

# Policy and Procedure Manual of the Society of Decision Professionals

Effective January 15, 2016 version 1.1

## Record of changes

Change	Effective Date	Section(s)	Changes
V 0	2/20/2015		Sent to Board as the initial draft
V 0.1		15	Minor edits
V 0.2	5/1/2015	10.2 edits and added 10.3	Clarifications.
V 0.3	5/13/2015	15	Minor corrections
V0.4	5/15/2015	15	Added “decertification” to chapters per suggestion of William Leaf-Herrmann. Added requirement for all Chapter members to be SDP members per Board vote (5/15/2015).
V0.5	6/17/2015	Throughout	Minor edits and improvements that don’t; change the intent as provided by Karen and Carl
		2	Reorganization and clean up as proposed by Karen
		4.6	Moves sponsorship under President; created Nominating Committee; per Karen’s suggestions
		2.2	Addition provided by Carl
		3.2	Corrected title to contracting
		6	Added membership section provide by Jack
		7	Added SECTION 7 PROGRAM COUNCIL (SECOND DRAFT) provided by Jay
		9	Added OUTREACH COUNCIL provided by Carl
		11	Added KNOWLEDGE SHARING COUNCIL provided by Tim

		13	Deleted DAAG as this is covered by the new section 7. Will need to re-number
		1.1	Removed Executive Council from P&P approval as per Karen's recommendation
V 1.0		Throughout	Minor edits and language clean-up, including the Portal council name change to WEB Strategy and Solutions Council, no changes in intent
		2	Clarified procedures for appointment of Council members (by the Council Chair not SDP President; extended length of time for new Councils to have P&P sections complete (to 3 months)
		6	Clarified procedures for appointment of Council Chair (recommended by the Council to the President)
		13	Re-numbered last section.
		12	Reformatted Raiffa Howard Award Council
		Old 13.	Removed Resources Council until approved by board.
V 1.0	9/15/2015		
V 1.1	1/15/2016	3	Confidentiality
V 1.2	3/9/2016	13	Renumbered as Section 14
		New Section 13	P&P for Business Development Council
		9	Reorganized the section, no new content.
V 1.3	6/17/2016	15	Add Hero Awards
		revise 2.3 add 3.4	Add Strategic Partnerships
V 1.4	8/19/2016	7.2, 7.3, 7.4, 7.5	Sponsor Showcase webinar policy; clearer language in Program section

Notes:

## **SECTION 1 PREFACE**

### **NUMBER 1.1 POLICIES AND PROCEDURES**

#### **POLICY**

The Policies and Procedures Manual (“the Manual”) contains official policies of the Society of Decision Professionals (SDP) (“the Society”). Major policy changes to the Manual must be approved by the Board. No Policy or Procedure may contravene the SDP Bylaws. The Board has final authority to determine whether a particular policy or procedure is in conflict with the SDP Bylaws.

The Secretary will maintain the master copy of the Manual.

## **SECTION 2 GENERAL PROCEDURES**

### **NUMBER 2.1 BOARD PROCEDURES**

#### **POLICY**

The Board will meet periodically at the direction of the President. The meetings will be by telephone and/or internet-based. Frequency, time and duration of the meetings is at the discretion of the President. An attempt will be made to meet monthly and to accommodate members in various time zones.

One Board meeting will be held at the location of the annual membership meeting. Board members are requested to participate in person if possible.

#### **PROCEDURES**

The President or someone acting on the President’s behalf will issue invitations for the meetings. Email invitations will be considered sufficient notification, and will be sent at least one week prior to the scheduled meeting. The Secretary will record the minutes of each meeting.

### **NUMBER 2.2 GENERAL COUNCIL AND COMMITTEE PROCEDURES**

#### **POLICY**

Councils and committees (collectively referred to as “Councils” here unless otherwise noted) are established to further the goals of the Society.

- Councils are long-standing groups established in support of a particular goal.
- Committees are either subgroups within a council or separate groups formed for a shorter-term purpose.

Council Chairs recruit and appoint council members that are necessary to form an effective council and serve the purpose of the council. The Council Chair and the president have the right to remove or add council members at their discretion.

Council Chairs will be asked to attend one regular Board meeting each year to provide the Board an opportunity to understand the Council's activities in detail and for the Chairs to be familiar with Board operations in order to help develop future Board members.

Council Chairs will prepare an annual report and provide it to the President in June of each year. The reports summarize the Council's activities since last July 1<sup>st</sup> and are used in preparation of the SDP Annual Report.

The procedures in this section apply to all Board Councils, unless they are superseded by a specialized procedure elsewhere in this manual.

## **PROCEDURES**

**Members.** At the start of each fiscal year, the President appoints Council Chairs, with Board approval.

A Council member or Chair must be a member of SDP at the time of appointment and while serving that role.

**Relation to the Board.** Each council will have a Board member who will serve as liaison to that council. The Board members will ensure communication with the council as appropriate, communicating in both directions. Usually committees do not have Board liaison. Council Chairs should communicate with their liaison prior to each monthly Board meeting.

Councils must obtain Board approval for:

- Any activity which requires expenditure of money above amounts previously budget by the Board for that purpose.
- Any use of the SDP name, logo, or any SDP intellectual property.
- Any agreements with other professional societies.
- Any awarding of new prizes or recognition.
- New major activities.

Councils may propose a special type of motion, called a "sense of the Board," to obtain approval and guidance from the Board for a concept.

**Procedures to make a motion.** Two weeks preceding a Board meeting councils should provide a motion to that council's Board liaison. The Board liaison will provide the motion to the Secretary who will include the motion on the Board meeting agenda. The motion should be accompanied by one or two paragraphs supporting the motion. If there is no Board liaison, the motion should be provided directly to the Secretary.

**Updating the Policies and Procedures Manual.** Each Council Chair should review and be familiar with the section of the Manual describing the policies and procedures for their council. At any time a council may submit, to the Secretary, an addition or change to that section of this Manual; changes will be reviewed and approved per the procedures described in Section 1.

**New Councils.** Within three months following the formation of a new council, the Chair submits a section, to the Secretary, for the Policies and Procedures Manual which requires Board approval. The section includes a description of the function or purpose of the committee and operating procedures.

**Council Records.** The Chair is required to send a list of members and their terms of membership, start and end dates, to the Secretary at the start of each SPD fiscal year (July 1<sup>st</sup>) and when changes occur. Departing Council Chairs should send council files to the new Chair. If a new Chair has not obtained these files, he/she should contact the preceding Chair of this Council.

**Council Budget and Expenses.** Councils may only expend SDP funds when specifically authorized to do so. Expenses should be documented with invoices or receipts and sent to the Executive Director for payment or reimbursement.

## **NUMBER 2.3 JOINT ACTIVITIES WITH OTHER SOCIETIES**

### **POLICY**

In general, the Board encourages joint activities where there is some clear benefit to SDP, and an acceptably low risk to the Society. Such activities may include joint meetings, joint publications, and sponsored activities that further the societies' mutual goals.

