



# **STATUTES AND BYLAWS OF SKAL INTERNATIONAL QUÉBEC**



**CLUB 359  
FOUNDED OCTOBER 8, 1971**

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**NB:** Words herein, which imply the male sex, may equally be taken to imply the female sex.

## PREAMBLE

The A.I.S.C., also known as Skål International, is an International Association of Travel and Tourism Professionals. Membership is voluntary and open to those travel and tourism professionals holding managerial positions and who are recognized for their honesty and integrity. They must qualify in accordance with to the regulations of Skål International.

By accepting Membership in Skål International, travel and tourism professionals undertake to work towards the achievement of the Mission, Principles, Objectives and Purpose of Skål International, as defined in the Statutes<sup>1</sup>. They will be expected to abide by the requirements set out in all the official publications of Skål International to regulate the organization of the Skål Movement as listed in the By-Laws.

To carry out the Mission, Principles, Objectives and Purpose of this Association of Travel and Tourism Professionals; Skål International operates with the following structures, each having a different function:

- a) **Clubs** - the basic unit of Skål is the Club, which shall act on behalf of Skål International in regard to the Skål activities within the Club's geographical boundaries.
- b) **National and/or Area Committees** - The National Committees incorporate the Clubs in those countries where are four or more Clubs, to assist Skål International in its relations with those Skål Clubs. If a country has more than one club and less than four a National Committee may be formed. The Area Committees incorporate the National Committees and/or Affiliated Clubs by geographical regions. National and/or Area Committees are approved, suspended and terminated by the Executive Committee of Skål International.

- c) **International Skål Council** - The Council is an advisory body to Skål International.
- d) **General Secretariat** - The General Secretariat is the Management body of Skål International, headed by an appointed Secretary General who is accountable to the Executive Committee and employing salaried personnel.
- e) **The Skål International Executive Committee** - The Executive Committee is the Governing body of Skål International. It is composed of a number of elected members who are accountable to and represents the General Assembly. The President of Skål International represents the Association.
- f) **General Assembly** - The General Assembly of Club Delegates is the supreme body of Skål International and as such ensures the involvement of the Clubs and membership in the decisions, which affect the Association.

All the above structures are part of Skål International and cannot operate or exist independently of it. All regulations pertaining to the above organization emanated from the Statutes and By-Laws of Skål International. These document take precedent over any other set of regulations within the Skål Movement. All other set of regulations must comply with the current valid Statutes and By-Laws of Skål International. The Model Statutes for a Skål Club has been drawn up by Skål International to regulate each Skål Club in accordance to the guidelines given. Skål International must officially approve the Statutes of every Skål Club.

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<sup>1</sup> See Annex A - Statutes of Skål International, Article II – Mission, Principles and Objectives

**ARTICLE 1: NATURE, NAME,  
AFFILIATION, ADDRESS AND OFFICIAL  
REGISTER**

- a) Skål Club is the official designation of the member Clubs of the Association Internationale des Skål Clubs, abbreviated "A.I.S.C." (Association Internationale des Professionnels du Tourisme). The A.I.S.C. is also known as Skål International and is duly registered as a non profit making association in the Kingdom of Spain, with No. 161829. The official address of the Skål Movement is the address of the General Secretariat of Skål International, which at the present time is: Edificio España, Avenida. Palma de Mallorca 15 – 1º, 29620 Torremolinos, Spain.
- b) Skål Clubs are the basic unit of the structure of Skål International. A Skål Club includes all individual members of Skål International located within its area of influence. Only the Executive Committee of Skål International can approve, give dispensation to or terminate a Skål Club. The Skål Club **Skål International Québec** shall be known as Skål International,<sup>2</sup> referred to herein as "Skål Club", is formed and exists only under the decision and authority of Skål International.
- c) The official address of the Skål International Québec is<sup>3</sup>
- 550, 71<sup>e</sup> Rue Est  
Charlesbourg, QC  
Canada G1H 1M1*
- [Skalquebec@ca.inter.net](mailto:Skalquebec@ca.inter.net)  
*Internet: <http://www.sicanada.org/quebec>*
- d) The Skål Club must join the National Skål Committee where such exists in their country.
- e) The Skål Club has been formed for an indefinite period of time. However, should a suspension become necessary only Skål

International or the General Assembly of the Skål Club is empowered to decide it.

- f) Upon approval by Skål International, the Club should be legally registered as a non-profit making association, member of Skål International – International Association of Tourism Professionals. When possible and in accordance with local laws and procedures, the Club should file its Statutes, which are complimentary to the Statutes and By-Laws of Skål International and, also, of the Statutes and By -Laws of the National Committee when in existence. If the Statutes are rejected, by any authority, the Club must obtain, in writing, an explanation of the decision and details of the specific objection(s). This information must be forwarded to the Secretary General for decision by the Executive Committee.
- g) As a non-profit organization, members have no personal rights to the revenue or assets of the Club. These must be administered by the Club and dedicated to the aims and objectives, established by Skål International, to fulfil the Skål Mission.
- h) The Secretary General of Skål International certifies that the Executive Committee approved the formation of **Skål International Québec** as a member of Skål International, on October 8<sup>th</sup>, 1971 and that the last updated and valid version of its Statutes was approved on February 28<sup>th</sup> 1994.<sup>4</sup>

Name and Signature of the Secretary  
General of Skål International

<sup>2</sup> Insert the official denomination of the Skåal Club

<sup>3</sup> Add "the address of the elected Club Secretary" or a permanent address

<sup>4</sup> Section h) to be completed by the Secretary General of Skåal International

Official Stamp of Skål International  
Date

## **ARTICLE 2: OBJECTIVES**

The objectives of the Club are:

- a) To fulfil the Mission and Principles of Skål by means of individual and collective Skål activities.<sup>5</sup>
- b) To develop friendship and among purpose between personnel in the travel and tourist industry.
- c) To foster goodwill and mutual understanding worldwide through international travel and tourism.
- d) To encourage and assist in the professional development of all, but especially the young people working in or training for, the travel and tourism industry.
- e) To make its members aware of the Florimond Volckaert Fund and the way it operates.
- f) To reinforce the recognition of the Skål Club by the community, the media and the tourism industry.
- g) To hold social and professional Skål activities to ensure the interest of all but, especially tourism professionals.
- h) To attract all genuine tourism professionals qualified for active membership and who have the required high ethical business and personal values, to the Skål Club.
- i) To attract Young Skål members who are qualified under the Statutes of Skål International to the Skål Club.
- j) To inter-relate with other Skål Clubs.
- k) To develop inter-professional relations.
- l) To obtain the voluntary participation, assistance and contribution of the Active Associate, Young Skål, Life and Retired members in elected offices and scheduled functions or activities of the Club.

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<sup>5</sup> See Annex A - Mission and Principles of Skål International

## **ARTICLE 3: RESTRICTIONS**

In pursuance of these objectives, the Skål Movement shall in no case:

- a) Be used directly in promoting private commercial or business matters. However business relationships between members and the supporters of Skål are encouraged.
- b) Impose any limitations or restrictions on members in violation of the human rights declaration of the United Nations.

The use of the Skål name, badge, insignia, logotype, emblems and other identities of the Skål Movement shall always be in accordance to the authorization, guidelines and instructions that are given by Skål International.

