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LNCAC STANDARDS OF PRACTICE AND GUIDELINES

SECTION I – INTRODUCTION

The **Legal Nurse Consultants Association of Canada (LNCAC)** is a national, not-for-profit organization dedicated to the professional enhancement of registered nurses practicing in a consulting capacity in the legal field. LNCAC serves as a resource for its members by providing opportunities for continuing education and an exchange of information on matters relating to legal nurse consulting, nursing standards of care, and healthcare law.

LNCAC Mission Statement

The Legal Nurse Consultants Association of Canada facilitates the professional advancement of registered nurses consulting within the medical/legal realm by providing a forum for education, mentoring, and networking.

LNCAC Goals

- I. **Professional Development:** LNCAC will work to provide educational resources and professional networking opportunities for Canadian Legal Nurse Consultants (LNCs).
- II. **Recognition and Validity:** LNCAC will work to promote awareness of legal nurse consulting as a specialty practice area within nursing in the legal, healthcare, and insurance arenas.
- III. **Certification:** In association with the Canadian Nurses Association (CNA), LNCAC will work to establish a Canadian Legal Nurse Consultant Certification Exam that will acknowledge legal nurse consulting as nursing specialty area.
- IV. **Growth and Financial Viability:** LNCAC will work to increase membership and annual general meeting attendance within an established annual operating budget.



SECTION II – GOVERNANCE

LNCAC National Executive Board Responsibilities

- 1) **Establish Policy:** Executive Board members will:
 - Identify the scope of the association’s activity,
 - Define critical issues,
 - Establish policy positions,
 - Determine priorities,
 - Set targets, and
 - Determine how these will be accomplished.

- 2) **Provide Leadership:** Executive Board members will set aside personal agendas, offer opinion in debate, and contribute to the Board’s decisions. Once a decision has been approved by the Executive Board, it is incumbent upon all members to support the outcome.

- 3) **Provide Direction Through Planning:** All decisions of the Executive Board and all actions of committees should be in keeping with the LNCAC mission, strategic plan, goals and/or objectives.

- 4) **Ensure the Financial Integrity of the Organization:** The strategic plan provides overall direction of the organization. The budget determines how resources will be allocated to achieve this plan.

- 5) **Participate Responsibly:** Executive Board members will share the responsibility of leadership and actively participate in all activities.

- 6) **Commit to Board Leadership as Team Leadership:** Executive Board members will know their roles, value diversity of thought, and work to solve problems as a team.

- 7) **Evaluate at all Levels:**
 - Policy Performance
 - Financial Performance
 - Board Performance
 - Organization Performance



Fiduciary Responsibilities:

- 1) **The Duty of Obedience:** The Executive Board must strive to fulfill its organizational purpose, while ensuring that the association operates in compliance with the governing bylaws.
- 2) **The Duty of Care:** The Executive Board has the responsibility to make informed decisions. This is achieved by:
 - Regularly attending meetings,
 - Keeping well informed,
 - Reviewing materials in advance, and
 - Remaining attentive in meetings, and
 - Actively participating in decision-making.
- 3) **Duty of Loyalty:** The Executive Board is responsible to make decisions in the best interest of the Association. Decisions made by Board members should not be clouded by personal agendas and must be free of any conflict of interest.

General Executive Board Duties:

Generally accepted duties and expectations for Board members include:

Between and Prior to Meetings:

- Read email, memos, and relevant documentation.
- Review financial statements.
- Take initiative on projects.
- Adhere to deadlines.
- Check-in with committee chairs as required.
- Review committee Board reports prior to submission.

At Board Meetings:

- Regularly attend at Board meetings.
- Be prepared to discuss agenda items.
- Participate in discussions.
- Follow accustomed parliamentary procedure.

Standards of Conduct

- Act professionally.



- Attend sponsored functions.
- Respect and maintain confidentiality.
- Support Board decisions.
- Meet and greet vendors.
- Mingle with members.

Role Responsibilities:

In addition to the general Board duties, position-specific duties for the officers include:

President:

- Presiding over meetings of the Board and chapter.
- Appointing chairpersons to committees.
- Acting as an ex-officio member of all committees except the nominating committee.
- Completing the annual chapter charter renewal.
- Acting as the official spokesperson for the chapter.

Immediate Past President:

- Serving as the chair of the nominating committee.

President-Elect:

- Acting in the absence of the president.
- Using the term of office to learn about the management responsibilities of chapter.

