

THE INTERNATIONAL TRANSACTIONAL ANALYSIS ASSOCIATION GUIDELINES MANUAL

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ARTICLE I - MEMBERSHIP

SECTION 1. MEMBERSHIP

Membership is open to all persons regardless of race, creed, ethnic group, religion, age, sex, sexual preference, penal servitude, political association, or disability. Applicants who have met the requirements for membership to the satisfaction of the Board of Trustees shall become members upon receipt of written notification and the payment of such tuition, dues, and assessments. The Board of Trustees may set membership fees from time to time.

SECTION 2. NON-VOTING MEMBERSHIP

2.1 Associate Member

A general interest, non-voting membership that supports the goals of the ITAA.

SECTION 3. VOTING MEMBERSHIP

The following categories of membership shall be entitled to vote:

3.1 Regular Member

A support level, voting membership for professionals who use transactional analysis but are certified through another source. This is also the membership for persons attaining competency-based certification from the Training and Certification Council Board of Certification.

3.2 Certified Member - Clinical, Educational, Organizational and Counselling

Certified Members are members whose competence has been certified in at least one of four fields of application of Transactional Analysis, designated as Clinical, Educational, Organizational or Counselling.

3.3 Teaching/Supervising Member - Clinical, Educational, Organizational and Counselling

Certified Teaching Members are members who have been previously certified as competent in application of Transactional Analysis and subsequently been examined and certified as competent to train and /or supervise others for certification as Transactional Analysts or as Teaching/Supervising Members in the Clinical, Educational, Organizational or Counselling fields

3.4 Life member

The Board of Trustees may confer the voting member category of Life Membership upon any person who has given distinguished service to the Association. On completion of their term of office, Presidents will automatically be appointed as Life Members. Life Members are voting members as defined in the ITAA Bylaws.

Life Members shall be persons who have given distinguished service in furthering the Mission of the Association, and who have demonstrated the values specified in the Bylaws of ITAA in their service to the Association and/or their work in encouraging the growth and development of transactional analysis.

They will be elected from time to time by the membership on the nomination of the Board of Trustees. Life Members have the privileges of free membership to the Association.

ARTICLE II – OFFICERS

SECTION 1. POSITION DESCRIPTIONS AND ELIGIBILITY REQUIREMENTS

1.1 President-Elect

The President-Elect is an elected official of the Association, a member of the Board of Trustees and a member of the Executive Committee. Elected for a

one-year term immediately preceding his/her term as President, the President-Elect prepares for leading the Association and facilitates continuity by becoming familiar with the operations and leadership of ITAA.

1.1a General Functions of President-Elect

Becomes familiar with the Bylaws and Guidelines of the Association. Gets acquainted with the structure and management of the Association, and the staff and committee chairs. Develops plans for the following three years, in consultation with the President and the nominations committee, for recruiting volunteer managers who reflect the cultural diversity of the membership.

1.1b Specific Functions of President - Elect

Manages budget allotted to the President - Elect and submits budget items for President-Elect and President functions.

1.1c Selection Criteria for President - Elect

As for the President

1.2 President

The President is the Chief Executive Officer of the Association, elected by the membership, who is responsible for chairing the Board of Trustees and the Executive Committee. The President manages the work of the Association through the other officers and the Office Manager. The President position has different roles during a five year term: One (1) year as President - Elect, three (3) years as President and one (1) year as Past President.

1.2a General Functions of President

Directs the work of the Association in accordance with the Bylaws and Guidelines. Represents the Association to the public and the professional community. Recruits and appoints chairpersons and members of subdivisions and committees, with the assistance of the officers in charge and subject to ratification by the Board at its next meeting.

1.2b Specific Functions of President

Plans, chairs, and follows up on meetings of the Board of Trustees and the Executive Committee. Coordinates the work of the Divisions, Staff, and other working bodies of the Association. Manages Association finances in conjunction with the Treasurer and Office Manager. Manages the budget allotted for President's expenses. Supervises the work of the Office Manager and in the absence of the Office Manager supervises the work of the

office. Gives regular performance appraisals and career development guidance. Participates in planning and carrying out long-range planning activities of the Association. Responds to concerns and needs of members and working groups in the Association and delegates actions as appropriate. Ensures that there is adequate communication within and among parts of the Association.

1.2c Selection Criteria for President

Have the ability, time and commitment to serve ITAA as Chief Executive Officer. Demonstrated ability to show leadership, organize and plan effectively, set goals and objectives, develop action plans, set meeting objectives and conduct Board meetings. Experience and skills at managing employees and facilitating participatory management of volunteers. Demonstrated ability to produce results through others while generating positive support; e.g., negotiate performance expectations, monitor progress, provide feedback, and take appropriate action. Demonstrated ability to work toward common goals as a team member. Demonstrated ability to communicate effectively, both orally and in writing. Demonstrated ability at win-win negotiating. Is free of any outstanding proved ethics charges.

1.3 Past President

Each President of ITAA goes on to serve one more year as Past President. The Past President of ITAA is a member of the Executive Committee and the Board of Trustees, and provide, when requested guidance and continuity in the management of the Association. The Past President takes on specific assignments as requested by the President, serving in those areas which are best suited to his or her talents and interests.

1.4 Vice-President - Operations

The Vice President of Operations is an elected official of the ITAA, serving on the Executive Committee and the Board of Trustees, responsible for the management of the Operations Division of the organization. The Vice President of Operations will perform the duties and exercise the powers of the President in the absence of or in the event of the death, disability, or unwillingness of the President to serve as President.

1.4a General Functions of Vice President - Operations

Manages and coordinates the work of all Standing Committees of ITAA under the Operations Division.

Plans and manages the budget of the Operations Division in consultation with the Office Manager, the Finance Committee,

and the Board of Trustees. Functions as primary liaison between the Board of Trustees and the Division's Standing Committees. Responds to needs expressed by Individual members and affiliated organizations, assigning tasks to relevant committees for evaluation and response. Works closely with the Vice Presidents of the Development Division, the Research and Innovation Division, and the Training and Certification Council.

1.4b Specific Functions of Vice President - Operations

Assesses organizational needs and interests of individual members. Follows up on decisions of the Board of Trustees with appropriate committee chairs. Integrates the work of the committees to meet the overall concerns, activities, and goals of the organization. Participates in the recruitment of committee chairs with the President and President - Elect.