## **ARTICLE 4: RIGHTS OF MEMBER CLUBS OF SKÅL INTERNATIONAL**

Each member of Skål International Québec has the following rights:

- a) To bear the title "Skål Club - Member of Skål International - Association de Professionnels du Tourisme".
- b) To be represented by at least one appointed delegate and to vote at the General Assembly of Skål International, the supreme body of the Skål Movement.
- c) To nominate as a candidate to Skål International Executive Committee elections, one of its Active or Life members who fulfils the requirements for such a candidacy.
- d) To appoint one or more delegates to its National Committee and to nominate candidates for the elections of its Board. When there is no National Committee and the Affiliated Club is a member of an Area Committee, the Club has the right to appoint one or more delegates to that Area

Committee and to nominate candidates for the election of the Board. If two or more clubs exist in one country and there is no National Committee the clubs must select one or more delegates to represent all the clubs in that country to represent them in the Area Committee.

- e) To communicate directly with the Executive Committee or General Secretariat of Skål International, with a copy to their National Committee.
- f) To suspend or expel, in accordance with the established regulations and procedures, a Club member whose private or professional conduct has been prejudicial to the reputation, principles or interests of Skål or who has failed to comply with any of the official regulations of Skål International.
- g) Clubs, which have not met their annual commitments to Skål International, will automatically forfeit their rights under (b), (c) and (d) above until the commitments have been met.
- h) To grant the distinction of Honorary President or Honorary Member, followed by the name of the Club, to any Active or Life Skål member considered to merit such a title.
- i) To take part in the general activities and events promoted by Skål International for the benefit of the Skål Clubs.

#### **ARTICLE 5 - OBLIGATIONS OF THE SKÅL CLUB**

Each Skål Club has the following obligations:

- (a) To promote the Skål name and reputation in its area.
- (b) To receive, welcome and assist, both personally and professionally, in the true spirit of Skål, any visiting Skålleague.
- (c) To hold its Annual General Meeting in the first quarter of the year and to hold a minimum of five other official functions during the year.

- (d) To actively promote the objectives of the Skål Club and Skål International.
- (e) To implement an attractive annual programme of professional and social activities and events.
- (f) To follow the guidelines prepared by Skål International and to comply with its duties.
- (g) To remit all subscriptions and payments to Skål International by the specified date.
- (h) To remit to the General Secretariat all documentation requested, forms and the updated list of members by the date fixed.
- (i) To ensure that all members for which renewal of membership is requested continue to fulfil all the requirements of their category and have duly paid their fees.
- (j) To regularly update the personal data of its members and to communicate any modification to the General Secretariat.
- (k) To promote and support participation of members in National and International Skål events and, in particular, the attendance of at least one delegate at the National Committee Meetings and the General Assembly of Skål International. The Club shall consider giving financial assistance to the Club delegates attending these meetings.
- (l) To modify Club Statutes in line with amendments to the Statutes and By-Laws of Skål International and to bring the same into line with all the official regulations, within one year of the approval date of the amendments.
- (m) To send a copy of the amended Statutes to the General Secretariat within 30 days of any modification approved by the General Assembly.
- (n) To communicate regularly with the National Committee or the General

Secretariat regarding the fulfilment of the above obligations. When the Skål Club due to size, economic situation or other internal difficulties cannot adopt any one of the above obligations, this must be communicated to the National Committee and General Secretariat for a further decision.

#### **ARTICLE 6: COMPOSITION - INDIVIDUAL MEMBERSHIP**

Members known as Skålleagues are grouped as members of one of the Skål Clubs of Skål International. They receive their Skål International membership card annually, following payment of the dues, updated personal information from the Club and the fulfilment of all other commitments by their Skål Club.

All Skålleagues must qualify in one of the five following categories of Skål International: Active, Life, Retired or Associate and Young Skål.

Members must belong to the Club nearest to their place of business, or their permanent residence. No member is permitted, under any circumstances, hold membership in two Clubs at the same time.

#### **ARTICLE 7: ACTIVE MEMBERS**

- a) Active membership is limited to persons holding managerial or other responsible positions in the travel and tourism industry in an entity as listed in the By-Laws of Skål International, Article I – Classifications<sup>6</sup>. These persons must be employed full-time in the declared position, be actively involved in sales and/or promotional work and have a minimum of three years travel or tourism experience, which need not be in a managerial position. Membership is effective upon receipt of approval from Skål International either in writing or by the issuance of a membership card.

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<sup>6</sup> Annex B – See section dealing with Membership Proposal Form procedure

- b) Active membership ceases when a member is no longer qualified under the By-Laws of Skål International, Article I, Section 1. The member may then be transferred to Retired or Associate membership or, failing that, to Local membership or resign from Skål.
- c) A minimum of twenty persons is required to form a Skål Club. For the Club to remain operative, the number of active, Life and Retired members must not be less than fifteen. Membership cards will not be issued to Clubs with less than fifteen Active, Life or Retired members.

#### **ARTICLE 8: LIFE MEMBERS**

- a) An Active member, who has reached the age of 55, has fully retired from all business and has been an Active member for at least ten years before retirement may apply to Life membership. The Executive Committee of Skål International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire early.
- b) A request to the General Secretariat is needed for all transfers from Active to Life membership on the official modification form, together with a verification of the member's age.
- c) Life membership must be revoked if the member is expelled from Skål, resigns or returns to any form of employment.
- d) Life Membership shall not be used as a Club distinction.

#### **ARTICLE 9: ASSOCIATE MEMBERS**

Associate Members of Skål International is open to the following:

- i) Persons involved in a managerial capacity in the Travel and Tourism industry who live in a country where a Skål Club does not exist or where, because of the law of the Country, Skål cannot be present.
- ii) Former Active members, who have been Active members for at least five years

and who, through a change in their occupation, are no longer qualified for active membership, but still remain in a responsible position closely connected with travel and tourism.

- iii) Active members from a club that has been suspended due to inadequate membership.
- iv) Persons working in a responsible position closely connected with travel and tourism may apply for membership. Applications giving qualifications for Associate membership in Skål, must be submitted by the applying Club to the Secretary General for consideration by the Skål International Executive Committee.
- v) Associate Members cannot transfer to Life Membership. They may transfer to Active Membership upon returning to a managerial capacity in the travel and tourism industry.
- vi) Associate Members may attend the Club's as observers but shall not vote or intervene at the Assembly. They shall not hold office at Club or any other level of Skål International.
- vii) Associate members are permitted to attend International Congresses. Attending Club activities other than their own is only possible by invitation.
- viii) Associate membership is limited to 10% (ten percent) of the Active and Life Members in a Club.
- ix) Associate membership in a city or area where Skål is not present is limited to 19 persons, thereafter; a new Skål Club must be formed where permissible.

#### **ARTICLE 10: RETIRED MEMBERS**

A Retired member who has reached the age of 55, who has fully retired from the travel and tourism business and who has been an Active member for at least ten years before retirement shall be granted Retired membership. The General

Secretariat shall be informed of all transfers from Active to Retired membership, on the official modification form, together with a verification of the member's age. Only the Executive Committee of Skål International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire. Retired members enjoy the same privileges as Active Members excepting that they may not hold representative office at any level and may perform limited work in other industries to supplement their income.

#### **ARTICLE 11: YOUNG SKÅL MEMBERS**

Young Skål membership is limited to persons who are tourism students or young professionals in the travel and tourism industry. They will have been a student or young professional in one of the classifications described in Article I section 1 (b) for at least two (2) years.

