decisions made by the board.
- spend the time necessary to learn how to do the job, and maintain an ongoing schedule of inservice to learn how to do the job better.
- demonstrate willingness to work as a team member with other board members and the executive director.

Specific Function:

To study, recommend and implement strategy to the association's Board of Directors relating to the recruitment and retention of membership in the association.

C. Objectives:

4. Annually revise membership recruitment letter.
5. Update the recruitment brochure and application
6. Acquire potential mailing lists for prospective new members
7. Develop and implement an exit survey program
1. Prepare and submit annual budgetary requirements by July 1.

D. Policies:

1. The Board of Directors/President may appoint other related tasks to the Committee that will take precedence over all other Committee business and current activity.
2. A plan of proposed Committee activity and budgetary requirements is to be submitted to the Executive Director, President and Secretary/Treasurer for review and approval no later than July 1 of each year.
3. The Committee is to establish and maintain a list of local/regional organizations relevant to rehabilitation which may have potential for becoming IARP Chapters.
4. The Committee shall generate a membership brochure in conjunction with the Public Relations Committee /Headquarters and jointly review it annually.

E. Procedures:

1. The Committee Chairperson will submit a written plan of action for the current year with accompanying requested budget to the Executive Director, President and Secretary/Treasurer no later than July 1.
2. The Committee Chair shall submit a monthly update activity report form to the President.
3. The Committee Chair shall submit a semi yearly report to the Board of Directors. This should be submitted at least 15 days prior to each scheduled Board Meeting to the Headquarters.

4. The Committee Chairperson or Designee will present this report in person at the above indicated Board of Directors meeting. This report is to be a synopsis of the written material with the intent of providing the Board with information necessary for input and approval.
5. A copy of the list of organizations for potential IARP membership is to be forwarded to the Executive Director's office as it is updated.
6. Specific recruiting plans should be designed, developed, and implemented relative to the various markets identified from which IARP may derive membership and included in the report to the Board at the first board meeting following the annual meeting.
7. This Committee and the Treasurer should meet at least annually to consider the upcoming year's potential membership increase vs. projected Association expenses, and design a realistic plan for dues structure. This plan is to be reported to the Board by the second Board meeting following the Annual General Membership meeting.

Basic Function

Provide management of the records and oversee the financial integrity of the International Association of Rehabilitation Professionals.

Term of Office

Elected by membership at large in odd-numbered years for a two-year term commencing May 1.

Duties and Responsibilities

<p style="text-align: center;">IARP Junior Member-at-Large: JOB DESCRIPTION Policy #4.1.9</p>

General Board Functions

- Planning - Board members have three key responsibilities in this area:

- 1) Establishing and reviewing IARP mission/philosophy/goals;
- 2) Planning which services/programs IARP provides; and
- 3) Evaluating IARP services/programs and operations on a regular basis.

- Finance - Board members have four key responsibilities in this area:

- 1) Ensuring financial accountability of IARP;
- 2) Overseeing an ongoing process of budget development, approval and review;
- 3) Raising funds and/or ensuring that adequate funds are available to support IARP's policies and programs; and
- 4) Overseeing properties or investments of IARP.

- Community Relations - Board members have three key responsibilities in this area:

- 1) Ensuring that IARP's programs and services appropriately address the needs of those we serve;
- 2) Cooperative action, which includes determining occasions when IARP could/should take part in coalitions, joint operations, etc.
- 3) Nurturing leadership and volunteerism of membership
- 4) Attend your local chapter meetings and support grass roots efforts

- Organizational Operations - Board members have four key responsibilities in this area:

- 1) Ensuring that IARP's management systems are adequate and appropriate;
- 2) Ensuring that the board's operations are adequate and appropriate, which includes writing policies for conduct of meetings and operation of board business;
- 3) Ensuring that organizational and legal structure are adequate and appropriate;
- 4) Ensuring that IARP and its board members meet all applicable legal requirements.

***P*erformance expectations for board members**

In performing duties as a member of the IARP board, every board member is expected to:

- demonstrate a strong belief and commitment to IARP's mission.
- devote the necessary time to prepare for and participate in board and committee meetings.
- exhibit high ethical standards and integrity in all board actions.

- be an enthusiastic advocate for IARP.
- take responsibility and accountability for IARP and all decisions made by the board.
- spend the time necessary to learn how to do the job, and maintain an ongoing schedule of inservice to learn how to do the job better.
- demonstrate willingness to work as a team member with other board members and the executive director.

Specific Function

Provide management of the records and oversee the financial integrity of the International Association of Rehabilitation Professionals.

Term of Office

Elected by membership at large in odd-numbered years for a two-year term commencing May 1.

Duties and Responsibilities

COMMITTEE JOB DESCRIPTION

Policy #4.2

The board may establish or abolish standing or special committees as necessary.

Committee purpose

It will be the purpose of any committee appointed by the IARP board to assist the board of directors to govern more efficiently. A board committee is not designed to do staff work. Committees will be used to investigate, deliberate and analyze special issues on behalf of the board.

Committee authority

Any committee established by the board will have only the powers specifically delegated to it by the board. Functions of each committee will be in writing as part of board policy or recorded in the minutes of the meeting at which the committee was established.

Committee accountability

Committees are a subsidiary of the board, and will be expected to report their work to the full board on a regular basis. Each committee will be expected to make recommendations to the board for action, such recommendations to be made by a member of the committee in the form of a motion at a full board meeting.

The IARP board will annually review the work of each committee and determine which committees will be reappointed and which committees will be abandoned as no longer necessary.

Appointment of committees

The chairperson of the board will appoint the chairperson of each committee and all committee members, taking into consideration the preference of the board members for committee assignment. Board members will be polled as to their committee preference.

Non-board members may also be appointed as committee members. In appointing non-board committee members, it will be determined which board areas will need board candidates in future years. An effort will then be made to appoint non-board members from these areas as a means of leadership development. Board candidate recommendation forms may be utilized in this process.

Duties of committee members

Duties of the members of individual board committees will vary, but certain basic committee member responsibilities remain the same for all committees. Those responsibilities include:

- Attend all meetings of the committee to which the board member is assigned.
- Prepare for committee meetings by studying the agenda and researching issues to be discussed at committee meetings.
- Actively participate in discussions at committee meetings.
- Follow through promptly on any assignments for the committee.
- Support committee recommendations before the full board.

Committee meetings

The committee chairperson will convene all meetings of the committee or a majority of the committee members may call a committee meeting. Meeting dates will be coordinated with the executive to avoid conflict and to ensure completion of staff support and research for the committee.

Minutes will be kept of committee meetings. Committees will submit a written summary of committee actions and recommendations to the board in the board meeting packet for the meeting at which committee recommendations will be considered.

Guidelines for the committee chairperson

The committee chairperson will be expected to lead the committee just as the board chairperson is expected to lead the board. The committee chairperson is accountable for ensuring the productivity of the committee by:

- planning the agenda for the committee meetings.
- ensuring that all members of the committee are notified of committee meetings.
- convening committee meetings, and keeping meetings on track.
- appointing a member of the committee to keep a written record of committee actions.
- encouraging the committee to take action on the issues discussed by the committee.
- ensuring that reports and recommendations for action from the committee are presented to the full board.
- leading the committee to evaluate its own operations.

COMMITTEE JOB DESCRIPTION: LEGISLATION
Policy #4.2.3

A. Purpose:

To monitor and disseminate information pertaining to rehabilitation.

B. Structure:

1. Committee Chair
 - a. (Presidential Appointee)
 - b. Shall be approved for a term of one year and shall serve until his/her successor is appointed and qualifies.
2. Members
 - b. Appointed by Chair.
 - c. Must be individual or associate members of IARP.

C. Objectives:

1. Prepare and submit annual budgetary requirements by July 1.
2. Study and recommend policy to the governing body concerning legislative government relations matters affecting the profession.
3. Study and inform membership concerning International, state, region or country and local legislation affecting the profession.
4. Arrange for research and preparation of testimony for presentation before legislative fact-finding committees.
5. Select and arrange for training of association members to serve as witnesses before legislative fact-finding committees.
6. Study, inform membership, and assist in generating grass roots support for or opposition to specific legislation.

7. Study and recommend a program aimed at encouraging association members to inform their employees or the general public on key legislative issues.
8. Confer with legislators on legislative matters affecting the profession for purposes of sharing and gathering information.
9. Encourage association members to arrange visits with legislators (city or county councilmen, state legislators, members of Congress) to become better acquainted with and to discuss problems affecting the business and profession.
10. To assist IARP Chapters and members to prepare and submit to congressional committees written statements on legislative matters affecting the profession.
11. Study and inform association members about the voting records of members of Congress and state legislators.
12. Recommend and arrange for programs on legislative matters to be included at association meetings, conventions, etc.
13. To assist IARP Chapters and members to study and arrange for inter-association cooperation efforts on certain legislative matters.
14. Study, evaluate and make recommendations concerning trends that might have future legislative impact on the profession.
15. To assist IARP Chapters and members to study and make recommendations to governing body and membership concerning legislative and government relations matters affecting the economy and the business/professional community in addition to those issues directly related to the profession.
16. Study and inform the membership on administrative actions or rulings and court decision affecting the profession.
17. Study and make recommendations regarding changes in administrative procedures affecting the profession.
18. Confer with government employees on profession matters. Furnish information concerning the profession for purposes of sharing and gathering of information.

<p style="text-align: center;">COMMITTEE JOB DESCRIPTION: MEMBERSHIP Policy #4.2.5</p>
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A. Purpose:

To study and recommend policy to the association's Board of Directors relating to the building and maintenance of membership in the association.

B. Structure:

1. Committee Chair
 - a. (Presidential Appointee)
 - b. Shall be approved for a term of one year, and shall serve until his/her successor is appointed and qualified.
2. Members
 - a. At least one member must be member of Board of Directors.
 - b. Appointed by Chair.
 - c. Must be individual or associate members of IARP.

C. Objectives:

1. Prepare and submit annual budgetary requirements by July 1.
2. Study and recommend a long-range plan of membership goals and activities to meet these goals.
3. When appropriate, examine applications for membership and make recommendations to the association's governing body.
4. Explore reasons for each membership cancellation and submit a report on findings. If applicable, issue a report on any association shortcomings responsible for the cancellation.
5. Review periodically and, if necessary, make recommendations on current rules and regulations, qualifications, etc., relating to membership as outlined in the association by-laws and constitution.
6. Review regularly with the chief paid executive the membership recruitment activities carried on by direct mail from the association headquarters.
7. Review periodically and make recommendations on methods of selling or increasing membership:

- a. General approach;
- b. Specific approach by mail;
- c. Personal solicitation;
- d. Publishing a digest of activities being conducted and their value to members and non-members;
- e. Providing for positions on committees and other participation by members; and
- f. Field work by staff.

<p style="text-align: center;">COMMITTEE JOB DESCRIPTION: NOMINATIONS AND ELECTIONS Policy #4.2.6</p>

A. Purpose:

To nominate candidates for the Board and to conduct elections for those positions. The Nominating Committee is the key to success of the organization. The people selected for the Board influence every key decision the association makes.

B. Structure:

1. Committee Chair (Vice-President)
 - a. Serve term of one year until his/her successor is appointed and qualifies.
2. Five (5) members
 - a. (Appointed by Chair)
 - b. Must be individual professional member of IARP.
 - c. A Headquarters Representative should be a member of the committee.
 - d. The Secretary/Treasurer should serve as a member and secretary to the committee.
 - e. The Committee should have representatives from different geographical and special interest sections

C. Objectives:

1. To manage the elections requiring membership vote determined to be necessary by the Board.
2. Adhere to all relevant by-laws and their relevant implications to provide for a full and equitable membership voice in the selection of candidates for office.

E. Procedures:

1. Begin to look for prospective nominees for next year right after the annual election of new board members. Remember, your job is not to just fill seats around the table. Your committee is charged with improving your board by finding just the right people with just the right talents and skills you need.
2. Concentrate your recruiting efforts on prospective board members who can fill a specific role in accomplishing your plan.

Recruiting is the responsibility of the whole board. Orient current board members about the kind of candidates you are looking for. Ask them to feed your committee prospective names whenever they find them.

4. Report to the full board which board members' terms expire this year. Ask for more names to add to your prospect file. Encourage those board members who have done a good job and can be re-elected, to consider another term.
8. The committee shall extend in writing to the membership a call ninety (90) days prior to its annual meeting for the nomination of candidates.
7. Confer as a Committee after receipt of the nominations to evaluate and finalize the selection of the candidate. Any misrepresentation by a candidate of information or qualifications will result in that person's name being dropped.

Every effort shall be made to secure at least two (2) candidates for each office.

8. Prepare and distribute a secret ballot to every voting member of the Association no less than 30 days prior to said election.
9. Oversee process of headquarters collect ballots, tally votes.
10. Any voting irregularities should be reported to the Chair of the Nominating and Elections Committee.
11. Announcement of the voting results of the General Election will be made at the business Meeting of the Annual Convention. The results of all other elections will be reported and published in the next edition of the RehabPro following the results of the election.
12. The Committee Chairperson will submit a written plan of action for the current year with accompanying requested budget to the Executive Director, President, and Secretary/Treasurer to be received no later than July 1 of each year.

Committee Job Description: Program
Policy #4.2.8

Needs to be developed.

<p style="text-align: center;">COMMITTEE JOB DESCRIPTION: TRAINING AND RESEARCH Policy #4.2.9</p>

A. Purpose:

To review and make appropriate recommendations regarding endorsement of research proposals. To provide direction regarding training and research needs.

B. Structure:

1. Committee Chair
 - a. (Presidential Appointee)
 - b. Shall be approved for a term of one year and shall serve until his/her successor is appointed and qualifies.
2. Members
 - a. At least one member must be a member of the Board of Directors.
 - b. Appointed by chair.
 - c. Must be individual professional or associate members of IARP.

C. Objectives:

1. Prepare and submit annual budgetary requirements by July 1.
2. Design and deliver training content material in conjunction with the Public Relations Committee for IARP sponsored seminars and programs.
3. Provide consultation and assistance to education and training programs outside of IARP on content regarding private-sector rehabilitation.
4. Encourage and/or conduct meaningful research projects which would be of value to IARP and its members.
5. Review and recommend to the Board IARP sponsorship of external research projects felt to be useful to rehabilitation.

