

## Table of Contents

Section	Topic	Sub-Topic	Page
1.0	By-Law Interpretation and Amendments		2
2.0	Society—General	2.1 Organisation	2
		2.2 Code of Ethics	2
		2.3 Confidentiality	2
		2.4 Operational Procedures	2
		2.5 Partner Organisations	2
		2.6 Office Space	2
		2.7 Office Administration	2
3.0	General Meetings		3
4.0	Members—Rules and Responsibilities		3
5.0	Council	5.1 Meetings	4
		5.2 Powers and Duties	4
		5.3 Member Roles and Responsibilities	5
		5.4 Co-Opted and Appointed Members Tenure	6
		5.5 Documentation—Minutes	6
		5.6 Volunteer Recognition	6
		5.7 Reciprocal Arrangements	6
6.0	Committees—General	6.1 Definition	7
		6.2 General Rules for Committees	7
		6.3 Attendance Requirements	7
		6.4 Documentation—Minutes	7
		6.5 Chairpersons	8
		6.6 Ex-Officio Members	8
7.0	Nominating Committee	7.1 Members	8
		7.2 Eligibility for Nomination to Council	8
8.0	Operational Committees	8.1 Responsibilities	8
		8.2 Asian Book Groups	8
		8.3 Explore Singapore!	9
		8.4 Field Studies Singapore	9
		8.5 Lectures	9
		8.6 Special Interest Groups	9
		8.7 Study Groups	9
		8.8 Study Tours	8
		8.9 Volunteers in Museums	8
9.0	Special Committees	9.1 Appointment	10
		9.2 Duties	10
10.0	Support Teams	10.1 Purpose	10
		10.2 Communications Team	11
		10.3 Finance Team	11
		10.4 Information Technology Team	13
		10.5 Marketing Team	14
		10.6 Welcoming Team	14