### **PROCEDURES**

Any activity of SDP jointly with another society is subject to prior approval by the Board. The financial implications for the proposed joint activity are to be discussed with the Treasurer ahead of the full board discussion so as to inform The Board and officers for due consideration of the motion.

Should a long term relationship with another society be desirable, creating a Strategic Partnership should be considered.

## **NUMBER 2.4 SPEAKING FOR SDP ON PROPER PRACTICE**

### **POLICY**

No individual or Society Council or Committee is empowered to speak for the Society in any public sense on what does or does not constitute proper practice of decision analysis or what constitutes decision quality. The Board alone has this power.

## **NUMBER 2.5 USE OF SDP LOGO**

### **POLICY**

SDP wishes to avoid confusion and achieve a unified image. This requires a set of consistent procedures for the use of its logo.

### **PROCEDURES**

The Executive Director will maintain the source file of the logo.

## **NUMBER 2.6 EMAIL**

### **POLICY**

SDP seeks to balance the wishes of the Society to better communicate with its members, the wishes of many members to receive useful information, and the wishes of many members not to receive unwanted email, and therefore establishes the following procedures.

## **PROCEDURES**

SDP will maintain a list of emails of members for the purpose of communicating with the membership. SDP will maintain another list of emails for the purpose of communicating broadly, for example for announcing webinars. Normally SDP will seek to keep email frequency to less than two per month. SDP will not sell email lists. Upon request, SDP will remove names from the lists.

## **SECTION 3 LEGAL**

### **NUMBER 3.1 TRADEMARKS**

#### **POLICY**

The Society's logo is a very important and valuable property. It is the policy to protect this property and ensure its proper usage. To this end, all usage in print and in presentation material is subject to prior approval by the Board.

### **NUMBER 3.2 CONTRACTING**

#### **POLICY**

The Board alone has the authority to commit the Society or any of its Councils to a contract. Signature authority for any approved activities that involves a contract is delegated to the Executive Director, the President or the Vice President.

### **SECTION 3.3 COPYRIGHTS**

This section describes policies and procedures to be followed by the Society of Decision Professionals (SDP) regarding posting of content on its website at <http://www.decisionprofessionals.com>. This material is directed only at protecting the society from infringing on the copyrights of others; it does not address the issue of protecting the SDP's own copyrighted material.

#### **POLICY**

SDP will ensure, as much as possible, that any material posted to the website is free of copyright issues. This includes but is not limited to: video, published papers, presentation materials, logos and images.

- For all new materials not created or owned by SDP, SDP will obtain written and documented permission from the content poster for any materials posted to the website.
- For materials posted prior to implementation of the procedures in this document, SDP will organize and maintain written and documented permission for any materials, as much as is possible. Note that given the quantity and origin of the existing content, it is unlikely that SDP will be able to obtain documented permissions for all material.

- All documentation of permission will be retained by SDP.

## **PROCEDURES**

### **Posting New Website Content:**

Procedures: The following describes specific procedures for new materials commonly posted to the SDP website.

#### **Webinars and other video:**

1. Before a webinar is presented, the Program Council will send a notice to the presenter requesting assurance that all images or other material used in the webinar are permitted for use and requesting permission to post the webinar and related materials to the website.
2. Before posting a video and any associated materials (such as a pdf file of the slides used) to the website, SDP will verify that they have documented permission from the presenter to post the material and verification by the presenter that they have rights for any materials used and shown.

#### **Conference Presentations:**

1. Before the annual DAAG Conference, the Program Council will send a notice to presenters requesting assurance that all images or other material used in the presentations are permitted for use and requesting permission to post the materials to the website.
2. Before posting presentation materials (typically a pdf file of the slides) to the website, SDP will verify that they have documented permission from the presenter to post the material and verification by the presenter that they have rights for any materials used and shown.

#### **Published Papers:**

1. Before posting published papers to the website, whether the full paper or an excerpt, SDP will obtain written permission from the copyright owner of the paper that SDP has permission to post to the site.
2. If linking to a copy of a paper on another site, SDP will not knowingly link to sites that are posting papers without adequate rights.

#### **Existing Content on the site:**

Procedures: The following describes procedures for existing materials posted to the SDP website.

1. The SDP Knowledge Sharing Council (KSC) will maintain a database that documents the necessary permissions for use of any materials posted to the site that were not produced by the SDP, especially any copyrighted material on the site.

2. Over time, members of the Knowledge Sharing and Program Councils will examine existing archived documents for any potentially problematic materials and either obtain permissions, or remove the material.
3. A disclaimer will be posted in a prominent place(s) on the website noting:
  - a. SDP is a non-profit.
  - b. SDP's intent is not to post anything for which we do not have permissions.
  - c. Material that is inadvertently posted will be immediately removed upon discovery.
4. If contacted about a potentially unacceptable use:
  - a. Unless we are sure that SDP owns the rights, immediately remove the material pending determination.
  - b. If SDP does not have the rights, reply noting that the material has been taken down within x hours of receiving the notice, and include an explanation of SDP's 501c non-profit status.
  - c. If the claimant persists, request documentation that they have ownership of the material, and reiterate SDP's non-profit status, and the reason why material may have inadvertently made it on the site.
  - d. If payment is unavoidable, negotiate as low a rate as possible based on fair value.

## **NUMBER 3.4 STRATEGIC PARTNERSHIPS**

### **POLICY**

In the event that a long term relationship with another society is desired to better facilitate joint activities, The President, or an appointed delegate, is authorized to construct an agreement, for Board approval, formalizing that relationship.

### **PROCEDURES**

A Strategic Partnership agreement should outline very clearly the nature and limits of the proposed relationship.

A Strategic Partnership agreement should protect both Societies in the event one ceases to exist or cannot fulfill agreed upon responsibilities.

A Strategic Partnership agreement is not a commitment of funds, but it may describe joint funding opportunities or requirements. Any fundraising or commitment of funds must be approved individually by The Board in accordance with the bylaws.

A Strategic Partnership agreement should be cancelable by either society.

## **SECTION 4 ADMINISTRATION**

As specified in the bylaws, the society will be administered by four elected Officers and an elected Board of Directors.



## **NUMBER 4.1 DUTIES OF THE PRESIDENT AND VICE PRESIDENT**

### **POLICY**

The President shall be the chief executive officer of the Institute, performing all duties required by the Bylaws as well as those specified by the Board.

In order to insure timely and accurate communication between the Society and the Society's sponsors, the President will hold an annual telephonic meeting or "roundtable."

The Vice President will form and chair the Nominating Committee each year and will serve as President in the year following his/her term as Vice President.

Both must be members of SDP when nominated for the position of Vice President and must remain members throughout their terms.

## **NUMBER 4.2 DUTIES OF THE SECRETARY**

### **POLICY**

The Secretary shall perform the typical duties of an organizational secretary. These include preprinting the agenda for and the minutes of the Board meetings. The secretary shall keep the files on these Board records for the current term and those of all previous terms.

