



R.C.H.A. Brigade Association, Constitution & By-Laws

1.0 Description of the Corporation

The name of the Corporation shall be “**THE ROYAL CANADIAN HORSE ARTILLERY BRIGADE ASSOCIATION,**” hereinafter referred to as “**THE ASSOCIATION**”.

“The Association” is governed by the Corporations Act for the Province of Ontario and is a Corporation without share capital.

“The Association” was incorporated by Letters Patent on July 1947.

The Head Office of “The Association” is in Kingston Ontario.

“The Association” is governed by a Board of Directors further known as the Board of Management.

2.0 Mission, Purposes and Objects, and Goals

WHEREAS the original and founding Purposes and objects of the ROYAL CANADIAN HORSE ARTILLERY BRIGADE ASSOCIATION, “The Association”, have, from time to time, required amendment to better reflect the evolving nature and function of THE ASSOCIATION, and mindful of the original and founding principals of incorporation,

2.1 Be it resolved that the evolved nature and function of the Association’s “Mission” shall read as follows:

Mission

History, Heritage and Tradition. Lest we forget;

- the gunners (from 1871), veterans and engaged military, their honours, contributions, and sacrifice in service, peacekeeping and war,
- the City of Kingston from 1673 as Fort Frontenac and a Capital of Canada, with distinctive developments in nation building, trade, military, industry, commerce, government and institutions, and

- the rich culture of the founding peoples, Indigenous, French, British, the consequential immigration of Scots and Irish and successive immigrants.

Our Heritage is Our Future.

Our Richness is in our Celebration that binds us together.

2.2 Be it resolved that the “Purpose and Objects shall read as follows:

The Purpose and Objects

- To bring together all Gunners and Ex-gunners who have been honourably discharged and their friends, in the promotion of good fellowship and ‘esprit de corps’ based on mutual trust and understanding; and
- To promote the well-being and welfare of retired members of THE ROYAL CANADIAN HORSE ARTILLERY BRIGADE (hereinafter referred to as “THE BRIGADE”) by providing, where possible, suitable quarters for recreation and assembly; and
- To care for the said members of THE BRIGADE who are in distress and in general to carry on the tradition of the said BRIGADE on the behalf of those who through age and/or disability are no longer able to serve and to fund and participate in the funding of projects that are deemed beneficial to the community in general and registered charities where this may be within the means of THE ASSOCIATION; and
- To maintain the clubrooms for the recreation, enlightenment, convenience and entertainment of the members of THE ASSOCIATION; and
- To do all things deemed necessary and incidental towards the attainment of the foregoing purposes and objectives where this may be within the means of THE ASSOCIATION.

2.3 Be it resolved that the “Goals” shall read as follows:

Goals

- To finance and maintain, preferentially by annual dues and fees and/or by assessment, a “reserve fund”, in a separate financial account, so as to preserve the “cumulative capital” of the Association
- To conduct daily “commercial operations” in such a manner as to cover annualized and seasonal daily expenses preferentially by appropriate service and product pricing
- To develop and maintain a “Business Plan” specifying Membership and Associate Levels, Budgets, Marketing Growth and Strategies, Profit Margins, Annual Social Activities and Events, Products and Services, Promotions, Revenues, Lines of Credit and Mortgage Needs, and Issues Critical to the success of the Association

- To collaborate with Organizations, Associations, Societies, Guilds, Chambers, Governments, and Corporations with interest analogous to that of the “Association”

3.0 Membership and Association

3.1 Membership and Associate

3.1.1 Defined

There shall be two classes of “dues payers”, i.e. “Membership”:

- Life and
- Active

There shall be four classes of “fee payers”, i.e. “Non-member “Associates”:

- Honourary Associate
- Associate
- Corporate Associate, and
- Occasional Associate

3.2 To Qualify as a Member or Associate

All Members and Associates must be of legal age as defined by current liquor licensing laws of the Province of Ontario.

A Member or Associate in default of dues or fees or assessments is not a Member or Associate, respectively.

A Member or Associate “of record” is a person who continues to be qualified as a Member or Associate and who has paid his annual dues or fees by the 1 January of each year and who has paid his assessment within 30 days of notification.

Failure to pay annual dues or fees shall result in the “Suspension of Membership” or “Suspension of Associate” until such time as all past dues or fees are fully paid within the current membership year.