## BY-LAWS – FRIENDS OF THE MUSEUMS (SINGAPORE)

1.1	<b>By-Laws- Amendments</b>	<ul style="list-style-type: none"> <li>(a) The By-Laws of the Society shall only be amended by two-thirds (2/3) vote of the Council in accordance with the Constitution.</li> <li>(b) Any member, with a seconder, may submit proposed amendments to the By-Laws to the Honorary Secretary for consideration by the Council.</li> <li>(c) Any such proposal shall include the proposed change and the reasons for the change.</li> <li>(d) Proposed amendments to the By-Laws shall be sent to each Council member at least twenty-one (21) days prior to the regularly scheduled Council meeting at which a vote on the amendments shall be taken.</li> </ul>
1.2	<b>By-Laws – Application</b>	In the event of any inconsistency between the By-Laws and the Constitution, the Constitution shall prevail. In the event of any inconsistency between the By-Laws and the Operational Procedures, the By-Laws shall prevail.
1.3	<b>By-Laws – Interpretation</b>	Terms as defined in the Constitution shall have the same meaning in the By-Laws and Operational Procedures.
2.1	<b>Society – Organisation</b>	The Society shall be organised into an elected Council, Committees, and Support Teams for implementing the objectives and the day-to-day administration of the Society.
2.2	<b>Society – Code of Ethics</b>	The Society will adopt the principles of the Code of Ethics of the World Federation of Friends of Museums.
2.3	<b>Society - Confidentiality</b>	<ul style="list-style-type: none"> <li>(a) The Society's membership lists are confidential and are for the use of the Society only.</li> <li>(b) Distribution of the Society's membership lists must be approved by the President or Vice President.</li> <li>(c) The Society's membership lists may not be duplicated or distributed to non members.</li> <li>(d) The Society's membership lists shall not be used for personal gain, or made available for commercial or solicitation purposes.</li> <li>(e) Information about individual members may only be released with their approval.</li> </ul>
2.4	<b>Society -Operational Procedures</b>	The Society's Operational Procedures shall cover all current Committees and Support Teams and detail their purpose, procedures and position within the Society's structure.
2.5	<b>Society - Partner Organisations Meetings</b>	The Society will endeavour to meet with senior representatives from NHB and other partner organisations at least two times per year. The Council will nominate appropriate Society members who will attend such meetings.
2.6	<b>Society – Office Space</b>	The Society will maintain an office for members to work and store Society materials and documents.
2.7	<b>Society – Administration</b>	<ul style="list-style-type: none"> <li>(a) Day-to-day administration of the Society's office activities shall be the responsibility of an office administrator.</li> <li>(b) The office administrator shall be a paid employee of the Society. Council shall determine the administrator's salary and benefits (c) Duties of the office administrator shall include: <ul style="list-style-type: none"> <li>(i) Maintaining the membership data base;</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>(ii) Processing membership applications and renewals;</li> <li>(iii) Processing funds received by the Society and banking those funds in accordance with financial procedures;</li> <li>(iv) Responding to inquiries from the public and members;</li> <li>(v) Performing other duties and projects as directed by the Council.</li> </ul>
<b>3.1</b>	<b>General Meetings - Organisation</b>	<p>The Honorary Secretary shall organise all General Meetings of the Society. In this capacity he shall:</p> <ul style="list-style-type: none"> <li>(a) Issue a call for any resolutions from members two (2) months prior to the General Meeting</li> <li>(b) Certify the list of eligible voters thirty (30) days before the date of the General Meeting</li> <li>(c) Send the official mailing for the General Meeting to the membership no less than (fourteen) 14 days before the General Meeting;</li> <li>(d) Appoint tellers and oversee their work;</li> <li>(e) File the list of elected Council officers with the Registrar of Societies Within 2 weeks after the General Meeting; and</li> <li>(f) Keep an official record of the General Meeting and distribute the minutes to members before the next General Meeting.</li> </ul>
<b>3.2</b>	<b>General Meetings - Voting</b>	<p>Only one vote per eligible member may be cast, whether in person or by absentee vote.</p> <p>Voting for the election of Council members shall be made by secret ballot; all other voting at the meeting shall be by show of hands.</p>
<b>3.3</b>	<b>General Meetings - Audited Financial Statements</b>	<p>The Audited Financial Statement of the Society shall be posted to the Society's website no less than fourteen (14) days prior to the General Meeting for the information of members.</p>
<b>4.1</b>	<b>Member - Responsibility</b>	<ul style="list-style-type: none"> <li>(a) FOM encourages members to assist the museums, NHB, other organisations, or members of the public in undertakings that are consistent with the mission of the Society.</li> <li>(b) Members who receive such requests for the assistance of the Society or its members shall refer these to the Council for approval.</li> </ul>
<b>4.2</b>	<b>Members - Programmes</b>	<ul style="list-style-type: none"> <li>(a) Members' programmes are open only to members of the Society and to guests of members where permitted.</li> <li>(b) The Council shall approve any exceptions.</li> </ul>
<b>4.3</b>	<b>Membership Year</b>	<ul style="list-style-type: none"> <li>(a) A membership year shall be twelve (12) months from the month in which the membership application or renewal is received.</li> <li>(b) Memberships shall expire on the last day of the month.</li> </ul>
<b>4.4.1</b>	<b>Membership Fees - Categories</b>	<ul style="list-style-type: none"> <li>(a) Membership fees shall be as follows:  \$60 Individual  \$85 Joint  \$100 Family  \$25 Young Friends  \$25 Senior  \$40 Joint Senior</li> <li>(b) Membership fees shall be reviewed annually by the Council. Proposed changes to the membership fees in support of the Society's financial plans will be recommended to the membership at a General Meeting.</li> </ul>
<b>4.4.2</b>	<b>Membership Fees - Rules</b>	<ul style="list-style-type: none"> <li>(a) If a member fails to renew his membership within one month of the expiry of the previous term, he shall automatically cease to be</li> </ul>

		<p>a member.</p> <p>(b) All members who wish to participate in the activities of the Society shall not have any membership dues in arrears.</p> <p>(c) All membership fees received by the Society shall not be refundable under any circumstances whatsoever.</p>
<b>4.5</b>	<b>Members - Equality of Entitlement</b>	Members shall be treated equally when participating in or attending Society events.
<b>4.6</b>	<b>Members - Expulsion of Member</b>	Upon expulsion, membership rights of the expelled member shall cease. Membership card shall be cancelled. There shall be no refund of membership fees.
<b>4.7</b>	<b>Members - Resident Overseas</b>	Members who are resident outside Singapore and who wish to receive FOM publications by post shall pay an additional fee to cover the cost of postage. This fee shall be determined from time to time by the Council.
<b>4.8</b>	<b>Members – Patrons</b>	The term for Patrons shall be determined at the time of appointment and shall be for no more than five (5) years.
<b>4.9</b>	<b>Members - Young Friends</b>	Young Friends shall present a copy of their identity card or similar document as proof of age if requested.
<b>4.10</b>	<b>Members - Withdrawal</b>	Members may withdraw from membership at any time during the membership year.
<b>4.11</b>	<b>Members – Name Badges</b>	Identity (name) badges provided by the Society to members are the property of the Society.
<b>5.1</b>	<b>Council- Meetings</b>	<p>(a) The first meeting of the Council shall be held within thirty (30) days of the General Meeting.</p> <p>(b) The Council shall adopt a schedule of meetings for the full administrative year at the first meeting of the Council.</p> <p>(c) The Council shall meet as often as necessary but not less than nine (9) times per year.</p> <p>(d) The Honorary Secretary shall provide all persons entitled to attend Council meetings at least seven (7) days’ notice of all Council meetings including the agenda and the minutes from the prior meeting.</p> <p>(d) Council members may not vote by proxy or in advance of a vote taken at a Council meeting; however, votes of the Council may be taken electronically, for example, by e-mail.</p> <p>(e) Any Council member who is absent from three (3) consecutive Council meetings without explanation satisfactory to the Council shall be deemed to have vacated his position. A successor shall then be appointed by the Council.</p>
<b>5.2</b>	<b>Council- Powers and Duties</b>	<p>(a) The Council shall have the authority to protect the name Friends of the Museums (Singapore) and the Society’s trademarks and any other intellectual property rights from misuse and shall take any action that may be advisable to that end.</p> <p>(b) The Council shall become familiar with the Society’s organisation, Constitution, By-Laws, Operational Procedures, Code of Ethics and Strategy.</p> <p>(c) The Council shall be responsible for the development of the Strategic Plan and oversee its implementation. The Strategic Plan shall be passed to the next Council following the General Meeting.</p>