## **NUMBER 4.3 DUTIES OF THE TREASURER**

### **POLICY**

The Treasurer shall perform the typical duties of an organizational treasurer. These include monitoring the Society financials and reviewing tax documents.

### **PROCEDURES**

The Treasurer shall oversee preparation of the budget, to include recommending membership rates, conference fees, and sponsorship levels.

## **NUMBER 4.4 EXECUTIVE COMMITTEE**

### **POLICY**

The Executive Committee (EC) consists of the President, the Vice President, the Treasurer, the Secretary, and the Executive Director. This group generally meets monthly by phone/web at the direction of the President. The EC is responsible for taking actions on the Board's behalf. Councils are encouraged to submit issues to the EC.

## **NUMBER 4.5 DUTIES OF THE DIRECTORS**

### **POLICY**

Directors are expected to attend Board of Directors meetings and take an active interest in governing the Society and shaping the Profession.

In order to insure timely and accurate communication between the Board and its Councils, and to promote effective committee operation, each council shall have a liaison who is a Director.

## **PROCEDURES**

The President appoints Board liaisons each July. In general, all liaisons should introduce themselves and offer assistance to their Council Chairs soon after appointment.

A council's liaison has these responsibilities:

- a) Ex officio member. The liaison will serve as a member of the Council. Normally this includes being copied on broadcast e-mails and mailings, and being invited to all teleconferences and other meetings.
- b) Written reports. The liaison will ensure that the Council prepares a written report to the President at the end of each year.
- c) Oral Reports. As necessary or requested, the liaison will provide oral reports on Council activities to the Board, and oral reports to their Councils on relevant Board activities.

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## **NUMBER 4.6 NOMINATING COMMITTEE**

### **POLICY**

The nominating committee is chaired by the Vice-President and identifies candidates for Society Officer and Director positions. The Nominating Committee will consist of at least five members, two of whom are not current Board members. Normally past Presidents are asked to serve on the Nominating Committee.

### **PROCEDURES**

The Nominating Committee will identify and ask candidates to run for all offices opening at the end of the current fiscal year. They will identify at least two candidates for each open position. Board members may run for Officer positions. The Nominating Committee will present the list of candidates who have agreed to run at the annual business meeting. The Nominating Committee will then accept nominations from the floor. The Vice President will supervise the balloting process.

## **NUMBER 4.7 DUTIES OF THE EXECUTIVE DIRECTOR**

### **POLICY**

The Executive Director (ED) is dedicated to building and growing the Society of Decision Professionals (SDP) into a vibrant, sustainable community of decision professionals. The ED reports to the Board of Directors and takes direction from the President of the Board.

### **PROCEDURES**

The Executive Director:

- a) Participates with the board and all councils in defining the strategic agenda, plans, and policies

- b) Oversees the execution of the Society's plans
- c) Manages all staff and contractors
- d) Manages the financial affairs of the SDP under the direction of the board
- e) Creates and administers society projects and programs
- f) Supports Secretary/Treasurer by maintaining an up-to-date compendium of society policies and governance documents (articles of incorporation, bylaws, procedural rules, official required filings, etc)
- g) Works with Membership Council to track membership and support new membership initiatives to increase the Society's membership.
- h) Coordinates with Certification Council to assure timely consideration of applications
- i) Supports Program Council Webinars, meetings, and the planning and execution of DAAG Conferences
- j) Works with Outreach Council in identifying opportunities, setting priorities and defining policies
- k) Works with Web Council in identifying and prioritizing the wish list for the technology to support the society
- l) Works with Knowledge Sharing Council in designing and building a web based Decision Analysis Practice Library

## **SECTION 5 FINANCIAL**

### **NUMBER 5.1 FINANCIAL ASSETS OF CHAPTERS**

#### **POLICY**

Any Society Chapter (see Section 14), if and when formed, will support its normal operating expenses from internally generated funds.

## **SECTION 6 MEMBERSHIP DEVELOPMENT COUNCIL**

### **NUMBER 6.1 MEMBERSHIP DEVELOPMENT COUNCIL PURPOSE**

#### **POLICY**

The purpose of the Membership Development Council is to:

- Manage programs to grow the member base for the society
- Grow the sponsor base for the society
- Relate the concerns and aspirations of the members to the organization

### **NUMBER 6.2 MEMBERSHIP DEVELOPMENT COUNCIL MEMBERSHIP**

#### **POLICY**

The Membership Development Council shall consist of SDP members in good standing. There is no minimum length of membership and no certification level set as a pre-requisite to serving on the Membership Development Council.

## **PROCEDURES**

The Membership Development Council consists of members, a co-Chair and a Chair. The purpose of the co-Chair is to transition Council leadership over time. Each year the Council will recommend a Chair to the SDP President. Under normal circumstances the recommended Chair will be either the current Chair, or the co-Chair. Appointment of a co-Chair and new members of the Membership Development Council may be proposed by any SDP member, but must be approved by the Council Chair.

There is no maximum length of time to serve on the membership Development Council as either Chair, co-Chair or member. However, individuals are generally expected to serve on the council for a minimum of 1 year unless exceptional circumstances prevail.

## **NUMBER 6.3 MEMBERSHIP DEVELOPMENT COUNCIL OPERATIONS**

### **POLICY**

The Membership Development Council shall conduct operations through sub-groups progressing specific initiatives and regular virtual meetings of the full Council. Maintenance of Council records is the responsibility of the chair.

### **PROCEDURES**

The Council Chair will arrange regular full Council meetings at appropriate times and frequency throughout the year. The Chair is responsible for issuing an agenda, for chairing the meeting and for distributing minutes after the meeting, although these responsibilities may be delegated to the co-Chair.

Most Council work is undertaken by sub-groups. The regular full Council meetings provide an opportunity to report on progress, to identify new initiatives and to agree further actions.

The Council will keep the SDP Board informed of its operations and activities by reporting at a full Board meeting at least once per year. Responsibility for this lies with the Council Chair.

## **SECTION 7 PROGRAM COUNCIL**

### **NUMBER 7.1 PROGRAM COUNCIL PURPOSE**

#### **POLICY**

The purpose of the Program Council is to:

- Organize and run the SDP Learning Exchange Program, also known as the SDP Webinar Series
- Organize the annual Decision Analysis Affinity Group conference (DAAG)
- Work with other Councils as appropriate on issues relating to SDP Webinars and DAAG

### **NUMBER 7.2 PROGRAM COUNCIL MEMBERSHIP**

#### **POLICY**

The Program Council shall consist of volunteer SDP members. As with other SDP Councils, one member of the SDP Board should be a liaison to the Program Council. The Program Council will also have a Decision Analysis Society liaison (to help with the selection of topics/speakers for the joint SDP/DAS webinars, see section 7.3)

## **PROCEDURES**

Each member of the Program Council agrees to the following responsibilities:

- To actively participate in monthly Council meetings.
- SDP Webinars
  - To identify a speaker for and provide the SDP Infomercial for at least one webinar each year.
  - At least two members of the Council volunteer to become familiar with the webinar platform (currently GoToWebinar) and act as a backup host to the Learning Exchange Program Host (currently Brig Masone).
- DAAG
  - At least one member of the Council volunteers to be Co-Chair of the DAAG Program Committee each year.
  - At least one member of the Council volunteers to be a member of the DAAG Logistics Committee each year.
- DAAG/Webinar content
  - At least one member of the Council volunteers to work with the relevant individual on the SDP Knowledge Sharing Council to provide DAAG and webinar content to be posted on the SDP website.