Vice-President:

- Acting in the president's absence.
- Actively participating in relevant committee activities.
- Supervising LNCAC business as required.

Secretary:

- Providing notice of meetings to Board and chapter members.
- Taking minutes at all Board and chapter meetings.
- Distributing the minutes to the Board for approval.
- Ensuring all requests for written information are satisfied.
- Maintaining approved minutes for future reference.
- Maintaining a current membership list.

Treasurer:

- Ensuring sound financial management of the chapter.

Updated: 2016



- Assisting with the preparation of an annual budget.
- Preparing and submitting financial and annual year-end reports.

In addition to the formal positions identified in the national bylaws, LNCAC has a Webmaster whose responsibilities include:

- Maintaining the LNCAC website
- Overseeing the production and publication of association literature and other communications.

SECTION III - STRATEGIC PLANNING

An ongoing strategic planning process will help the LNCAC cope with, respond to and thrive in an ever-changing environment.

The strategic planning process will include:

- Examining of the strengths and weaknesses of the organization.
- Identification of current trends within the LNC community.
- Evaluating the organization's mission statement.
- Identification of a plan with clear goals, objectives and timelines.
- Identification of financial and human resources needed to achieve the strategic plan.
- Identify how success will be measured.
- Communicating the plan to association members.

SECTION IV – LNCAC OPERATIONS - COMPLIANCE

1) Membership: In accordance with LNCAC's bylaws, all recognized LNCAC chapters will adhere to the following membership compliance requirements:

- All members of local LNCAC chapters must be members of the national association.
- All RNs must join LNCAC under the Active or Associate category and this will determine their membership status at the chapter level.
- LNCAC national will conduct annual Chapter reviews.

2) Chapter Bylaws: All Chapters will be provided with a copy of the standard LNCAC Chapter Bylaws. Any Chapter Board wishing to amend these bylaws must contact the LNCAC national executive, submit the recommended amendment(s) and request approval from the LNCAC Executive Board prior to any changes being implemented.



- 3) **Communications:** LNCAC will strive to provide the Chapters with the most up to date information and allow a forum for continual discussion.
- 4) **Nominations and Elections:** The immediate past-president will chair the nominating committee and arrange for the election of the next Board of directors. The terms of office for the Board of Directors and nominating committee will coincide with the fiscal year of April 1 – March 31.
- 5) **Nominating Committee:** The nominating committee is responsible for:
 - Preparing a slate of eligible candidates.
 - Managing the election.
 - Preparing ballots for all members.
 - Tabulating election results.

The success of the LNCAC depends on the ability of the Board and the nominating committee to encourage those members who have a genuine interest and ability to further the advancement of legal nurse consultants and LNCAC, to serve the organization in both appointed and elected positions. The nominating committee is responsible for identifying members who show an aptitude for, and an interest in, leadership within the organization.

- 6) **Call for Nominations:** The call for nominations can be accomplished in several ways:
 - Verbally, as at a meeting.
 - By telephone.
 - In writing.
 - Via website and email.

The call should be distributed to all members. The call for nominations should include:

- The positions available and length of the term.
- The qualifications for each position.
- The deadline for nominations.

- 7) **Ballot:**

Article IV, Section 3 of the bylaws state the ballot will be announced to the membership by email 45 days before the annual general meeting. Ballots are sent only to active (voting) members, with a return deadline of 30 days before the annual meeting. In the event there are insufficient, nominations made prior to the AGM nominations will be requested at the AGM and vote will be held at the AGM.



- 8) **Vote:** Article IV, Section 4 of the bylaws state the election is valid if a quorum (10%) of the active membership returns a ballot. All votes are confidential.

In the event of a tie, a random and equitable procedure must be used to draw one of the two names, or another ballot may be sent to the active members for the office in question only. The candidate with the most votes wins.

The current president and the Board, all of the candidates (winners and others), and the entire membership, should be notified of the election results as soon as possible.

- 9) **Installation:** Installation of the newly elected officers will be by way of an announcement at the AGM.

It is the responsibility of the Board members to orient new Board members to their responsibilities. The outgoing and incoming Boards will hold a joint meeting at which duties, information and the folders and binders containing committee guidelines, goals, and budgets, and any other relevant documents will be transferred.