Failure to pay annual dues, fees or assessments for the past calendar years shall result in the “Cancellation of Membership” or “Cancellation of Associate” and shall require that an Application for Membership or Association be resubmitted. The Board of Directors shall decide on the disposition of past dues, fees or assessments and whether or not Membership or Associate shall be given.

The interest of a Member in the Association shall not be transferable and shall lapse or cease to exist upon death of such member or when such member shall cease to be a member by resignation or otherwise.

An Associate does not have a legal or fiduciary interest in the Association hence there is no transferable interest. An Associate shall cease to be an Associate by resignation or otherwise.

3.3 Two Classes of Membership

3.3.1 Life Membership:

Life Membership may be conferred, from time to time, on an individual as nominated by the Board of Directors.

To qualify as a Life Member, the individual shall be a former Active Member

- who has been in good standing in the “Association” for a period of not less than ten (10) consecutive years, and
- whose contribution to the “Association” is recognized as being outstanding,

A Life Member shall retain all the privileges of an Active Member.

A Life Member shall not be required to pay dues or assessments.

3.3.2 Active Membership:

Active Membership may be conferred on an individual by the Board of Directors to;

- all “GUNNERS” and “EX-GUNNERS” of the Royal Canadian Artillery, who have been honourably discharged from the Canadian Armed Forces, and who have completed an “Application Form” with proof of Service
- all serving and retired members of the Canadian Armed Forces who have honourably served their country and have completed an “Application Form” for change of status, having one year of association as an Associate.
- a former Associate, having two years continuous association, whose completed “Application Form” for change of status has been endorsed by two “Members”.

3.4 Four Classes of Associate

3.4.1 Honourary Associate:

Honourary Associates are non-members who by reason of their,

- position,
 - title, or
 - interest in and service to “The Association”.
- Veterans and/or their families generally deserve such honour and recognition.

An “Honourary Associate” shall be bestowed by the approval of the Board of Directors.

An “Honourary Associate” may attend and speak at meetings but may not vote or hold office.

An “Honourary Associate” is not required to pay fees or assessments.

3.4.2 Associate

Associate may be extended by the Board of Directors to:

- a person of good character who is sponsored by two “members”.

An Associate may attend and speak at meetings but may not vote or hold office.

An Associate is a non-member.

Associates are required to pay fees and assessments.

3.4.3 Corporate Associate

Corporate Associate may be extended, upon written request by “letter of interest”, to the Board of Directors from a Corporation, Association, Guild, Society or Organization

- of good character who is sponsored by two “members”.

One representative of the Corporation, Association, Guild, Society or Organization may attend and speak at meetings but may not vote or hold office.

A Corporate Associate is a non-member.

Corporate Associates shall be required to pay fees and may be required to pay assessments.

3.4.4 Occasional Associate

Occasional Associate may be extended, without application, by the Board of Directors to an individual, Corporation, Association, Guild or Society or Organization

- of good character for a specified period of time, in general relating to an event, occasion, activities or visitation

An Occasional Associate is a non-member.

Occasional Associates shall be required to pay fees.

3.5 Recognition of Membership and Association

When the Board of Directors approves an Application for Membership or Associate, respectively a Membership or Associate Card shall be issued.

When the Board of Directors approve an Application for Corporate Associate, the Corporation, Organization, Society, Guild or Association shall subsequently submit in writing a list of names of those individual that are being presented for Corporate Associate consideration.

The Board of Directors shall approve the individual names presented by Corporate Associate.

When the Board of Directors approves a Corporate Associate submission of names, respectively individual Associate Card shall be issued in the Name of the Corporate Associate with the subscribed name of the approved individual.

The New Member or Associate shall then familiarize themselves with the Constitution and By-Laws.

The New Member or Associate shall be directed to attend the next general meeting to be introduced formally to Members and Associates.

3.6 Annual Dues and Fees and Assessments

3.6.1 The term dues apply to “Members”

Annual dues, assessments and other charges for “Members” shall be set from time to time by the Board of Directors.

Assessments may be imposed, from time to time, by the Board of Directors to cover the extraordinary costs of repairing or maintaining the capital assets of the Association.

Annual Fees are payable by 1 November of each membership year. Fees cover November 1 – October 31.

3.6.2 The term “fees” applies to associates.

Annual Fees, assessments and other charges for all classes of Associates shall be set from time to time by the Board of Directors.

Annual Fees are payable by 1 November of each membership year. Fees cover November 1 – October 31.