## **PROGRAM COUNCIL LEADERSHIP**

- The Council will have a Chair and a Vice-Chair.
- The person who volunteers to be Vice-Chair will serve in that capacity for one year and then move into the Chair position in the following year.
- The Chair is responsible for:
  - Setting the agenda for each meeting, arranging the conference calls, and leading each Council meeting.
  - The delegation of Council activities to Council members
  - Setting the direction of the Council for the duration of his/her tenure.
  - Giving an update on Council activities and direction to the SDP Board once a year and to the SDP membership at the annual DAAG meeting.
- The Vice-Chair will work with the Chair to set direction for the Council for the current year, and lead Council meetings should the Chair be unavailable. The Vice-Chair is responsible for providing brief, action-focused minutes for each meeting.

## **NUMBER 7.3 SDP LEARNING EXCHANGE PROGRAM (AKA SDP WEBINAR SERIES)**

### **POLICY**

The Program Council is responsible for running the SDP Webinar Series.

### **PROCEDURES**

Running the SDP webinar series requires:

- Ensuring that a webinar platform is available (We are currently sharing a GoToWebinar subscription with the Decision Education Foundation).
- Identifying and recruiting speakers for the SDP webinars (see section 7.2). The Council will strive to:
  - Hold webinars monthly (except during the month of DAAG).
    - Four of these webinars a year are to be co-sponsored with the Decision Analysis Society (and will try to be spaced to one per quarter).
  - Hold webinars across a variety of targeted content areas and that appeal to a variety of different audiences. The content and audiences will be determined on a year-by-year basis to meet the changing needs of the membership. The list of content and audience themes will be provided to the Board each year.
  - Hold “Sponsor Showcase” webinars as a benefit to motivate sponsors:
    - SDP may offer up to six Sponsor Showcase webinars per year, depending on demand for those opportunities from sponsors.
      - Up to two of these Sponsor Showcase webinars would be offered as part of the general slate, and any others would be offered as a second webinar in a month where another general webinar is scheduled.
    - A sponsor may offer a Sponsor Showcase webinar once every two years.
      - A sponsor may also volunteer to give a webinar as part of the general slate, independent of any Sponsor Showcase webinars. The Program Council will consider this as part of the selection process for the general slate of webinars.
    - For each quarter we will proactively approach sponsors to notify them of the opportunity to present a Sponsor Showcase webinar, giving them info about slot availability and content guidelines.
    - Once a year the Program Council will survey SDP members, notifying them of who the sponsor organizations are and asking from whom they would like to hear. Based on the results of the survey, the Program Council will reach out to the top-vote-getting SDP sponsors to see if they would be interested in taking one of the Sponsor Showcase webinar slots.
    - Sponsor Showcase webinars will be selected as follows:
      - We will begin with the list of sponsors who express an interest in giving sponsored webinars.
      - We will give priority to sponsors who have not made a Sponsor Showcase webinar in the past two years.
      - We will balance the number of consulting organizations and in-house organizations as much as possible, in relation to the proportion of sponsors in those categories.
    - Given that a Sponsor Showcase webinar is offered as a benefit for the sponsor, we acknowledge that it will contain some commercial aspects.
      - We encourage sponsors to prepare content that will be valuable and interesting to SDP members, thereby attracting good

attendance. Thus, we discourage presentations that will be perceived as blatant infomercials.

- We encourage sponsors to invite others beyond SDP members to attend their Sponsor Showcase webinar, with the added benefit that those attendees may become interested in SDP.
- We encourage sponsors to maintain a spirit of collaboration and partnership between their organization and SDP.
- Those who participate in the webinar will be given the opportunity to share their contact information with the sponsoring organization at some time during the webinar.
  - Sponsor Showcase presenters will receive information about those attendees who opt in.
- SDP Sponsor logistics
  - SDP will administer the Sponsor Showcase webinar, i.e. send out announcements, administer sign-up for the webinar, and provide the web hosting platform and an overall session host. The Sponsor will provide the speaker, a moderator for the Q&A session, and the slides.
  - The format of the Sponsor Showcase webinars will be similar to the other webinars of the Society, and they will be open to both members and non-members of SDP.
  - During the webinar, SDP may precede the sponsor presentation with general announcements, including a reminder of the purpose of the Sponsor Showcase webinar series, and a content disclaimer.
  - Sponsor Showcase webinars will be recorded and made available on the SDP website; sponsors will be provided with a link to the recording that they can post, distribute, and use as they see fit.
- Disclaimer
  - A disclaimer will be added to the advertising for the webinar as well as the introduction slide in the webinar itself:
  - “SDP is pleased to present a Sponsor Showcase webinar from one of its Sponsor Organizations, name. This does not imply endorsement by SDP of this particular organization. It merely reflects the fact that name is a Sponsor of SDP and the offered webinar conforms to SDP's webinar guidelines.”
- The SDP Executive Director will be responsible for webinar promotion via SDP website, LinkedIn sites, e-mail communication and other venues.
- For each webinar, there will be four roles:
  - The Learning Exchange Program Host (currently Brig Masone of Kromite) is responsible for broadcasting duties.
  - The Council volunteer for that webinar will provide the SDP Infomercial prior to the webinar.
  - The Speaker is responsible for delivering the presentation itself.

- o The Moderator (usually someone nominated by the speaker) is responsible for monitoring questions from the audience and asking the questions at appropriate times during or after the presentation.

## **NUMBER 7.4 DECISION ANALYSIS AFFINITY GROUP (DAAG) CONFERENCE**

### **POLICY**

The Program Council is responsible for organizing the annual DAAG conference.

The Society will not change the name of the DAAG Conference. Attendance or presenting at DAAG does not require SDP membership; attendance will be open to all.