Section V – Financial Management

- 1) **Annual Budget:** The President and Treasurer will draft and present the budget to the Executive Board and then to the membership at the AGM for approval. Whenever possible, the budget will be conservative and developed well within the anticipated revenue. All expenditures require approval by the Board.
- 2) **Revenues:** The LNCAC may raise money by collecting membership dues or soliciting financial support for activities related to legal nurse consulting education, such as specific fundraisers for the education fund or fees for educational sessions. In addition, the LNCAC may sell space for educational exhibits and accept donations to offset miscellaneous expenses (e.g.: food, printing, space rental, etc.).
- 3) **Expense Authorization:** The Board of Directors will determine a maximum amount of money that a LNCAC National Board member can spend on the organization's behalf without prior approval from the Board of Directors. All expenditures will require a receipt, and reimbursement will be acknowledged with a description of the goods or services purchased and a signature indicating reimbursement has been received.
- 4) **Reports:** Financial records of the LNCAC activities will be kept for a minimum of seven (7) years. All requests for disbursement of funds from the national or a Chapter's bank account must be accompanied by a request form indicating the nature of the item. In this manner, the Treasurer can determine if the money is being spent on budgeted or un-budgeted items and can categorize them for reporting purposes.



Similarly, when there are additional sources of revenue beyond membership dues and educational fees, the revenues are to be accompanied by a form describing the nature of the revenue, and will included in the annual financial budget statement.

- 5) **Financial Review:** A review committee of at least three members, should be established to audit the financial records on an annual basis. The financial committee is comprised of at least two LNCAC general members who are not involved with the organization's finances.

The financial report can be a simple statement to the effect that all of the organization's financial records have been reviewed and appear to be in order, and is signed by the individual audit committee members.

- 6) **Income Tax:** The LNCAC National organization and individual Chapters are responsible for understanding specific Provincial requirements for organizational and Chapter income tax, and submitting the legislative forms to Revenue Canada accordingly in a timely manner as may be required.

SECTION VI – EDUCATIONAL MEETINGS / EVENTS

The LNCAC is not an approved continuing education credit provider. Through the LNCAC Educational Committee, it is responsible for providing specific educational updates of programs to assist members in maintaining their current qualifications.

It remains the responsibility of the individual LNC to maintain their educational requirements for proficient and responsible nursing and Legal Nurse Consulting practice by actively participating in educational opportunities.

The LNCAC will work to develop information and educational sessions for its membership by:

- Establishing an educational committee to brainstorm and develop program topics association meetings, including the AGM.
- Conducting an annual survey of members for suggestions of topics of interest.
- Formally evaluating educational programs and requesting future topic suggestions.
- Presenting balanced material from a plaintiff and defense perspective as well as a variety of litigation case study examples.
- Establishing and disseminating information about meeting times, locations, and agenda in advance of those sessions.



- 1) **Speakers:** Whenever possible, LNCAC will attempt to use volunteer speakers from local communities who do not charge an honorarium, speaker fee or other associated costs.
- 2) **Charging for Programs:** The LNCAC will attempt to limit the cost to members for educational programs that are provided. Should there be a cost related to an educational program, every attempt will be made to make the expense reasonable and ensure that the programs are worthwhile for the members attending the event

Costs related to the educational event will be used to cover expenses related to:

- Food and refreshments.
- Meeting space.
- Audio-visual and equipment rentals.
- Speakers' fees.
- Cost of promotional materials.

Where fees are required for educational programs and meetings, advance registration and payment will be required.

SECTION VII– PUBLIC RELATIONS AND MARKETING

The LNCAC will use appropriate and reasonable public relations and marketing strategies to increase the awareness of legal nurse consulting in the medical, legal, and nursing communities.

Approaches to these strategies will include; networking, exhibiting, memberships, philanthropy, advertisements, publications, and education.

- 1) **Website Links:** The LNCAC website www.LNCAC.com contains a wealth of current information and is an opportunity to educate visitors to the site about legal nurse consulting and the LNCAC as a professional association.
- 2) **Exhibiting:** The LNCAC will explore and consider opportunities to exhibit at other professional and association meetings, medical legal conferences and relevant arenas that will positively promote the LNCAC and legal nurse consulting as a specialty profession.
- 3) **LNCAC Logo:** Recognized Chapters may use the LNCAC logo on stationery, correspondence, brochures, and websites without any alteration to the original color or design. The logo may only be used if the document also clearly reflects the Chapter's name. The logo may not be used



until a Chapter has been approved by the National LNCAC Board, and is to be used only for the Chapter's business.