D. Policies:

1. The Board of Directors/President may appoint other related tasks to the committee that will take precedence over all other Committee business and current activity.
2. A plan of proposed Committee activity and budgetary requirements is to be submitted to the Executive Director, President, and Secretary/Treasurer for review and approval no later than July 1 of each year.

3. An active liaison with educational programs shall be maintained to provide advice and consultation in program development, research, and other areas important to rehabilitation.
4. The Committee shall plan, conduct, and prepare for publication a minimum of one (1) research project per year.
5. The Committee shall solicit research projects at least annually for potential sponsorship.
6. A minimum of one (1) educational program shall be presented and/or sponsored by the Committee at the IARP Annual Conference.

E. Procedures:

1. The Committee Chairperson will submit a written plan of action for the current year with accompanying requested budget to the Executive Director, President, and Secretary/Treasurer no later than July 1 of each year.
2. The Committee Chair shall submit a monthly activity report form to the President.
3. The Committee Chair shall submit a semi yearly report to the Board of Directors. This should be submitted at least 15 days prior to the scheduled Board Meeting to the Headquarters.
4. The Committee Chairperson or Designee will present this report in person at the Board of Directors meeting. This report is to be a synopsis of the written materials with the intent of providing the Board with information necessary for input and approval.
5. A list of appropriate educational institutions should be compiled and updated as needed for necessary outreach.
6. Any IARP member may conduct a research project in conjunction with the Committee's current goals and approval toward potential publication, or a project may be initiated by the Committee itself.
7. At least an annual statement aimed at research sponsorship solicitation should be submitted to various newsletters/journals of appropriate organizations.
8. The committee should develop or seek sponsorship of an education component for the Annual Conference on a topic relevant to the conference theme.

COMMITTEE JOB DESCRIPTION: ANNUAL CONFERENCE
Policy #4.2.10

A. Purpose:

To organize, plan, market, and assist the Conference Chair in managing the annual IARP Annual Conference.

B. Structure:

1. Committee Chair
2. Minimum one members preferably from the upcoming conference host states or regions
3. Each of Section Representatives
4. At least one Marketing/Sponsor Representative.
5. One RN.
6. All committee members must be IARP members or IARP staff.
7. Council of Presidents Representative
8. One Educational Committee Representative

C. Objectives:

1. To hold an annual conference which meets IARP stated mission to Promote high standards of training and practice through the development of innovative continuing education and career enhancement opportunities
2. To hold a conference which meets the Associations financial goals and contributes to the financial health of the Association.
3. To coordinate International goals, strategic directions, and agendas in the development of the International Conference program in order to effectively promote the profession of rehabilitation.

D. Policies:

1. The Committee is to recommend a theme for the conference based on the four suggested tracks: Forensic, Case Management, Disability Management, and Business Practices.
2. The Committee is to solicit, screen, and select keynote, general and workshop speakers.
3. The Committee will assure that educational credit is available for program offerings.
4. The Committee will prepare program-related copy for the IARP *Rehabilitation Professional*, promotional materials, and the conference program as well as advertising for related publications.
5. The Committee will attempt to secure corporate sponsors to finance segments of the conference program.
6. The Committee will maintain a speaker's bureau resource for Headquarters, Chapter, and Section meetings.
7. The committee shall encourage participation from ATA relationships.
8. The committee shall encourage participation of Past Presidents

E. Procedures

1. The theme of the annual conference and educational tracks are to be determined by the International Conference Committee by June 31 of the year prior to the Conference to ensure the ability to market at the current annual conference.
2. In order to be eligible for continuing education credit, program content should relate to the theme. The theme and the workshop tracks should relate primarily to the focus areas for CRC, CCM, CDMS, and/or CRRN.
3. Every effort will be made so secure credits for CLCP, ABVE, and CVE certifications, as well as in non-rehab related fields such as attorneys and insurance adjusters (host state). Host State, Region or

Country committee members will assist in obtaining mail list of state attorneys and insurance adjusters for marketing purposes.

4. Keynote presentations must relate to the broadest number of people. Every effort will be made to secure presenters with a high level of expertise and notoriety in the rehab field (within budget). Workshops must be focused, but the topics and delivery methods should be varied. The number of workshops, and whether some or all should be offered more than once, will be affected by projected enrollment and by conference facilities. Topics for workshops within the approved tracks shall be suggested by the International Conference Committee & approved by the International Board.
5. All written correspondence between committee members and potential speakers should be made on IARP letterhead. The headquarters provides clerical assistance to the committee as needed.
6. The dates of the conference are set by the International Conference Committee and approved by the International Board. A daily schedule showing a mix of general sessions, workshops, annual meeting and official functions shall be planned by the committee. The overall schedule is subject to board approval, the committee recommends how to balance daily general sessions, workshops, exhibit hours, special or social events and free time. The conference should be 1/4 medical in focus to attract nurses and other medical professionals. The schedule should have a mix of intermediate and advance level workshops and should offer varied methods of delivery over and above the standard lecture format (interactive, computer demonstrations, etc.) The committee is encouraged to try new ideas, formats, enhancements for the conference from year to year, with final approval by the International Board.
7. The International Conference Committee shall suggest names of possible speakers whose presentation would provide the keynote for the conference theme. From the names suggested, the committee conducts the search and negotiation necessary to secure a keynote speaker(s) for the conference. A stipend and reasonable travel costs are included in the budget for the keynote speaker(s).
8. The International board may suggest possible keynote speakers and workshop leaders to the conference program committee. Once the theme and educational tracks are established and approved, the committee will issue a Call for Programs, which will be printed in the RehabPro and posted to the web site and can be distributed by other means. This Call will set forth parameters for presentation and invite proposals from prospective speakers.
9. Some proposals will be submitted in response to the Call for Programs, but the committee may also solicit presenters in order to assure a balanced program. In securing keynote speakers and workshop leaders, every effort must be made to select persons from different parts of the country who have commendable reputations in their specific areas of expertise. The International scope of the conference must be made apparent in the selection of speakers and presenters. Presenters are selected from names suggested from the International board as well as from proposals submitted from the membership and persons solicited by the committee. Attention should be paid to varying the program and speakers from year to year to avoid the perception of re-packaging each year. Potential speakers need to be reviewed; vitas obtained, and credentials verified. A photo should be obtained for the keynote speakers for marketing purposes
10. The conference budget, including registration and exhibitor fees, is developed by the Conference Committee in consultation with the Headquarters, Treasurer, and Conference Committee Chair within the parameters of the Board approved budget by July 1 of each year. The International Conference Committee has a budget for expenses; the chairperson's hotel and registration are covered by IARP pending financial resources. The remainder of the committee shall be the first to receive any negotiated discounts in sleeping rooms at the host hotel. All committee members are required to pay conference registration fees but at the lowest fee offered the membership, regardless of date of registration.
11. An honorarium and travel, housing and meal costs will be paid for keynote speaker(s). The stipend may be eliminated if the speaker is a government official or does not require it. Every effort will be made by the sponsorship task force to secure a corporate sponsor to cover the cost of the keynote speaker(s).
12. Workshop leaders will receive no fees, unless specifically solicited by IARP and approved by the International Conference Committee. However suggested stipens for precon and free registration for presenters.
13. Presenters, will be provided with a complimentary conference registration. Workshop leaders are responsible for providing camera ready copy of their training materials to the Headquarters for inclusion in the Conference Proceedings by a specified date. Every effort will be made by the

- sponsorship task force with the conference program committee to secure a corporate sponsor to cover the cost of the proceedings.
14. Sections Chairs may authorize use section monies to sponsor speakers when deemed appropriate to the content of the section workshops or the conference as a whole.
 15. The Headquarters Meeting Planner is the International Conference Committee's primary contact, and the Executive Director is the Committee's link to the International Board and the current president, who has ultimate responsibility for the conference. In general, the International Conference Committee is responsible for establishing and marketing the program, securing the speakers, sponsors and volunteers, and the Headquarters meeting planner is responsible for all other matters.

COMMITTEE JOB DESCRIPTION: Affinity Program
Policy #4.2.11

A. Purpose

1. To Review and make recommendations regarding proposed products or services submitted for inclusion within IARP affinity program.

B. Structure

1. Committee Chair
 - a) (Presidential Appointee)
 - b) Serve term of two years until his/her successor is appointed and qualifies.
2. Members
 - a) At least one member must be a member of the Board of Directors
 - b) Appointed by Chair
 - c) Must be individual professional or associate member of IARP

C. Objectives

1. Prepare and submit budgetary requirements by July 1.
2. Establish and maintain procedures for an assessment of products and services to be considered under the affinity program
3. Make timely recommendations to the Board of Directors regarding possible Affinity Program Products or Services

COMMITTEE JOB DESCRIPTION: O*NET
Policy #4.2.12

A. Purpose:

To monitor and disseminate information pertaining to private sector rehabilitation.

B. Structure:

1. Committee Chair
 - a. (Presidential Appointee)
 - b. Shall be approved for a term of one year and shall serve until his/her successor is appointed and qualifies.
2. Members
 - a. Appointed by Chair.
 - b. Must be individual or associate members of IARP or be part of the an ATA representing another association.

C. Objectives:

1. Prepare and submit annual budgetary requirements by July 1.
2. Study and recommend policy to the governing body concerning O*NET, and related matters affecting the profession.
3. Study and inform membership concerning O*NET, affecting the profession.
4. Arrange for research and preparation of testimony for presentation before federal agencies and fact-finding committees.
5. Select and arrange for training of association members to serve as experts advising federal agencies (DOL & SSA) before legislative/ agency fact-finding committees.
6. Study, inform membership, and assist in generating grass roots support for or opposition to specific regulations and or development.
7. Study and recommend a program aimed at encouraging association members to inform their employees or the general public on key developments.
8. Confer with legislators on legislative matters and or agencies on policy matters affecting the profession for purposes of sharing and gathering information.
9. Encourage association members to become better acquainted with and to discuss problems with O*NET affecting the business and profession and persons with disabilities.
10. To assist IARP Chapters and members to prepare and submit to Federal agencies, written statements on matters affecting the profession as it relates to O*NET.

11. Study and inform association members about the decisions made and development stages of O*NET.
12. Recommend and arrange for programs on O*NET to be included at association meetings, conventions, etc.
13. To assist IARP Chapters and members to study and arrange for inter-association cooperation efforts on certain O*NET matters.
14. Study, evaluate and make recommendations concerning O*NET that might have future impact on the profession and persons with disabilities.
15. To assist IARP Chapters and members to study and make recommendations to governing body and membership concerning O*NET affecting the business/professional community in addition to those issues directly related to the profession.
16. Study and inform the membership on administrative actions or rulings and court decision affecting the profession.
17. Study and make recommendations regarding changes in administrative procedures affecting the profession.
18. Confer with government employees on profession matters. Furnish information concerning the profession for purposes of sharing and gathering of information.

D. Policies:

1. That the O*NET Committee members, approved by the O*NET Committee Chairperson, upon approval of the Executive Director, President
Chairperson, can present written position or oral testimony on legislative and governmental affairs issues Related to O*NET.
2. The Board of Directors/President may appoint other related tasks to the Committee that will take precedence over all other committee business and current activity.
 1. A plan of proposed Committee activity and budgetary requirements is to be submitted
to the Executive Director, President and Secretary/Treasurer for review and approval no later than July 1.
 2. The Committee should publish relevant and topical information in the IARP Newsletter on a regular basis.
 3. Committee activities guided by IARP positions on specific legislative issues should be coordinated with other Committees as appropriate.
 4. A network of individuals is to be maintained to provide adequate O*NET intelligence.
 5. The Executive Board of Directors for National IARP may, with a vote of the majority, set policy and position that may be contradictory to what the State Chapter or other IARP members want. The Executive Committee may set into action whatever is necessary to express the policy and position of IARP membership as a whole.

When IARP National position on O*NET differs from the State Chapter, the National Office, with the approval of the Executive Committee, will submit a position statement to members of that state explaining the differences of all members and how it affects IARP National policy. IARP will not intervene in state matters unless requested and authorized by the State Chapter Board.

E. Procedures:

1. The Committee Chairperson will submit a written plan of action for the current year with accompanying requested budget to the Executive Director, President, and Secretary/Treasurer by July 1.
2. The Committee Chair shall submit a monthly activity report form to the President.
3. The Committee shall submit a semi yearly report to the Board of Directors. This should be submitted at least 15 days prior to each scheduled Board Meeting to the National Office.
4. The Committee Chairperson or Designee will present this plan in person at the Board of Directors Meeting. This report is to be a synopsis of the written material with the intent of providing the Board with information necessary for input and approval.
5. The working procedures of the Committee/IARP about current legislative concerns are:
 - a. Anyone can contact any O*NET Committee member with a concern or a pending concern. When contacting the O*NET Committee, please clearly state that yours is an issue of concern about O*NET.
 - b. The shall O*NET Committee member relay all pertinent information to the O*NET Chairperson on either the same or next working day.
 - c. The O*NET Committee Chairperson shall contact the person first reporting the concern to gather all information necessary to research the issue.
 - d. If the issues are in conflict with IARP Standards, Ethics, Constitution or By-Laws, the Chairperson will consult with the O*NET Committee and and President/Executive Director and a prepared IARP statement will be issued to appropriate legislative/regulatory bodies.
 - e. If appropriate, the O*NET Committee will authorize an individual to give the IARP statement to the legislative/regulatory bodies on behalf of IARP.

<p style="text-align: center;">BOARD ROLE WITH THE EXECUTIVE DIRECTOR Policy #4.11</p>
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**Board Development, visionary,
Policy:**

In order to provide members with expected services, an executive director is employed by the Board. The executive director is the chief executive officer of the association and is provided the responsibility and authority to carry out association duties and supervise the staff without interference.