### **PROCEDURES**

The SDP Program Council is responsible for the logistics and the content of the annual DAAG conference. These two areas of responsibility are divided between the DAAG Conference Logistics Committee and the DAAG Conference Program Committee. These two DAAG Conference Committees are considered to be sub-committees of the SDP Program Council. *As such, they will interact regularly with the Program Council to share information, seek guidance, and confirm progress on the following:*

- The DAAG Conference Program Committee is responsible for the annual DAAG conference Program. Membership is determined shortly after the previous year's DAAG conference and is constituted of volunteers from the SDP Program Council, SDP members, and the DAAG membership. These volunteers are typically identified at the previous year's DAAG conference, or through surveys conducted following the conference. This committee should have two co-chairs selected from the volunteers by the Program Council (or solicited by the Program Council if appropriate volunteers did not identify themselves). At least one of the co-chairs should be a member of the SDP Program Council. It is recommended that at least one other member of the SDP Program Council be on the DAAG Conference Program Committee. The remainder of the Committee is typically made up of session chair volunteers. The DAAG Program Committee has the following responsibilities:
  - o Determining the program content for the DAAG conference, based primarily on suggestions gathered during or shortly after the previous year's DAAG conference.
  - o Determine the topics and instructors for the workshops that precede the DAAG conference on SDP Day.
  - o Identification of speakers, panelists, keynote speakers, workshop leaders, etc. to support the conference program content; working with these individuals to ensure that all materials are prepared in a timely manner.
  - o Co-Host the DAAG meeting itself with the SDP Executive Director.
  - o As needed, this committee is to reach out to the extended SDP and DAAG community via e-mail/survey to invite them to participate on the DAAG Conference Program Committee.
- The DAAG Conference Logistics Committee is responsible for the logistics and planning for the annual DAAG conference. The DAAG Conference Logistics Committee is chaired



by the SDP Executive Director; one member of the SDP Program Council (other than the SDP Executive Director) should volunteer to be a member. Membership of the DAAG Conference Logistics Committee is determined by the SDP Executive Director shortly after the previous year's DAAG conference and is constituted of volunteers from the SDP Program Council, SDP members, and the DAAG membership. These volunteers are typically identified at the previous year's DAAG conference, or through surveys conducted following the conference. The DAAG Conference Logistics Committee has the following responsibilities:

- o Identification and recruitment of sponsors for the DAAG conferences. At a high level, sponsor organizations agree to:
  - Participate on the DAAG Conference Logistics Committee
  - Support DAAG in some material way (provide volunteers to be "boots on the ground" at the conference to help with registration and meeting arrangements, and/or cash support (at least \$2500 per sponsor and higher for major sponsors)
  - Guarantee any financial short fall from contractual agreements signed by SDP on behalf of the DAAG conference
- o Facilitating the development of a proposal for the venue and dates for the DAAG conference, based primarily on suggestions from potential & confirmed DAAG conference sponsors. This proposal, along with other considered alternatives, should be taken to the SDP Program Council and ultimately the SDP Board for a final decision.
- o Assembling a proposal for the conference and workshop fees. This proposal, along with a draft budget, should be taken to the SDP Program Council and ultimately the SDP Board for a final decision.
- o Local arrangements for the DAAG conference itself as well as SDP Day, on the day preceding the DAAG conference. This includes:
  - DAAG conference meeting facilities and contract negotiations with facilities
  - SDP workshop meeting facilities
  - Local restaurant and/or event arrangements
  - Local transportation to dinner/events
  - Local hotel arrangements, including food & beverage service
  - Registration logistics (typically in consultation with the SDP Portal Council)
  - DAAG conference advertising
  - Special arrangements for keynote speakers, as appropriate
  - Updating DAAG.net, SDP, and LinkedIn sites
- o Co-Host the DAAG conference itself with the co-chairs of the DAAG Conference Program Committee

## **NUMBER 7.5 INTELLECTUAL PROPERTY POLICY**

SDP Webinars and presentations at the DAAG conference will remain the intellectual property of the presenter or the presenter's company. SDP Webinars are made available to the membership via the Members section of the SDP website. SDP will host archiving of DAAG conference presentations on the website as desired by the presenters. SDP will always credit the presenter.

## **PROCEDURES**

Provide archiving of presentations on the SDP Website.

## **SECTION 8 WEB STRATEGY AND SOLUTIONS COUNCIL TO BE COMPLETED.**

## **SECTION 9 OUTREACH COUNCIL**

### **NUMBER 9.1 OUTREACH COUNCIL PURPOSE**

#### **POLICY**

The primary purpose of the Outreach Council is to increase awareness of Decision Quality beyond the traditional borders of our profession and demonstrate its value proposition to both individuals and organizations that can benefit from its application.

#### **PROCEDURES**

In support of the above purpose, the Outreach Council it will:

- Identify target audiences
- Encourage webinars and program activities that are of interest to these target audiences
- Build promotional channels and engage in the promotion of DQ topics to the target audiences
- Create and gather publicity and promotion materials for the use of members
- Encourage members to engage in PR activities to promote the profession
- Organize PR events around the profession
- Sets up a speaker bureau
- Engage with partner organizations that support the needs of Decision Makers

Effective promotion of SDP requires a long term and continuing approach – therefore we need to plan promotable content well in advance. The Outreach Council will coordinate with authors, interest groups, and the Program Council to assure a stream of content that is of interest to our target audiences. Currently, three content stream have been identified – DQ for Societal Decisions, DQ for Organizations, and DQ in Personal/Life Decisions.

The avoid overlap in responsibilities, the Outreach Council will not specifically target potential new SDP members – that is the responsibility of the Membership Council.

## **SECTION 10 CERTIFICATION COUNCIL**

### **NUMBER 10.1 CERTIFICATION COUNCIL PURPOSE**

#### **POLICY**

The purpose of the Certification Council is to:

- Develop and maintain the qualifications descriptions of the profession embodied in the career ladder
- Develop and oversee the certification process of decision analysis practitioners

### **NUMBER 10.2 CERTIFICATION COUNCIL MEMBERSHIP**

#### **POLICY**

The Certification Council shall consist of SDP members who have achieved at least a Lead Practitioner level of certification.

#### **PROCEDURES**

The Certification Council must have at least five members, and must be chaired by a Fellow of the Society. The majority of Certification Council members must be Fellows; those not Fellows must be Lead Practitioners. Individuals who are certified as Practitioners or who are not certified are not eligible for serving on the Certification Council. Certification Council members will recuse themselves from voting on applications of employees from the same company. Certification Council members may serve as references for applicants for certification.

Appointment of the Chair of the Certification Council is done by the SDP Board. Appointment of new members of the Certification Council must be approved by the SDP Board. Appointments, unless specified otherwise, are indefinite. Certification Council members serve at the pleasure of the SDP Board.

Members of the Certification Council must agree to hold all information reviewed in the course of their duties in confidence unless specifically permitted to do otherwise by the individual involved. Discussion of applicant's specifics is limited to the Council deliberations, with the SDP Board, Executive Committee, or the Executive Director.

### **NUMBER 10.3 CERTIFICATION COUNCIL OPERATIONS**

#### **POLICY**

The Certification Council shall conduct operations through email correspondence and through telephone or virtual meetings as directed by the Certification Council Chair. The Council does not meet on a regular basis. Maintenance of Council records is the responsibility of the Chair.

## PROCEDURES

The Council Chair will notify Council members of applications for review or other business.