Prepares budgets for the Operations Division, and requests and oversees the financial management of committees in context of organizational needs and priorities. Manages the work of committees by actively acknowledging the work done and confronting work that is not done. Serves as assistant to the President, for whom he or she may carry out specific assignments. Prepares a report once a year on the activities of the Operations Division to the ITAA Executive Committee and Board of Trustees.

1.4c Selection Criteria for Vice President – Operations

Desirable to have previous involvement, preferably as Chair, with a standing committee of the ITAA or other volunteer, professional organization. Member of ITAA in good standing with no outstanding ethics charges or grievances. Reasonable assessment of and commitment to time necessary to fulfill office. Demonstrated ability to serve in a management and leadership capacity. Demonstrated ability to organize and plan effectively, set goals and objectives, develop action plans, set and carry out meeting objectives. Demonstrated ability to negotiate performance expectations, monitor progress, and provide feedback to colleagues. Demonstrated ability to communicate effectively, both orally and in writing.

1.5 Vice President - Development

The Vice President of Development is an elected official of the ITAA, serving on the Executive Committee and the Board of Trustees, responsible for the management of the Development Division of the organization.

1.5a General Functions of Vice President - Development

Plans and manages the work of the Development Division of ITAA. Plans and manages the budget of the Development Division in consultation with the Finance Committee, Executive Committee, and Board of Trustees. Works closely with Vice Presidents of the Operations Division, the Research and Innovation Division, and the Training and Certification Council.

1.5b Specific Functions of Vice President - Development

Identifies and solicits revenue-generating projects for ITAA, assessing the relevance, profit potential, ethical propriety, and consistency with the mission and purpose of ITAA. Directs the development of Initial project proposals within the Development Division to be approved by the Executive Committee and Board of Trustees. Identifies and establishes means by which the image of and familiarity with the ITAA and Transactional Analysis can be enhanced among professional and lay communities. Appoints subdivision managers and project managers and recruits members for volunteer participation in conjunction with the President. Oversees, coordinates, and supports the work of subdivision managers. Prepares formal reports once a year on the activities of the Development Division to the ITAA Executive Committee and Board of Trustees.

1.5c Selection Criteria for Vice President - Development

Skills in marketing and business practices. Familiarity and involvement in forces and trends within the professional marketplace. Skills in managing a budget and engaging in product development, i.e., to accurately anticipate costs and forecast profit. Participation in other professional and/or business organizations. Member of ITAA in good standing with no outstanding ethics charges or grievances. Reasonable assessment of and commitment to time necessary to fulfill office. Ability to serve in a management and leadership capacity. Demonstrated ability to organize and plan effectively, set goals and objectives, develop action plans, set and carry out meeting objectives. Ability to negotiate performance expectations, monitor progress, and provide feedback to colleagues. Demonstrated ability to communicate effectively, both orally and in writing.

1.6 Vice-President - Research and Innovation

The Vice President of Research and Innovation is an elected official of the ITAA, serving on the Executive Committee and the Board of Trustees, responsible for the management of the Research and Innovation Division of the organization.

1.6a General Functions of Vice President - Research and Innovation

Plans and manages the Research and Innovation Division of the ITAA. Plans and manages the budget of the Research and Innovation Division in consultation with the Finance Committee, the Executive Committee, and the Board of Trustees. Works collaboratively with the Vice Presidents of the Operations Division, the Development Division, and Training and Certification Council.

1.6b Specific Functions of Vice President - Research and Innovation

Manages budget items within Research and Innovation Division for current year and submits budget items for the following year. Oversees and coordinates efforts of the Subdivision Managers, appoints subdivision and project managers, subject to approval by the President, and recruits members. Seeks additional means to disseminate research information and results within related professional communities. Identifies and acknowledges outstanding research efforts in consultation with the Manager of the Research Subdivision.

Reports formally once a year to the ITAA Executive Committee and Board of Trustees. Seeks funding and outside support for activities of the Division.

1.6c Selection Criteria for Vice President - Research and Innovation

Personal history of innovative contributions to Transactional Analysis through research, professional publications, program development, education, or other developments. Academic graduate degree in area of specialization or comparable achievements. Personal ability to generate a creative vision of the development of Transactional Analysis and its applications to current fields and future trends. Extensive comprehensive knowledge in the field of Transactional Analysis. Demonstrated ability to discriminate research that is worthwhile, relevant to members, and important to the field from other existing research. Creative and scientific attitudes. Member of ITAA in good standing with no outstanding ethics charges or grievances. Reasonable assessment of, and commitment to, time necessary to fulfill office.

Demonstrated capacity to serve in a management and leadership capacity. Demonstrated ability to organize and plan effectively, set goals and objectives, develop action plans, carry out action plans and meet objectives. Demonstrated ability to negotiate performance expectations, monitor progress, and provide feedback to colleagues. Ability to communicate effectively, both orally and in writing.

1.7 Vice President - Training and Certification

The Vice President of Training and Certification is an elected officer of the Association and a member of its Board of Trustees. The Vice President of Training and Certification is Chairperson of the Training and Certification Council of Transactional Analysts, Chairperson of the Council's Board of Directors, and responsible for overseeing the training and certification of Transactional Analysts. The Chairs of the Training Standards committee and the Chairs of the Board of Certification of the Training and Certification Council provide the nomination for this position to the ITAA nominations committee

1.7a General Functions of Vice President - Training and Certification

Serves as member of the ITAA Board of Trustees. Serves as member of the ITAA Executive Committee. Maintains channels of communication between the Training and Certification Council of Transactional Analysts and the ITAA Board of Trustees, Executive Committee, and Divisions.

1.7b Specific Functions of Vice President - Training and Certification

Reports annually to the ITAA Executive committee and the Board of Trustees on the activities of the Training and Certification Council. Represents the Training and Certification Council to the membership of the Association.

1.7c Selection Criteria for Vice President - Training and Certification

Be able to attend all meetings of the Training and Certification Council of Transactional Analysts. Member of ITAA in good standing with no outstanding ethics charges or grievances. Reasonable assessment of and commitment to time necessary to fulfill office. Demonstrated capacity to serve in a management and leadership capacity. Demonstrated ability to organize and plan effectively, set goals and objectives, develop action plans, carry out action plans and meet objectives. Demonstrated ability to negotiate performance expectations, monitor progress, and provide feedback to colleagues. Ability to communicate effectively, both orally and in writing.

1.8 Secretary

The Secretary is an elected official of the Association, a member of the Board of Trustees, and a member of the Executive Committee.

1.8a General Functions of the Secretary

Oversees and is responsible for a full and complete record of the proceedings of the Board of Trustees.