#### **ARTICLE 12: DUTIES OF MEMBERS**

All members are obliged to fulfil, amongst others, the following duties:

- a) To accept and promote the Mission and Principles that guide the Skål Movement.
- b) To comply with the current Statutes and By-Laws of Skål International and the Statutes of the Club.
- c) To follow the guidelines of the Skål Club, to present proposals to the Club and to Skål International for the improvement of Skål generally. To promote fellowship amongst all Skålleagues, to support and maintain the travel and tourism profession. To propose, as members, those professionals who are qualified to join Skål International.
- d) Attend meetings as regularly as possible and not less than three times per calendar

year. Failure to meet this requirement can result in the cancellation of their membership.

- e) To ensure the good management of the Club.
- f) To promote and publicize the Skål Movement within the travel and tourism trade in their own professional environment.

#### **ARTICLE 13: RIGHTS OF MEMBERS**

- a) Active and Life members, including members holding Skål International honorary titles have the right to:
  - i. Speak and vote at all Club meetings.
  - ii. Attend Skål Congresses and events organized within the Skål Movement, as defined by the organizers.
  - iii. Be candidates for offices within Skål at all levels, with the exception that Honorary Presidents of Skål International may not be candidates for election to the Executive Committee of Skål International.
  - iv. To hold a Skål membership card, to certify their membership, rights and status as Skålleagues once the personal annual dues are paid and the Club and the National Committee, where applicable, have met their obligations to Skål International.
  - v. To receive other benefits of Skål membership as defined for each category.
  - vi. In the event of a sanction, suspension or dismissal of a member, the member must be granted the right of a hearing before such action is taken and an appeal thereafter.
- b) Associate members do not have the rights indicated in (i) (ii) and (iii) above. They may, however, attend Skål World Congresses.
- c) Retired Members do not have the right to hold representative office in Skål International.
- d) Young Skål members do not have the rights indicated in (i) and (iii) above.

- e) Transfer members have the above rights with the exception that they may not hold office at Club level.

#### **ARTICLE 14 : MEMBERSHIP PROPOSAL**

Membership of Skål is open to all qualified travel and tourism professionals. To be considered for membership, persons must comply with the requirements set out in the Statutes and By-Laws of Skål International. Only Skål International has the right to approve members and their category of membership<sup>7</sup>.

The Club President and Secretary must not sponsor applications because they are required to sign the affirmation on behalf of the Club. For all Clubs belonging to a National Committee, the membership proposal form shall be sent via that National Committee, for recording and endorsement. A National Committee can however by vote at a General Assembly waive the need to sight Membership Proposal Forms in advance and under these circumstances all Clubs within that country can forward the Membership Proposal Form directly to the Secretary General who will copy the National Committee with the approval or otherwise.

A list of professional classifications for active membership is to be found in the By-Laws of Skål International, Article 1. This article must be reference when completing the Membership Proposal Form<sup>8</sup>.

#### **ARTICLE 15: INDUCTION FEE**

Each newly approved Active, Associate or Young Skål Member of the Skål Club may be required to pay an admission fee. The fee is fixed periodically by the Board of the Club and must be approved by the Annual General Assembly.

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<sup>7</sup> Annex B - See section dealing with Membership Proposal Form Procedure

<sup>8</sup> Annex B - See section dealing with Membership Classifications

## **ARTICLE 16: TRANSFER OF MEMBERS**

- a) Any active, Life Young Skål and Retired member who moves from his Club's area for business or personal reasons may apply through the Secretary of his Club for transfer to the Club in his new place of business or residence. These transfer requests, transmitted by the Secretary of the Club, are normally accepted if:
  - i. The applicant requesting the transfer fulfils the stipulations for admission specified in Article 6 and Article 7 or Article 8 of these Statutes.
  - ii. His current membership fee has been paid in full.
- b) A member so transferred will not have to pay a second subscription for the current year, nor seek sponsorship by two Club members.
- c) Until the transferred member is officially registered by Skål International as a member of the new Club, upon receipt by the General Secretariat of the completed transfer form, the member will be granted transfer status by the original Club. The member will continue to paying the membership fee to the original Club and retain the voting rights, except in the case of a Young Skål member, in that Club. A transfer member may not be a candidate for election. The member may, however, attend and participate at all meetings and events of the new Club (as far as circumstances permit) and enjoy the privileges of membership except the right to vote.
- d) If there is no Club within reasonable distance of the new place of business or residence, the transfer status may also be granted by his original Club .
- e) Skål International makes no provision for transfer of Associate membership.

## **ARTICLE 17: MEMBERSHIP RESIGNATION**

Any member may resign from the Club at any time by submitting his resignation, in writing, to the Club Secretary who must acknowledge

receipt of it. Notwithstanding such resignation, the former member will be required to pay any outstanding amounts owed.

## **ARTICLE 18: PROCEDURES FOR SANCTIONS AND APPEALS BY THE CLUB**

All sanctions are personal and require that a hearing be accorded to the member concerned, an absolute majority vote of the Board members and an official communication detailing the reasons for the sanction must be sent to the member.

Only Skål International has the authority, whether requested or not by the Club, to sanction or expel a member. National and Area Committees do not have this authority and shall refer any question of expulsion to Skål International.

There are three categories to be considered when sanctioning a member: reprimand, membership suspension and expulsion.

- a) Letter of Reprimand: This is a letter written by the Board of the Club to a member reprimanding him for an attitude or for conduct considered inappropriate and not in the interest of the Club or the reputation of Skål.
- b) Suspension of Membership Rights:
  - i. When a member has received a warning letter and despite it continues with the attitude or conduct for which he has been censured, the Club Board may take the decision to suspend him for a period, which will be determined by the seriousness of the action. The maximum period of suspension is six months. A member who has been suspended can appeal against this decision by the Board to the next General Assembly of the Club, which may revoke the Board's decision. If the next General Assembly of the Club is not to take place within two months from the date of the suspension, an appeal may be made to Skål International, which may decide to delay the suspension until the Club's

General Assembly hears the appeal. The suspension will not come into effect until a final decision has been taken.

- ii. When the conduct or attitude of the member is considered by the Committee to be prejudicial to the interest of the Club or the reputation of Skål, the member can be suspended for a minimum of six months and a maximum of one year without the requirement for a letter of reprimand. The appeal procedure shall be the same as in (i) above.
- c) Expulsion:
- i. When the attitude or conduct of a member is considered highly prejudicial to the interest and/or reputation of Skål or when despite a previous suspension, the member continues with the same attitude or conduct, the Board of the Club may take the decision to expel the member.
  - ii. The member can appeal against this decision to the Executive Committee of Skål International within a period of one month from the communication of the expulsion. If an appeal is presented to the Executive Committee of Skål International the expulsion will not come into affect until a final decision has been taken.
  - iii. The decision of the Executive Committee is final and shall be taken having considered any documentation or other kind of information received from the Club, the National Committee and the expelled member. The decision of the Executive Committee is final.
  - iv. Expelled members are not entitled to a refund of fees paid or subsequent membership in any Skål Club. Upon confirmation of the expulsion, the name and address of the member must be registered by the General Secretariat of Skål International.

#### **ARTICLE 19: BOARD OF THE CLUB**

- a) Active Life and Retired members will elect the Board of Officers, to administer and manage the Club. The Board may comprise:
  - i. President (or Chairperson where the title President cannot be used due to local regulations)
  - ii. One or two Vice Presidents (or Vice Chairpersons)
  - iii. Secretary
  - iv. Treasurer
  - v. A Development/Communications Officer
- b) In addition the following positions should also be considered:
  - i. Public Relations
  - ii. Publicity and Sponsorship
  - iii. Programmes and Events
  - iv. Florimond Volckaert Fund
- d) The office or President may not be combined with any other position.
- e) The positions outlined in the Operational Plan for Skål International must follow the guidelines as set out by the General Secretariat.
- f) If a Club due to size, economic or other internal situations cannot adopt the Board of Officers proposed above the National Committee and General Secretariat must be so advised.