Procedure:

1. The executive director is authorized to take all actions, and develop all activities that conform to the Board's policies. The executive director will keep the Board fully informed of the organization and staff's activities and actions.
2. Only the Board, by majority vote, has authority over the executive director. Information may be requested by a board member or committee, but if such request, in the executive director's opinion requires a material amount of time, it may be refused.
3. The executive director may not perform, allow or cause to be performed, any act which is unlawful, insufficient to meet commonly accepted business and professional ethics or the "prudent person" test, in violation of funding source requirements or regulatory bodies or contrary to explicit Board constraints on executive authority.
4. Should the executive director deem it necessary to violate a board policy, he or she shall inform the Board. Informing is to guarantee no violation may be intentionally kept from the Board, to avoid requesting approval. Board response, either approving or disapproving, does not exempt the executive director from subsequent Board judgment of the action nor does it curtail any executive decision.
5. Other duties and responsibilities are described in the contract and/or job description of the executive director.

Chapter 3

<p style="text-align: center;">NATIONAL BYLAWS Document #2.2</p>
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International Association of Rehabilitation Professionals

BYLAWS

ARTICLE I

NAME

1.1. The name of this organization shall be the International Association of Rehabilitation Professionals, hereinafter referred to as the Association.

ARTICLE II

PURPOSE

2.1. Mission, Goals. The Association is dedicated to: promoting effective interdisciplinary rehabilitation, disability management, and return-to-work services on behalf of persons with disabilities and the economically disadvantaged; enhancing the competency of service providers; supporting innovation in related business development and management; and becoming the pre-eminent source for shaping public policy that affects private sector rehabilitation. To pursue this purpose, the Association will strive to achieve the following goals:

2.1.1. Maintain an organizational structure that addresses member issues and expectations while reflecting and promoting the highest level of volunteer and staff competency.

2.1.2. Promote high standards of training and practice through the development of innovative continuing education and career enhancement opportunities.

2.1.3. Foster high standards of ethical conduct throughout the profession and encourage superior standards of professional performance.

2.1.4. Monitor and influence federal/state government and industry policies that affect the practice of private sector rehabilitation.

2.1.5. Promote the chartering of chapters through which members can work as an effective group to further the goals of IARP specific to their region and /or geographic area.

2.1.6. Encourage member networking with the goal of understanding issues and trends affecting the profession and competency of all members.

2.1.7 Enhance recognition of the private sector as an efficient, effective source of rehabilitation services.

2.1.8. Promote rehabilitation research: Collect, interpret, and effectively disseminate information on changing social, economic, governmental, and technological conditions affecting the profession.

2.1.9. Maintain an organizational structure that addresses the expectations of members and reflects the highest levels of volunteer and professional staff competency.

2.1.10. Maintain cooperative relationships and activities with allied organizations in pursuit of the Association's mission.

ARTICLE III

MEMBERSHIP

3.1. Eligibility. Any individual, corporation or other organization having an interest in the provision of rehabilitation services in the private sector and willing to comply with these Bylaws and the Standards and Ethics of the Association in effect at the time is eligible to be a member of the Association (hereafter "member" or "members").

3.2. Categories. Membership in the Association shall be divided into the following categories: Individual Professional, Professional Candidate, Student, Organizational Sponsor, and Associate.

3.2.1. Individual Professional is available to any individual meeting any of the following requirements:

3.2.1.1. Holder of a master's or doctorate degree (a) in vocational evaluation, rehabilitation, career counseling, nursing, psychology or a related vocational or health service program ("Rehabilitation Program") from an accredited institution, plus one year of experience in vocational, physical, or psychological rehabilitation ("Rehabilitation Services") with individuals who have disabling diseases or conditions; or (b) unrelated to a Rehabilitation Program from an accredited institution, plus five years of experience in Rehabilitation Services, including at least one year in the rehabilitation of disabling conditions or diseases; or (c) unrelated to a Rehabilitation Program from an accredited institution, plus five years of experience in the rehabilitation of disabling conditions or diseases;

3.2.1.2. Holder of a baccalaureate degree (a) in a Rehabilitation Program from an accredited institution, plus three years in Rehabilitation Services, including at least one year in the rehabilitation of disabling conditions or diseases; or (b) unrelated to a Rehabilitation Program from an accredited institution, plus five years of experience in the rehabilitation of disabling conditions or diseases; or

3.2.1.3. Holder of a diploma in nursing from an accredited institution, plus a current R.N. license, and three years of experience in Rehabilitation Services, including at least one year in the rehabilitation of disabling conditions or diseases;

3.2.2 Professional Candidate is available to individuals who meet all of the requirements for Individual Professional membership but have one year less than the required experience.

3.2.3. Student is available to any individual currently enrolled in a rehabilitation program in an accredited institution.

3.2.5. Associate is available to any individual having an interest in the delivery of rehabilitation service in the private sector.

3.2.6. Effective Date. Except as stated below, the requirements described above in this section 3.2. shall become effective on January 1, 1997.

3.2.7. Transitional Period. Notwithstanding Section 3.2.6., any individual who is an Individual Professional member of the Association on December 31, 1996, but who may not satisfy all of the requirements described in Section 3.2.1., shall continue to be eligible to be an Individual Professional member for five years from the first date of membership renewal following the adoption of this section 3.2. thereafter, such individual must satisfy the requirements of Section 3.2.1. to be an Individual Professional member.

3.3. Dues. Each member shall be obligated to annually pay dues in an amount, which may vary with respect to each category of membership and geographic area in which a member resides, as determined by the Board of Directors from time to time. Any member who has failed to pay the applicable dues for a period of thirty (30) days after the date of expiration of their membership term shall be terminated from membership.

3.4. Voting.

3.4.1. Each Individual Professional member of the Association shall be entitled to one vote on any matter submitted to a vote of members. Student, Professional Candidate, Organizational Sponsor, and Associate members shall not have voting rights.

3.4.2. Any Individual Professional member who has failed to pay the applicable dues at the time of any meeting of members or the date by which ballots are mailed from the Association shall not be entitled to vote. Unless applicable law requires otherwise, any action approved by the affirmative vote of a majority of the members entitled to vote at a meeting at which a quorum is present shall be the acts of the members. Proxy voting shall not be permitted.

3.4.3. All matters, other than the election of Directors and Officers, to be submitted to members for a vote at a meeting of members may be acted upon by written ballot sent by mail, in person at such meeting, or by written ballot sent by mail and in person, as determined by the Board of Directors. Voting for the election of Directors and Officers shall be only by written ballot, mailed to members no less than thirty (30) days prior to the date set for the Annual Meeting of members.

3.5 Meetings. The Annual Meeting of members of the Association for the purpose of announcing the results of the election of Directors and officers of the Association, receiving reports from officers and committees, and conducting such other business as may arise, shall be on a date and at a place determined by the Board of Directors. Special meetings of members may be called at any time by at least one-third of the Board of Directors or by written request of at least three hundred (300) members, with no more than fifty (50) members being from any one region. Meetings of members may be held at any place within or without the Commonwealth of Pennsylvania.

3.6. Notice. Written notice of the time and place of the Annual Meeting of Members shall be mailed at least sixty (60) days in advance of the meeting, and of special meetings of members at least fifteen (15) days in advance but not more than sixty (60) days after receipt of appropriate written request (unless a longer period of notice is required by applicable law). The notice of all

special meetings of members shall state the general nature of the business to be transacted. Any written notice shall be delivered personally, by mail or by publication in the Association's newsletter or other journal distributed to members generally. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, postage prepaid, addressed to a member at such member's most recent address according to the records of the Association.

3.7. Quorum. One hundred (100) members entitled to vote who are present, in person or by written ballot, at any meeting of members shall constitute a quorum for the transaction of business at any meeting of members, unless a greater proportion is required by applicable law, by the Articles of Incorporation or by these Bylaws.

3.8 Removal Any member who fails to comply with the Association's Standards and Ethics, in effect at the time, may be removed from membership as provided in the Policies and Procedures of the Standards Compliance Review Board, as adopted by the Board of Directors.

ARTICLE IV

BOARD OF DIRECTORS

4.1 Number, Qualifications.

4.1.1. The Board of Directors (sometimes referred to as the "Board" and individual members thereof referred to as "Director" or "Directors") shall manage the business and affairs of the Association. The Board shall consist of the individuals then serving as the President, the President-Elect, the Secretary, the Treasurer, the Immediate Past President, the Council of Chapter Presidents' Representative (collectively "Ex-Officio Directors") plus individuals representing the Regions established from time to time by the board ("Regional Directors"), provided that at no time shall the number of Directors be in excess of twenty-six (26).

4.1.2. Each Region shall have at least one representative on the Board of Directors.

4.1.3. To be eligible for election as a Director, an individual must be an Individual Professional member and must have been such a member for at least two years as of the date of the meeting at which the results of the election are to be announced. No individual may hold more than one Directorship at any time.

4.2 Election and Term.

All Directors shall commence their terms of office on May 1.

4.2.1. Each Ex-Officio Director shall serve as a Director by virtue of the office he or she holds. All Ex-Officio Directors shall serve until they no longer hold their respective offices.

4.2.2. The President-Elect, Secretary and Treasurer shall be elected by the members for such terms as provided in Section 5.1 of these Bylaws.

4.2.4. The Council of Chapter Presidents Representative shall be elected to a two year term by all current chapter presidents voting as a class by mail ballot no later than one month following the Annual Meeting of members.

4.3. Vacancies.

All vacancies on the Board of Directors shall be filled by appointment by the President subject to approval by the Board of Directors. In the case of a vacancy created in a

Directorship held by a Regional Director (either because such Regional Director ceases to reside in the Region from which he or she was elected or is unable to complete his or her term on the Board), the President shall consult with Chapter Presidents in the Region prior to recommending the appointment.

4.4. Meetings. Regular meetings of the Board of Directors shall be held at least twice a year at such time and place as the President shall determine. Special meetings of the Board may be called at any time by the President or not less than one-third of all Directors. Meetings of the Board of Directors may be held at any location within or without the Commonwealth of Pennsylvania. Any Director may participate in any meeting of the Board by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this provision shall constitute presence in person at the meeting.

4.5. Notice. Written notice of the time and place of all regular meetings of the Board of Directors shall be delivered to each Director at least fourteen (14) days prior to the date of such meeting and in the case of special meetings, at least seven (7) days prior to the date of such meeting (unless a longer period of notice is required by applicable law, by the Articles of Incorporation or by these Bylaws). In the case of special meetings, the notice shall state the general nature of the business to be transacted. Written notice shall be delivered personally, by mail, by facsimile transmission or by telephone. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, postage prepaid, addressed to the designated Director at such Director's most recent address listed in the records of the Association. If by facsimile transmission, such notice shall be deemed to be delivered when transmitted to the designated Director at such Director's most recent facsimile telephone number listed in the records of the Association. If notice is given by telephone, it shall be deemed delivered when the Director who is contacted has been spoken with directly and a copy of the written notice is mailed with confirmation of such telephone conversation.

4.6. Quorum. A majority of the Directors then in office shall constitute a quorum for the transaction of business at any meeting of the Board of Directors unless a greater proportion is required by applicable law or by these Bylaws.

4.7. Voting. Each Director shall be entitled to one vote on any matter submitted to a vote of the Board of Directors. The acts approved by the affirmative vote of a majority of the Directors present at a meeting at which a quorum is present shall be the acts of the Board of Directors unless a greater proportion of affirmative votes is required by applicable law or by these Bylaws. Any action that may be taken at a meeting of the Directors may be taken without a meeting if a consent or consents in writing setting forth the action so taken shall be signed by all the Directors in office and shall be filed with the Secretary of the Association.

4.8 Conflict of Interest.

4.8.1. Possible conflict of interest on the part of a Director shall be disclosed to the Board of Directors and made a matter of record.

4.8.2. Any Director having any possible conflict of interest on a matter shall not vote on such matter. Such Director may, however, be counted in determining a quorum for the meeting at which the matter is voted upon and may state a position on such matter and provide information that may be of value to the Board in its deliberations.

4.9. Removal. Any Director may be removed for cause, which may include, but is not limited to, failure to attend or participate in two (2) consecutive regular meetings of the Board. Removal shall require the affirmative vote of at least two thirds of the remaining Directors.

4.10. Limitation of Liability. A Director of the Corporation shall not be personally liable, as such, for monetary damages (including, without limitation, any judgment, amount paid in settlement, penalty, punitive damages or expense of any nature including, without limitation, attorneys' fees and disbursements) for any action taken, or any failure to take any action, unless:

4.10.1. the Director has breached or failed to perform the duties of his or her office under the Articles of Incorporation or Bylaws of this Corporation or under 15 Pa.C.S. subchapter B of Chapter 57 (or any successor provision); and

4.10.2. the breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.

These provisions shall not apply to the responsibility or liability of a Director pursuant to any criminal statute, or the liability of a Director for the payment of taxes pursuant to local, state or federal law.

ARTICLE V

OFFICERS

5.1. Officers Generally; Election. The officers of the Association shall be a President, a President-Elect, a Secretary, and a Treasurer. Only Individual Professional members may serve as officers of the Association. In addition to the powers and duties set forth in these Bylaws, each officer shall have such powers and duties as are usually related to such office and as the Board may determine by resolution. The President and President-Elect shall each hold office for a term of one year or until their successors are elected and have qualified, provided that the President-Elect shall automatically become President on May 1. The Secretary and Treasurer each shall hold office for a term of two years or until his or her successor is elected and has qualified. The Secretary shall be elected in even-numbered years and the Treasurer shall be elected in odd-numbered years. No more than one office may be held at one time by the same individual.

5.2. President. The President shall be the chief executive officer of the Association and shall preside at all meetings of the Board of Directors and the Executive Committee and shall perform such other duties as may be assigned by the Board.

5.3. President-Elect. The President-Elect shall perform such duties as may be assigned by the Board of Directors or the President. In the event of a vacancy in the office of President because of death, resignation or removal, or during the President's absence or disability, incapacity or refusal to act, as determined by a vote of at least two-thirds of the Board of Directors, the President-Elect shall perform the duties of the President.

5.4. Secretary. The Secretary shall keep the minutes of all meetings of the Board of Directors, the Executive Committee and members; shall have charge and custody of the seal and records of the Board; and shall be responsible for the dissemination of all information pertinent to the ongoing operation of the Association and shall assign duties necessary to achieve the dissemination of this information.

5.5. Treasurer. The Treasurer shall have charge and custody of all funds of the Association, shall maintain an accurate accounting system and shall present financial reports, including financial statements, annual budgets and annual audits, to the Board of Directors in such manner and form as the Board may from time to time determine.