Assists the President in setting the agenda for meetings of the Board of Trustees. Assists the President in ensuring that the official business of the Association is conducted in accordance with the Bylaws and Guidelines of the Association, oversees the legal aspects of the operation of the Association in consultation with the Bylaws committee. Supervises the keeping of records of the Association. Manages committees responsible for governance of the Association.

1.8b Specific Functions of the Secretary

Takes the Minutes of the Executive Committee meetings. Supervises the Minutes of the Board of Trustees. Informs the President on matters arising from the Minutes and carries out any follow up asked for by the President. Monitors and makes recommendations to the Board concerning the legal aspects of the operation of the Association in an international environment, including matters affecting the rights of members.

Oversees the development and recording of changes in organizational structure and procedures of the Association, including the Guidelines and Bylaws. Ensures that minutes from standing committees are filed with the corporation records. Undertakes any tasks prescribed to this office by the Trustees.

1.8c Selection Criteria for the Secretary

Member of ITAA. Desirable to have previously served on the Board of Trustees. Willing to travel. A responsive correspondent. Demonstrated interest in the effective running of the Board of Trustees and the Association. Have a good understanding of the ITAA Bylaws, Guidelines and Policy manual.

1.9 Treasurer

The Treasurer is an elected official of the Association, a member of the Board of Trustees, a member of the Executive Committee and chairperson of the Finance Committee.

1.9a General Functions of the Treasurer

Oversees the entire financial operation of the Association.

1.9b Specific Functions of the Treasurer

Provides guidance on day-to-day decisions that relate to the expenditure of funds according to the budget when requested by

the President or Office Manager. Consults with the President and Office Manager on needs that occur outside the budget and helps develop proposals for the Board of Trustees in regard to special needs. Conducts correspondence and meetings of the Finance Committee. Prepares easy-to-understand reports that interpret the financial status of the organization to the Board of Trustees. Assists other volunteer leaders in developing and following budgets. Reports annually to the membership on the financial status of the association. Assists in formulation of three-year plans by the Executive Committee and Board of Trustees, for use in long-range planning for the Association.

1.9c Selection Criteria for the Treasurer

Member of ITAA. Ideally will have served as a volunteer in ITAA, preferably on Finance Committee or as a Committee Chairperson or Trustee. Willing to travel. Background in financial management or experience in management of voluntary associations or business. Accessible for consultation. Able to communicate financial and policy matters effectively. Able to interpret financial documents and develop financial plans.

1.10 ITAA Staff

The Office Manager is the chief operating officer of the professional staff of the association, reporting to the President and the Board of Trustees. The Office Manager is a member ex officio of the Board of Trustees and the Executive Committee. Functions of the Office Manager are specified in the description of the position.

The Board shall delegate the appointment of the staff of the association to a committee consisting of the President, Treasurer and VP Operations. This committee will determine the contracts, and salaries for all staff using the appropriate local salary schedules as a guide in the appointment conditions. The office staff will be under the supervision of the Office Manager.

SECTION 2. NOMINATION AND ELECTION OF OFFICERS

The ITAA Nominations Committee shall seek and recruit candidates that meet the eligibility requirements, are willing to serve in the positions described in Article 11, Section 1, above, except for the Vice President, Training and Certification Council, who shall be nominated by the Chairs of the Training Standards committee and the Board of Certification of that Council, and appointed by the Board of Trustees.

SECTION 3. ELECTION POLICY

3.1 Ballot tabulation.

The ITAA Office Manager or Executive committee designated staff member may determine the method by which election ballots are tabulated.

3.2 Setting policy

Election policy is set by the Board of Trustees to meet the requirements of the Bylaws and these Guidelines and based on the recommendations of the Nominations Committee.

3.3 Preferential voting

In the election of the President-Elect, should the Initial ballot not produce a majority, the preferential system of voting will be used. After all the first-choice votes for each candidate are counted, the candidate with the lowest number of first-choice votes will be eliminated, and his or her ballots will be redistributed among the remaining candidates based on the voters' second choices. The reallocation process will be repeated until a clear majority for one candidate is obtained.

3.4 Election Campaign Guidelines

Preamble. These guidelines are intended to assist in maintaining a spirit of collegiality and essential fairness in all ITAA elections and to keep the amount of campaigning and electioneering for trustee positions within established procedures.

3.4a Endorsement of Candidates

i. Individual members may endorse candidates for elected positions within the ITAA provided that such endorsement makes clear that it represents the personal view of the endorser.

If such personal endorsements are made by individuals holding an elected, appointed, or honoured position within the ITAA such individuals may not mention their position within the organization as part of the endorsement.

ii. ITAA resources may not be used for the purpose of supporting any one candidate over another.

iii. The electioneering use of newspaper or journal advertisements is prohibited.

iv. The association's newsletter may be used to report the candidacy of members and election results provided that the report is included as a news article and all candidates for a nominated position are represented.

v. The staff of the ITAA are to refrain from electioneering in any form, including making personal statements regarding the qualifications of any candidate.

3.4b Campaign Statements

i. Candidates may make written statements to appear in the ITAA printed election booklet. Such statements will be confined to a discussion of issues facing transactional analysis and the ITAA as well as a personal biographical sketch. Statements made by nominees for president-elect may not exceed 500 words; for other officers statements may not exceed 250 words; and for members of the board of trustees, statements may not exceed 250 words.

3.4c Campaign Spending and Membership Appeal

i. Mass mailings on the part of a candidate for elected position or on behalf of that candidate by other individuals or organizations is prohibited. While it is appropriate for nominees to elected positions within the ITAA to communicate their platforms and qualifications to the membership, mass mailings are deemed inappropriate because they create the possibility of unfair economic advantage for some nominees.

ii. Individual personal letters or phone calls to friends and colleagues are appropriate.

iii. Form letters or "Dear Colleague" type letters sent by an individual, a group of individuals, to a group of persons on a mailing list is not acceptable practice.

3.4d Dissemination of Information on Electioneering

i. The campaign procedures are to be published in the May-June issue of the Script newsletter at the same time and along with the announcement of the Nominating Committee's selection of candidates for election.

ii. The ITAA central office will mail a copy of the election campaign guidelines to each candidate at the time their nomination is official.