#### **ARTICLE 20: ELECTIONS**

The election of the Board members and Club Auditors shall take place at an Annual General Meeting or Extraordinary General Meeting.

The term of office of the Club President and Vice President shall be one (1) <sup>9</sup> year, with possible re-election for one further term.

The term of office for the Secretary of a Club shall be of two <sup>10</sup> years, with possible annual re-election up to a maximum of six years in total.

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<sup>9</sup> one or two years

<sup>10</sup> one or two years

The term of the remaining non-representative officers of the Board, except Secretary, shall be one (1) <sup>11</sup>year, with possible annual re-election up to a maximum period of four years.

The Officers may be assisted the by members or, if so decided by the Club Board, by a paid executive who may attend the Board meetings as observers, with the right to express opinions but not to vote.

Two Auditors, who are not members of the Board, shall be elected for a term of office of two years. To ensure continuity, the election of one auditor will be held each year.

Any active, life or retired member who has been a member of Skål for at least one year is eligible to stand for election to the Board or as Auditor.

Only individual candidatures will be accepted. Candidatures presented “en bloc” will not be accepted. Elections must be held for the administrative offices of President, Vice President, Secretary, Treasurer and Auditor. The Board may co-opt operational officers if the General Assembly of the Club so decides.

Elections shall be by secret ballot and a candidate who obtains an absolute majority (50% plus one of the valid votes cast) is elected. If a second ballot is necessary the winner will be the candidate obtaining a simple majority (most votes).

Nominations of candidates for the Board of the Club and Auditors must be received by the Secretary thirty days before the meeting where voting is to take place. If no nominations are received for a position at the time of the election, candidates may be nominated from the floor. Should no candidates be presented, the existing Officers will provisionally remain and the National Committee or the General Secretariat of Skål International must be informed for further action.

#### **ARTICLE 21: COMMITTEES**

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<sup>11</sup> *one or two years*

The Annual General Meeting or the Board of the Club may appoint committees to perform special studies or duties. The members of such committees will report to that Board. Committees may also be formed under the guidelines given by Skål International.

All Skålleagues have the right to participate and contribute to the success of any of the Operational functions by cooperating with the Officer concerned.

#### **ARTICLE 22: POWERS OF THE BOARD OF OFFICERS OF THE CLUB**

The Board of the Club is entrusted with the task of administering and managing the Club. It settles differences that may arise between the Club's members, or refers the same to its National Committee or Skål International.

Decisions are taken by a majority of the members present having the right to speak and vote. In the case of an equal vote, the casting vote of the President decides.

The Board of the Club must meet regularly, not less than six (6) times per annum at the request of the President. It may also be convened at the request of one quarter of the Board's officers. At each meeting, the quorum shall be 50% of the full Board of Officers. Any officer has the right to ask for a secret ballot.

#### **ARTICLE 23: VACANCIES ON THE CLUB BOARD**

- a) Any member of the Board, who, without valid reason, fails to attend three consecutive Board meetings, is considered to have resigned from the Board.
- b) The Board may appoint an Active, Life or Retired member of the Club to fill a vacancy until the next General Assembly. Excepting that Retired members may not hold representative office. The member thus appointed, has the right to stand for election to the vacant post. The duration of this appointment will not be taken into consideration for time limit purposes.

**ARTICLE 24: CLUB PRESIDENT AND VICE PRESIDENT**

- a) The Club President is entrusted with the duties of executing the decisions of the Annual General Meeting and the Board of the Club, conducting the proceedings and ensuring that it functions effectively and efficiently.
- b) The President is the Club's official and legal representative. However, all documents legally binding on the Skål Club must bear the signature of the President jointly with that of one of the Vice Presidents.
- c) The President may, if necessary, delegate part of his presidential duties to a Vice President or any other Officer of the Board.
- d) The President will make a report to the Annual General Meeting on the activities of the Club and its Board.
- e) The President is entrusted with ensuring that the Skål Club extends a warm welcome to every visiting Skålleague and that they are offered every assistance during their visit.
- f) The main task of a Vice President shall be to assist the President in the execution of his duties and deputize for him whenever the necessity arises.

**ARTICLE 25: CLUB SECRETARY**

The Secretary is entrusted with the tasks of:

- a) Drafting the minutes of the meetings of the Board and the Annual General Assembly.
- b) Drafting and circulating the notice of meetings.
- c) Receiving, drafting and mailing all correspondence.
- d) Submitting the requests for admission of new members.
- e) Preparing the agenda for all meetings in agreement with the President.

- f) Fulfilling the Club's responsibilities towards Skål International and the National Committee.
- g) Preparing an annual activity report which, after approval by the Board, is submitted to the Annual General Assembly.
- h) Ensuring that the Statutes of the Club are updated in line with the amendments to the Statutes and By-Laws of Skål International and that the terms therein are respected.
- i) Together with the Treasurer, checking the membership list sent annually by Skål International, amending and updating the data as necessary to ensure that all requirements are observed. The Secretary then returns the list to the General Secretariat which will issue new membership cards.
- j) Certifying any matters or information concerning the Club.

**ARTICLE 26: CLUB TREASURER**

- a) The Treasurer has the power to cash, on behalf of the Club, all amounts originating from all legal sources of income.
- b) The Treasurer will produce a membership list annually, by name and category, to be distributed to all Club members.
- c) The Treasurer receives all fees due to Skål International and settles them with the National Treasurer (where applicable) or directly with Skål International.
- d) The Treasurer ensures that each member has paid the dues prior to a new membership being issued.
- e) The Treasurer maintains the Club's accounts, receives, deposits and manages the Club's funds in accordance with the present Statutes. The Treasurer makes all payments of expenses incurred on behalf of the Club and approved by the Board. He presents an annual report and balance sheet to the Board of the Club. Following approval by the Board of the Club both are submitted to the Annual General Assembly for approval.

## **ARTICLE 27: INCOME**

The Club receives income from admission and membership fees, fund-raising, sponsorship, donations and any other forms of legal income.

The Annual General Assembly fixes the annual fee for each category of member. All international fees must be paid to Skål International by 31 March each year. Unpaid dues after this date will be subject to a late payment charge by Skål International.

Fees are due for the full year irrespective of the member is admitted. The Board may reduce the amount of the fees due by new members admitted during the fourth quarter of the year.

## **ARTICLE 28: UTILISATION OF CLUB FUNDS**

The Club's funds are used in settlement of the annual Skål International and National Committee (where one exists) fees, administrative and any other expenses such as development, events, public relations, welcoming guests, conferences, etc. Expenditure must be in keeping with the budget and must serve the aims and objectives of the Skål Organization in the achievement of the Skål Mission.

All Expenses must be approved by the Board members before they are made. However, when this is not possible for any justifiable reason, the President and Treasurer may take the responsibility of approving the payment before submitting the expenditure for the approval of the Board. If vouchers are used, these must be signed by the President and Treasurer. If the President is unavailable, vouchers will be signed the Vice President deputising for him and by the Secretary in the absence of the Treasurer.

Skål International or the National Committee (where one exists) may intervene to modify the financial policy of the Skål Club when it is considered not in accordance with the needs or interest of the Skål Movement.

The Club's financial obligations are guaranteed only by the Club's possessions excluding all personal responsibility of the Board members. However, any Board member who infringes this article will be held responsible to the Board, the Annual General Assembly and the Skål Movement for the expenses thus incurred.