		<ul style="list-style-type: none"> <li>(d) The Council shall develop and maintain an effective working relationship with NHB and other partners and associations.</li> <li>(e) The Council shall evaluate and have the authority to approve or reject all new projects and activities of the Society.</li> <li>(f) The Council shall approve the annual budget and any revisions during the fiscal year submitted by the Operational Committees and Support Teams to the Honorary Treasurer.</li> <li>(g) The Council shall evaluate and have the authority to approve or reject all proposed new projects or collaborations with other organisations.</li> <li>(h) The Council shall have the right to dissolve any Operational Committee, Special Committee, or Support Team which has completed its purpose or which fails to support the membership or Society, or which does not comply with the Society's Constitution, By-Laws, Operational Procedures and Code of Ethics.</li> <li>(i) The Council shall endeavour to ensure the Society's members adherence to the Constitution, By-Laws, Operational Procedures, and Code of Ethics.</li> <li>(j) The Council shall, by majority vote, select all delegates representing the Society at meetings and conferences in which the Society has been invited to participate, or is entitled to participate, whether in Singapore or internationally.</li> <li>(k) The Council shall approve amendments to the By-Laws as specified in Clause 1.1 above.</li> </ul>
<b>5.3.1</b>	<b>Council Members - President</b>	<p>The President shall:</p> <ul style="list-style-type: none"> <li>(a) Serve as the Society's chief executive officer.</li> <li>(b) Be an ex-officio member of all Committees of the Society excluding the Nominating Committee.</li> <li>(c) Present an Annual Report to the members at the General Meeting.</li> <li>(d) Compile a Society report for the term of office within three (3) months of completion of his term as President.</li> <li>(e) Hand over the President's files to the Society's office for safekeeping within three (3) months of completion of his term in office.</li> </ul>
<b>5.3.2</b>	<b>Council Members - Vice President</b>	<p>The Vice President shall:</p> <ul style="list-style-type: none"> <li>(a) Assume any other duties as determined by mutual agreement with the President.</li> <li>(b) Serve as President if the position becomes vacant.</li> <li>(c) Serve as an ex-officio member of all Committees.</li> </ul>
<b>5.3.3</b>	<b>Council Members - Honorary Secretary</b>	<p>The Honorary Secretary shall:</p> <ul style="list-style-type: none"> <li>(a) Submit an audited Financial Statement and other annual submissions to the Registrar of Societies as required by the Registrar.</li> <li>(b) Inform the Registrar of Societies within two (2) weeks of any changes to elected officers on the Council.</li> <li>(c) Inform the Registrar of Societies of any changes to the Society's status or registered address.</li> <li>(d) Adhere to all other requirements of the Society as required by the Registrar of Societies, Ministry of Information, Communication and the Arts or other governing authority.</li> <li>(e) Notify Registrar of Societies of any change in trustees.</li> <li>(f) Be responsible for and maintain a file of all official correspondence of the Society.</li> <li>(g) Provide notice of Council meetings as specified in Clause 5.1.</li> <li>(h) Keep minutes of Council meetings and distribute minutes of Council meetings to members of the Council as specified in Clause</li> </ul>