ARTICLE III - BOARD OF TRUSTEES

SECTION 1. POSITION DESCRIPTION AND ELIGIBILITY REQUIREMENTS

ITAA Trustees are responsible for seeing that the Association acts in accordance with its purpose and that it carries out its stated mission. An ITAA Trustee is responsible for representing his or her constituency on the Board of Trustees, for representing the membership at large, and for managing the business of the Association. A Trustee shall attend meetings of the Board of Trustees and shall respond to matters arising between Board meetings. The Board will be responsible for overseeing the administration, programs, and policies of the Association, and shall be the final authority in making decisions for the Association. Trustees shall be appointed to committees of the Board to accomplish specific tasks as needed. Ideally they will have served for one year or more on at least one ITAA

committee or in an equivalent position in another TA organization. They shall agree to attend one Board meeting per year and to participate actively by mail, telephone, and/or electronic communication on matters arising between Board meetings. The Bylaws require that Trustees (other than the President) shall not serve more than two successive terms of office for any position.

SECTION 2. GEOGRAPHICAL REPRESENTATION

2.1 Nomination and Election of “At Large” Trustees

Elections to the ITAA Board of Trustees for Trustees who are not Officers of the Board will be geographically representative, according to the following procedure. Trustees will be resident in the region that they are to represent, and will be elected by the voting membership from that region in a staggered election process with positions that take account of the geographical distribution of the membership. Geographical distribution will be re-evaluated and corrected from time to time by the Board of Trustees to assure equitable representation and geographical access to the Board of Trustees.

2.2 STAGGERED ELECTIONS

Elections for all Board positions will be staggered according to the following flowchart.

	2002	2003	2004	2005	2006	2007
Past Pres			Year 1			Year 1
President	Year 2	Year 3 (G.Hewitt)	Year 1	Year 2	Year 3	Year 1
Pres Elect		Year 1 (J.Allen)				
VP Ops	Year 2	Year 3 (L.Gregory)	Year 1	Year 2	Year 3	Year 1
VP R&I	Year 2	Year 3 (C.Steiner)	Year 1	Year 2	Year 3	Year 1
VP Dvlpt	Year 3	Year 1 (F.English)	Year 2	Year 3	Year 1	Year 2
VP T&C	Year 3	Year 1 (S.V.Beekum)	Year 2	Year 3	Year 1	Year 2
Secretary	Year 3	Year 1 (D.Roberts)	Year 2	Year 3	Year 1	Year 2
Treasurer	Year 2	Year 3 (V.Masse)	Year 1	Year 2	Year 3	Year 1
1 Europe	Year 1	Year 2 (G.Mohr)	Year 3	Year 1	Year 2	Year 3
1 Europe	Year 3	Year 1 (J.Hennig)	Year 2	Year 3	Year 1	Year 2
1 USA/Can/Mex	Year 3	Year 1 (M.James)	Year 2	Year 3	Year 1	Year 2
1 USA/Can/Mex	Year 2	Year 3 (F.Garcia)	Year 1	Year 2	Year 3	Year 1

1 India/Asia/Africa	Year 2	Year 3 (R.Shinzatao)	Year 1	Year 2	Year 3	Year 1
1 India/Asia/Africa	Year 3	Year 1 (L.Mathew)	Year 2	Year 3	Year 1	Year 2
1 Aus/NZ	Year 3	Year 1 (V.Redman)	Year 2	Year 3	Year 1	Year 2
1 Central/Sth America	Year 2	Year 3 (Vacant)	Year 1	Year 2	Year 3	Year 1

ARTICLE IV - DIVISIONS SUBDIVISIONS, AND COMMITTEES

SECTION 1. ESTABLISHMENT OF DIVISIONS, SUBDIVISIONS, AND COMMITTEES

The Board of Trustees shall have the authority to review and make changes in the organizational structure of ITAA by establishing Divisions, Subdivisions, and Committees by resolution. The Divisions, Subdivisions, and Committees of ITAA shall operate according to the charters in Sections 2 and 3 of this Article. The Board of Trustees shall receive reports from the Divisions, Subdivisions, and Committees and shall provide any actions necessary to implement the recommendations from them as approved and accepted by the Board.

Chairpersons and members of Committees shall be members of ITAA; appointed by the President with the approval of the Board of Trustees; recruited to reflect the regional, geographical, and worldwide membership of ITAA; and rotated or staggered to ensure continuity and experience. They shall serve until their resignation, removal by the Board, or until the first meeting of the Board each calendar year, at which time they may be reappointed. Subdivision managers and project managers shall be appointed by Division Vice Presidents in consultation with the President and shall serve for the time required for completion of their projects.

SECTION 2. ITAA DIVISIONS AND SUBDIVISIONS

ITAA has three Divisions: the Operations Division; the Development Division; and the Research and Innovation Division. Each Division has a charter and designated Subdivisions and shall operate according to the charters in this section. Several committees report to the Secretary and Treasurer rather than divisions, and the Executive Committee sits as a committee of the Board.

2. 1 Operations Division

The Operations Division shall ensure that the ITAA exists as a worldwide entity, which can accommodate local and regional circumstances. It shall provide membership services; management of educational programs; administration; personnel management; financial management of grants and scholarships; recognition and involvement of members; and support for the volunteer leadership of the organization. The Operations Division shall consist of three Subdivisions, within which related standing committees of the ITAA will operate. The Subdivisions and their functions are:

2.1a Public and Professional Services - relate to members and specific interests of members, other professionals and groups interested in TA and related fields, and other professional organizations.

2.1b Publications - produce ITAA publications and provide Information to affiliated TA associations,

members, and others.

2.1c Financial - set up and administer procedures for the disbursement of grants and scholarships.

The charters of the Standing Committees of ITAA that will operate within each of these Subdivisions of the Operations Division are provided in Section 3 of this Article.

2.2 Development Division

The Development Division shall present TA as an effective model for facilitating change; present ITAA as an organization of ethical and competent professionals; develop non-dues, sources of revenue to support association activities; and provide input and consult with all other working groups of ITAA at their request in planning and carrying out Association activities to accomplish these goals.

2.2a Project Management Subdivision: to research and implement projects, through the following five functions:

- i.** Project Research - survey needs and areas where TA projects may be developed (market research).
- ii.** Project Evaluation - review and evaluate proposed projects (including content, advertising, and promotion) for consistency with ITAA purpose, mission, and values statements, with the Ethics Statement of ITAA, and with the cultural values of worldwide TA communities.
- iii.** Project Production - management of specific approved projects carried out by project managers.
- iv.** Promotion and Distribution - initiate and implement promotional material for projects and v. Copyright - develop procedures and methods of obtaining US and international copyrights.