## **ARTICLE 29: BUDGET AND FINANCIAL YEAR**

The Board of the Club will prepare an annual budget showing all expected income and expenditure, including the cost of sending delegates to national and international Skål meetings. The budget shall be presented to the General Assembly for its approval.

The Club's financial year will be from the 1 January to 31 December and should not be confused with the Skål International financial year, which is from 1 April to 31 March of the following year.

## **ARTICLE 30: CLUB AUDITORS AND DUTIES**

The Auditors are directly accountable to the General Assembly of the Club and ultimately to the Skål Movement. They shall not be members of the Board of the Club.

The Auditors shall check the accounts and balance sheet and verify the financial state of the Club. In exercising their duties the Auditors have the right to check all financial documents, which should be done in the presence of the Treasurer. They will prepare a written report for the Annual General Meeting, which will be sent out with the Agenda.

In the event of irregularities being found, the Auditors will inform all members of the Board, in writing, immediately. When in opinion of an Auditor, the irregularities being found are of such nature that could bear the suspension or expulsion of a member, then the Auditor must also inform immediately Skål International, with copy to the National Committee where applicable, about the irregularities.

Each Auditor may act independently of the other. In the event of irregularities either Auditor has the right to request that an Extraordinary General Meeting be called.

### **ARTICLE 31: CLUB MEETINGS AND QUORUM**

Only members holding a valid Active, Life or Retired Skål membership card have the right to speak and the right to vote at the Annual General Meeting which must be held before 31 March each year. Notice of the meeting, together with the agenda, financial report, proposed budget and Auditors' Report must be mailed to Club members by the Secretary 15 days prior to the date of the meeting.

In addition to the Annual General Meeting, the Club must hold five other meetings or events annually which are open to all members. Failure to comply with this frequency of meetings can result in the Club being suspended by Skål International for insufficient activity.

The quorum at the Annual General Meeting and all other meetings where voting will take place is one-quarter (25%) of the total active and life members of the Annual General Meeting it shall be postponed but must be re-scheduled to take place before 31 March. At a postponed Annual General Meeting, decisions and voting will be valid, except when the dissolution of the Club is to be discussed, irrespective of the number of voting members present.

The President and Board members of the National Committee can attend with the right to speak at any meeting or function of the Skål Club.

### **ARTICLE 32: VOTING**

Only Active, Life and Retired members are entitled to vote. Proxy or mail votes are permitted. Secret ballots are required when the voting concerns persons or if at least 25% of the voting members present so request it.

Unless otherwise stated in these Statutes or Skål International Statutes or By-Laws, voting results will be decided by a simple majority.

### **ARTICLE 33: EXTRAORDINARY GENERAL MEETING**

An Extraordinary General Meeting may be convened by the President, either at the request of a majority of two-thirds of the Board members, or at the request of an Auditor in the case mentioned in Article 29, or on the written request of one-third of the Active members of the Club.

Any request for convocation of an Extraordinary General Meeting, which does not come from the Board, must be addressed in writing to the Secretary by the required number of members or either Auditor. The Board shall schedule the meeting to take place within four weeks following the receipt of the request. The Secretary must provide the members with a detailed agenda and the reason/s for the meeting at least fifteen (15) days prior to the date set.

### **ARTICLE 34: HONORARY DISTINCTIONS**

- a) Honorary Distinctions of Skål International:
  - i. The procedures for nominating candidates for the distinctions of Honorary President or Membre d'Honneur of Skål International are to be found in the By-Laws of Skål International.
  - ii. Nominations by Clubs of candidates for these titles must be approved, on a single ballot, by two-thirds of the voting members present at a Club Annual General Meeting, on a single vote.
- b) Club Honorary Distinctions
  - i. The distinctions of Honorary President or Honorary Member followed by the name of the Club may be given to former Club Presidents or to Active, Life or Retired members of the Club who have given distinguished service to

- the Skål Movement. Such Club distinctions only give special privileges within the Club. The person being honoured shall not receive any special badge or insignia, but may be given a diploma confirming the bestowal of the distinction.
- ii. Such distinctions shall not be reported to Skål International and the members receiving them shall remain in the relevant category of Active or Life member.
  - iii. The granting of Club distinctions may be proposed either by the Board of the Club or by seven Active, Life and/or Retired members. The presentation of these proposals shall be included in the Agenda and its approval requires a two-thirds majority of the voting members present at an Annual General Meeting of the Club.
  - iv. The title Membre d'Honneur may only be used by Skål International.
  - v. Prior to 26 April 2005 Life membership was a category within Skål International, subsequent changes to the Statutes of Skål International replaced this category with Retired and all members retiring from full time employment after this date, who meet the criteria, will be given this title. Those members who became Life members prior to this date will retain that title. Clubs at their discretion may now grant the title Life Member to those members who have given distinguished service to the club subject to (iii) above. This Club distinction only gives special privileges within the Club. The person being honoured shall not receive any special badge or insignia, but may be given a diploma confirming the bestowal of the distinction.

#### **ARTICLE 35: SKÅL INTERNATIONAL**

- a) Any member of the Club who is not an elected Officer of the Board is a current, elected member of the Skål International Executive Committee will automatically be a non-voting member of the Board.
- b) Members of the Executive Committee and the Secretary General can attend any meeting or activity held at Club level, or nominate a representative of their choice. The courtesy of an advance communication should be sent to the President of the Club.
- c) Skål International may require items to be included in the agenda for the Club meetings.

#### **ARTICLE 36: INTERNAL CLUB REGULATIONS**

The Club may adopt additional internal regulations to these statutes, provided that they in no way contravene the Official Publications of Skål International or these Club Statutes. The Executive Committee of Skål International must approve exceptions to the present Statutes or additional regulations.

#### **ARTICLE 37: MODIFICATIONS TO CLUB STATUTES**

1. Club Statutes can only be modified at the Club's Annual General Meeting or at an Extraordinary General Meeting called for this purpose. The Board of the Club or any Active, Life or Retired member can propose modifications. To approve a modification a two-thirds majority of the valid votes cast is required. However, when a change in the Club Statutes is necessitated by modifications to the Official Publications of Skål International, the Board shall prepare the required amendments and inform the members of the reasons for the changes, without asking for the otherwise necessary vote.
2. Modifications must be in keeping with the Official Publications of Skål International and where major changes are made to the Club Statutes, the proposed Statutes shall

be sent to Skål International for approval before publication.

3. All proposals for changes to Club Statutes must be received by the Club Secretary 45 days prior to the meeting at which this subject is an item on the Agenda.
4. Should it be found that the Official Publications of Skål International are in conflict with the laws of the country, then the decision, in writing, of the relevant authority explaining the motives and terms that require modification must be forwarded to the General Secretariat to permit Skål International to consider the matter.

#### **ARTICLE 38: SUSPENSION AND TERMINATION OF THE CLUB**

The Executive Committee of Skål International may suspend, dissolve or terminate any Club, which does not comply with, or function in accordance with the Official Publications, guidelines or instructions of Skål International.

Failure to maintain the minimum number of 15 active and life members shall result in the automatic suspension of the Club. However, if the Club can recruit sufficient new active members to bring the membership to at least 15, reactivation may be requested from Skål International.

Suspension of the Club, other than by the Executive Committee, can only be discussed at an Annual General Meeting or an Extraordinary General Meeting called for this purpose. At least two-thirds of the total members entitled to vote must be present for the suspension discussion to be valid. For suspension to be approved a majority of two-thirds of the voting members present must agree with the motion.