		<p>5.5 below.</p> <p>(i) Be responsible for the smooth and timely planning and implementation of the Society's General Meetings including keeping minutes of General Meetings.</p> <p>(j) Fulfil such duties and responsibilities as may be required by the Constitution, By-Laws and Operational Procedures for General Meetings of the Society.</p> <p>(k) Perform such other duties as may be assigned by the Council.</p>
<b>5.3.4</b>	<b>Council Members - Honorary Treasurer</b>	<p>The Honorary Treasurer shall:</p> <p>(a) Oversee the Finance Team as defined in Clause 10.3.1.</p> <p>(b) Ensure the preparation of annual Audited Accounts for submission to members before the General Meeting.</p> <p>(c) Circulate a monthly financial report to Council members.</p> <p>(d) Ensure the financial security of the Society. This includes and is not limited to:</p> <p>(i) Ensuring that an annual budget is approved by the Council;</p> <p>(ii) Maintaining a reserve fund as specified in Clause 10.3.3;</p> <p>(iii) Acting on behalf of the Society, purchasing liability insurance and any other insurance coverage deemed necessary by the Council subject to approval of coverage and terms by the Council; and</p> <p>(iv) Ensuring that not more than \$1,000 in cash is kept in a secure place in the office of the Society.</p> <p>(e) Perform such other duties as may be assigned by the Council.</p>
<b>5.3.5</b>	<b>Council Members - Council Representatives</b>	<p>Council Representatives shall serve as the liaison persons between the Council and Operational Committees, Special Committees and Support Teams under their remit. The Council Representatives shall:</p> <p>(a) Through the Operational Committees and Support Teams, oversee the various programmes and activities organised and administered by the Society.</p> <p>(b) Be ex-officio members without a vote on the Committees and Support Teams they oversee.</p> <p>(c) Present their Committee and Support Team members' views when voting on Society matters in Council meetings.</p> <p>(d) Perform such other duties as may be assigned by the Council.</p>
<b>5.4</b>	<b>Council Members - Co-opted and Appointed Members Tenure</b>	<p>Co-opted and appointed members shall serve a maximum tenure of no more than two (2) consecutive terms on the Council.</p>
<b>5.5</b>	<b>Council - Documentation- Minutes</b>	<p>(a) The Honorary Secretary shall take the minutes at all Council meetings; if the Honorary Secretary is absent, the Council shall designate another member to take minutes.</p> <p>(b) Minutes shall be circulated to members of the Council within seven (7) days after the meeting.</p> <p>(c) Following the Council's approval of the minutes, they shall be placed in the Society's permanent files.</p>
<b>5.6</b>	<b>Council-Volunteer Recognition</b>	<p>The Council shall nominate members for any special recognition awards given by the Society, National Heritage Board, or other community organisations by majority vote at a regular meeting of the Council.</p>
<b>5.7</b>	<b>Council -Reciprocal Arrangements</b>	<p>The Council may approve reciprocal arrangements with other Friends Groups in the region.</p> <p>(a) Reciprocal arrangements shall be reviewed each year by the</p>

		<p>Council.</p> <p>(b) Members of Friends groups with reciprocal arrangements may take part in the Society's programmes subject to programme participation requirements.</p> <p>(c) Society members wishing to take part in reciprocal Friends Groups' programmes shall abide by the regulations and rules of the reciprocal Friends Group when applying for and participating in programmes.</p>
<b>6.1</b>	<b>Committees – Definition</b>	<p>The Society shall have three (3) types of Committees:</p> <p>(a) Nominating: responsible for identifying and proposing candidates for election to the Council.</p> <p>(b) Operational: responsible for day-to-day operations of the programs of the Society.</p> <p>(c) Special: ad hoc Committees formed to fulfil a specific mandate.</p>
<b>6.2</b>	<b>Committees - General Rules for Nominating, Operational and Special Committees</b>	<p>All Committees of the Society shall:</p> <p>(a) Carry out the duties of their Committee in accordance with the Society's Operational Procedures and adhere to the Society's Constitution and By-Laws in all they undertake on behalf of the Society.</p> <p>(b) Hold meetings no less than six (6) times in a year. Meetings may be called by the chairperson or upon receipt of a written request, together with the purpose of the meeting, of any two (2) members of the Committee.</p> <p>(c) Adopt a schedule of meetings at the first meeting of the Committee and shall at any time project the dates of the next three meetings.</p> <p>(d) Give members seven (7) days notice and agenda of Committee meetings.</p> <p>(e) Appoint a member to take minutes at all meetings as defined in Clause 6.4 below.</p> <p>(f) Prepare a proposed Committee budget annually in consultation with the Honorary Treasurer and approval by the Council.</p> <p>(g) Submit proposed revisions to the Committee's approved budget to the Honorary Treasurer for agreement and final approval by the Council.</p> <p>(h) Comply with all internal financial procedures and controls as established by the Finance Team and adopted by the Council.</p> <p>(i) Monitor expenses and submit revenue and claims for reimbursement promptly.</p> <p>(j) Submit all proposals for new projects and activities not in their current mandate to the Council for approval.</p> <p>(k) Submit all proposed changes to their Operational Procedures to the Council for approval.</p> <p>(l) Provide a written report to the Council semi-annually on the Committees' activities.</p>
<b>6.3</b>	<b>Committee – Member Attendance Requirements</b>	<p>Any Committee member who is absent from three (3) consecutive Committee meetings without explanation satisfactory to the Committee Chairperson shall be deemed to have vacated his position. A successor shall then be appointed.</p>
<b>6.4</b>	<b>Committees – Minutes</b>	<p>(a) All meetings of Committees of the Society shall have minutes prepared and distributed within seven (7) days of the meeting to members of the Committee, the Committee's Council representative, and any others as identified in the Operational Procedures.</p> <p>(b) Minutes shall contain, as a minimum:</p>