ARTICLE VI

COMMITTEES

6.1. Committees in General.

6.1.1. Standing Committees. The Board may, by resolution, establish such standing committees of the Board (and, except as otherwise provided in these Bylaws, in each case appoint the members and the chairperson thereof based on the recommendations of the President) as it deems necessary or desirable ("standing committees"), including, without limitation, the Executive Committee and the Nominations and Elections Committee, each as described below. All standing committees, except the Executive Committee, shall include at least one Director. The Executive Committee shall be comprised of Directors only. The Board may delegate such authority to a standing committee as it deems appropriate and is not prohibited by applicable law. All standing committees, except the Executive Committee and the Nominations and Elections Committee, and their members shall serve at the discretion of the Board.

6.1.2. Special Committees. The Board may, by resolution, establish one or more special committees to advise the Board or the President in the performance of their duties ("special committees"). No special committee may have or exercise any authority of the Board to manage the business and affairs of the Association. The chairperson of a special committee shall be appointed by the President subject to Board approval. The members of a special committee shall be appointed by the chairperson of the committee. All special committees and their members shall serve at the discretion of the Board.

6.1.3. Term. Each member of a standing or special committee shall continue as such until the first regular meeting of the Board after the Annual Meeting of members and until a successor has been appointed and has qualified unless sooner removed or unless such committee is sooner dissolved by the Board.

6.1.4. Quorum. A majority of the members of a standing or special committee shall constitute a quorum for the transaction of any business, and the acts of the majority of the committee members present, at which a quorum is present shall be the acts of such committee in each case, unless a greater proportion is required by applicable law or by these Bylaws.

6.1.5. Vacancies and Removal. Vacancies in membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments. Any member of a committee, except the Executive Committee, may be removed at any time by the Board of Directors, with or without cause.

6.2. Executive Committee.

6.2.1. The Executive Committee shall consist of the Immediate Past President, the President, President-Elect, the Secretary, Treasurer and the Council of Chapter Presidents' Representative.

6.2.2. The Executive Committee shall have and exercise the authority of the Board of Directors, to the extent permitted by applicable statute, subject to Section 6.2.3., between meetings of the Board.

6.2.3. The Executive Committee shall not have the authority of the Board of Directors with respect to the following matters:

6.2.3.1. amending, altering or repealing these Bylaws;

6.2.3.2. electing, appointing or removing any member of the Executive Committee or any Director or officer of the Association;

6.2.3.3. amending the Articles of Incorporation of the Association;

6.2.3.4. adopting a plan of conversion, division or merger or adopting a plan of consolidation with another corporation;

6.2.3.5. authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Association;

6.2.3.6. authorizing the voluntary dissolution of the Association or revoking proceedings therefore;

6.2.3.7. adopting a plan for the distribution of the assets of the Association; and

6.2.3.8. authorizing expenditures in excess of amounts set forth in the annual budget of the Association as approved by the Board.

6.2.4. Meetings of the Executive Committee may be called at any time by the Chair of the Committee or by any two members of the committee. Written notice of special meetings of the Executive Committee shall be given at least seven (7) days before such meeting.

6.2.5. Minutes of all Executive Committee meetings shall be prepared and presented to the Board of Directors for review at the next regular meeting of the Board.

6.3. Nominations and Elections Committee.

6.3.1. The Nominations and Elections Committee shall consist of five members, four of whom shall be appointed annually by the President subject to approval by the Board of Directors. The Immediate Past President shall be a member of and chair the committee. No more than two members of the committee may be past presidents of the Association.

6.3.2. Each year the Nominations and Elections Committee shall nominate candidates for officers and Directors of the Association and members of the Standards Compliance Review Board for election by the members entitled to vote. The Committee shall extend in writing to the membership a call for suggested nominations no less than ninety (90) days prior to its meeting to select nominees. The committee shall follow Association policies, as adopted from time to time by the Board of Directors, relative to the selection of candidates.

6.3.3. The committee shall conduct the annual election of Directors, officers and members of the Standards Compliance Review Board by written mail ballot, which shall be distributed to the members entitled to vote no less than thirty (30) days prior to the date set for the Annual Meeting of members. The committee shall report the results of the election at the Annual Meeting of members.

ARTICLE VII

STANDARDS COMPLIANCE REVIEW BOARD

7.1. Purpose. The Standards Compliance Review Board (SCRB) shall be responsible for monitoring and adjudicating the compliance of members of the Association with the Association's Standards and Ethics. The SCRB shall follow the policies and procedures as adopted by the Board of Directors from time to time in its deliberations and decision-making.

7.2. Membership. The SCRB shall consist of seven members, representing the following disciplines:

- A. Rehabilitation Counselor
- B. Rehabilitation Nurse
- C. Vocational Evaluator
- D. Placement Specialist
- E. Insurance Claims person or Payor
- F. Private Practitioner (general)
- G. Company Administrator

Each person representing a discipline shall spend the majority of his or her occupational time working in that discipline. No member of the Board of Directors may serve as a member of the SCRB.

7.3. Election/Term. Members of the SCRB shall be elected by the members. The SCRB shall be divided into two classes, disciplines A through D in one class and disciplines E through G in the second. Each class shall be elected every other year for a term of two years.

7.4. Chairperson/Vacancies. The chairperson shall be selected by the members of the SCRB each year following the Annual Meeting of members. Any vacancies on the SCRB shall be filled by appointment by the President for the unexpired term, subject to approval by the Board of Directors.

7.5. Meetings/Quorum. Meetings of the SCRB shall be called by the chairperson with at least seven (7) days notice to each member either personally, by mail, by telephone or by facsimile transmission. A majority of the members of the SCRB shall constitute a quorum for any such meeting.

ARTICLE VIII

SECTIONS

8.1. Establishment. Section 1. The Board of Directors shall establish Sections representing professional areas of particular interest for members of the Association ("Sections"). Membership in Sections shall be voluntary, and shall be available through payment of a fee as established from time to time by the Board of Directors, which shall be in addition to membership dues. Members may enroll in more than one Section. Sections may be added or deleted from time to time at the discretion of the Board of Directors.

8.2. Purpose. The purpose of Sections shall be to enable members working in specific areas to communicate with one another and to share ideas and expertise. Activities of Sections shall be

determined by Section members. Sections may be consulted by the Board of Directors on matters relevant to their respective areas of expertise.

8.3. Governance. Each Section shall have a chairperson who shall report directly to the Board of Directors. The chairperson of each Section shall be elected by Section members. The chairperson shall serve at the discretion of the Board. The term of each chairperson shall be for one year or until his or her successor has been elected and qualified. Sections shall be responsible for their activities and expenditures, and shall submit a yearly report to the Board of Directors prior to the Annual Meeting of members.

ARTICLE IX

CHAPTERS

9.1. Establishment. The Association shall have Chapters, which may be designated by state or region. Chapters shall be required to adopt and maintain Bylaws that are consistent with these Bylaws and are approved by the Executive Committee of the Association. All existing Chapters shall be required to adopt such approved form of Bylaws.

9.2. Governance. The members of each Chapter shall elect the governing board and officers of such Chapter. Each Chapter may conduct its affairs in such manner as it sees fit subject to the authority of these Bylaws, the Association's Standards and Ethics and the authority of the Association's Board of Directors.

9.3. Membership and Finances. Every chapter member must be a member in good standing of the Association. Chapters shall be financed in whole or in part from Association dues, in a manner and amount determined by the Association's Board of Directors.

ARTICLE X

INDEMNIFICATION

10.1. Right to Indemnification. The Association shall indemnify any person who was or is a party or threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that such person: (a) is or was a Director, employee or officer of the Association; or (b) is or was serving the Association as a member of the SCRB; or (c) is or was a trustee, officer or the employee or agent of the Association serving at its request as an administrator, trustee or other fiduciary of any of the Association's employee benefit plans, against expenses (including, under Section 10.2, expenses of separate counsel if such separate representation is necessary), judgments, fines, excise taxes and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding whether or not the indemnified liability arises or arose from any threatened, pending or completed action by or in the right of the Association, to the extent that such person is not insured or otherwise indemnified and except as prohibited by statute. For this purpose and for the purposes of Section 10.2 below, the Board may, and on request of any such person shall be required to, determine in each case whether or not any applicable statutory standards have been met, or such determination shall be made by independent legal counsel if the Board so directs or if the Board is not empowered by the statute to make such determination.

10.2 Advance of Expenses. Expenses incurred by such person in defending any such action, suit or proceeding may be paid by the Association in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount if it shall ultimately be determined that such person is not entitled to be indemnified by the Association.

10.3. Indemnification Not Exclusive. The foregoing indemnification shall not be deemed exclusive of any other right to which one indemnified may be entitled, and shall inure to the benefit of the heirs, executors and administrators of any such person.

10.4 Insurance and Other Indemnification. The Board of Directors shall have the power (a) to purchase and maintain, at the Association's expense, insurance on behalf of the Association and on behalf of others to the extent that power to do so has been or may be granted by statute, and (b) to give other indemnification to the extent not prohibited by law.

ARTICLE XI

AMENDMENTS

11.1. Amendments. Upon the recommendation of a majority vote of the entire Board of Directors then in office, a majority of the members of the Association present and entitled to vote at any meeting of members may amend, alter, repeal or adopt new Bylaws, provided that notice of any proposed amendment or a summary thereof shall have been given to each Director or member not less than thirty (30) days prior to the date of the meeting.

Chapter 4

Membership Retention

Objective:

In order to retain members, it is the chapter president's responsibility to conduct exit survey's. The exit survey will allow us to address members questions and concerns on a more personal basis. It will allow the association to get a better feel for what our members needs are and how we can address them in the future.

Procedures:

1. IARP HQ will send out a list members who have not renewed from for the month, on the last week of the month to each chapter presidents.
2. Chapter presidents will conduct a phone campaign. The chapter president will contact each member and conduct an exit survey (see next page for survey), if member is willing.
3. Along with conducting the exit survey, keep track of the type of responses on the tracking form(see page 96).
4. The tracking forms should be compiled into one form and sent back to IARP HQ's, by the last Monday of each month, along with the exit survey's for those who will not be renewing, to be reviewed by the membership committee. We would appreciate if you email this form back to HQ's and fax the exit surveys. This will allow the membership committee to evaluate the effectiveness of our membership retention and change benefits as needed.

Exit Survey

Hi this is _____ with the <insert state chapter> of IARP. Do you have a moment. We noticed that your membership expired this month and wanted to take the time to call you and find out why you have not rejoined.

If they just missed the renewal invoice or misplaced it.

If Yes – Can I have headquarters fax you a copy so that you can take care of it and fax it back. We would not want you to miss any of the benefits that we provide our members, such as the next issue of the RehabPro Magazine coming out the 1st week of the quarter.

If they just don't want to renew ask the following questions.

That is why I am calling today. Can I ask you a few question?

1. Is there something we are currently doing that we could do better?

2. Is there something that you would like to see IARP offer its members in the future?

3. Are you a member of any other associations that focus on the rehabilitation profession?

4. What made you decide to become a member of the other association?

5. What could IARP do to get you back involved?

Chapter 5 - CEU Program

Explanation of Benefits

This year CRC, CDMS, & CCM have put new procedures and guidelines in place that will no longer allow for IARP & IARP representatives to pre-approve conferences, seminars and other educational events. Due to this change in policy the IARP board has voted to continue to pick up the costs that will be implemented by the certifying bodies. This will allow the IARP chapters to continue receiving continuing education credit with no direct cost to the chapter.

CRC, CDMS, & CCM procedures require that applications must be in by 4 weeks prior to the event. With IARP working as the central CEU office we are requiring another 2 weeks above this to allow for IARP to gather the funds and review the paperwork to ensure expedited service. If a chapter gets their application in to IARP Headquarters less than 6 weeks prior to their event, the chapter will incur late fee penalties which can add up to \$150 per event.

We understand that these changes will make for chapters needing to be prepared sooner. Please review the procedures over the next few pages and call IARP Headquarters with any questions.

Beginning of Year

Headquarters

October of Each Year, Headquarters will file pre-approval applications with CRC for the following year.

Each application will have a fee that needs to be paid with it. Contact the CRC to find out if the application has been updated or if the fee has been increased.

Headquarters will send out a CEU packet by November 15 to each chapter. The packet will include a copy of the certification maintenance plan process, new applications and focus area sheets for each commission.

Chapter

Each Chapter is to provide a list to Headquarters by November 1 of who will be handling their CEU applications for the following year.

Application Process

Chapter

Each chapter will need to fill out an application for *each certifying body* for their program/activity and submit back-up information (listed below) to IARP headquarters **6 weeks** prior to the chapter event. ***Be sure to submit this information to IARP Headquarters in order to get the application fee waived. If you submit this to the certifying body, your chapter will be responsible for the application fee.***

If the chapter submits an application after the deadline, the chapter will incur any tardiness penalties – typically \$50 per commission.

Back-up Items required

- Copy of conference brochure or other marketing materials
- Copy of Registration Form
- Sign-In Sheet for program (Sample Provided)
- Copy of Session Materials
 - Speaker contact information & CV/resume
 - Brief session description
 - Session goals & objectives
 - Session Evaluations (master provided by Headquarters to be used as template)
 - Focus Area sheets for each commission – Check only one box per focus area sheet
- Attendance Verification/Completion Form (master provided by Headquarters to be used as template)

Headquarters

As Headquarters receives chapter CEU application packets, the headquarters representative will log the packet into the master track file.

A copy of the packet will be made to keep at Headquarters for historical purposes. To be kept for 5 years

The original CEU application packet will be sent on to the Certification Maintenance Plan Representative – currently Margaret Moore.

Approval Process

Certification Maintenance Plan Representative

Representative will look over/review application.

Representative will either approve or deny the application.

The Representative will issue approval numbers for each session and an overall approval number for the conference.

The representative will send a copy of the signed approval form and approval numbers to the Headquarters representative.

Headquarters

Once the approval numbers have been received from the plan representative, they will be entered into the master tracking file.

Headquarter will complete the attendance verification sheet by filling in the appropriate approval numbers in the correct lines and inserting plan representatives signature.

Headquarters will send completed attendance verification sheet and signed approval form on to chapter.