Honourary Associates shall not be subject to fees

3.6.3 The term “assessment” applies to Members and Associates

Assessments may be imposed, from time to time, by the Board of Directors to cover the extraordinary costs of repairing or maintaining the capital assets of the Association.

Assessments are payable within 30 days of notification.

Honourary Associates shall not be subject to Assessments

3.6.4 Dues and Fees Payable to Reserve Fund Account

In determining annual dues and fees the Board of Directors shall consider

- Annual tax on real property
- Annual rental costs of real property
- The tri-annual Reserve Fund Study and Plan undertaken to determine potential major repairs or replacement of the capital assets of “the Association” as determined by a life cycle analysis
- Annual Property Insurance

The Board of Directors shall prepare an Annual Budget and Plan for Reserve Fund Income and Expenditures as the basis for annual fees and dues.

Annual Dues and Fees shall be paid into a separate "Reserve Fund" Account

Interest earned on the Reserve Fund shall remain in the Reserve Fund Account.

Annual Commercial Operation profits shall be apportioned to the Reserve Fund Account.

4.0 Directors and Officers of the Association

4.1 The Board of Directors, the Committee of Management.

4.1.1 The "Association" shall be managed and administered by a Board of Directors, The Committee of Management, hereinafter referred to as the "Board".

The Board shall comprise the following:

- CHAIRMAN;
- VICE-CHAIRMAN;
- TREASURER; and
- FOUR DIRECTORS

In the interest of entrenching the founding "Purposes and Objects" of the Association and in order to maintain a close liaison with units of The Royal Canadian Horse Artillery either the Chairman, or the Vice-Chairman, wherever possible, shall be a Gunner or Ex-Gunner.

There shall be, whenever possible, seven members of the Board of Directors.

Directors shall hold terms of office in the following manner:

- Nominees receiving the most individual votes shall hold office sequentially for a period of three years, two years and one year.

4.1.2 A Director may be removed before the expiration of the director's term of office by a vote of the Members at a meeting duly called for the purpose where 50% of the members present at the meeting, constituting as a minimum a quorum, vote in favour of removal.

4.2 Elections and Voting

4.2.1 Election Procedures

Nominations for elections to the Board shall be made by a Nominating Committee appointed by the Chairman.

The list of nominees shall be posted on the Club Notice Board for a period of not less than thirty days prior to the May general Meeting.

The consent of approved nominees shall be obtained, individually and in written form, prior to the posting of the nomination list.

All other nominations from the membership in general, must be duly sponsored, with written application to the Nomination Committee, and must be received no later than 48 hours prior to the General Meeting.

No paid employee of the Association shall be eligible to hold any Board position.

4.2.2 Elections to the Board shall be conducted at the General Meeting to be held in the month of May of each calendar year.

All eligible Members shall have the right to vote and cast ballots at properly constituted Annual Meetings and at All General Meetings.

To be eligible to vote a member must not be in default of dues or assessments nor be under suspension.

There shall be no proxy votes.

There shall be no public announcement and / or disclosure of the individual, cumulative votes attained by any candidate seeking election to The Board of Directors.

At the following May General Meeting the nominees receiving the most individual votes shall replace the retiring one year Director(s) for a period of three years. The three-year Director(s) from the previous year shall then become two-year Director(s) and the two-year Director(s) from the previous year shall become one-year Director(s).

Should a board member retire or a seat become vacant, then the next nominee, by popular vote in the current year, shall be asked to fill the vacancy for the balance of the year.

Similarly, should further vacancies occur, the subsequent nominees with the most votes shall replace vacant seats in a like manner. Board replacement shall always be based on a sequential “bump up”, in a given year. That is to say that each nominee, in order of individual, cumulative vote, shall replace immediately upward until all existing vacancies are filled and until all board vacancies are fully subscribed.

In the event that the Nominees List should, in any given year, become exhausted, the Chairman shall ask a Member to fill the vacancy for the balance of the year.

At a meeting of the new Board, to follow immediately upon the May General Meeting, the Directors shall select a date (within 7 days of elections) to elect, from amongst themselves, a Chairman, a Vice-Chairman and a Treasurer.