2.2b Public Relations Subdivision: to conduct research and planning related to ITAA's public Image, internal recognition, relationship to other professional associations and regional TA groups, and to work with association management to accomplish ITAA goals in these areas.

2.2c Translation and Information Delivery Subdivision: to oversee the quality and accuracy of translations produced by ITAA and Its affiliated TA Associations, to promote the collection, production, and distribution of consistent, high quality translations of TA materials. The Subdivision shall also develop means to disseminate information using conventional and emerging technologies.

2.3. Research and Innovation Division

The Research and Innovation Division shall support research and innovative developments in TA theory, information, and applications; and shall stimulate ongoing self-development and professional growth.

The Research and Innovation Division shall consist of three (3) Subdivisions:

2.3a Educational Development - develop Ideas and materials for stimulating the ongoing self-development and professional growth of persons interested in TA, which may then be produced or carried out by other divisions of ITAA. The Eric Berne Memorial Award Committee is in this subdivision. Its charter is in Section 3 of this Article.

2.3b Research - support and stimulate research in theory and applications.

2.3c Special Projects and Future Trends - develop ideas for special projects that support Innovative developments in TA theory, information and applications and study and prepare for future trends that will affect the consumption and delivery of TA services.

SECTION 3. CHARTERS OF COMMITTEES

Most Standing Committees of ITAA shall operate under the Operations Division of the ITAA. Exceptions are the Executive Committee, the Finance Committee, the Governance Committees, and the Eric Berne Memorial Award Committee. The charters of the Standing Committees are provided in this section.

3.1 Executive Committee

The Executive Committee shall serve for a term of three (3) years and shall consist of the President, the President-Elect (during odd years when this office is filled), the four Vice Presidents, Secretary, Treasurer, immediate Past President, and the Office Manager. The Executive Committee shall serve an overall administrative function during the intervals between meetings of the Board of Trustees having the authority to execute decisions made by the Board, to make decisions on behalf of the Board, to initiate actions or make recommendations, and to coordinate the activities of the ITAA Divisions. All actions of the Executive Committee are subject to review and/or ratification by the Board.

3.2 Ad Hoc Committees - Report to the President

Ad-Hoc Committees will be appointed by the President with the approval of the Executive committee as needed to serve a specific purpose or complete a specific task. Ad-Hoc Committees may be continued or dropped at the next meeting of the Board as needed.

3.3 Finance Committee - Reports to the Treasurer

The Board of Trustees on the recommendation of the Treasurer appoints the Committee Chair. The members of the Finance committee will be nominated by the Chairperson of the Finance committee and appointed by the Board. The terms of office for committee members will be for three (3) years with members appointments staggered to provide continuity.

The Finance Committee shall review, critique, and make recommendations for the management of funds and investments of the corporation. The Committee shall prepare a budget in consultation with the central office staff for submission at the regular meetings of the Board of Trustees. The Finance Committee shall oversee and coordinate the income and expenditures of the ITAA Divisions, and shall develop long-range financial plans for presentation annually to the Executive Committee. The Finance Committee shall be responsible for long-range budget projections and management policy for capital assets.

GOVERNANCE COMMITTEES - REPORT TO THE SECRETARY

3.4 Bylaws Committee

The Board of Trustees on the recommendation of the Secretary appoints the Committee Chair. The

members of the Bylaws committee will be nominated by the Chairperson of the Bylaws committee and appointed by the Board. The terms of office for committee members will be for three (3) years.

The Bylaws committee will review any proposed amendments to the Bylaws and Guidelines and where required will seek legal opinion before any changes are put to the membership vote. The committee will see that the requirements in the Bylaws for Bylaw amendments are followed. The committee chair will work with the Office Manager and report through the Secretary to the Executive committee and the Board of Trustees. The committee will be available as a consultant body to advise the Board of Trustees and other ITAA committee chairs on matters contained in the Bylaws, Guidelines and committee manuals.

3.5 Organizational Development Committee

The Organizational Development Committee shall manage the long-range planning function of the ITAA, providing for the ongoing review and assessment of the organizational structure, Bylaws, and operating procedures. It shall review recommendations and changes proposed by any member or working group of ITAA, prepare formal recommendations, and forward these to the Executive Committee and/or the Board of Trustees.

3.6 Nominating Committee

The Board of Trustees on the recommendation of the VP OPs appoints the Committee Chair. The members of the Nominations committee will be nominated by the Chairperson of the Nominating committee and appointed by the Board. The terms of office for committee members will be for three (3) years. When a member of the Nominating committee is nominated for a position on the Board of Trustees, that person will not take part in the nominations process.

The Nominating Committee shall consist of not more than seven (7) voting members and shall, in accordance with the provisions of the Bylaws and the eligibility requirements for each position, prepare a list of candidates for nomination to the offices and Board of Trustees of ITAA to be filled each year. The procedures and timetables for elections to the Board of Trustees as contained in the ITAA Bylaws "Article 6. Elections" are to be followed.

OPERATIONS DIVISION: PUBLIC AND PROFESSIONAL SERVICES SUBDIVISION

3.7 Membership Coordinating Committee

The Membership Coordinating Committee's primary function is to help create an association that is appealing to past, present, and prospective members. It shall have the responsibility for stimulating recruitment and retention of members; for identifying, networking, and representing the Interests of all members and interest groups; and for developing programs, activities and policy recommendations which serve the needs of the membership. Interest groups to be represented include Social Action, Clinical, Organizational, and Educational practitioners, Trainers, and others identified by the committee.

3.8 Conference Committee

The ITAA Conference Committee shall be responsible to the Board of Trustees for producing all the ITAA sponsored or co-sponsored conferences . The committee shall (in co operation with any co sponsoring organisation) have the authority to arrange and conduct the scientific program, arrange the

social opportunities for attendees, and coordinate examination sites and committee meetings at Board approved ITAA sponsored and co-sponsored conferences. The committee will also be responsible for the publication of conference promotional materials, including paid advertisements.

3.8a. Goals

- i.** The primary purpose of ITAA conferences shall be to advance the Mission statement of the ITAA as expressed in the Bylaws.
- ii.** A major goal for each sponsored and co sponsored ITAA conference will be to raise revenue for the ITAA.