Preparation for On-Site Process

Chapter

This system/process is designed for Conferences, Seminars and Workshops

Once approval numbers are received, chapter should then copy session evaluation forms by color based on type of approval for session. This makes the end process much easier.

- Yellow – General CEU
- Pink – Professional Development CEU
- Blue – Ethics CEU

Attendance Verification form should be taken to a local print shop and photo copied on to 2 part NCR paper. Be sure to make enough copies for all attendees. Yellow copy will be returned to Headquarters for the Master File. White copy goes to attendee for their records.

Print out Sign-in Sheet – Typically a roster of attendees with an additional column for the attendee to sign-in on. This will be returned to Headquarters for Master File.

On-Site Process

Chapter

Arrange for a CEU monitor for each session. Provide CEU monitors with instructions of what will be expected of them on-site. Be sure they are comfortable with the process, as they may need to make some ethical decisions.

Provide each CEU monitor with items listed below, prior to session.

Session Evaluations
Self-Inking Stamp or Pens for Initialing by CEU monitor

Session Evaluations: 10 minutes after the session has started, the CEU monitor should pass out session evaluations for each attendee. At the end of the session the CEU monitor should stand at the door and stamp evaluation forms as people leave.

* Glance at the form to make sure you are stamping the session evaluation for that session. Some attendees may try to get you to stamp a different session evaluation, have that individual discuss that with the CEU desk. Some attendees may get upset. Remember the process can only be maintained by making good ethical decisions.

Attendees should keep their session evaluations until the end of conference when they will turn them into the CEU desk for tallying.

CEU monitors should bring all blank evaluations back to the CEU desk to be disposed of after the conference.

CEU Desk/Attendance Verification Form:

At the end of the conference or when attendees have attended the last session they plan to; the attendee should bring all completed session evaluations to the CEU desk.

The person verifying attendance at the desk should separate evaluations by color.

Add up all yellow evaluation hours and put total on general CEU approval line for each commission. (See Sample)

Add up all pink evaluation hours and put total on profession development CEU approval line for each commission. (See Sample)

Add up all blue evaluation hours and put total on ethics CEU approval line for each commission. (See Sample)

Total of all 3 lines is the number of total CEUs the attendee earned at the program. This may need to be explained to attendee, as they may not understand and may misinterpret the sheet.

Monitor should then sign the attendance verification form.

Tear apart the NCR Sheets. Attach the session evaluation forms to the yellow sheet and keep for the chapter records. Provide the attendee with the white sheet to mail to the commissions.

Post Event Process

Chapter

Provide copies of sign-in sheets to headquarters to be kept in historical file.
Provide all attendee verification forms to headquarters to be kept in historical files.

Headquarters

Follow up with chapters if sign-in sheets and attendee verification forms are not received at headquarters one month after program.

Year End

Headquarters

January of each year, Headquarters will provide each commission with a copy of the master tracking form. The following items will be tracked.

Date application received

Date application approved

Program/Activity Title

Location of Program

Approval Number for each Program

Approval Number for each session, if multiple sessions included under program.

Headquarters will also handle purging files from storage after the five year period.

Chapter 6

IARP LEGISLATIVE HANDBOOK.
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Introduction

The purpose of this Legislative Handbook is to provide guidelines on how local IARP chapters can develop grass roots action for legislative change. The field of rehabilitation is often affected by legislative change at all levels, ie, city, state, and federal. It is paramount that our professional organization stay involved in the legislative process at all levels so that the changes, which are inevitable and often quite warranted, are favorable. To accomplish this task, local IARP chapters as well as our national office often hire lobbyists to help us navigate the political hallways, and have appropriate influence on the legislative process. Our professional history is replete with situations in which State legislatures, for example, have decided to "reform" a benefit delivery system in such a way that our much needed services are adversely affected. It is always much, more difficult to change an existing law than it is to be involved in a law when it is being developed. Therefore, it is crucial that we, as a profession, remain vigilant and ready to become involved in the legislative, or law-making process.

This Handbook is divided into 5 sections, each of which tries to explain and elucidate what local IARP chapters need to do to stay politically active. From knowing whom your legislators are, to contacting and educating them about what services rehabilitation professionals deliver, this handbook provides simple "do's and don'ts" as well as in-depth information about how laws are made and modified. Above all else though, it is important for each and every local IARP chapter to form a legislative committee, or appoint a lead-person who can track the legislative process locally, and report to the local board of directors on legislation which will affect our work. Hopefully, this handbook will help with that process. When in doubt though, feel free to contact the National President, or the current Chair of the National Legislative Committee. Their names and contact information is listed in this Handbook. Good luck with helping our profession to develop and prosper, so that rehabilitation can indeed be a valued and helpful service to individuals with disabilities.

Bruce Growick
IARP Legislative Chair

WHAT CAN ONE PERSON DO?

This handbook is dedicated to the principle that one person CAN make a difference.

IARPs' greatest resource is its members. This handbook gives practical tips on how each and every IARP member can be effective in representing their interests to legislators and government officials, and in supporting the interests of all IARP members.

This is what YOU can do:

KNOW WHO YOUR LEGISLATORS ARE. A simple, basic first step, but sometimes difficult for beginners. Find out and *write it down*.

MAKE SURE YOUR LEGISLATORS *KNOW WHO YOU ARE*. Once you let them know who you are and what you are concerned about, you should never let them go.

WRITE TO YOUR LEGISLATORS. Introduce yourself. Tell them who you are, what you do for a living, what your general concerns are.

MEET WITH YOUR LEGISLATORS. Introduce yourself again, in person this time. If possible, have a specific issue or bill to discuss. If not, it's OK to just talk about your general concerns about your profession, and see if the legislator can suggest anything to help.

IDENTIFY AND TRACK KEY LEGISLATION. Learn how the legislative process works. Put that knowledge to *practical use - identify* and follow a bill of concern to IARP

EDUCATE YOUR LEGISLATORS. Putting it all together - you can be a citizen educator for IARP. Since you now know your legislator, and vice-versa, ask them to help you out --- when you need the help.

KNOW WHO REGULATES YOUR PROFESSION. Which state official controls the licensing and/or certification requirements, if any in your state, for your profession? Who controls the decisions over workers' compensation or other publicly regulated programs that affect your livelihood? *Find out, and write it down*.

KEEP TRACK OF CHANGES IN REGULATIONS. Many states have mailing lists to advise people of proposed changes in regulations. Some state departments will be glad to put you on a mailing list of suggested changes. If you don't want to get such mailings yourself, make sure at least someone you know does, so you will be able to find out before it's too late.

MAKE YOUR VOICE HEARD. Write to your legislators, and the appropriate state officials (that you found out about in #7) about changes or proposed changes that affect you. Write to them about changes you don't like, but also write to them when they do something you do like. Write letters to the editor on the same subject. Write to the Governor as well.

HELP MAKE IARP MORE EFFECTIVE. IARPs' best resource is its members. If each member would follow these simple steps, become aware of the legislative and regulatory process, and *will* help IARP educate their legislators, we *will* be better able to forestall negative changes and to promote developments.

Know Your Legislators

Do you know who your legislators are? Every state (except Nebraska, which has just a Senate) has a State Senate and House of Representatives or Assembly. Every state has two U.S. Senators and one or more Congressmen.

This is the first step in your becoming an effective citizen educator -- knowing who your legislators are, and how to reach them. If you already know who your state and federal legislators are -and have written down their addresses and phone numbers, you can skip the rest of this page.

YOUR LEGISLATORS. Your State Senator and Representative (or Assemblyperson) are *your representatives* at the state capital. Your two U.S. Senators and one Congressmen are *your representatives* in Washington.

Usually, the first job of a legislator is what is called *constituent service* -- answering questions of their constituents, helping them with state government, listening to their views on legislation. Effective constituent service is important for any legislator who wants to get re-elected, so you will find that (hey are usually very receptive to anything you might want to tell them. and usually will make sure to respond to any communication from you.

HOW TO FIND OUT. How do you find out who your legislators are? One of these easy calls should tell you:

Make a (hopefully) local call to your local registrars of voters, also referred to as the City Clerk. Town Clerk or County Clerk. They should be able to tell from your address who your State Senator and State Representative(s) -- in rare cases you could have more than one -- are. In this same call, or any other calls. they should be able to tell you who your Congressman - is and who the U.S. Senators from your state are. (In this same call, you can also verify that you are registered to vote or, if you aren't registered, how to do so. While legislators will respond to you as a resident of their district, they will be much more interested if you are also a voter.)

Call the Secretary of State in your state capital. and ask for the Elections Division (the name may vary from state to state). They should be able to tell you, from your voting address. who your state and federal legislators are.

Call information for the state capital, and get the phone numbers for the State Senate and House of Representatives (or Assembly). Someone at the switchboard should be able to tell you, from your address, who your state Senator or Representative is.

Call your local public library and ask someone there to look it up for you.

Call a local newspaper; it's a sure bet that they have done one or more stories on your legislators or would otherwise know.

Most local Post Offices have a list of the federal legislators that you could copy down.

WRITE IT DOWN -- YOU WILL BE USING IT! Be sure to get the following information: full name. party affiliation, term of office. home and office (and district office, if they have one) addresses. and office phone number. You need this information for: Two U.S. Senators. One U.S. Congressman. One State Senator, and One (or more) State Representative(s). Sometimes the Secretary of State has this already printed on a list they can send you. *Write this down*, and put this information in an easily accessible place. You're ready to go onto the next step.

LETTER WRITING SUGGESTIONS

According to a survey by the public relations firm Burston-Marsteller, constituents get the most attention of Congress -- 75%, much more than do government agencies or interest groups. The two most important ways of influencing Congress, according to the survey, are "spontaneous" mail (e.g. not form letters) and telephone calls. The same dynamic undoubtedly works for state legislators -- letters from constituents have an impact!

Also, any legislator can tell you that they almost never get letters from constituents. So, if they got as little as five (5) letters from constituents on any one issue of legislation, that is considered a landslide, and can help them decide what to do.

Here are some basic guidelines for writing a letter to your legislators:

THINK ABOUT WHAT TO SAY. Before you actually write the letter, take a few minutes to decide what the issue is and what your main point is.

BE BRIEF. For most letters, one page is usually enough.

WRITE SIMPLY AND CLEARLY. Use short sentences, short paragraphs, and keep to the point. Stick to one main point in each letter. Use specific -- but non-technical language. Remember, this is not intended as an article in the IARP Journal, and the recipient is not a rehabilitation professional.

NO FORM LETTERS. Any letter you send to a legislator should be in your own words. They can tell a form letter a mile away. The overuse of form letters these days has drastically reduced their usefulness.

BE A CONSTITUENT. Make sure the legislator knows that you are a constituent -- and a voter -- and that you are writing as a resident of his district, not because you are a member of an organization.

BE REASONABLE. Never threaten. Be positive; not negative. Be constructive -- admit that problems may exist, but that you are trying to help find a solution. Avoid sarcasm. If you merely give your position in a straightforward manner, your letter will be considered. If, on the other hand, your tone is offensive or challenging, it will either be ignored or will be counterproductive.

BE SPECIFIC. If you're writing about a specific piece of legislation, such as "Senate Bill 862", give the bill number. Then ask for exactly what you want -- "Please vote FOR S-862." If you're writing about more general issues, be consistent in the terms you use, and define any of them when that may be helpful.

SIGN YOUR LETTER. Anonymous letters cannot be answered, and usually do not help the cause they are written for. Use professional or business stationery if possible.

ASK FOR A REPLY. Always. At the end of each letter, politely ask for a specific response. Don't challenge the legislator -- just ask for his/her position or for information about what you asked for.

SEND US A COPY. Please, also send a copy of your letter to your state chapter (for letter to state legislators) and to the national IARP office (for letters to member of Congress). Also, keep a copy for yourself.

ONE MORE RULE is "DO IT NOW". Write the letter TODAY, while the issue or the idea is fresh in your mind. If you're thinking about writing about pending legislation, a delay of one day may lose you the opportunity to have any impact.

WRITE YOUR LEGISLATORS -. TODAY!

Now that you have the names and addresses *of* your state and federal legislators, *you* need to make contact -- *today*. *To* write them. *you do not* necessarily need a pending piece *of* legislation or burning issue.

Write a letter which merely introduces yourself, *so* your legislators will know who you are and what you are concerned about (in general). Writing this innocuous letter today -- *a* letter that does not ask for anything -- will make it that much easier for *you* to ask your legislator for support when the time comes.

Legislators only usually hear from people who want something from them -- a vote, to file a bill, to intervene with a state agency, etc. Legislators actually like being asked to do something, since they usually can say "yes" and therefore do a favor for the voter. Eventually, if *you* continue as a citizen educator for IARP you will be asking them for something this initial letter helps lay the groundwork.

IARP in most states. is not very visible with the state legislature or state government, *so* for us to have success, we need the time and opportunity to *educate* them about IARP and what our members do for a living. We have learned. unfortunately, that most state officials and legislators have a poor understanding. *if* any. about vocation rehabilitation or case management. One *of* your most important roles as a member of IARP is to help *educate* your legislators.

For now. though. your first *letter will* be a simple, one-page letter like the following:

Senator Joseph M. Haynes
5 Legislative Plaza
Nashville, TN 37912

Dear Senator Haynes:

I am writing to introduce myself and to let you know of some of my concerns. I have lived in Goodlettsville for 15 years. where I and my husband, John, have been raising our two boys, Kevin (14) and Paul (11). and one girl, Rachel (8).

I am a registered nurse and rehabilitation professional. I have been working as a medical case manager in disability settings for over twelve years, and am a member of the Tennessee Chapter of the National Association of Rehabilitation Professionals in the Private Sector (IARP) and the Association of Rehabilitation Nurses (ARN). In addition to my nursing license. I possess national certification as a Certified Case Manager (CCM) and Certified Rehabilitation Registered Nurse (CRRN).

As a case manager, my objective is to contain costs while ensuring the quality of care. I review and coordinate the proposed plan of treatment and rehabilitation of the ill or injured worker covered under workers compensation and the rehabilitation plan for other persons with disabilities. The rehabilitation plan is designed to restore or maintain the ability of the person to perform usual activities of daily living and, insofar as is practicable return them to work and a productive role in society.