## NUMBER 10.4 CERTIFICATION CAREER LADDER

### POLICY

The certification career ladder establishes the qualification for each level. The qualifications must be established in these areas:

1. Process and Facilitative Leadership
2. Decision Analysis and Modeling
3. Creativity and Problem Solving
4. Information Gathering and Value Assessment
5. Education and Training
6. Project Management
7. Experience

The career ladder is:

Criteria	Practitioner	Lead Practitioner
<p><b><i>Process and Facilitative Leadership</i></b> Dimensions :</p> <ul style="list-style-type: none"> <li>• Effectiveness of application of decision support</li> <li>• Complexity of the problem</li> <li>• Planning for implementation of the decision</li> </ul>	<p><i>"Effective in leading team members and decision makers on engagements of medium analytical and organizational complexity but where the problem is usually well defined and the uncertainties are relatively straightforward to structure."</i></p> <p>This includes being able to:</p> <ul style="list-style-type: none"> <li>• Understand the basics of facilitation, including preventions, interventions, agendas, meeting objectives, and group process tools.</li> <li>• Understand the basics of decision processes, including decision leadership, framing, generation of alternatives, and other concepts.</li> </ul>	<p><i>"Effective in leading team members and decision makers on engagements of high analytical and organizational complexity and uncertainty. Can also guide a team to solution even when there is a lack of clarity on what the frame is."</i></p> <p>This includes being able to:</p> <ul style="list-style-type: none"> <li>• Challenge both the team and decision makers to ensure they understand the implications of the frame they are setting.</li> <li>• Be an outstanding facilitator: even in highly charged situations participants should walk away with the feeling that the meeting they have attended was highly productive and have a clear</li> </ul>

	<ul style="list-style-type: none"> <li>• Help a team identify the steps needed to implement a course of action.</li> </ul>	<p>sense of what the next steps are.</p> <ul style="list-style-type: none"> <li>• Capture the essence of the problem at hand; anticipate which processes will work best for each situation.</li> <li>• Help a team in planning for implementation during the process.</li> </ul>
<p><b>Decision Analysis and Modelling</b> Dimensions:</p> <ul style="list-style-type: none"> <li>• Application of structured analysis</li> <li>• Understanding of decision analysis, including how the theory fits with the theoretical foundations of other relevant subjects / disciplines e.g. finance, engineering.</li> <li>• Deriving and interpreting insights from the analysis</li> <li>• Quality assurance</li> </ul>	<p><i>"Can independently carry out structured analysis on problems where standard or well known approaches are applicable."</i> This includes being able to:</p> <ul style="list-style-type: none"> <li>• Know the fundamentals well enough to get help when needed i.e. understands the limitations of the various techniques and when they should not be applied.</li> <li>• Challenge the quality of the data.</li> <li>• Be able to spot if the analysis doesn't make sense (can perform quality assurance on own models).</li> <li>• Understand the results of the analysis and can draw key insights.</li> </ul>	<p><i>"Can lead any modelling and decision analysis activity even when standard or well-known approaches are not applicable i.e. can develop and use novel approaches."</i> This includes being able to:</p> <ul style="list-style-type: none"> <li>• Show creativity in design and the ability to identify, find, work with and / or develop advanced techniques.</li> <li>• Direct and provide quality assurance in analysis of complex problems carried out by a multi-person team, including helping others formulate analyses, do sanity checks, and challenge assumptions (e.g., willing to challenge team members and decision makers to ensure they are making high quality decisions).</li> <li>• Derive insights, interpret them, and explain the process and results to senior decision makers.</li> </ul>
<p><b>Creativity and Problem Solving</b> Dimensions :</p> <ul style="list-style-type: none"> <li>• Creativity in approaching problems</li> <li>• Pro-activity in problem solving</li> </ul>	<p><i>"Proactive problem solver in areas related to own technical and industry background."</i> This includes being able to:</p> <ul style="list-style-type: none"> <li>• Develop creative solutions on engagements of medium complexity.</li> </ul>	<p><i>"Develops or inspires teams to develop novel solutions to opportunities."</i> This includes being able to:</p> <ul style="list-style-type: none"> <li>• Develops creative solutions on engagements of high complexity.</li> </ul>

	<ul style="list-style-type: none"> <li>Consider problems and solutions with a systems mindset.</li> </ul>	<ul style="list-style-type: none"> <li>Translate skills into new areas of application outside of own technical and industry background.</li> </ul>
<p><b>Information Gathering &amp; Value Assessment</b></p> <p>Dimensions :</p> <ul style="list-style-type: none"> <li>Integrity of information knowledge</li> <li>Clarity of values, tradeoffs, and value metrics</li> </ul>	<p><i>"Is capable of leading information and value assessment sessions which have clearly defined information and values"</i></p> <p>This includes being able to:</p> <ul style="list-style-type: none"> <li>Account for biases and understand information structures</li> <li>Direct the assessment around the main drivers of value and uncertainty</li> <li>Clarify distinctions</li> <li>Help decision makers understand the values &amp; metrics and make clear tradeoffs among them</li> </ul>	<p><i>"As well as leading information and value assessment sessions, is capable of judging the quality of information, uncertainty and resulting value, and quickly identifying any underlying drivers"</i></p> <p>This includes being able to:</p> <ul style="list-style-type: none"> <li>Identify hidden issues and unclear motivations</li> <li>Recognize when information quality is poor or biased, provide trustworthy guidance about why the information is poor and help teams to re-assess or re-calibrate that information</li> <li>Provide guidance to resolve complex tradeoffs among values (e.g. financial and non-financial, quantitative and qualitative, direct and indirect)</li> </ul>
<p><b>Education and Training</b></p> <p>Dimensions :</p> <ul style="list-style-type: none"> <li>Training and mentoring of others</li> <li>Own expertise and experience</li> </ul>	<p><i>"Is keen to improve own and others decision analysis skills."</i></p> <p>This includes being able to:</p> <ul style="list-style-type: none"> <li>Train newcomers in the basics of the profession.</li> <li>Be open to learning and experimenting with innovations to the tools and process.</li> </ul>	<p><i>"Is improving the decision making capabilities of decision practitioners, project teams and decision makers."</i></p> <p>This includes being able to:</p> <ul style="list-style-type: none"> <li>Train and lead practitioners in the advanced topics of the field.</li> <li>Coach and mentor more junior members of profession.</li> <li>Introduce the profession into new application areas by raising awareness with decision makers and project teams.</li> <li>Train decision makers and project leaders on the</li> </ul>

		principles of decision quality and decision analysis. <ul style="list-style-type: none"> <li>• Develops and adjusts tools and concepts to fit new practice areas.</li> </ul>
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Applicants must also meet experience requirements based on the level of certification.

	Practitioner	Lead practitioner	Fellow
Experience (full time equivalent) as a practicing decision analyst	One year	Three years	Five years

## NUMBER 10.5 CERTIFICATION PROCESS

### POLICY

Certification as a decision analyst is available as a benefit of membership in the Society at no cost. SDP Certification is a rigorous, standardized process including recommendations, competency level evaluation, assessment of experience, and review of industry involvement and published materials. There are three levels of certification, consistent with the levels and skills defined within the SDP's career ladder (NUMBER 10.3 Certification Council OPERATIONS); Practitioner, Lead Practitioner, and Fellow.