3.8b. Conference Planning Structure And Responsibilities

i. The ITAA Board of Trustees :

- Approves ITAA sponsored and co sponsored conference sites.
- Approves ITAA sponsored and co sponsored conference proposals.
- Appoints ITAA Conference Committee co chairs and committee members.
- Appoints the Conference Planning Committee Convenor and committee membership. (making these appointments jointly with any co sponsoring organisation(s)).

ii. The Vice President Operations:-

- Recommends Conference Committee co chairs and committee members for appointment by the Board.
- Recommends Conference Planning Committee Convenor and committee members for appointment by the Board.
- Works with the Co Chairs of the Conference Committee to prepare a conference proposal for presentation to the Board.

iii. The ITAA Conference Committee co chairs:-

- Chair the Conference Committee.
- Allocate tasks amongst committee members.
- Work with the Convenor/s of each conference to prepare a final proposal to present to the Board that includes a budget and a contract with any co sponsoring TA organisation.
- Recommend members for appointment to the Conference Committee.
- Recommend to the BOT through the VP Ops, the Conference Planning committee Convenor/s and committee members for appointment.

- In consultation with the VP Ops and conference proponents makes recommendations for conference sites.

iv. The ITAA Conference Committee:-

- Provides support and advice to the Conference Committee co chairs, the Conference Planning Committee Convenor and the Conference Planning Committee to prepare a conference proposal and to help the Conference Planning Committee plan and implement the conference.

v. The Conference Planning Committee Convenor:-

- Ideally this person will reside in the conference site region.
- Will have the overall management responsibility for the conference and will become a member of (if not already), and report to, the Conference Committee.
- Recommends to the Conference Committee co chairs the Conference Planning Committee membership.
- Chairs the Conference Planning Committee.
- Is a member of the ITAA Conference Committee.
- Works with the Conference Committee co chairs and committee members to prepare the conference proposal for presentation to the VP Operations for a decision by the BOT.
- In co sponsored conferences the Convenor will be jointly appointed by the sponsoring organisations.

vi. The Conference Planning Committee:-

- Works under the chairmanship of the conference Convenor to plan and manage the conference for the chosen site.

3.8c Schedule Of Conferences

- The committee will arrange to have at least one major conference per year, known as the ITAA annual conference. One ITAA conference will be held in North America every three years, in Europe every three years, and elsewhere in the world every three years.

3.8d Composition Of The ITAA Conference Committee:

- The committee, appointed by the Board of Trustees, will consist of two Co Chairs and not more than ten (10) committee members. The Co-Chairs will be recommended by the V-P of Operations. The Co Chairs will recommend not more than ten (10) committee members
- Members will represent geographic areas throughout the world, and ideally will represent experience in areas of conference planning, e.g budgeting, proposal writing, publicity, hotel contracting continuing education units (CEU's) etc.

iii. When conferences are co-sponsored, some members of the committee will be recruited from co-sponsoring organizations.

3.8e Term Of Appointment Of Committee Members:

i. Members shall serve for three (3) years. Members may serve consecutive terms. Staggered appointments of co chairs and committee members will be arranged to provide continuity. Members who have served on planning committees of previous conferences will be encouraged to become members of the Conference Committee.

ii. The Conference Committee members will bring the experience from their respective regions, as advisors to assist the committee in making recommendations and decisions regarding sites and participation in the annual conference.

3.8f Other Committee Functions:

i. The Conference Committee will make available a proposal guide (contained in the Conference Manual) to interested organisations who wish to co-sponsor the annual conference.

ii. The Conference Committee will act to promote and advertise the annual ITAA

Conference under the guidance of the committee member with that area of expertise.

iii. The Conference Committee will act to provide continuity and to maintain professional standards in conference planning. The Committee will encourage an innovative and contemporary scientific program with the input of Conference Planning Committees

iv. The Conference Committee will produce a manual (see appendix) describing the process in conference planning, and an outline for standards and qualifications of designated conferences. This manual is available to the Conference Planning Committee to assist in the planning and production of the annual ITAA conference. The committee will review and update this manual from time to time as required.

3. 9 Professional Practices Committee

The Professional Practices Committee shall set standards and publish guidelines for professional behavior, presentation, and advertisement, including the use of the ITAA logo and Service Mark. The Committee shall oversee and review such professional practices, shall receive and assess complaints regarding these matters, shall intervene or mediate disputes in order to resolve complaints, and shall make recommendations to the Board of Trustees or the Ethics Committee if necessary.

3.10 Ethics Committee

The Board of Trustees on the recommendation of the VP OPs appoints the Committee Chairs. The members of the Ethics committee will be nominated by the Chairpersons of the committee and appointed by the Board. The terms of office for committee members will be for three (3) years. Because of the specialized nature of the work of this committee members may be re appointed for successive terms.

The Ethics committee shall follow the procedures laid down in the ITAA Ethics manual for handling ethical complaints against ITAA members.(see attached appendix 4). The committee will review all charges of unethical conduct on the part of any individual member of the organization and shall report and make recommendations to the Board concerning such charges. All complaints submitted to the Ethics committee must have first been dealt with by the Ethics committee of the local TA Organisation Ethics authority. Where no such authority exists the ITAA Ethics committee will handle the complaint or inquiry.

The Ethics Committees shall prepare and submit to the Board of Trustees for its review and approval a Code of Ethics for all members of the corporation and shall update and revise the Code at the request of the Board or as the need arises

The ITAA Ethics Committee shall serve as a consultant body to other TA organizations to develop and/or revise Codes of Ethics. It shall also serve as a consultant upon the request of another TA organisation to resolve disputed ethics decisions within that organisation. The ITAA Ethics Committee shall not serve as an appeals body for other TA organisation members. The membership of the Ethics Committee shall include no more than three Trustees, who may not serve when the Board of Trustees sits as an ethics appeals body.

3.11 The Hedges Capers Humanitarian and Muriel James awards committee

This committee appointed by the Board will administer the granting of the Hedges Capers Humanitarian and Muriel James awards as laid down in the guidelines and procedures manual for those awards. (see Appendices #2 and # 3)

3.12 The Eric Berne Fund for the Future

Background, Criteria, Guidelines for Making Application

In 1983, The Eric Berne Fund for the Future was created by the ITAA Board of Trustees “to establish into perpetuity, funds for the sponsoring of research, the promotion and use of Transactional Analysis, building worldwide unity and supporting professional standards.”

3.12a General Information

- i.** Grant applicants may be individuals or organizations, both not-for-profit and for-profit (special royalty or profit-sharing agreements may be required from for-profits).
- ii.** Priority is given to proposals which demonstrate an interest in the evaluation of the effectiveness of various applications of transactional analysis theory.
- iii.** Priority is given to those applicants who are current members of the ITAA .
- iv.** The amount of the award is determined by: the total amount of monies available within the Fund per fiscal year, the amount of money already distributed and the specific amount of money requested in each proposal.
- v.** Funds will not be given for:- general operating budgets and administrative expenses; capital or building funds; Personal financial assistance.