I would appreciate any information you could send me about any pending state legislation or proposed state rules or regulation that affect workers' compensation, case management. vocational rehabilitation, or disability issues. If I can be helpful in answering any questions you may have about my profession, please feel free to call me any time. I can be reached at 000-OW-0000 (office) or 000-000-M (home).

Sincerely

Jane Doe. RN. CRRN. CCM

Send the same letter *simultaneously* to each of your national and state legislators. If every IARP member sent such a letter, we would have a very good start through the grassroots to educate state legislators about our profession. That will -- in the long run -- help us forestall negative legislation mid help us pass positive legislation.

WRITE YOUR LEGISLATORS -- ABOUT A BILL!

At some point, you will want to write a letter to your state legislators asking them to take a specific position on a piece of legislation that affects you. If you follow the legislative process, and if there are a number of such bills, you may need to write such letters fairly often. How do you get a copy of a bill? Call the Document Room! House of Representatives (202) 225-3456. US Senate (202) 224-7860. All state legislatures also have a document room.

Letters from constituents -- from you -- have a great influence on what a legislator does. As little as five letters can change a vote and get your legislator over to your side. Here is a sample letter:

Representative Mary Jeanette Murray
State House -- Room 134
Boston, MA 02133

Dear Representative Murray:

I am writing to ask your support for S-668, "AN ACT TO IMPROVE ACCESS TO REHABILITATIVE SERVICES", also known as the "vendorship" bill, which was passed by the Senate last week and should be up for a vote on the House floor soon.

This bill would require that the services of a licensed rehabilitation counselor be provided in group health insurance policies, up to a maximum of \$500 over a 12-month period. Rehabilitation services are needed in many cases to help an injured person resume either normal activities of daily living or to be restored to gainful employment, depending on the extent of the injury.

I am a licensed rehabilitation counselor, currently in private practice. I can give you many examples the value of rehabilitation services for injured persons from the many cases I have handled in my ten years practice. I would welcome an opportunity to further discuss this issue with you and to provide you with more information, if you would like. If you have any questions, please call me at XXX-XXX-XXXX.

I would appreciate hearing about your position on this bill. Could you or your staff please also let me know when this bill comes up for a vote in the House? Thank you.

Sincerely,

John Doe

This type of letter has the following key components:

SPECIFIC REQUEST. Ask for exactly what you want the legislator to do. This is no time to beat around the bush.

USE THE BILL NUMBER & TITLE Show you know what you're talking about by giving the bill number, using the proper nomenclature. Also give the full title of the bill, so there is no question what you are talking about. Its also OK, in addition, to use whatever label has been given to the bill ("vendorship"), because that is probably how many people refer to it.

SUMMARIZE THE BILL. Give a 1-2 sentence summary of the bill, and why you support/oppose it. This both explains the bill and your position to the legislator, and show the legislator you know what you are talking about.

SAY WHO YOU ARE. Explain what you do for a living and give an example, if possible, of how the bill may benefit/harm you and/or your clientele. Don't appear self-serving -- talk primarily about how the bill will affect your client base, not necessarily how it will directly affect you.

ASK FOR A RESPONSE. Always. You want to know what position the legislator takes on this issue and when the vote will take place. Then, you can follow up and see how the legislator actually votes, and they will then know that someone is watching them -- which can make all the difference.

CALLING YOUR LEGISLATORS

Here are some helpful tips for telephone calls to your legislators or other government officials:

CALLING IS MORE TIMELY. Save your calls for an urgent issue when timeliness is a critical factor. Otherwise, letters are usually more effective. Also, don't call "just to chat" -- it's more useful to save your calls to make a request for a specific action.

TALK TO THE STAFF. Don't be put off if a staff person answers the call. Talking to a staff person, especially the one who is working on the issue for the legislator, can often be just as effective than talking to the legislator. However, in some cases you may get the legislator him/herself.

KEEP IT SHORT. Try to keep the call to no more than 5-10 minutes. Legislators and their staff are busy, and will deal with many other calls and issues besides yours. They will appreciate your brevity.

STATE YOUR ISSUE UP FRONT. Then, the receptionist will be able to refer you to the appropriate person in the office to best handle the call. "Hi. My name is John Doe, from Anytown. I'm calling about the workers' compensation bill being considered by the legislature."

STATE YOUR NAME AND TOWN. That clearly identifies you as a constituent, which will help ensure (hat you get their attention.

BE CLEAR AND CONCISE. Try to keep to one point, one issue, or one bill. Give your position, what you would like the legislator to do (vote for/against a bill), and have at least one concise reason for your position. They may ask you some questions -- they are not challenging you, but are just trying to get a clear idea not only of where you stand, but what led you to take that position. Avoid zealous extremism. Stick to facts or reasoned opinion.

BE REASONABLE. Merely give your position, request the action you'd like the legislator to take, and give your reasons. Don't be threatening, challenging, or negative. Be ready to concede, if necessary, that there may be areas of your argument that may not hold up under scrutiny. If any such question is asked that you don't feel you can answer, just say that you expect to look into it and will get back to them with a response.

OFFER TO SEND THEM MATERIAL. If they express interest in a study or article or other materials you have mentioned or referred to, offer to send it to them. This will serve to help the long-range educational process that is needed.

LEAVE YOUR PHONE NUMBER. Make sure they know how to get back to you. Often, constituents who call can be helpful in providing information that the legislator may not ordinarily be able to get. Be ready to serve as a resource if asked.

FOLLOW-UP WITH A LETTER. Immediately after the call, write a letter to the legislator. Mention that you spoke to the staff person (and state his/her name), that you appreciated the opportunity for the call, and that you'd appreciate a response concerning what action the legislator took on your request.

It is OK to call a few times about the same issue -- especially when the issue comes up one or more times. If you are courteous, brief, and are merely following up to see what your legislator did, such follow-up calls can be effective in letting your legislator know you are keeping track of the issue, and can be effective in getting the result you desired.

MEETING WITH YOUR LEGISLATORS

By far, the most effective method to influence your legislator is a face-to-face meeting.

BE ON TIME FOR THE MEETING. Before the day of the meeting, call ahead to confirm the date, time, and place, and try to find out roughly how much time you may have. If you are going in as a group, have a pre-meeting of the group to decide on your strategy.

YOU DON'T HAVE TO BE AN EXPERT. You are there as a constituent, resident, and voter in the legislators' district. If you don't know the answer to a question, or some specific bit of information, or the best argument, you can merely say you'll look into it and get back to the legislator with the information. *However, if you offer to provide information, you must follow through and provide it, or you may lose some credibility.*

BRING A FACT SHEET OR LETTER. It's always good to leave something tangible, on paper, that clearly states your issue. The fact sheet should include the name of a contact person and a phone number.

BE PREPARED WITH SPECIFIC INFORMATION. Bring whatever backup information you may have, or may be able to get from the state chapter of IARP office. You don't need to bring Teams of paper; just enough to give some explanation or discussion of your issue. This is not mandatory; in most cases your personal explanation of what you do for a living and your background may be enough.

BE BRIEF. Be prepared to state your position in 5-10 minutes, and then let the legislator or staff person ask questions. Be available to stay for a reasonable period to answer whatever questions he or she may have, but be alert for clues that the meeting may be about to end. This meeting is not necessarily the only one you may have; you can always ask for another one later on if necessary.

DON'T IGNORE THE STAFF. While talking to the legislator himself is, of course, valuable, don't discount the value of talking to the staff. Often, legislators themselves are so bust with a myriad of issues, hearings, meetings, etc. that the staff takes on the responsibility to research the issues and brief the legislators. So many times talking to a staff person - especially the one who is working on your issue -- can be more productive than talking to the legislator.

OFFER TO SUPPLY FOLLOW-UP INFORMATION. Be a resource to the legislator. If he or she asks for backup information that you don't have, you should be able to get it from your state chapter of the IARP national office.

INVITE THE LEGISLATOR TO A MEETING OF YOUR CHAPTER. Involving a legislator in your organization's events is a sure way to involve him further in your issues, and to help bring him to a better understanding of your issues. Generally speaking, the more legislators you have who have actually met and spoken with an IARP member, the better our opportunities would be in the legislature.

ASK FOR THE SPECIFIC ACTION YOU WANT. Ask the legislator to "Vote for Senate Bill 919," or to "Oppose any reduction in the rehabilitation benefit." Simply espousing opinions or general policy statements will not necessarily tell the legislator exactly what you want him to do, and will simply waste your time and theirs.

WRITE A FOLLOW-UP LETTER. Thank the legislator for taking the time to listen to your concerns. If the legislator expressed support for your position, thank him/her for that also. If the legislator did not support your position, or did not state his/her opinion, thank him or her for the time and offer to be available to discuss it further.

Your key to success: Effective relationships with legislators.

THE LEGISLATIVE PROCESS

The legislative process is confusing, and hard to follow from outside the legislative chamber. This page is a brief description of some of the key factors you need to keep in mind when following or trying to influence legislation.

KNOW THE BILL NUMBER. You can't follow or educate on a bill until you know its number - such as SB 1126, or H-3455 (or AB-3455).

KNOW WHO THE SPONSOR IS. Every bill has a sponsor, the legislator who filed it, who is usually the first name listed on the bill. Who the sponsor is can have a dramatic effect on what happens to the bill. Also, the sponsor is usually the principal person who can help you keep track of the bill and its status.

THE COMMITTEE SYSTEM. Legislatures operate by Committee. A bill is referred first to a Committee that deals with the subject matter of the bill. For example, most of the bills we would be concerned with would be referred to committees with names like "Commerce and Labor," "Health Care," "Human Services," or "Insurance." Many legislatures have "joint" committees, made up of both Senators and Representatives (or Assemblypersons), although some have separate House and Senate committees.

COMMITTEE STAFF. The staff of a committee do the analysis, identify questions, and provide recommendations to the Chairman and members, and often are the best source to turn to for making your recommendations about changes in a bill, or just to find out what is going on.

THE HEARING. Committees have a public hearing on legislation referred to it. However, while most legislatures give some form of public notice for public hearings, the only way to be sure you know when a bill has a hearing is to call the Committee the bill is in. If you want to be sure you know in advance when the hearing is, you may have to call repeatedly until they are able to tell you.

WAYS AND MEANS COMMITTEE. Most legislatures have one or two Ways and Means Committees, who review and amend proposed state budgets, and also review any legislation which involves state expenditures. After a bill goes through the subject-matter committee, it can then be referred to Ways and Means. Since most Ways and Means committees have a large amount of bills referred to them, this committee can often be a "graveyard" for many bills, merely because of the bottleneck created by the large number of bills.

THE FIRST HOUSE. After Committee, or Ways and Means, a bill usually is considered first by the House. (that is, the House or Senate) the sponsor is from. After passage by the first house, the bill can then be considered by the other one.

READINGS OR CONSIDERATIONS. Most legislatures require that each House consider every bill on three separate occasions, usually called "reading" or "considerations." The "first reading" is usually when the bill is referred to Committee. The "second reading" is when the bill is referred from Committee to the floor, where it can be debated, amended, and then defeated or voted to "third reading." The bill is then reviewed for legal consistency with other laws, etc. by the "Committee on Bills in Third Reading," or something similar. However, in some legislatures this committee can become another "graveyard," if there is no time limit for consideration of the bill by this committee. If the bill survives Third Reading, it goes to the floor for debate, amendment, etc. and then can be "passed to be engrossed." Then, it goes over to the other House to go through the same procedure.

THE CALENDAR. This is the agenda, or list of items to be considered for a session of the House of Senate. Calendars usually tell you where in the process the bill is - whether it's on "third consideration" or whether the bill is being considered for "second reading." Calendars are sometimes in legislative shorthand that they understand, but that you can learn to read through just a little trial and error.

THE CLERKS. Don't despair. Every legislature has a House Clerk and Senate Clerk office. who are the experts on the process. They can be very helpful to you in tracking down a bill. helping you understand where in the process your bill is in. and in answering any question you might have. Call them; they can help demystify the whole process and save you time and aggravation.

HOW TO FIND THE STATUS OF A BILL

To influence legislation, you of course need to find out "where" in the process the bill is. At any point in time, you need to find out "what is the status of my bill?" These are tips for doing so:

KNOW THE BILL NUMBER. This is also your tracking number. Then, get a copy of the bill, once it is printed.

CALL THE CLERK. With the bill number, the House of Senate Clerk can usually quickly tell you where in the process the bill is, or what committee the bill is in and when the bill was referred to that committee. The Clerk can often be helpful in explaining also what that means.

CALL THE SPONSOR. The sponsor, or more likely a staff person for the sponsor, often can be relied on to closely follow the progress of their own bill. They can also tell you whether the bill is in good shape or bad, and what, if anything, might need to be done.

CALL THE COMMITTEE. The subject-matter committee that originally got the bill usually follows all of their bills, especially if they gave it a "favorable" recommendation. So, find the appropriate staff person who is handling your bill and keep in touch with him or her.

RESEARCH IT YOURSELF. Go to the State House or Capitol Building yourself, if you can. Visit the House and Senate clerk's office, and see how you can look it up yourself. Most legislatures have computerized their Clerk's offices, so in many you can go through a computer printout or even look it up yourself on the computer screen.

GET A "PRINTOUT." If you really want to understand and keep track of what has happened to your bill, a Clerk's office that is computerized can sometimes give you a hard-copy printout of everything that happened to your bill since it was filed. Looking through that record can help you understand how well the bill is doing, and help you understand how the process works.

CALL SUPPORTERS OF THE BILL. Especially if you support the bill also; an organization that supports a bill usually will be following it closely and trying to get it passed with as few amendments as possible. Find a contact person at this organization and keep in touch. They should be able to tell you quickly the status of the bill, how well it is doing, and what you could do, if anything, to help.

CALL OPPONENTS OF THE BILL. Especially if you oppose the bill also; an organization that opposes a bill usually will be following it closely and trying to get it defeated or will try to amend the bill to eviscerate it. Find a contact person at this organization and keep in touch. They should be able to tell you quickly the status of the bill, how well it is doing, and what you could do, if anything, to help.

DON'T BELIEVE EVERYTHING YOU READ. Newspaper reporters often have a poor understanding of the legislative process. News articles rarely give bill numbers, or the precise status of the bill, or any of the information you can get yourself. Newspapers can be a good source of some information, but not what you really need to know in most cases.