Each Chapter must use its' own Chapter name, rather than LNCAC's name, on all correspondence and other written or printed material. As LNCAC and the Chapter are separate legal entities, the Chapter may not purport to make any representations on behalf of LNCAC, or bind it to any agreements or contracts. Similarly, LNCAC may not make representations on behalf of the Chapter or bind it to any agreements or contracts. However, each Chapter is expected to show that it is approved by the national LNCAC.

- 4) **Reprinting articles from other publications:** The LNCAC is willing to share articles with other groups, providing permission is obtained from the author or publisher and proper credit is given at the time the article is published.
- 5) **Disclaimer:** A disclaimer must be included in any publication that contains a reference to practice or clinical recommendations.

SECTION VIII - LNCAC SCOPE OF PRACTICE

What do legal nurse consultants do?

A legal nurse consultant (LNC):

- Does not provide legal advice under any circumstances
- Assists medical/legal professionals by:
 - Evaluating the strengths and weaknesses of a claim
 - Conducting relevant medical/nursing literature reviews and searches
 - Identifying the expected standards of care and the experts that would be beneficial to support the claim
 - Providing unbiased expertise related to Nursing Standard of Care; that is, what a reasonable and prudent nurse would be expected to do
 - Providing a critical analysis and or abstract of the health care record
 - Writing a chronological timeline of events
 - Serving as a Nurse expert witness for the Court
 - Conducting and presenting an analysis, as well as identifying best practice supportive evidence of the events that demonstrate identified gaps in expected standard of care outcomes

- Reviewing client outcomes against the organization's policies and procedures related to safety
- Collaborating with the medical legal team
- Educates/Assists Lawyers and clients regarding:
 - Understanding Medical terminology
 - Explaining the Nursing standards of care and medical issues relevant to the case
 - Protocols, guidelines, procedures and processes that take place within health care organizations
 - Gaps or conflicting information, including missing records, that should be secured prior to discovery
 - Regulatory, accreditation, and certification matters
- Collaborates with lawyers by:
 - LNC working within an law office setting may assist with initial and subsequent interviews of clients and/or witnesses
 - Participates in strategic case management discussions
 - Identifying potential future needs of the claimant
 - Providing guidance regarding nursing facts and identifying appropriate resources
 - Assisting with review of opposing council's expert report
 - Identifying and developing potential discovery questions
 - Providing the legal team with an initial review of identified findings and proposing a suitable way to convey these findings
 - Educating legal members on the disease or injury process
 - Identifying medical experts for the legal team
- Acts as a liaison between the legal and health care community, and provides a neutral and informed voice for an organization or practice as an expert for the defense or plaintiff. Examples of settings in which the LNC may work includes:



- Law firms
- Insurance companies
- Government offices
- Independent practice
- Business and industry legal departments
- Health care organizations
- Patient safety organizations
- Workers' compensation injuries
- Risk Management departments

SECTION XI - LNCAC CODE OF CONDUCT AND ETHICS

PREAMBLE: The Legal Nurse Consultants of Canada Code of Ethics and Conduct is formed on beliefs about the nature of individuals and society. The code of professional and ethical conduct provides guidelines to its members for professional performance and behavior. The success of any professional organization results from the competence and integrity of its members.

CODE OF CONDUCT

- 1) A legal nurse consultant does not discriminate against any person based on race, creed, color, age, sex, national origin, social status, or disability and does not let personal attitudes interfere with professional performance. Individual differences do not influence professional performance and practice. These factors are understood, considered, and respected when performing all activities.
- 2) A legal nurse consultant acts as a consultant or an expert with the highest degree of integrity. Integrity refers to uprightness, honesty, and sincerity. A legal nurse consultant directs those attributes to the requirements of the profession. Integrity is a personal and sacred trust and the standard against which the legal nurse consultant must ultimately test all decisions. Honest errors and differences of opinion may occur, but deceit, poor judgment, or lack of principles must not be tolerated.
- 3) A legal nurse consultant uses informed judgment, objectivity, and individual competence as criteria when accepting assignments. A legal nurse consultant does not purport to be competent in matters in which he or she has limited knowledge or experience. Only services that meet high personal and professional standards are offered or performed.
- 4) A legal nurse consultant maintains standards of personal conduct that reflect honorably upon the profession. A legal nurse consultant abides by all federal and provincial laws. A legal nurse consultant who knowingly becomes involved in unethical or illegal activities negates professional responsibility for personal interest



or personal gain. Such activities jeopardize the public confidence and trust in the nursing profession.