3.12b Specific Questions in Determining the Appropriate Use of Transactional Analysis

- i.** How does the applicant's program extend communication regarding the use of established principles of transactional analysis to places, persons and institutions that might otherwise be untouched by TA?
Or
- ii.** How does the applicant's program support research in transactional analysis theory or practices, including clinical, educational and organizational uses? Or
- iii.** How does the applicant's program support the development of measurable professional standards or competency for the practitioners of TA in various settings? Or
- iv.** How does the applicant's program extend the impact of TA into a new area or build a bridge between transactional analysis and other disciplines?

3.12c Remaining Defining Questions

- i.** What is the educational or philosophical merit of the applicant's program?
- ii.** What is unique about the organization or the applicant's program?
- iii.** How will ethical, fiscal and administrative responsibility be assured?

3.12d Suggestions for Making application

While there is not a formal grant application form, the following guidelines should be helpful in preparing a document for submission:

- i.** Precede the main body of the proposal with a cover letter on appropriate letterhead with all demographics, title of the proposal and amount requested.
- ii.** Begin the main body of the proposal with the Title of the Project.
- iii.** List amount seeking with detailed budget.
- iv.** What need or problem will be met by the actions for which the funds are requested?
- v.** Include a specific statement of program objectives with expected outcomes
- vi.** Which population(s) would be included or would benefit?
- vii.** Include a brief timetable for the program.
- viii.** Identify with Names, qualifications and experience of persons who would be involved.
- ix.** A statement of how and when the success of the program might be measured.
- x.** Who else will be contributing funds?

xi. Anything else you deem important to showcase your endeavor.

xii. Contact the ITAA office with any questions

3.12e Proposals:

Proposals are mailed to the ITAA office. They will be reviewed and voted upon by the Fund Committee and presented to the Board of Trustees of the ITAA for approval. Applicants will be notified within 90 days of the application being received in the ITAA office.

3.13 SCHOLARSHIP GRANT FUND

3.13a Purpose Statement

The Scholarship Grant Fund Program was created by the ITAA Board of Trustees to provide training in transactional analysis for members with limited financial means and a commitment to become certified.

Grants may be considered for the following purposes:

i. Training in transactional analysis, including training fees, tuition for ongoing training programs or selected workshops, contract filing and examination fees.

ii. Attending an ITAA conference, but limited to conference registration fees. Grants are not granted for travel expenses and room and board.

iii. Waiver of ITAA dues due to hardship.

iv. An ITAA committee and/or board need that will benefit a reasonable portion of the membership of the ITAA.

v. Any ITAA member is entitled to one dues waiver only

3.13b Use Of Funds

Grants are given from accumulated interest only. A maximum of twenty percent (20%) of the grant fund money may be used for dues and conference fees.

3.13c General Guidelines

i. Grants are available to any ITAA member in any country. An applicant must have been a member of the ITAA for one year prior to making application.

ii. Candidates for grants must complete applications and demonstrate economic need and the training supervisor must authorize this need in writing.

iii. A grant will be considered for anyone demonstrating substantial financial need and/or serving a special population.

iv. Funds may not be used for college or university study.

3.13d Training Grants

i. Students may apply for grants at any time during the year, but the priority filing deadline is June 1st.

ii. The maximum grant to a candidate over a three-year period is \$3,600.

iii. Upon approval of a grant, monies are allocated at the rate of \$600 every six (6) months, for a total of \$1,200 per year.

iv. ITAA advanced members serving as supervisors are expected to make economic adjustments in training fees and charges to those in need to supplement the ITAA Scholarship Grant Fund.

3.13e ITAA Conference/Dues Grants

i. Applicants for conference monies must apply for their grant at least three (3) months prior to the ITAA conference.

ii. No individual can receive grant monies to attend an ITAA conference more than once.

3.13f Procedures For Individuals

i. The application process for grants involves the completion and return of two forms available from the ITAA office:

a. an Application for Financial Aid form, which includes the ITAA supervisor's endorsement, the purpose of the grant, and how the grant will be repaid, and

b. an Applicant's Financial Statement form.

ii. The committee reviews grant applications, notifying the individual of approval or disapproval.

iii. The applicant is requested to acknowledge receipt of grants, and is expected to file a one-page report on the outcome of his/her training after receipt of the final grant payment.

iv. Individuals must inform the ITAA of all address changes.

v. An ITAA Grant Fund staff member will process applications and maintain active correspondence with candidates and recipients.

vi. The individual's supervisor is informed of the grant payment. Prior to the mailing of each check, the supervisor is asked to complete the certification memorandum verifying continuation of training.

vii. When a training contract or membership in the ITAA is cancelled, all grant commitments are void.

3.13g Procedures For Committees And Board Of Trustees

i. Every six months the committee or Board chairperson must update the Scholarship Grant Fund on

how the monies have been spent

ii. An ITAA Grant Fund staff members will process applications and maintain active correspondence with the committee or Board chairperson.

3.14 TAJnet

3.14a TAJnet is an Internet site created by the ITAA as an extension of TAJ. It will receive, process and publish scientific articles related to the theory and practice of transactional analysis. This journal aspires to be a viable resource. TAJnet is a rapid publication, peer review electronic journal for people in the broad field of the helping professions including: psychiatrists, psychologists, psychotherapists, social workers, psychiatric nurses, medical professionals, corrections administrators and officers, military trainers, educators, social scientists and organizational development professionals, Graduates, Undergraduate students and practitioners. This journal will also publish articles for those with no previous exposure to transactional analysis. It will also offer suggested articles for those persons on an intermediate level, that is, for persons familiar with the theory but having not as yet reached a stage of advanced knowledge and application.

3.14b The TAJ net Editorial Board Chairperson is appointed by The Board of Trustees on the recommendation of the Vice President of the ITAA Operations Division. Its editor will be an associate editor of TAJ and will be working under the TAJ editor

3.14c The members of the Editorial Board will be recommended by the Editorial Chairperson for appointment by the Board of Trustees.

3.14d Term of office for the Chairperson and members of the editorial board is three years from the date of appointment.

3.14e The TAJ Editor will select a panel of TAJnet resource experts to read and evaluate articles for publication.

3.14f The TAJ net Editorial Board Chairperson is responsible for the design of the website, that is: creating a logo, evolving a format and getting clearance from the Board and the Editor.