KEEP AT IT. Things can happen very fast in legislatures. Of course, sometimes they can drag out for months and months. Check on your bill on a regular basis, and increase your

checks when it looks like something is going to happen. The more calls you make, the more you will be able to understand the process and what is happening to your bill.

HOW TO "EDUCATE" LEGISLATORS BY YOURSELF

What we are talking about here is for every **IARP** member, as an individual, to influence the legislative process on his/her own behalf (and IARP through contacts, education and communications *with your own legislators*). Broadly speaking, many will call it lobbying, but since you won't be paid for it, and because you'll be dealing only with your own elected legislators, you shouldn't be considered a "lobbyist" under state lobbying laws.

YOUR OWN LEGISLATORS. That is your objective. Know who they are. Make sure they know you. Write to them. Meet with them. Build a relationship over time so that when you need their vote on a IARP issue, they will be most receptive to your requests, and won't wonder who you or IARP are.

THE LEGISLATIVE PROCESS. Know at least the basics about how a bill is passed into law. Know how to find the status of a bill. Know *exactly what action* you want your legislator to take on a bill.

KNOW THE STAFF. Get to know the staff of your legislators. Be nice to them. Help them out. If they want information, get it and send it to them.

TESTIFY AT HEARINGS. You can testify at hearings, representing either "just yourself" or along with other IARP members from your local Chapter. Testifying can have a triple impact; (1) committee members are usually impressed when citizens take the time to testify; (2) it will help the efforts of your IARP chapter, and (3) your legislators, whether they are on the committee or not, will give you greater credibility.

KEEP TRACK OF A KEY IARP BILL. For a few minutes each week, you can keep track of one bill, over time learn the legislative process, and by tracking the bill learn when the best time is to call you legislator for help - and know exactly what to ask for.

KNOW WHEN TO ASK YOU LEGISLATOR FOR HELP. If the bill is up for a vote in the Senate, call your Senator - and ask them to "vote in favor of ordering the bill to a third reading," or whatever the specific vote actually is. Don't call your Representative until the bill comes up in the House, then make the same type of call.

DON'T OVERUSE YOUR LEGISLATORS. After your introductory letters and meetings, hold off until something important really comes up. Then, don't bug them unnecessarily - wait until the bill comes up for a vote the particular legislator can help with. Then, make your specific request for action.

GET FOUR OTHERS TO-MAKE SIMILAR CALLS. For a legislator, five phone calls from constituents is practically a landslide. So, find at least four other people in your same profession, in the legislator's district, and coach them in what to do - and double-check to make sure they called. This greatly magnifies the impact of your call, and by itself can change a legislator's vote.

FOLLOW UP. Always. The day after the vote you requested, call the legislator to see how he/she actually voted. If they voted the "right" way, thank them. If they voted the "wrong" way, be courteous - say you are disappointed. Is there anything I could tell the legislator that might change their mind if this issue is voted on again? Could you explain why they voted that way?

LETTERS TO THE EDITOR. Use letters to the editor to inform the public and to indirectly, through the newspaper and the public, educate the legislator. Write a letter asking readers to call their legislator and ask for them to vote for/against the bill. Write a letter thanking your legislator for a good vote. Don't write a letter castigating a legislator for a bad vote - those backfire. Be factual, brief, and to the point.

EDUCATING DO'S

KNOW YOUR FACTS. Be prepared with sufficient background information to substantiate your position.

BE ACCURATE. Double check your facts. Correct errors immediately. Don't use any "facts" you are unable to verify, and never say anything you think may not be true.

KNOW THE LEGISLATIVE PROCESS. Know where your bill is. Understand the next part of the process, so you know exactly what action you'd like your legislators to take.

BE REASONABLE. Allow for the possibility that there could be honest differences of opinion. Listen to the other side, they may have a point you should consider. Don't abandon your legislator if he doesn't vote 100% the way you want.

BE REALISTIC. Compromise is usually needed to pass legislation; it is a normal part of the process. Recognize that politics is the "art of the possible," and that some times half a loaf is better than none.

FIGHT ISSUES - NOT PERSONS. Stay away from personalities. Discuss issues, and be prepared to offer constructive alternatives and compromise language when needed.

WIN. Educating is not an academic exercise, you must be in it to win. Be serious about your issues, but be sensitive to the feelings of people, especially the opposition.

EDUCATING DON'TS

DON'T BURN ANY BRIDGES. Your efforts are most valuable over the long-term, where your growing relationship with your legislators enables you to be the representative of your profession and IARP on many different bills and issues over the years.

DON'T BREAK A PROMISE. This is a cardinal rule. If you tell a legislator you'll do something, you are committed to it. So, think hard before you make a promise.

NO QUID-PRO-QUO. It's OK to return a favor for a favor, but never make a "deal" where you promise something for a vote. Recognize that, to a legislator, fulfilling even the smallest of your "requests" probably is considered a favor he/she has done for you. Generally, legislators expect that people they help will at least vote for them, or make contributions or campaign for them. Decide for yourself how you would like to reward a legislator who has been helpful. but make sure it is your decision, and not something you think you "owe" because a legislator has done the right thing. On the other hand, don't obviously attack or show a lack of support for a legislator who has been helpful – that could easily turn a friend into an enemy!

HOW TO TESTIFY AT A HEARING.

Testifying at a hearing on a pending legislative bill or administrative regulation is certain place in the legislative process where one person CAN make a difference. Often legislators feel that the most effective testimony is not that from the "experts" or from interest groups. but, from ordinary citizens. They are often impressed when a citizen, with no obvious ax to grind, prepares sufficiently to offer informed testimony at a hearing on an issue that affects them.

IDENTIFY YOURSELF. Simply give your name, town of residence, what you do for a living. .Good morning. My name is John Doe. I live in Anytown, and am a self-employed vocational rehabilitation counselor. I am a member of the Ohio Chapter of IARP."

STATE YOUR POSITION. Simply give your position. "I am OPPOSED to passage of Senate Bill 919" or "I am IN FAVOR of these proposed new **regulations.**"

GIVE YOUR REASONS. In one or two summary sentences, explain your position: "I am opposed to Senate Bill 919 because it would impose onerous and unnecessary requirements for the certification of case managers." or "I am in favor of these regulations because they will improve the delivery of vocational rehabilitation services to ill or injured workers covered under workers' compensation." Stick to known facts. preferably from personal experience.

HOW DOES IT AFFECT YOU? Mention how it may affect you -- if it does -- directly. "S-919 would effectively put me out of business, a business I have been successfully engaged in for over 30 years," or "These regulations will streamline the process for determining whether additional rehabilitation benefits should be granted, and will enable me to provide my services more effectively to (he injured worker." Or, "while this bill would not affect me directly, I am concerned about the overall effect it will have on the rehabilitation profession."

HAND OUT WRITTEN TESTIMONY. Have enough copies to hand out to all legislators, staff, and others. Since most legislative committees in state legislatures do not keep written transcripts of testimony, your written testimony may serve as the only record of what you had to say.

DO NOT READ YOUR TESTIMONY. Never read it verbatim, unless it is one page. However, be prepared to give a 5-10 minute summary of the high points of your statement. For other details, you can then easily refer them to your written testimony. Always talk, don't read!

ANSWER QUESTIONS. This is often more valuable than your prepared testimony. From the questions, you can see what the remaining issues are, and what areas require more education. If you don't know the answer to a question, that's OK -- then you can volunteer to look it up and provide it at a later date. *However, if you offer to provide information, you must then deliver, or you risk losing credibility for you and your issue.*

BE CLEAR. Do not use technical or obscure language. Short, concise sentences are best.

BE REASONABLE. Stick to your issues. Never cast aspersions on other organizations or individuals. Be respectful of those who oppose your position. While you can -- and should -- be forceful in presenting your points, avoid hyperbole and embellishments.

SUM UP YOUR POSITION AT THE END. Follow the rule; "Tell 'em you're going to tell 'em; tell 'em; tell 'em you told them." When the questions and answers are over, and the Chair thanks you for your

testimony, thank him/her for their time and say that you hope the committee will vote for/against the bill/regulation. This helps make it abundantly clear to the committee what your position is, just in case they lost the thread of your argument during the questions.

YOU CAN FILE A BILL - THIS IS HOW!

In one state, Massachusetts, all citizens have the "right of free petition," a right by custom to file legislation through their state Representative or Senator. While a legislator in Massachusetts is obliged to file a bill for a constituent, they are not obliged to support. In such cases the bill is marked that it was filed "by request,"

Even though the other 49 states do *not* have such an explicit requirement, in most cases a legislator will routinely file a bill for a constituent. All you usually have to do is ask. So, if you want to file a bill, what do you need to know?

1. **RESEARCH & PREPARATION.** Make no mistake about it, drafting and filing a bill is a lot of work. Luckily, most legislatures provide assistance in doing so, so you won't be entirely on your own. You should put together a file with:
 - the state law you are trying to amend or add to
 - legislation from one or more other states similar to what you are trying to do (if there is any)
 - background information about the issue
2. **HAVE A CLEAR, LIMITED OBJECTIVE.** Don't try to do too much in one bill. Consider whether the bill would require the expenditure of state funds -- that adds an additional complication. Make sure the bill is closely tailored to achieve **ONLY** your objective; you ask for unnecessary trouble if the bill unintentionally brings in extraneous issues that prompts opposition having nothing to do with your main issue.
3. **PREPARE A FACT SHEET.** When you put together your background material and draft your proposal for a bill, you should also write a one page fact sheet about the bill, with:
 - a summary of the bill
 - a discussion of what the bill would do and why that is needed
4. **IF YOU CAN DRAFT IT YOURSELF.** Are bills drafted only by lawyers? Not necessarily. It is possible to write the initial draft of a bill yourself, and then expect that the Counsel's Office at the legislature will be able to put it into proper legislative form as a redraft. Some states, like Massachusetts, allow you to initially file a general bill that starts with the words "Notwithstanding any general or special law to the contrary..." and then describes what the bill is designed to accomplish. Check on that first; that is not acceptable in many states. At least four states -- Arizona, Massachusetts, Montana, Tennessee -- have bill drafting manuals available, other states may also have one.

HAVE THE LEGISLATOR GET IT DRAFTED FOR YOU. Many states have a legislative service that drafts bills for legislator. Ask your legislator if your state has such a service. Then, if they do, all you need is to describe what you want the legislation to accomplish, provide some background information, and then ask your legislator to request the service to draft it.

SAMPLE BILL

(A Massachusetts bill, NOT necessarily applicable in other states.)

AN ACT TO IMPROVE ACCESS TO REHABILITATIVE SERVICES

Be it enacted by the Senate and House of Representatives in General Court Assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 176B of the General Laws is hereby amended by inserting after section 4G, the following new section:

Section 4131/2. Any subscription certificate under an individual or group medical service agreement which shall be delivered or issued or renewed in this Commonwealth shall provide as benefits to all individual subscribers and members within the Commonwealth and to all group members having a principal place of employment in the Commonwealth, in the case of outpatient benefits, the services of a rehabilitation counselor licensed under the provisions of chapter one hundred and twelve to the extent of five hundred dollars over a twelve month period.

CAUTION: Do not file a bill unless you are prepared to work hard to pass it, unless you have the fact sheets prepared to document the reasons to pass it, unless you have a number of IARP members or others lined up to help you push for it. The danger is, unless you are ready to defend your bill, it could be used by other to attach, rather than to promote, your interests. While filing a good bill does create an opportunity to improve your situation, recognize that the same bill could be amended to actually harm your interests.

LETTERS TO THE EDITOR

Letters to the editor of local or metropolitan newspapers are an effective way for one person to affect the state legislative and regulatory process. While letters to the editor are of course a way to influence public opinion and to call attention to an issue, they are also an effective way to influence your legislators. Writing a letter to the editor, or, preferably, a campaign of writing many letters from members of a group to the newspapers, calls attention to an issue in a matter that a legislator cannot fail to miss. Tips on writing a letter to the editor:

1. **KEEP IT SHORT.** One page is usually enough. Any letter longer than that almost require for the newspaper to edit them, in which case you lose control over what will be printed. Address it "To the Editor." At the bottom, after your name, put a phone number where you can be reached - many newspapers do not publish letters unless they can identify who wrote it.
2. **WRITE CLEARLY.** Use short, concise sentences, and short, one or two sentence paragraphs. Avoid technical language or jargon. Use declarative sentences in the active voice.
3. **STICK TO JUST ONE POINT.** Have one objective in mind, and stick to that objective. Talking about more than one point will confuse the readers and dilute the effectiveness of the letter.
4. **REMEMBER YOUR AUDIENCE.** You are writing to the general public, to inform them of a pending issue and perhaps to **call** for action.
5. **CALL FOR ACTION.** After giving your position, ask the readers to **DO SOMETHING**: "Write your state legislators and urge them to vote **AGAINST S-919**."
6. **AVOID PERSONALITIES.** Don't attack anyone-, stick to the issues. Fight issues -- not people. If you are calling to rebut or contradict something that was in the newspaper, be respectful and give facts or objective reasons for your position.
7. **GIVE ONE GOOD REASON.** Don't try to give a dissertation or a professional paper. It's OK if you use your opinion -- that is what letters to the editor are for.
8. **CITE FACTS.** Your credibility is enhanced if you supplement your position and your opinion with at least one clear fact that supports your position or gives needed background about the issue.
9. **SEND TO MORE THAN ONE PAPER.** Send the same letter to all of local daily and weekly papers -not just one. Send the same letter to every daily paper in the state. Repetition helps get your message through, and increases the chance that someone will hear what you have to say.
10. **WRITE IT NOW.** Don't wait. Lead times for printing letters in newspapers can be very long.

SAMPLE LETTER:

To the Editor:

The workers' compensation reform bill, S-92 1. now being considered at the state capital, would severely restrict the vocational rehabilitation benefits available to injured workers.

As a vocational rehabilitation professional, I am concerned that passage of this bill would prevent many injured workers from returning to work, and will end up costing the state millions of dollars in additional payments for workers' compensation.

I urge readers of this newspaper to write their state legislators today and ask them to amend this bill to restore the vocational rehabilitation benefit. Thank you.