In case of suspension or termination of the Club, the Board should first honour all outstanding debts. All orders of payments and other vouchers must bear the signature of the President, the Treasurer and the two Auditors. The remaining assets shall then be placed

under the jurisdiction of the National Committee and/or Skål International. In case of reactivation of the Skål Club within the period of three years since the official date of suspension, the reactivated Club will also obtain the administration of the assets.

Any Club which ceases to be a member of Skål International for the foregoing or any other reason shall remove the title Skål from the name of its Club and may not thereafter use the name, badges, insignias, emblems or any other identity of the Skål Movement and shall also return its membership certificate to the General Secretariat for cancellation.

#### **ARTICLE 39: FINAL AUTHORITY**

1. In case of conflict between the different sets of regulations, the official publications of Skål International and the regulations of the National Committee will take precedence followed by these Statutes, unless exceptions have been previously agreed by the Executive Committee of Skål International. Should there be any conflict between the laws of the country and the official publications of Skål International, the Statutes Director must be informed immediately, to allow the situation to be deliberated on and a decision to be made by the Executive Committee.
2. Club Statutes and subsequent modifications to the same, always require the approval of the Statutes Director of Skål International who will consult with the Executive Committee before publication.

## ANNEX A

### MISSION, PRINCIPLES AND OBJECTIVES OF THE SKÅL MOVEMENT

#### ARTICLE II, SECTION 1 AND 2 OF THE STATUTES OF SKÅL INTERNATIONAL

##### SECTION 1 - MISSION AND PRINCIPLES OF THE SKÅL MOVEMENT

The Mission of the Skål Movement is to make all professional travel and tourism managers world-wide, as defined in the By-Laws, members of the Skål Movement by integrating them into this International Association whose objectives and activities are aimed at achieving friendship, mutual understanding, peace and the solidarity among its members, promoting, in this way the development of common interest, of the communities where they are present and of the travel and tourism industry.

The Skål Principles are its Statements, Values and Beliefs, which identify all the activities of the organization.

##### **I. Tourism Professionalism**

Skålleagues are professionals in managerial positions within the travel and tourism industry. Skål respects the friendship and contribution of those who, while being members of Skål retire or decide to leave the travel and tourism industry, by adapting their contribution and participation to the necessary modification in their membership status. As professionals, members endeavour to maintain the same high professional standards when contributing to Skål.

##### **II. Friendship**

Skålleagues are persons of recognized honesty and integrity, who identify with the Skål values. This permits them to find and give within Skål, the spirit of friendship and unity, which makes this Association so special. Once a member is accepted he/she forms part of the

worldwide Skål family of tourism professionals, where every member is warmly welcomed when contacting other Skålleagues anywhere in the world.

##### **III. Contribution and Participation**

Voluntary contribution and participation by all members is appreciated in addition to the minimum required for continuing the Skål membership. Skål gives the members the opportunity to realize their potential by being part of a social body that is attractive and rewarding. Skål also supports the personal goals of the individual member in his/her involvement with the Association, whether this is for professional, social, or service reasons.

##### **IV. International**

The basis of tourism is international relations. This way, Skål finds itself in the position to be the live expression of this element of union between different countries by transcending the limited national concept to supranational fellowship. Thus, it is in the international character of Skål that the strength and meaning of the Association lies.

##### **V. Non-discriminatory**

The Association may not allow any social, political, labour union, religious, race, sex or age discrimination. To be a part of Skål Club life, questions that may endanger the spirit of friendship or unity - political, union or religious questions- should be carefully avoided.

##### **VI. No profit making**

Skål International is a non-profit making Association. Members have no personal rights on its wealth and/or revenue, which are dedicated to the fulfilment of the Skål mission. Direct business and commercial relationships among members and supporters of Skål are encouraged although not during Skål meetings or functions.

## **VII. Administration**

The Statutes of the A.I.S.C., approved by its General Assembly, are the source of all the regulations for the different levels of Skål. The strategic and operational plans guide the programmes and activities of Skål International. The primary responsibility of the Executive Committee and General Secretariat is to identify the resources for the programs and activities of the Association and to provide the leadership that will support the development and implementation of the aims and objectives of the Association.

## **VIII. Democratic and Autonomous**

Skål International assures the democratic procedures at all the representative levels of the organization. Clubs, National and Area Committees are autonomous in the development of their Skål life but are always subject to the regulations and guidelines laid down by Skål International.

## **IX. Not-inward looking**

Skål International co-operates with and supports the non-profit making activities of educational and cultural institutions, tourism apprentices, companies, associations or other organizations aiming for sustained development of the tourism industry or working for peace. Skål is also involved with societies and local communities where it is represented.

## **X. Universal**

Skålleagues and all levels of Skål are permanently and fully involved in the extension of the Skål Movement, as its positive effects to the benefit of tourism professionals, the tourism industry and represented societies, deserve to be shared among all the eligible tourism professionals worldwide.

## **Section 2 – Objectives**

The Objectives of the Skål Movement are:

- a) to develop friendship and common purpose between personnel in the travel and tourist industry

- b) to foster goodwill and mutual understanding world-wide through international tourism and travel
- c) to encourage and assist in the professional development of all but especially the young people working in, or training for, the travel and tourism industry.

## ANNEX B

### **MEMBERSHIP IN CLUBS, MEMBERSHIP PROPOSAL FORM AND CLASSIFICATIONS BY-LAWS, ARTICLE 1, SECTION 1**

#### **SECTION 1 - MEMBERSHIP IN CLUBS**

Active membership in Skål is limited to those persons holding managerial positions, or positions considered equivalent by the A.I.S.C., in the travel and tourism industry as defined by the A.I.S.C. The equivalent positions are specified in the Membership Classifications in this Article. Active Members must work full-time in their position, be directly involved in sales, marketing or promotion work, or be engaged in the work defined in the Membership Classifications for the equivalent managerial positions and have a minimum of three years experience in the travel and tourism industry. This experience need not be in a managerial position. The A.I.S.C. Executive Committee may, at its discretion, accept senior management of companies or entities with less than the three years experience. However, such dispensation will not be given if the translation of the person's title on the Proposal Form is in question.

#### **MEMBERSHIP PROPOSAL FORM PROCEDURE**

Membership of Skål is open to all qualified professional persons in the travel and tourism industry but is first effective after the A.I.S.C. has approved the member and informed the Club concerned of its decision. A currently valid Membership Proposal Form must be submitted to the Secretariat for all proposed Active members, together with any additional information specified for the appropriate Classification in these By-Laws. Where the Club is a member of a National Committee the Membership Proposal Form shall be submitted via that National Committee, which will check that the form is correctly completed, all required information is included and then endorses the form as having been seen. All

proposed members require sponsoring by two Active or Life members, who have been members for at least two years, who do not work for the same organization as the proposed member and are not the President, Executive Secretary/Treasurer or Membership Committee Chairperson of the proposing Club. This last point is because the President and Executive Secretary/Treasurer are required to sign the "Affirmation" section of the Proposal Form, which confirms the details of the proposed member are correct. **The two sponsors cannot propose more than one (1) new member in any given year.** Should a Club be uncertain as to whether a potential member qualifies for Active membership it is recommended that the General Secretariat be contacted for advice, before the person is invited to join. The Secretariat's advice cannot be considered binding, as the final decision can only be taken after the Proposal Form has been received. The advice from the Secretariat will, however, give a clearer indication as to whether the person is qualified or not.

N.B. The full and correct title for all proposed new members must be specified on the Proposal Form. Incorrectly completed forms will be returned to the Club for re-submission.