		<ul style="list-style-type: none"> <li>(i) Name of Chairperson</li> <li>(ii) Date and venue of meeting</li> <li>(iii) Attendees, absentee and apologies received</li> <li>(iv) Key outcomes of discussions including changes to Operating Procedure recommendations, new projects, key budgetary issues, changes of Committee membership and the like.</li> </ul> <p>(c) The Committee secretary shall provide a copy of the approved minutes to the President and Honorary Secretary within one (1) week of the meeting at which the minutes are approved.</p>
<b>6.5</b>	<b>Committees - Chairpersons</b>	Chairpersons of Committees shall be approved by the Council upon recommendations from the Committee and the Council representative with oversight responsibility.
<b>6.6</b>	<b>Committees - 'Ex-Officio' Members Definition and Rights</b>	<ul style="list-style-type: none"> <li>(a) An 'Ex-officio' member shall mean a person who is a member of a Committee by virtue of an office or chairmanship held in the Society. Such member shall have the same rights and responsibilities as other members in the Committee but is not obliged to attend meetings of the Committee and shall not be counted as part of the quorum of the Committee's meetings.</li> <li>(b) Ex-officio' members shall have the right to attend all meetings of the Committee without invitation.</li> <li>(c) Ex-officio' members are non-voting members when attending meetings.</li> </ul>
<b>7.1</b>	<b>Nominating Committee - Members</b>	Nominating Committee members may be nominated for elected position but when their formal nomination is submitted they must stand down from the Nominating Committee.
<b>7.2</b>	<b>Nominating Committee - Eligibility for Nomination to Council</b>	<ul style="list-style-type: none"> <li>(a) Members are eligible for nomination after completion of one year as a Society member with experience in a key role within Members' Activity Committees or Volunteers in Museums Committees or within a Support Team.</li> <li>(b) Members may submit their own names or propose others, with the written agreement of those persons.</li> <li>(c) Nominees shall be formally seconded by a member.</li> </ul>
<b>8.1.1</b>	<b>Operational Committees - Responsibilities</b>	The Operational Committees shall have responsibility for the day-to-day management of the activities of the Society within their jurisdiction and shall have the power to take all the steps necessary to carry out their instructions as described in the Constitution, By-Laws and Operational Procedures.
<b>8.1.2</b>	<b>Operational Committees – Definitions</b>	The Operational Committees of the Society shall include, but not be limited to, the following Committees: Asian Book Groups Explore Singapore! Field Studies Singapore Lectures Special Interest Groups Study Groups Study Tours Volunteers in Museums
<b>8.2</b>	<b>Asian Book Groups</b>	Members of the Asian Book Groups shall meet periodically to review and discuss books written by Asian authors or with content directly relevant to Asian history, culture and the arts.

<b>8.3.1</b>	<b>Explore Singapore!</b>	Explore Singapore! Committee shall organise short programmes in Singapore designed to provide the Society's members with knowledge of the culture, heritage and art of Singapore.
<b>8.3.2</b>	<b>Explore Singapore! – Fees</b>	Explore Singapore! Committee shall: (a) Set fees for attendance based on cost with a surcharge to the Society's central funds. (b) Reimburse speakers upon receiving approval of the President. (c) Exempt ES! Committee member(s) who are organising a programme from paying fees to participate in that event.
<b>8.3.3</b>	<b>Explore Singapore! – Members</b>	(a) Members shall be allocated places on a 'first come, first served' basis. (b) Members have priority over non-members on any wait list for programmes.
<b>8.3.4</b>	<b>Explore Singapore! – Non-members</b>	(a) A member can invite the same non-member to Explore Singapore! programmes up to a maximum of twice within one administrative year. (b) Non-members may participate in programmes organised by the Committee upon payment of a \$10 surcharge. (c) Non-members are required to sign a disclaimer form prior to the programme. (d) Non-members shall be permitted to attend up to a maximum of 25% of allocated places.
<b>8.4</b>	<b>Field Studies Singapore</b>	Field Studies Singapore shall offer the opportunity for Society members to learn more about Singapore art, history and culture through group planned tours and research.
<b>8.5</b>	<b>Lectures</b>	(a) Public lectures on the art, culture, and history of Singapore and Asia shall be given for Society members and as a service to the Singapore community. (b) The Council shall determine admission fees for these lectures.
<b>8.6</b>	<b>Study Groups</b>	Study Groups shall provide members with opportunities for intensive study in one area relating to the history, culture and art of Asia.
<b>8.7</b>	<b>Special Interest Groups</b>	Special Interest Groups provide members with the opportunity for study in one specific area of Asian history, culture and art. (a) Members may not be involved commercially with the special interest group. (b) Members may not use the group for commercial advertising.
<b>8.8.1</b>	<b>Study Tours</b>	Study Tours shall offer Society members travel opportunities in Asia designed to expand members' understanding of the cultures of the countries visited.
<b>8.8.2</b>	<b>Study Tours - Participants</b>	Study Tour participants shall: (a) Be members of the Society over 18 years of age; (b) Show proof of travel insurance; (c) Sign a Society-provided waiver; (d) Complete a medical form; and (e) Provide an information sheet to the Society naming the person to be notified in case of emergency.
<b>8.9.1</b>	<b>Volunteers in Museums - Committees</b>	Volunteers in Museums Committees shall develop and administer the volunteer guiding and other museum volunteer programmes of the Society, including the recruitment, training and management of