Sincerely,

Phone number: xxx-xxx-xxxx

POLITICAL CAMPAIGNS & CONTRIBUTIONS

Do you *have to* contribute to a legislator or work on their campaign to have them respond positively to your requests? No. you DO NOT. You should expect your legislator to respond to your questions, concerns, and requests *solely on the basis* that he or she represents you, that you are one of his or her constituents, and that you are sincere about your concerns and have the facts to back them up. Anything you do beyond that to help their reelection efforts should be *your decision* alone, and *not* an explicit quid-pro-quo for any assistance the legislator may give you on your issues. However, if a legislator IS helpful, does vote in a positive way to help promote and protect your interests, and responds positively to your concerns, questions, and requests, it is certainly in order to consider making a contribution or working on their campaign. *Here are some key points to keep in mind about campaignrelated activities:*

CONTRIBUTING MONEY. Fundraising is the bane of political campaigning. Legislators always appreciate a contribution, no matter how small. Note, however, that most states require candidates to keep records -which are public at some point -- of who makes contributions, so yours will be public.

FUNDRAISING. If you have an especially good legislator, the one thing he or she would appreciate the most is if you could raise money as well as make a contribution yourself. For interest groups, such as IARP, this could be an advantage. As a IARP member, you could contact other IARP members in the legislator's district, or elsewhere in the state (that's OK) and raise money from IARP -after all, it's to support a legislator who supports IARP issues! This has the added value of not only raising money, but showing the legislator that he or she has the support of IARP and the rehabilitation community.

STUFFING ENVELOPES. This is one of the most painless, although often time-consuming, campaign activities. Campaigns are always doing mailings, and usually try to save money by using volunteers to fold, stuff, and stamp mailings. You could do this yourself, and perhaps recruit other IARP members to help a particularly helpful legislator.

PHONE CALLING. Some people love phone calling; others hate it. Since campaigns usually need lots of phone calling, you could be very valuable if you are willing and able to do so. The most usual type of phone calling is the "voter ID" call, where all the voters in an area are called to see if they are supporters of the candidate. Then, on election day, the known supporters (usually called "1's" and "2's") are called to make sure they vote.

SIGNS AND SIGN HOLDING. Virtually all campaigns use signs. You could put one on your lawn or house, depending on local regulations. Campaigns also do "visibility" events, where they will recruit some people to hold signs at frequently traveled places, such as an intersection or rotary. And, on election day, campaigns always need people to hold signs at a polling place during the day if permitted by the local laws.

DEAR FRIEND CARDS. A useful technique is for the campaign to supply you with preprinted postcards, that you address to friends and sign, which ask for their support for the candidate. This would be another way of soliciting support from other IARP members and others in the rehabilitation community.

POLL CHECKING. One of the more important election day activities. If a campaign has done the "voter ID" phone calls mentioned above, the poll checkers are given a copy of the voting list with the "1's" and "2's" marked. As people go into vote, their names are checked off. Every few hours or so, the lists are collected so that phone calls can be made to the supporters who have not yet voted.

"COFFEES." Hold a little house party. sometimes called "coffees," where you invite friends and neighbors to your house to hear the candidate speak and to ask him or her questions. For local campaigns, this is often the most effective way for the candidate to actually meet voters. and is sometimes the only way many voters can actually meet and talk to the candidate. Setting up a coffee usually involves sending out written invitations and then following up by calling each of the invitees.

NOMINATION PAPERS. The first step of any election campaign is to get the required number of signatures on nomination papers. Aside from signing them yourself. you could show support by helping collect signatures, perhaps from other nearby, IARP members in the legislator's district.

ELECTION DAY. The final stage of an election campaign and the most important day of the campaign. Candidates always appreciate whatever you can do on election day. Also, doing any chore on election day guarantees you an invitation to the "victory party" (it's always called that, even if they lose). where you can see the candidate and get to know his or her other supporters.

WHO REGULATES YOUR PROFESSION?

On a day-to-day basis, the activities of state agencies and the impact of state regulations may have more of an effect on your profession, your practice, and your livelihood than what may happen at the state legislature. In addition to knowing who your legislators are, and making contact with them, it is also important to know who *lie slate government officials are* who regulate your business and professional activities.

PRACTICE AREAS. Most IARP members work in providing case management and vocational rehabilitation services to ill or injured workers covered under state-regulated workers' compensation insurance policies. The return-to-work component of most states' workers' comp regulations also involves job placement specialists, vocational evaluators, and similar titles. Others provide case management and rehabilitation services to ill or injured persons covered under automobile insurance or group health insurance programs -- both also regulated by state law and regulation.

LICENSURE & CERTIFICATION. A number of states have licensure requirements for vocational rehabilitation counselors, rehabilitation counselors, or for licensed professional counselors, or have similar licensure requirements for related professional titles and areas of practice. Many states have **certification requirements** for various counselor and rehabilitation professional titles. All states, of course, have a licensing board for registered nurses, licensed professional nurse, and other nursing titles. These state licensing and certification requirements should be distinguished from the major national certification programs -- CRRN, CRS. RN. CRC, CCM, CVE. etc. which may or may not be recognized in the state regulations.

1. **ASK YOUR STATE LEGISLATOR.** This is the easiest way. State legislators act as "ombudsmen" for their constituents, and help them get answers from and deal with problems with state agencies. Write or call your legislator with specific questions about the state agencies and officials you are interested in, and they should be able to provide you with that information. Of course, this works best if you have already made initial contact with your legislator as outlined in this handbook.
2. **SECRETARY OF STATE'S OFFICE.** Some state Secretary of State offices have "voter information" hotlines or information services. Call information at your state capitol to get the State Secretary's number and see if they have such a hotline. (Hotline)
3. **LEAGUE OF WOMEN VOTERS.** Many states have an active state League of Women Voters, who provide information services to citizens. Call information in your state capitol to get their number.
4. **GET A DIRECTORY.** Many states compile "blue books" or directories of state agencies and officials. They are usually compiled and distributed by the Secretary of State's office, where you should check first. Having a directory. obviously. should give you the information -- agency names, names of officials, addresses, phone numbers -- that you need.
5. **WORKERS' COMPENSATION.** Many states have a "workers' compensation board" (New York) or a workers' compensation commission" (Arkansas, Mississippi) or something with "workers' compensation" in the title. Other states include workers' compensation regulation under the state department of labor, the industrial commission, or an industrial accident board.
6. **REHABILITATION SERVICES.** Many states have a "vocational rehabilitation services" (New Jersey), "rehabilitation services" (Georgia, Minnesota), "social and rehabilitation services" (Kansas), "rehabilitation commission" (Massachusetts), "rehabilitation division" (Nevada), "vocational rehabilitation division" (Delaware), or "social services" department or division. Others may have a "disability determination division" (Idaho). or a "disability evaluation division."
7. **PROFESSIONAL REGULATION.** Licensing and certification are usually handled by a state department or division with a title like "professional licensing division" (Iowa), "professional registration" (Missouri), professional regulation" (Illinois), "business and professional regulation department" (Florida), or occupational and professional licensing division" (Maryland).

STATE REGULATIONS - KEEP TRACK OF THEM

Once you find out what state agencies regulate your profession, you need to find out *how to keep track of their regulatory process*. You want to know -- in advance -- of any proposals for new regulations or for amendments from these agencies.

By keeping track of pending regulations, you will hopefully (1) avoid being blindsided by changes in regulations that affect you, (2) gain the opportunity to change regulatory proposals that affect you, and (3) be part of the regulatory process, rather than just affected by it.

There's not much to this. Here are some things **YOU** could do:

1. **WRITE TO EVERY STATE AGENCY** that regulates your profession. Ask to be notified about any proposed changes in regulations, and to be put on a mailing list of such proposals, if they have one.
2. **CONTACT THE SECRETARY OF STATE** or legislative services bureau, and ask to be put on the mailing list for proposed changes in regulations. Many states have a central office which coordinates the regulatory amendment process.
3. **ASK YOUR LEGISLATORS** to let you know of any proposed changes in regulations, and to help you find out how you could get on the appropriate mailing list or lists.
4. **DO SOMETHING** about them. Testify at hearings on proposed regulations that will affect you.
5. **NOTIFY YOUR CHAPTER.** Don't keep this information to yourself -- tell your chapter and other IARP members of how to keep track of regulations and about any pending regulations you may hear about.

WORKING WITH Your IARP CHAPTER

Alone, you can do a lot by getting to know your state legislators and by educating them about rehabilitation issues. However, your efforts become more valuable combined with the efforts of other IARP members and your state **IARP** chapter.

Some suggestions:

1. **EDUCATE** yourself about the legislative process. Learn at least enough to be able to talk to your legislators on a regular basis.
2. **GET TO KNOW** your legislators, and start the process of educating them about rehabilitation issues and concerns.
3. **CONTACT** your state **IARP** chapter. Call the chapter president, or the legislative chair, if there is one. Offer to help them keep track of relevant legislative and regulatory issues in your state, and ask them to keep in contact with you about issues they want followed.
4. **NETWORK** with other IARP members and the rehabilitation community. Recruit others to educate their legislators. Share information.
5. **ORGANIZE** in your legislative districts. Line up five other IARP members or others in your profession in your town or your legislator's district -- so you can call them into action when needed.
6. **KEEP TRACK** of legislation and regulations. Notify your chapter when you hear anything.
7. **BE READY** to act when requested by your state chapter. When they call to ask for your help on a pending legislative issue, you should be able to call your legislators and ask for their help.
8. **VOLUNTEER** to serve on the legislative committee, to form a legislative committee, or to chair the legislative committee, of your state IARP chapter. If no one else is doing it, be the one person who makes a difference and coordinates the chapter legislative effort.
9. **TEACH** other IARP members what you have learned about the legislative process and how to work with legislators. In this way, you extend the value of what you have learned and magnify the positive effects of your efforts.
10. **KEEP AT IT.** The legislative/regulatory process never stops. If there isn't something happening that you're hearing about, there is probably something happening behind the scenes. Try to find out what's going on, and stay on top of the issues on a regular basis.

HOW TO HIRE A LOBBYIST

How to Avoid Dropping the Ball

Many IARP chapters hire a lobbyist to help them deal with state legislation. A lobbyist can be your eyes and ears at the state legislature, an invaluable source of information that is not usually available from any other source. A lobbyist can help pass bills that positively affect you, and to amend or defeat legislation that would adversely affect you.

WHAT IS A LOBBYIST? A "lobbyist" is someone who is knowledgeable and experienced in drafting legislation and amendments to legislation, negotiating wording changes in legislation, and tracking the progress of legislation. There are no professional licensing or certification requirements for lobbyists, except to the extent that many states require lobbyists to register annually and to list their clients, the legislation they work on, and to report their sources of income and the amounts they spend for their lobbying efforts. A law degree is NOT essential -- while many lobbyists are lawyers, many successful and effective lobbyists are not.

WHY HIRE A LOBBYIST? Hiring a lobbyist is not an "expense," it is an investment. Your chapter may already have a lobbyist or be thinking of doing so if there is major rehabilitation-related legislation currently pending in your state because major legislation, such as an overhaul of your state's workers' compensation law, involves a very complicated and controversial process, having a lobbyist is essential if your group is to have a fighting chance in preserving and protecting your interests.

However, your chapter should consider having some lobbying presence *all the time*, even when it seems like "nothing is going on." It often pays to keep a lobbyist on retainer all the time, if only to keep an eye on the legislature and to hopefully find out about "minor" legislation that may affect you. It can be a mistake to hire a lobbyist only on a project basis, or when you realize you are in the midst of a crisis -- because, then, you lose the advantages of developing a long term positive relationship with your lobbyist and of your lobbyist being able to help you out before a crisis actually develops.

SELECTING YOUR LOBBYIST. How do you find a lobbyist? Call your state legislature or, in some states, your Secretary of State, and ask for a copy of their directory of registered lobbyists (almost all states have such a list). Go through the list and see how many, if any, deal with rehabilitation issues. Failing that, see who deals with health care, workers' compensation, or social services. Before you call any of them, see if they have any obvious conflicts of interests -- whether they represent, say, insurance companies, business associations, etc. (the conflicts will vary from state to state).

Call 3-4 of the most likely candidates and invite them to submit a proposal for services, and to meet with your chapter's legislative committee. Review their materials and interview each of them. What to look for: effectiveness in representing their clients' interests, understanding and commitment to your interests, any problems they may see in representing your interests, any possible conflicts they may see, whether your chapter would be a major client or just one of many, and any specific suggestions about what he or she should be doing on your behalf.

CONTRACTING WITH A LOBBYIST. It is important to formalize your business arrangement with the lobbyist, either through a formal contract or a letter of agreement. This agreement should contain the following:

1. DESCRIPTION OF SERVICES. List and describe the services you want delivered -- only to monitor bills, educate on a specific bill, etc.
2. FEES & EXPENSES. Usual procedure is for an annual fee paid on a monthly basis, with certain agreed upon expenses stated in the agreement.
3. TERMINATION. Specify the grounds and procedure for either party to terminate the agreement, within a reasonable notice period.
4. EXCLUSIVITY. State whether the lobbyist may have other clients (the usual arrangement) or just represent your organization.
5. CONFLICT OF INTEREST. Require full disclosure of any conflict that may arise on any specific matter and how it shall be resolved.
6. CONTRACTOR STATUS. State that the services of the lobbyist are provided as an independent contractor, not as an employee.
7. SOLE AGREEMENT. State that the agreement is the sole agreement between the parties for this purpose, unless amended in writing and appended to the agreement.

WORKING WITH YOUR LOBBYIST. Once you hire a lobbyist, they will need your assistance and support. He or she will need to call on you to help analyze the effect of potential legislation on your chapter members. and will need one contact in the chapter to consult with about decisions on strategy. Since legislative machinations can often move at the speed of light, they will need a contact for the chapter who has the authority to make decisions on very short notice about the text of proposed amendment and to give the lobbyist direction about what to do. While the lobbyist acts as your professional representative and can give his or her advice about what you should do, the decisions are ultimately up to you, the client.

Chapter 7

Other Resources

Advertising Guidelines - <http://www.bbb.org/advertising/ethicalguidelines.asp>

Advertising Code of Ethics - <http://www.bbb.org/advertising/adcode.asp>