### PROCEDURES

The application process is:

1. The applicant must join the Society if not already a current member.
2. The Chair discusses the career ladder with the applicant to answer any questions.
3. The applicant fills out an application, to include indicating references. Applicants must be elected to certification by Society members who serve as references. If the applicant does not know any Society members who can serve as references, the Certification Council will form an ad hoc subcommittee to examine the work of the applicant and serve as references. Additionally a client or customer must serve as a reference. The client reference is not expected to be a Society member or even a decision analyst.

	Practitioner	Lead practitioner	Fellow
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SDP References	Two total: two Lead Practitioners or Fellows	Three total: One Fellow and two Lead Practitioners (or Fellows)	Three total: three Fellows
Client Reference	One	One	One, if not previously certified as a Practitioner or Lead Practitioner

4. The references are contacted by the Chair or a Council representative.
5. A complete packet of the application and letters of recommendation is forwarded to the Credentialing Council. An applicant is approved by the Council by simple majority vote.
6. The certification levels of Practitioner and lead practitioner are bestowed by the Certification Council. An application for certification as a Fellow is recommended for approval or disapproval by the Certification Council and the recommendation is forward to the SDP Board. The SDP Board bestows the title of Fellow at its discretion.

An applicant may apply at any level of certification. For example, one may apply to be certified as a Lead Practitioner even if the person did not hold certification as a Practitioner. One may apply for higher levels of certification whenever they feel they meet the requirements.

Once certified the certification is held for life. However the Society has not obligation to verify certification status for those who are not current members.

## **SECTION 11 KNOWLEDGE SHARING COUNCIL**

### **NUMBER 11.1 KNOWLEDGE SHARING COUNCIL PURPOSE POLICY**



The purpose of the Knowledge Sharing Council is to:

- Gather DA insights and best practices
- Promote the culture of sharing and attribution
- Assist in growing the knowledge content available on the portal
- Create actual and virtual forums that facilitate the sharing of best practices—virtual forums consist of blogs, databases, and social networks
- Assure consistency of forum formats and design, and coordinate forum topics that overlap

## **NUMBER 11.2 KNOWLEDGE SHARING COUNCIL MEMBERSHIP**

### **POLICY**

The Knowledge Sharing Council shall consist of volunteer SDP members.

### **PROCEDURES**

Each member of the Knowledge Sharing Council agrees to the following responsibilities:

- To actively participate in monthly Council meetings.
- To assist in gathering DA insights and best practices for sharing with members.

#### **Website Portal**

- At least one member of the Council will be familiar with the website platform and be responsible for posting and maintaining knowledge content on the website.

### **KNOWLEDGE SHARING COUNCIL LEADERSHIP**

- The Council will have a Chair.
- The Chair is responsible for:
  - Setting the agenda for each meeting, arranging the conference calls, leading each Council meeting, and providing notes of meeting content.
  - Approval of new members.
  - The delegation of Council activities to Council members.
  - Setting the direction of the Council for the duration of his/her tenure.
  - Giving an update on Council activities and direction to the SDP Board once a year and to the SDP membership at the annual DAAG meeting.
  - Identifying a successor for the Chair position and effectively transitioning the responsibilities to the new Chair.

## **NUMBER 11.3 COORDINATION WITH OTHER COUNCILS**

### **POLICY**

The Knowledge Sharing Council responsibilities often overlap with other Councils, specifically the Web Strategy and Solutions Council, and therefore shall maintain coordination with these Councils to collectively support shared goals.

### **PROCEDURES**

- At least one member of the Knowledge Sharing Council will also be a member of the Web Council.
- This member is responsible for coordinating between the two Councils to ensure consistency in plans and activities.

## **SECTION 12 RAIFFA-HOWARD AWARD COUNCIL**

### **NUMBER 12.1 COUNCIL PURPOSE**

#### **POLICY**

The Raiffa-Howard award was established by SDP in 2014 -- the 50<sup>th</sup> anniversary of Decision Analysis. The Society of created the Raiffa-Howard Organizational Decision Quality Award to recognize this anniversary of DA, to honor the founders, and to advance the appreciation of DA and Decision Quality (DQ – the extension of DA to include facilitation for gaining organizational commitment).

The Raiffa-Howard award is the highest honor that SDP gives to organizations. It is given to organizations that meet the requirements of ODQ (Organizational Decision Quality). The award may be given to more than one organization in any year. The award presentation takes place at the annual meeting of the SDP.

### **NUMBER 12. 2 THE RAIFFA-HOWARD BOARD OF EXAMINERS**

#### **POLICY**

The Council is made up of the Board of Examiners.

#### **PROCEDURES**

Senior leaders in the Society are invited by the Council Chair to lend their personal reputations and assure the integrity of the award process. The board meets a few times per year. The board is responsible for defining and improving the criteria for the award. Board members agree to strict confidentiality as a condition of joining the board of examiners.

The board establishes an independent panel of five examiners for each applicant organization that must have no conflict of interest or appearance of a conflict of interest. This panel is then responsible for conducting the examination with the applicant. All panel members must sign a NDA (Non-Disclosure Agreement) and protect the confidential information and identify of the applicant.

### **NUMBER 12.3 THE RAIFFA-HOWARD AWARD PROCESS**

#### **POLICY**

The award is given based on a careful evaluation by an independent panel of experienced decision professionals. The examining panel determines that an applicant/nominee deserves the award based on a review of six categories.

1. **The Culture**
2. **Decision makers**
3. Professional **Decision Support** staff members
4. **Decision Processes**
5. **Tools**
6. **Demonstrated Benefits**

## **POLICY**

The Examining Panel will review documents, conduct interviews, and have discussions that allow the panel members to collect and judge the evidence to judge the level of accomplishments by the applicant according to the six categories above. The panel will designate a panel member to coordinate the examining process with the applicant.

### **Annual Schedule**

- Nominations/applications must be received by July 1.
- The examining panels will be selected in July.
- Arrangements for the examination will be made during August/September.
- The examination will take place from September to November.
- Award selections by the panels be complete in January.
- The report and decision from the panel goes only to the nominee in January.
- If the nominee is selected for the award, it will be published in February/March.
- The Award Ceremony takes place at the annual SDP meeting in April.

## **SECTION 13 BUSINESS DEVELOPMENT COUNCIL**

### **NUMBER 13.1 COUNCIL PURPOSE**

#### **POLICY**

In coordination with the existing councils and the SDP Board, investigate strategic opportunities to enhance the society's growth in a sustainable manner

The key objectives for Business Development Council are:

1. Identify and solicit potential sponsors
2. Work with existing and potential sponsors to identify and implement alternative models to overcome existing restrictions to sponsoring SDP
3. Continue to improve the value proposition for sponsors; for example, by identifying and providing more direct benefits to sponsors
4. Seek alternative funding mechanisms which may include but are not limited to Grants, Course delivery, Publications, and For-Profit events

5. Consider strategic alliances with other organizations that can further the overarching goals of SDP

## **NUMBER 13. 2 COUNCIL MEMBERSHIP**

### **POLICY**

The membership of the Business Development Council should be diverse across several attributes, including:

- Academia/Consulting/Corporate
- Age
- Experience
- Gender
- Geography

For continuity purposes, it would be preferable but not required to have 1-2 members who are past board members/officers.