		docents (volunteer guides).
<b>8.9.2</b>	<b>Volunteers in Museums – Japanese Docents</b>	Japanese Docents shall provide guided museum tours for the Japanese-speaking public.
<b>8.9.3</b>	<b>Volunteers in Museums - Training Fees</b>	<ul style="list-style-type: none"> <li>(a) Training fees for the volunteer guiding programs may vary among the docent training programmes for each museum.</li> <li>(b) Fees shall be reviewed annually by the several Volunteers in Museums Committees.</li> <li>(c) The Council shall approve fees and proposed course revisions annually.</li> <li>(d) Refunds of fees shall be given up to the orientation session less a \$50 administrative charge; there shall be no refunds after the orientation session.</li> </ul>
<b>8.9.4</b>	<b>Volunteers in Museums - Responsibility</b>	<ul style="list-style-type: none"> <li>(a) On successful completion of the Society’s Docent / Volunteer Training Programme, including mentor tours, docents shall provide a minimum number of guided tours of the museums, per month, for a minimum period of one year from the completion of the training course.</li> <li>(b) The number of guided tours will be stipulated in Operational Procedures.</li> <li>(c) Docents shall not receive payment of any kind for conduct of tours in museums concurrently with being a volunteer for the Society.</li> </ul>
<b>8.9.5</b>	<b>Volunteers in Museums - Dismissals</b>	<p>Volunteers in Museums will be removed from the guiding schedules following:</p> <ul style="list-style-type: none"> <li>(a) Repeated failure to show up for their scheduled tours.</li> <li>(b) Failure to meet required standards as outlined in volunteer guiding procedures.</li> <li>(c) Misconduct relating to volunteer activities.</li> </ul>
<b>9.1</b>	<b>Special Committees – Appointment</b>	<ul style="list-style-type: none"> <li>(a) Special Committees may be appointed by a majority vote of the Council to undertake special assignments.</li> <li>(b) The appointments of Special Committees shall include: <ul style="list-style-type: none"> <li>(i) Scope of the Committee's mandate;</li> <li>(ii) Membership of the Committee;</li> <li>(iii) Approved budget;</li> <li>(iv) Operational procedures governing the Committee's work;</li> <li>(v) Date when the final report of the special Committee is expected;</li> <li>(vi) Dissolution date of the Committee.</li> </ul> </li> </ul>
<b>9.2</b>	<b>Special Committees – Duties</b>	<p>All Special Committees shall:</p> <ul style="list-style-type: none"> <li>(a) Comply with all Rules for Committees as defined in Clause 4.2.</li> <li>(b) Seek Council approval for any changes in their Committee’s mandate.</li> </ul>
<b>10.1.1</b>	<b>Support Teams – Purpose</b>	<p>Support Teams shall be established to enable the day-to-day administration of the Society:</p> <ul style="list-style-type: none"> <li>(a) Shall be reviewed annually by the Council for their relevance and continuity.</li> <li>(b) May be dissolved at the discretion of the Council if the Support Team has been inactive for a period of more than three (3) months.</li> <li>(c) Shall include, but not be limited to, the following teams: <ul style="list-style-type: none"> <li>(i) Communications</li> </ul> </li> </ul>