- 5) A legal nurse consultant provides professional services with objectivity. A legal nurse consultant provides services free of personal prejudice and conflict of interest. A legal nurse consultant reflects on all current assignments and commitments before accepting assignments, making decisions, rendering opinions, or providing recommendations. Personal prejudices and conflicts of interest must be recognized, as they may interfere with objectivity and adversely affect performance.
- 6) A legal nurse consultant protects client privacy and confidentiality. A legal nurse consultant uses confidential materials with discretion. A legal nurse consultant respects and protects the privacy of the client. A legal nurse consultant does not use any client information for personal gain.
- 7) A legal nurse consultant is accountable for responsibilities accepted and actions performed.
- 8) A legal nurse consultant maintains professional nursing competence. A legal nurse consultant is a registered nurse in good standing with their professional registering body. A legal nurse consultant is knowledgeable about the current scope of nursing practice and the standards of the profession. A legal nurse consultant does not practice law.

CODE OF ETHICS

As an Executive Board member, I will strive to:

- 1) Maintain and function according to the CNA Ethical Standards of Practice.
- 2) Recognize that all authority is vested in the full Board only when it meets in legal session.
- 3) Maintain confidentiality of Board proceedings as necessary.
- 4) Keep well-informed of developments relevant to issues that may come before the Board.
- 5) Participate actively in Board meetings and actions.



- 6) Bring to the attention of the Board any issues that I believe will have an adverse effect on the organization or those we serve.
- 7) Represent all those who are served by this organization and not a particular geographic area or interest group.
- 8) Declare conflicts of interest between my personal life and position on the Board and abstain from voting when appropriate.

SECTION X - RECORD RETENTION POLICY

Records pertaining to the LNCAC will be retained as follows:

Permanently Retained Records:

- Minutes (Executive Board, Annual General, and Committee meetings).
- Trademark registrations.

Records kept for seven years:

- Accounts payable ledgers and schedules.
- Accounts receivable ledgers and schedules.
- Expense analysis and distribution reports.
- Expense reports (including Personal).
- Audit reports.

Records kept for three years:

- Bank statements and reconciliation.
- Duplicate deposit slips.
- Internal reports (miscellaneous).
- Invoices to members /customers.
- Petty cash vouchers.
- General correspondence, routine correspondence with clients, members and vendors
-

Records kept for one year:

- Purchase orders (non-purchasing dept copy).
- Requisitions.

SECTION XI - EXECUTIVE BOARD LEADERSHIP TRANSITION CHECKLIST

New Board Member Orientation: Transfer of responsibilities/files from outgoing to incoming will include the following activities:

Updated: 2016



1. **Planning Meeting:** New Board members meet to set chapter goals/strategic planning.
2. **Appointment of Committee Chairpersons:** Will be completed by the incoming President.
3. **Committee Chairperson Orientation:** An outline of responsibilities and transfer of files from will take place from outgoing to incoming executive board members.
4. **Bank Signature Card:** The incoming President and Treasurer will obtain and complete banking authorization forms.
5. **Chapter Meeting Calendar:** The new executive will create a year-long meeting calendar, and ensure distribution to chapter and posting on LNCAC website.
6. **Membership Directory:** A current list of active LNCAC members in good standing will be posted on the web page.
7. **Membership Renewals:** Membership renewals will be sent to all LNCAC members.
8. **Chapter Fund Disbursement:** The treasurer will ensure that each provincial chapter receives the agreed to amount of funding per registered chapter member by June 1 of any year or within 30 days of a member joining the organization.
9. **Mail pick up:** Transfer of post office box keys, assign chapter member(s) to check weekly.

SECTION XII - ROBERT'S RULES OF ORDER

Robert's Rules of Order were created to assist with orderly discourse and debate in which all concerns are heard and deliberated. It is extremely important to understand these rules are NOT intended to hinder the flow of a meeting, but rather to be used as a framework to keep a meeting flowing and to maintain order when things start to get out of hand.

Note: LNCAC bylaws ALWAYS take precedence over Robert's Rules.



1. Business, Motions, and Debate:

Business is conducted by means of MOTIONS introduced by individuals present at a meeting. Business may only be conducted when a QUORUM is present.

An individual is typically permitted to speak by raising their hand and waiting to be called, or RECOGNIZED, by the MODERATOR. When an individual is recognized they “have the floor” and have the right to offer any motion or debate that is in order at that time.

A motion which brings new business before an assembly is called the “main motion”. A main motion is submitted for consideration (debate and a vote) when it has been seconded by a show of support from another member. Only one main motion may be considered at a time and it is the job of the moderator to make sure the discussion on the floor is directed towards the motion on the floor and not another issue/concern.