The Membership Committee shall satisfy itself as to the character and business eligibility of any person suggested for membership, and then make recommendations to the Executive Committee of the Club. Such recommendations, either positive or negative, must be made to the Executive Committee at the next regular meeting following receipt of the proposal.

The Executive Committee shall review such recommendations and may sustain them, overrule them or refer them back to the Membership Committee for further consideration.

If and when the Executive Committee approves the recommendations of the Membership Committee, the Executive Secretary/Treasurer shall circulate the name(s)

of the candidate(s), the sponsor and the co-sponsor, to all the members.

The President must receive written objections to new members proposed, within fourteen (14) days from the date of the Executive Secretary/Treasurer's circular. The decision of the President and Executive Committee then to accept or reject a candidate will be final. The Executive Secretary/Treasurer forwards a formal invitation of membership to the approved candidate(s), who, upon payment of the initiation fee and current dues within thirty (30) days thereafter, shall be considered elected as a member. Unless initiation fees and dues are so paid, the invitation shall be considered withdrawn.

When invitations to join are extended to prospective new members, the provisions of the Statutes and Bylaws shall be explained, particularly regarding attendance requirements, and their understanding confirmed.

If objections to a candidate are filed, the name(s) of objectors shall be strictly confidential and known only to the President.

A candidate who has been rejected for membership shall not be considered again within a period of one (1) year.

- a) **Active members** - All persons proposed for Active membership must comply with the requirements above and must qualify under one of the following classifications:
  - i. **AVIATION** (Airlines, Airports and IATA)

Active in the company:

#### **Airlines**

- 1101: President / Chairman / Owner / Chief Executive Officer
- 1102: Vice-President / Managing Director / General Manager
- 1103: Sales Director

- 1104: Marketing Director
- 1105: Publicity Director
- 1106: Public Relations Director
- 1107: Commercial Director
- 1108: Director
- 1109: Sales Manager
- 1110: Marketing Manager
- 1111: Publicity Manager
- 1112: Public Relations Manager
- 1113: Commercial Manager
- 1114: Manager
- 1115: General Sales Agent or representative of these companies

#### **Airports**

- 2602: Managing Director or title of senior executive
- 2603: Sales Director
- 2607: Commercial Director

#### **I.A.T.A.**

- 2701: Chief Executive Officer
- 2702: General Manager (Passenger facilitation)
- 2708: Director (Country)

**N.B.:** Under I.A.T.A. there is a limitation of one manager per country, the country Manager only.

- ii. **MARITIME COMPANIES** (Passenger shipping, sea Ferries and sea ports)

Active in the company:

- 1201: President / Chairman / Owner / Chief Executive Officer
- 1202: Vice-President / Managing Director / General Manager
- 1203: Sales Director
- 1204: Marketing Director
- 1205: Publicity Director
- 1206: Public Relations Director
- 1207: Commercial Director
- 1208: Director
- 1209: Sales Manager
- 1210: Marketing Manager
- 1211: Publicity Manager
- 1212: Public Relations Manager
- 1213: Commercial Manager
- 1214: Manager
- 1215: General Sales Agent or representative of these companies
- 2802: Managing Director or title of senior executive of a sea port

**N.B.:** Only the Managing Director of a sea port is eligible. Applications for membership from lake or river steamers, yachts and sightseeing operations shall be submitted under "Inland Waterway Operations". Not eligible for membership: cross-harbour or river ferries.

### iii. RAILWAYS

Active in the company:

- 1301: President / Chairman / Owner / Chief Executive Officer
- 1302: Vice-President / Managing Director / General Manager

- 1303: Sales Director
- 1304: Marketing Director
- 1305: Publicity Director
- 1306: Public Relations Director
- 1307: Commercial Director
- 1308: Director
- 1309: Sales Manager
- 1310: Marketing Manager
- 1311: Publicity Manager
- 1312: Public Relations Manager
- 1313: Commercial Manager
- 1314: Manager
- 1315: General Sales Agents or Representatives of these companies

**N.B.:** Not eligible as members: ski lifts or historical or model railways

### iv. AUTOCAR AND COACH COMPANIES

On the condition that they have an international status, either by the extent of their operations or the nature of their clientele. Active in the company:

- 1401: President / Chairman / Owner / Chief Executive Officer
- 1402: Vice-President / Managing Director / General Manager
- 1403: Sales Director
- 1404: Marketing Director
- 1405: Publicity Director
- 1406: Public Relations Director
- 1407: Commercial Director
- 1408: Director
- 1409: Sales Manager

- 1410: Marketing Manager
- 1411: Publicity Manager
- 1412: Public Relations Manager
- 1413: Commercial Manager
- 1414: Manager

**N.B.:** Not eligible as members: taxi owners or operators, drivers, guides or couriers.

- v. **CAR HIRE COMPANIES** (including self or chauffeur driven) On condition that they have an international status, either by the extent of their operations or the nature of their clientele.

Active in the company:

- 1501: President / Chairman / Owner / Chief Executive Officer
- 1502: Vice-President / Managing Director / General Manager
- 1503: Sales Director
- 1504: Marketing Director
- 1505: Publicity Director
- 1506: Public Relations Director
- 1507: Commercial Director
- 1508: Director
- 1509: Sales Manager
- 1510: Marketing Manager
- 1511: Publicity Manager
- 1512: Public Relations Manager
- 1513: Commercial Manager
- 1514: Manager

**N.B.:** Not eligible as members: taxi owners or operators, drivers, couriers or guides

- vi. **INLAND WATERWAY OPERATIONS**  
(Cruising, excursions and hire)

On condition that they have an international status, either by the extent of their operations or the nature of their clientele.

Active in the company:

- 1601: President / Chairman / Chief Executive Officer / Owner
- 1602: Vice-President / Managing Director / General Manager
- 1603: Sales Director
- 1604: Marketing Director
- 1605: Publicity Director
- 1606: Public Relations Director
- 1607: Commercial Director
- 1608: Director
- 1609: Sales Manager
- 1610: Marketing Manager
- 1611: Publicity Manager
- 1612: Public Relations Manager
- 1613: Commercial Manager
- 1614: Manager

**N.B.:** Not eligible members: cross-harbour or river ferries or waterway taxi operators.

- vii. **HOTELS, MOTELS AND OTHER TOURIST ACCOMMODATION**

To qualify for membership the establishment where the proposed member works must have fully furnished accommodation for a minimum of 20 guests, be open at least 10 months of the year and have a proven international clientele. This classification will also include "rural" and

"agritourism" which meets the criteria above  
Active in the establishment:

- 1701: President / Chairman / Owner / Chief Executive Officer
- 1702: Vice-President / Managing Director / General Manager
- 1703: Sales Director
- 1704: Marketing Director
- 1705: Publicity Director
- 1706: Public Relations Director
- 1707: Commercial Director
- 1708: Director
- 1709: Sales Manager
- 1710: Marketing Manager
- 1711: Publicity Manager
- 1712: Public Relations Manager
- 1713: Commercial Manager
- 1714: Manager

**N.B.:** Not eligible as members: real estate agents, persons letting unfurnished accommodation or "Time Share" agencies.