		(ii) Finance (iii) Information Technology (iv) Marketing (v) Welcoming
<b>10.1.2</b>	<b>Support Teams – General Duties</b>	All Support Teams shall: (a) Carry out their duties as directed by their appointment and the Society’s Operational Procedures. (b) Comply with all internal financial procedures and controls as established by the Finance Team and adopted by the Council. (c) Seek Council approval for any changes in their team’s mandate. (d) Comply with all operational procedures for Support Teams.
<b>10.2.1</b>	<b>Communications - Duties</b>	The Communications Team shall: (a) Publish information about the Society and relevant museum matters in line with the Society’s objectives through the Society’s media and in external publications. (b) Co-ordinate the external communications activities of the Society except those administered by the Marketing Team. (c) Offer regular communications to members of the Society by the Society’s magazine, Website, E- Flash or by other means. (d) Publish the Society’s magazine.
<b>10.2.2</b>	<b>Communications - Advertising</b>	Advertising in the Society’s media or in the Society’s communications shall be relevant to the Society’s objectives and shall be subject to approval as follows: (a) For the Society’s magazine: approval shall be by the Managing Editor. (b) For all other communications: approval shall be by the President or Vice President following a policy adopted by the Council. (c) No unapproved advertising of commercial events, services or products shall be allowed in the Society’s communications.
<b>10.2.3</b>	<b>Communications - Publicity and Articles</b>	All Society press releases, articles and public relations materials shall be approved by the President or Vice President before distribution.
<b>10.2.4</b>	<b>Communications- Magazine</b>	The Communications Team shall produce the Society’s magazine in order to keep members informed about Society activities and news as well as other museum news, and provide articles about the arts, history, and culture of Asia in line with the Society’s objectives.
<b>10.2.5</b>	<b>Communications- Website</b>	(a) The Society’s website shall provide information on the Society to members and the community. Links and other non-Society content must be approved by the President or Vice President following policy adopted by the Council. (b) The total content and administration will be reviewed annually by the Council.
<b>10.2.6</b>	<b>Communications - E-flash</b>	(a) E-Flash (bulk e-mail) shall promote the Society’s activities, news and other items approved by the President or Vice President. (b) Members sending bulk e-mail within the Society should use 'undisclosed recipients' (bcc).
<b>10.3.1</b>	<b>Finance – Team Composition</b>	The Finance Team shall comprise the Honorary Treasurer and sufficient members to ensure adequate segregation of duties in order that proper financial controls are maintained over the Society’s assets.

<b>10.3.2</b>	<b>Finance – Team Duties and Responsibilities</b>	<p>Duties and responsibilities of the Finance Team shall:</p> <ul style="list-style-type: none"> <li>(a) Assist the Honorary Treasurer in all financial matters of the Society.</li> <li>(b) Maintain the books and accounts of the Society in accordance with sound accounting practices and assist in the annual audit by a certified public accountant.</li> <li>(c) Assist the Honorary Treasurer in meeting the filing requirements prescribed by the Registrar of Societies</li> <li>(d) Recommend firm of auditors.</li> <li>(e) Establish and monitor a system of internal financial controls that meet accounting standards.</li> <li>(f) Develop and maintain a financial plan for the Society including provision for a reserve fund, this includes forecasting.</li> <li>(g) Develop an annual budget for the Society in consultation with the President, Vice President and Chairpersons of Operational Committees and other Support Teams and submit it annually to the Council for approval.</li> <li>(h) Inform the Chairpersons of all Committees and Support Teams in conjunction with the relevant Council Representative of the budget for the year.</li> <li>(i) Review any proposed supplements to the budget prior to their consideration by the Council.</li> <li>(j) Recommend and/or review budgets for any proposed new projects or Committees prior to project approval.</li> <li>(k) Present financial reports at all scheduled Council meetings.</li> <li>(l) Keep a schedule of the Society's assets and update it annually.</li> <li>(m) Review the Society's insurance needs annually and keep a copy of all policies on file in the Society's office.</li> <li>(n) Recommend changes in membership fees to the Council for initial approval prior to submission to the membership at a General Meeting.</li> <li>(o) Meet as often as required to ensure the team's effectiveness.</li> <li>(p) Such other duties and responsibilities as may be assigned to the Finance Team by the Council.</li> </ul>
<b>10.3.3</b>	<b>Finance - Operational Reserves</b>	The Society shall maintain a reserve fund of an amount equal to the sum of six (6) months operating expenses and fixed asset replacement requirements.
<b>10.3.4</b>	<b>Finance - Contributions from Programmes</b>	The Society is a non-profit organisation. Activities and programmes for members should strive to operate on a break-even basis but with an additional contribution to central funds as an integral part of the Society's financial planning. Committee social activities shall be self-funding.
<b>10.3.5</b>	<b>Finance - Bank Accounts and Petty Cash</b>	<p>The Council, in consultation with the Finance Team, shall:</p> <ul style="list-style-type: none"> <li>(a) Select the bank(s) and types of account where the Society's accounts shall be established.</li> <li>(b) Set the limits for any petty cash accounts of the Society and the procedures regarding the operation of such accounts.</li> </ul>
<b>10.3.6</b>	<b>Financial - Authorisation of Expenditure</b>	<ul style="list-style-type: none"> <li>(a) All expenditure over a specified amount, to be established by the Council, must be pre-approved by the Honorary Treasurer and the President or Vice President.</li> <li>(b) The Society does not reimburse members for claims unless a receipt accompanies the claim.</li> </ul>
<b>10.3.7</b>	<b>Finance -</b>	Authorised signatories of the Society's bank accounts shall include the