The following motions and procedures are used at any meeting:

- **Basic Main Motion:** applies when no other business is pending before the Board and is used to introduce business into a meeting.
- **Tabled Motion:** is a question previously tabled and brought up again for consideration by way of this motion. A motion to take from the table is in order only when its sponsor has the floor, and it must be seconded. A majority vote is required to bring the tabled matter before the Board again.
- **Postpone Indefinitely:** is a secondary motion that banishes the question under consideration for the duration of the meeting. It is used to quickly remove badly chosen, poorly worded, or unconscionable main motion. Postponing indefinitely is out of order when another secondary motion is under consideration, or when another speaker has the floor. It must be seconded, is debatable but not amendable. It requires a majority vote to approve.
- **Amend a Main Motion:** is used to modify the wording of the pending question on the floor. The proposed amendment must be germane to the main motion, meaning that no new subject may be introduced. It is the moderator’s discretion to evaluate whether a proposed amendment is germane and valid.

The speaker must have the floor to propose an amendment, and the motion to amend must be seconded and is debatable. Debate is confined to the amendment and may not stray into the substance of the question. An amendment requires a majority vote to pass.

- Commit or Refer: is used to dispatch the pending question to a select committee charged with investigating the merits of the proposal and reporting back to the Association. The speaker must have the floor to commit; it must be seconded and is debatable. It requires a majority vote to pass.
- Calling the Question: is the process used to close the debate immediately on the current or secondary motion and brings it to a vote. The speaker must have the floor to call the question; it must be seconded and is neither debatable nor amendable. A two-thirds vote is required to call the question.
- Point of Order, Appeal: applies when an individual believes the parliamentary rules of the Association are being violated. This motion is in order when its sponsor does not have the floor, even when it interrupts another individual with the floor. It is normally ruled upon by the acting Moderator, unless they are in doubt and request a vote.

The moderator's ruling may be appealed by a member immediately calling for an appeal (if any new main motion has been initiated the ruling is no longer subject to appeal). A majority vote carries the appeal of the decision of the chair.

- Suspend the Rules: temporarily suspends one of the Board's regular rules for the purpose of accomplishing some task that could not otherwise be performed under the guidelines imposed by parliamentary law. This cannot be used to suspend the Association's bylaws.
- Point of Inquiry or Information: are questions of procedure which are satisfied through a point of inquiry; questions of fact are made through a point of information. These questions may be raised even when the speaker does not have the floor. The answers are provided or solicited at the discretion of the chair.

2. Helpful Tips:

The moderator is under no obligation to entertain a motion, even if it is in order. Robert's Rules state that absurd, obstructive, offensive, or trivial motions may be ruled invalid by the chair, regardless of whether or not they have been seconded by the membership.

- Robert's Rules calls an amendment to an amendment a secondary amendment, and forbids amendments in the third degree

- The most effective way to commit a question is to amend one's own motion to commit to specify that the question be referred to a standing committee. In this way, the motion is more likely to receive immediate consideration within an established setting.
- A point of order applies only to a current violation of parliamentary procedure. It may not be applied to a past decision or action. Reconsiderations only apply to votes taken within the same meeting.
- An objection to consideration of a motion is in order even after the motion has been seconded, as long as debate on it has not commenced.
- A point of information should be used only to ask a question.

Suggestions for Conducting an *Effective Meeting*:

- Provide members with adequate meeting notice – three to four weeks prior to the meeting is ideal.
- Develop an agenda with expected actions and incorporate a time structure, so the group spends only a certain amount of time on each item.
- Forward pertinent agenda material to attendees at least one week prior to the meeting and ensure all information regarding issues is included.
- Start the meeting on time and assign an individual to take action notes.
- Ensure actions and motions are clearly and completely stated.
- Encourage participation by all members, keeping in mind individuals often appreciate a leader who takes charge. It is important to hear from everyone on some issues and effective to make quick decisions on others.
- Review group discussions and decisions relative to the strategic plan and mission.
- Keep meetings moving; interest lags when action lags.
- Ensure individuals taking the floor speak clearly and audibly. Sum up what the speaker has said, entertain discussion, and obtain a decision.



- Control aimless discussion by recommending a conclusion or defer the discussion to another meeting.
- Retain control, but don't stifle free comment or discussion. Clarify issues by obtaining consensus and then move on.
- Conclude each meeting by ensuring members feel all relevant subjects have been adequately covered.