**viii. HOLIDAY CAMPS, HOLIDAY CLUBS AND HOLIDAY VILLAGES**

To qualify for membership the establishment must have fully furnished accommodation for a minimum of 40 persons, be open for guests for at least 8 months of the year, have a proven collaboration with travel agents or tour operators and have a proven international clientele. Active in the company:

- 1801: President / Chairman / Owner / Chief Executive Officer
- 1802: Vice-President / Managing Director / General Manager
- 1803: Sales Director

- 1804: Marketing Director
- 1805: Publicity Director
- 1806: Public Relations Director
- 1807: Commercial Director
- 1808: Director
- 1809: Sales Manager
- 1810: Marketing Manager
- 1811: Publicity Manager
- 1812: Public Relations Manager
- 1813: Commercial Manager
- 1814: Manager

**N.B.:** Not eligible as members: persons working for caravan or tent camping sites or places letting unfurnished accommodation.

**ix. TRAVEL AGENTS AND TOUR OPERATORS**

Dealing directly or via officially recognized agents, with the general public Active in the company:

- 1901: President / Chairman / Owner / Chief Executive Officer
- 1902: Vice-President / Managing Director / General Manager
- 1903: Sales Director
- 1904: Marketing Director
- 1905: Publicity Director
- 1906: Public Relations Director
- 1907: Commercial Director
- 1908: Director
- 1909: Sales Manager
- 1910: Marketing Manager
- 1911: Publicity Manager

- 1912: Public Relations Manager
- 1913: Commercial Manager
- 1914: Manager
- 1915 Corporate Travel Manager

- 2117: Publisher
- 2118: Editor
- 2119: Journalist
- 2120: Television Producer
- 2121: Radio/Television Reporter/Broadcaster

**x. OFFICIAL TOURIST ORGANISATIONS**

- **2016: Tourism Ministers, senior officials of government organizations responsible for tourism (whether stationed in their own country or abroad) and the full-time head of any official tourist organization responsible for the promotion of tourism on behalf of a country, province, region or city/town.**

**N.B.:** The candidate's exact position, together with the type and area covered by the magazine, newspaper or television/radio programme must be indicated. Not eligible as members: freelance or contracted journalists, writers, reporters, producers or broadcasters.

**xii. VARIOUS TOURIST ORGANISATIONS**

**N.B.:** The exact position must be specified on the Membership Proposal Form and the name of the place for which the person is responsible must be indicated on the form under "additional information".

The \* (star) against the following categories means that approval is by the A.I.S.C. Executive Committee and the additional information listed must be sent with the Proposal Forms.

**xi. TRAVEL MEDIA (Press, Television and Radio)**

Persons proposed must be employed full-time in the company, organization or entity.

Persons proposed for membership must:

- a) be employed full-time by a recognized travel/tourism magazine or newspaper, or by a magazine or newspaper which has a permanent travel/tourism section on a daily, weekly or monthly basis or
- b) be employed full-time by a regional, national or international television or radio company, which has a permanent travel/tourism programme on a weekly or monthly basis.

**Travel and tourism education \***

- 2222: The Dean, Principal and Head of Travel/Tourism Studies at an accredited university, college or school granting a degree or diploma in travel and tourism.

**N.B.:** Not eligible as members: visiting professors or lecturers or general teaching staff.

**Congress and convention centres \***

- 2102: Managing Director
- 2108: Director

Only Congress or convention centres supplying proof of both national or

international arrangements and clientele qualify.

- 2301: President / Chairman / Owner / Chief Executive Officer
- 2302: Vice-President / Managing Director / General Manager
- 2303: Sales Director
- 2304: Marketing Director
- 2305: Publicity Director
- 2306: Public Relations Director
- 2307: Commercial Director
- 2308: Director
- 2309: Sales Manager
- 2310: Marketing Manager
- 2311: Publicity Manager
- 2312: Public Relations Manager
- 2313: Commercial Manager
- 2314: Manager

**Congress and convention promoters** \*

Only Congress and convention promoters promoting events with a national or international clientele qualify.

- 2401: President / Chairman / Owner / Chief Executive Officer
- 2402: Vice-President / Managing Director / General Manager
- 2403: Sales Director
- 2404: Marketing Director
- 2405: Publicity Director
- 2406: Public Relations Director
- 2407: Commercial Director
- 2408: Director

- 2409: Sales Manager
- 2410: Marketing Manager
- 2411: Publicity Manager
- 2412: Public Relations Manager
- 2413: Commercial Manager
- 2414: Manager

**Reservations systems** \*

Reservations systems for transportation, package tours and hotel accommodation, whether computerized or manual, which give a national or international coverage.

- 2501: President / Chairman / Owner / Chief Executive Officer
- 2502: Vice-President / Managing Director / General Manager
- 2503: Sales Director
- 2504: Marketing Director
- 2505: Publicity Director
- 2506: Public Relations Director
- 2507: Commercial Director
- 2508: Director
- 2509: Sales Manager
- 2510: Marketing Manager
- 2511: Publicity Manager
- 2512: Public Relations Manager
- 2513: Commercial Manager
- 2514: Manager

**N.B.:** Not eligible as members: persons working for systems giving only local coverage. The area of coverage must be included in "additional information" on the Membership Proposal Form.

**Hotel Associations** \*

- 2902: The Managing Director or other such title used by the senior executive, working solely for the association.
- 2909: Sales Manager
- 2910: Marketing Manager

**N.B.:** Not eligible as members: persons working for associations, which have restaurateurs as members. Information as to whether the association is international, national, regional or local must be included in "additional information" on the Proposal Form.

**Travel Agent and Tour Operator Associations** \*

Membership is limited to the Managing Director, or such other title used by the senior executive and the Sales or Marketing Manager, all of whom must work full-time and solely for the association:

- 3002: Managing Director or senior association executive
- 3009: Sales Manager
- 3010: Marketing Manager

**N.B.:** Information as to whether the association is international, national, regional or local must be included under "additional information" on the Membership Proposal Form.

**Major Tourist Attractions** \*

Membership is limited to the owner, senior executive under whatever title this person is known, director, sales manager and marketing

manager only, employed full-time by the concern on an all year contract.

- 3101: Senior Executive - 3108: Director
- 3109: Sales Manager
- 3110: Marketing Manager

**The following must accompany the Membership Proposal Form:**

- a) confirmation that the attraction collaborates with travel agents or tour operators to promote and sell their product
- b) confirmation that the attraction has a fixed location
- c) copies of brochures and other promotional material in all of the languages these are produced
- d) confirmation of the actual number of annual visitors and that included in this figure is a proven international clientele

**N.B.:** Not eligible as members: persons working in arcades, art or other forms of galleries, casinos or gambling establishments, circuses, fairgrounds, golf courses, monuments, observation towers, religious establishments, ski-lifts, sporting and social clubs, zoos or similar.

**A.I.S.C. Secretary General**

- 3225: Active membership for the Secretary General of the A.I.S.C. In the event that this person was an Active or Life member immediately prior to taking up the position, a normal membership transfer from the previous Club will apply, in accordance with Transfer Membership in Article I, Section 1 (b). The Secretary General cannot be an officer of a Club, National or Area Committee, or the A.I.S.C., whilst employed in this position.

**xiii TRAVEL AND TOURISM  
CONSULTANTS**

**Membership is limited to the following positions:**

- **3301: Senior Executive, Managing Director or equivalent**
- **3302: Managing Partner,**
- **3309: Sales Manager**
- **3310: Marketing Manager**
- **3313: Commercial Manager**
- **3323: Senior Consultant**

**Special Requirements, which must be confirmed and shall accompany the Membership Proposal Form:**

- a) Registered Companies of Travel and Tourism Consultants with a minimum of five full time staff and five years in business.
- b) The consultancy must be related to travel and tourism products or services, sales or marketing of the service of any of our other eligible By -Law classification.
- c) A professional presentation with the background of the firm, including the details of the professional consultancy services and a sample list of current clients and their activity.