	<b>Authorised Cheque Signatories</b>	Honorary Treasurer, President, and Vice President. The Council may designate additional cheque signatories, when required.
<b>10.3.8</b>	<b>Finance - Approval Limits</b>	(a) Payments of less than \$1,500 from the Society's bank accounts require the signature of the President or the Honorary Treasurer. (b) Payments of \$1,500 and above require the signature of the President or the Honorary Treasurer and one additional signature of either the President or Honorary Treasurer or one other authorised signatory.
<b>10.3.9</b>	<b>Finance - Planning and Budgets</b>	The Finance Team, in consultation with the President and Vice President, shall work with the Coordinators of each Committee and Support Team to discuss and agree planning and financial requirements for the financial year ahead.
<b>10.3.10</b>	<b>Finance - Reimbursement of Expenses</b>	(a) The Society does not reimburse members for personal expenses related to volunteering. (b) The Society shall not reimburse members for expenses incurred when holding meetings related to Society affairs in their homes. (c) Reimbursement for non-member entertainment expenses must be pre-approved by the President or Vice President.
<b>10.3.11</b>	<b>Finance –Speakers Expenses</b>	(a) The Society shall make no payment to speakers, members or non-members, for accommodations, travel expenses (local or overseas), or reimburse such individuals for their presentations or supplies. Exceptions must be approved by the President or Vice President. (b) Members or non-member speakers who make presentations for the purposes of public lectures and training may be given a token appreciation gift.
<b>10.3.12</b>	<b>Finance - Donations to FOM(S)</b>	The Society may accept donations from individuals, organisations, and commercial or business groups.
<b>10.3.13</b>	<b>Finance – Gifts and Payments to Members</b>	The Society's members shall not accept any monetary remuneration or substantial gifts for their volunteer efforts on behalf of the Society.
<b>10.3.14</b>	<b>Finance – Refunds</b>	(a) The Society shall issue refunds to members before programmes or activities commence as defined in the Society's By-Laws or Operational Procedures. (b) The Society shall not issue refunds after a programme or activity has commenced unless an exception is specifically defined in the Society's By-Laws or Operational Procedures.
<b>10.3.15</b>	<b>Finance – Sign-up forms</b>	All funds received by the Society from members in payment for programmes shall be accompanied by a sign-up form or registration form showing the members name, membership number, programme name, amount paid and payment method.
<b>10.4</b>	<b>Information Technology – Team Duties and Responsibilities</b>	The Information Technology (IT) Team shall serve as a resource to the Society on all IT matters. The IT team shall: (a) Make recommendations for improvements, upgrades or replacements to the IT equipment and software. (b) Ensure security of all IT systems and the information contained therein. (c) Offer expertise and training in the use of the Society's IT systems where necessary.

<b>10.5.1</b>	<b>Marketing - Team Duties and Responsibilities</b>	<p>(a) The Marketing Team shall promote the Society to attract new members and provide information about the Society and its activity programmes to members and to the public.</p> <p>(b) The Marketing Team shall be responsible for Publicity, Events Planning, Friends of Friends, maintaining marketing database and raising sponsorship funds as instructed by the Council.</p>
<b>10.5.2</b>	<b>Marketing - Friends of Friends (FoF)</b>	<p>Friends of Friends (FoF) are organisations or businesses which offer discounts to members of the Society. The primary business of FoF shall either support or be related to the performance of the Society's volunteer activities.</p>
<b>10.5.3</b>	<b>Marketing - Fund Raising Criteria</b>	<p>The Society may raise funds in support of projects for partner museums that meet the following guidelines:</p> <p>(a) The purpose of the project shall be consistent with the Society's objectives;</p> <p>(b) The Society shall be represented on the management or organising Committee for the project;</p> <p>(c) Society members shall be involved as volunteers in the project in a significant manner; and</p> <p>(d) The project and the budget for the project, including fund-raising goals, must be approved under the guidelines established for new projects in the By-Laws and Operational Procedures.</p>
<b>10.6</b>	<b>Welcoming –Team Duties and Responsibilities</b>	<p>The Welcoming Team shall be responsible for introducing new members to the programs, activities and volunteer opportunities of the Society through meetings, promotions, and any other methods as determined by the team.</p>