3.14g The TAJ net Editorial Board Chairperson is responsible for international promotion of TAJnet.

OPERATIONS DIVISION: PUBLICATIONS SUBDIVISION

3.15 The Editorial Board

The Editorial Board shall have the authority and responsibility for producing the Transactional Analysis Journal and special publication projects sponsored by the Editorial Board. While the Editor and Editorial Board will be directly responsible to the Board of Trustees for reporting their activities and obtaining approval for financial expenditures, the Editorial Board will have the sole and final authority for determining the content of these publications.

The Editorial Board shall consist of the Editor and up to twenty-one (21) Editorial Board members, who will serve for terms of three (3) years. Terms will be rotated so that each January, seven (7) new members will replace those members whose terms are expiring. Recommendations for the Editor and

the Editorial Board members (whether for 3-year terms or to fill vacancies) will be submitted by the current Editorial Board to be approved by the Board of Trustees. Special editors may be appointed by the Editorial Board in addition to the Editorial Board Members. The Editor or any member may be removed for cause on the recommendation of the Editorial Board by a 2/3-majority vote of the Board of Trustees.

3.16 Script Committee

The Script Committee shall have responsibility for producing The Script the official newsletter of ITAA, and for gathering and distributing information of interest to TA Associations and individual members. The Editor of The Script and the Script Committee members shall have authority and responsibility for developing the content and format of the newsletter, while having responsibility for reporting its activities to the Board of Trustees and obtaining approval for financial expenditures. The President or the Board of Trustees may require certain material to be published.

OPERATIONS DIVISION: FINANCIAL SUBDIVISION

3.17 Development Fund Committee

The Development Fund Committee shall conduct fund-raising activities for the development and advancement of Transactional Analysis.

3.18 Fund Distribution Committee

The Board of Trustees on the recommendation of the VP Ops appoints the Committee Chairs. The members of the FDC committee will be nominated by the Chairpersons of the committee and appointed by the Board. The terms of office for committee members will be for three (3) years

The Fund Distribution Committee shall solicit, review, and make decisions concerning the approval of projects and grant applications to be funded by the monies generated by the Eric Berne Fund for the Future, and the Scholarship Grants Fund. It will have the responsibility for monitoring and managing the administration of grants and scholarships in order to meet the objectives of the EBFF and the SGF. The processes and procedures for the operation of these funds are contained in the Fund Distribution manual of Processes and procedures (see appendix).

RESEARCH AND INNOVATION DIVISION:

3.19 Eric Berne Memorial Award Committee

The Eric Berne Memorial Award in Transactional Analysis was established to give recognition to individuals who have made major contributions to transactional analysis.

The committee is to be composed of a Chair and a maximum of nine (9) Members. The ITAA Board of Trustees will appoint the Chairperson of the committee on the recommendation of the committee members and the Vice President (R & I). The Board will appoint the members of the committee on the recommendation of the Chairperson of the committee.

Terms of office:- Chairperson three(3) years; Committee members three (3) years

The objectives of the EBMA committee are to:

1. Establish award processes and procedures
2. Call for award nominations
3. Evaluate nominations
4. Recommend to the ITAA Board of trustees, the name/s of award winner/s
5. Make arrangements for the presentation of the award.

The appointment of the Chair & committee members and the procedures for the granting the award will be according to those outlined in the EBMA manual (see Appendix #1)

DEVELOPMENT DIVISION:

3.20 Internet Committee

This committee is charged with the responsibility for using the Internet to further the Mission of the ITAA. The Board of Trustees appoints the Chairperson on the recommendation of the Vice President of Development. Members of the committee are recommended by the Chairperson and appointed by the Board. Terms of office are for three years with staggered appointments to provide continuity.

The chairperson will submit an annual report to the Vice President of Development for presentation to the Board of Trustees.

3.20a The Goals of the committee are to:-

- i.** Stimulate a worldwide interest in the theory and practice of Transactional Analysis
- ii.** Disseminate information about the ITAA and Transactional Analysis to all interested parties.
- iii.** Provide forums for the development of TA theory and practice.
- iv.** Provide a discussion forum for those with an interest in the TA community to be in contact with each other
- v.** Work co-operatively with other TA organizations to further the ITAA Mission.
- vi.** Provide links to other related sites, joint membership and referral lists .
- vii.** Respond promptly to website enquiries regarding TA or ITAA.
- viii.** Facilitate the distribution and sale of ITAA products.

3.20b Strategies to achieve the committee goals include:-

- i.** The appointment of a Webmaster to develop, maintain and regularly update the website in co-

operation with the committee.

- ii. The appointment of a moderator for the ITAA-forum discussion list.
- iii. Providing on line CEU accredited education in transactional analysis.
- iv. Liaison with other ITAA & T&C Council officers to develop TA related Internet projects.
- v. Writing regular columns for the ITAA Script newsletter to keep members informed.
- vi. Encouraging members to go on-line.
- vii. Developing a password protected area for members on the Website.
- viii. Developing a referral database of TA practitioners

SECTION 4. POSITION DESCRIPTION FOR COMMITTEE CHAIRPERSONS

4.1 Committee Chairpersons

The Chairperson of each committee shall be responsible for planning, managing, and reporting on the activities undertaken by his or her committee in accomplishing its charter. The Chairperson recruits potential committee members and recommends their names to the President for appointment, subject to Board approval. Committee members should be representative of geographical regions and of areas of specialization in Transactional Analysis. The Committee Chairperson annually forecasts expenses and income related to committee activities, and submits a budget request to the appropriate officer preceding each budget year (calendar year).

The Committee Chairperson shall report in person, or through the appropriate officer, to the Board of Trustees at each of its scheduled meetings, and shall attend or delegate a representative to attend meetings of committee chairpersons. The Committee Chairperson will maintain ongoing communication with committee members, and shall arrange to conduct committee business by mail wherever possible. He or she shall preside over committee meetings, and shall act as representative for the committee in carrying out organizational business.

4.1a Eligibility Requirements

The Committee Chairperson shall be an active member of the Association, shall have served on the committee for two years, shall be familiar with the committee charter and competent to perform the duties described therein, and shall have no conflict of interest with the functions of the committee.

ARTICLE V - AMENDMENTS

SECTION 1. AMENDMENTS

The Board of Trustees may amend the Guidelines Manual, except that any amendment that diminishes or adversely affects the rights of any category of voting membership shall require the approval of the voting membership.