The size of the council should be appropriate to support the energy, creative ideas, and magnitude of the Business Development efforts undertaken.

### **COUNCIL LEADERSHIP**

- The Council will have a Chair.
- The Chair is responsible for:
  - setting the agenda for each meeting, arranging the conference calls, leading each Council meeting, and providing notes of meeting content
  - approval of new members
  - delegating Council activities to Council members
  - setting the direction of the Council for the duration of his/her tenure
  - giving an update on Council activities and direction to the SDP Board once a year and to the SDP membership at the annual DAAG meeting.
  - identifying a successor for the Chair position and effectively transitioning the responsibilities to the new Chair.

### **PROCEDURES**

The council will discuss, research, and evaluate ideas consistent with the objectives set forth above.

Council should consider short, medium, and long term Business Development activities or policy changes.

Often the ideas will involve research, planning, and financial estimation. While the Council members should conduct the research and planning, the council should also seek input from the SDP Treasurer and Executive Director.

Some recommendations will involve identifying a Lead of the activity who may or may not come directly from the Council's membership.

## **SECTION 14 CHAPTERS**

### **NUMBER 14.1 CHAPTER PURPOSE**

#### **POLICY**

The Society supports members who are located in a geographical area to form a local Chapter to further the goals of the Society.

### **NUMBER 14.2 CHAPTER REQUIREMENTS**

#### **POLICY**

A chapter must meet several requirements to qualify as a chapter. These are:

- There must be at least eight current Society members. All Chapter members must be members in good standing of the Society.
- The Chapter officers must be current Society members. The officer positions are:
  - President
  - Vice-President
  - Secretary (may be a single Secretary-Treasurer position)
  - Treasurer (may be a single Secretary-Treasurer position)
- Duties and terms of the officers are similar to that of the Society
- Chapters may have additional officer positions
- Chapter bylaws, including subsequent changes, must be approved by the Society's Board.
- Should an established Chapter not meet these requirements, the chapter may be declared inactive at the Society's Board's discretion.

#### **PROCEDURES**

Chapters are created when a group of Society members applies by letter to the Board. The letter should indicate how the group meets the requirements of a chapter. A copy of the proposed bylaws should be attached.

To be completed

### **NUMBER 14.3 CHAPTER FINANCES**

#### **POLICY**

Chapters will maintain separate financial accounts.

## **NUMBER 14.4 CHAPTER FISCAL YEAR**

### **POLICY**

Chapter finances and officer terms will be based on a fiscal year aligned with the Society.

## **NUMBER 14.5 CHAPTER LIAISON WITH THE SOCIETY**

### **POLICY**

Chapters will maintain liaison with the Society through the SDP Vice-President/President Elect for policy matters. Routine business will be coordinated through the Vice-President/President Elect.

### **PROCEDURES**

Chapters will prepare an annual report at the close of each fiscal year (end of June) within thirty days and provide it to the Vice-President/President Elect. The annual report should indicate who the current officers are, who were the officers serving in the last fiscal year, include a summary of finances (if any), include a roster of members, and include a summary of activities of the last fiscal year.

## **SECTION 15 HERO AWARDS**

### **NUMBER 15.1 AWARD PURPOSE**

#### **POLICY**

The Hero Awards were created to encourage support of SDP and the Decision Analysis profession. By publicly recognizing individuals' contributions, others may be incentivized to follow suit.

There are three awards to be considered annually:

- Pioneer Award
- Volunteer of the Year Award
- Recruiter of the Year Award

### **NUMBER 15.2 HERO AWARD DESCRIPTIONS**

#### **POLICY**

- **Pioneer Award:** Given to an individual or team for significant contributions to the profession or expanding the utility of Decision Analysis to new areas
  - **Considerations:**
    - Award concept is meant to align with the Raiffa-Howard Award or the DAS Ramsey Medal in significance

- Non SDP members may be nominated
  - Supporting contributions should include but are not limited by those extended over a period of years
  - Can be awarded posthumously
- **Responsible Organization:** SDP Board, led by VP/President-elect
- **Volunteer of the Year Award:** Given to an individual or team exemplifying the spirit of giving back to society or humankind through application of Decision Analysis principles
  - **Considerations:**
    - Targeted toward pure volunteer efforts, individuals compensated by volunteer or non-profit organizations as part of the efforts do not qualify
    - Non SDP members can be nominated
    - Although desirable, lack of confirmation of effect of volunteer efforts is not a limiting criteria
  - **Responsible Organization:** Outreach Council
- **Recruiter of the Year Award:** Given to the individual attracting the most new paying members in an award cycle
  - **Considerations:**
    - Set an initial target of 12 new paying members to qualify for the award
    - New members must designate a sponsoring member, if any, when initially joining SDP
    - Bringing in a new sponsor organization with associated new paying members qualifies in the member count
    - Renewing lapsed memberships qualify in the member count
    - Ties are allowed
  - **Responsible Organization:** Membership Council

### NUMBER 15. 3 HONORARY RENAMING OF THE HERO AWARDS POLICY

Should the SDP Board of Directors decide that one or more of the aforementioned awards should be renamed to honor a distinguished member of SDP, it has the rights to do so.

- **Considerations:**
  - Posthumous honors are allowed

- Nominations for renaming an award must be supported by two standing board members or one board member and one executive
- Renaming an award must be approved by a supermajority of 75% of the standing board and executive members
- Once renamed, the change is not revocable except in the case where the honored member is punished by SDP for unprofessional conduct according to the SDP bylaws

## **PROCEDURES**

**Award Frequency:** All awards will be considered on an annual basis consistent with the SDP fiscal year. The awards are to be presented at the annual DAAG meeting.

- Award winners will be notified sufficiently ahead of the DAAG meeting so as to maximize the probability of the winner's attendance
- If a qualified candidate is not put forward for an award in a given cycle, that award will not be given

### **Nominations:**

- The open nomination period is from June 1 until September 30 of each year. Members are to be reminded by the Executive Director by broadcast communication in May.
- Nominations will be submitted to the Executive Director along with a short rationale for the nomination
- Members may self-nominate
- SDP officers and board members may be nominated 12 months after their term has ended, 24 months for past presidents

### **Memorialization of the Awards:**

- A suitable plaque, trophy, or certificate bearing the SDP logo and the award specifics will be presented to the winners
- Admission to the DAAG meeting will be waived for each winner in the year of the award
- Winners' names will be recorded in Society archives and displayed where possible
- Unless otherwise specified, there will be no monetary considerations associated with the awards