4.2.1 Duties of Board of Directors, the Board of Management

The Board of Directors, the Board of Management shall

- Obtain appropriate Property and Peril Insurance for the replacement cost of real estate, furniture and fixtures
- Obtain appropriate Liability Insurance for the Commercial Operations of the Association including personal liability of employees, volunteers and Ex Officio participants and members of the Board of Directors
- Pay money's received into Commercial Operating Accounts, Reserve Fund Accounts, or Charity Trust Accounts held by Corporations insured by the Canada Deposit Corporation.
- Invest Reserve Funds, in the name of the Association, into eligible securities i.e. bonds, GIC's debentures, deposit receipt, certificate of deposit, term deposit, instruments, issued or guaranteed by the Government of Canada or any province, instruments insured by the Canada Deposit Insurance Corporation
- Have prepared financial statements including a Balance Sheet, a Statement of Income and Expenses from Commercial Operations, and a Statement of Reserve Fund Operation.
- Approve Financial Statements before presenting them at the Annual General Meeting
- Present the tri-annual Reserve Fund Study at the Annual General Meeting
- Declare pecuniary and non pecuniary financial conflicts of interest and refrain from voting on any resolution that may be a conflict of interest.
- Prepare an Annual budget for the Annual Dues and Fees predicated on the Reserve Fund Study and additions to Capital Assets
- Prepare an Annual Business and Commercial Plan
- Prepare an annual Budget for Commercial Operations for the Fiscal Year noting such information as gross margin and estimated fixed and variable expenses.
- Approved Membership applications
- Approve Associate applications
- Give at least a 30 day Notice of Membership and Associate Meetings
- Approve and amend and repeal by-laws
- Approve and amend and repeal rules
- Manage and administer employees
- Appoint Association Historian, Curator, Archivist, Recording Secretary, Drum Major, Crier, Advocate,
- Appoint Honourary Associates, the Colonel Commandant, the Mayor, the local member of Federal Parliament, the local member of Provincial Parliament, the Chief Executive Officer of the Chamber of Commerce, Chief Executive Officer of Kingston Economic Development Corporation, the Head of the History Departments at Royal Military College and Queens University
- Give "Ex Officio" status to individual who wish to assist the Board of Directors in the Management of the Association
- Develop the Terms of Reference and Maintain a Succession plan to ensure the continuance and continuity of the Association
- Fill vacancies on the Board of Directors as prescribed
- As a minimum hold monthly Board meetings

- Draft and maintain as a minimum a Standing Agenda for monthly meetings that reviews:
 - All Closing Bank Account Balances for the previous month.
 - Commercial operations for the previous month with particular emphasis on break even balances.
 - Reserve Fund transactions for the previous and future months.
 - Charity Fund transactions for the previous month.
 - Reviews upcoming activities and events to ensure that they are supported and successful

- Employ and discharge employees of the Association under such terms and Conditions as it may, in its' wisdom deem necessary and legal, and without limiting the foregoing, shall award such salaries and wages as it may deem appropriate and legal.

4.3 Board Meetings

The Board shall meet once a month, or at any time upon the request of the Chairman, or upon the written request of at least three directors addressed to the Chairman.

Four Directors of the Board shall constitute a quorum.

All matters discussed at Board meeting shall be treated as “strictly confidential” and any disclosure thereof shall be only under the consent and/or approval of the Chairman.

Should a Board member, without reasonable cause, be absent from three consecutive Board meetings, he may be asked to resign from the Board.

Except, as hereinafter provided, the Board shall, without notice, fill and/or reappoint, at their discretion, vacancies arising in any office of the Association.

The Board shall pass, amend and rescind any and all By-Laws pertaining to clubroom facilities and shall do all which it may deem necessary for the benefit of the Association and/or its' Members and Associates,

5.0 Monies and Banking

5.1.1 The Board shall maintain separate accounts in the name of the Association for

- the reserve funds
- for Commercial operations
- licensed charitable operations.

5.1.2 All monies accruing to the association shall be deposited in an insured depository, such as a Chartered Bank, a Trust Company or a Financial Institution resident in the city of Kingston, Ontario.

5.2.1 A person who receives money on behalf of, or for the benefit of the Association, including money received from the Members and Associates as a contribution to the operating expenses or

the reserve fund, shall hold the money, together with interest and other proceeds earned from investing it, in trust for the performance by the Association of its duties and obligations.

Monies received shall be deposited forthwith into accounts located in Ontario at a bank, trust company, loan corporation, or credit union.

5.3.1 Monies received from the lease of real property shall be paid into the Reserve fund.

5.4.1 All accounts in excess of one hundred dollars shall be paid by cheque and shall be signed by two duly authorized members of the Board.

6.0 Insurance

6.1 The Board of Directors shall obtain and maintain insurance on its own behalf and on behalf of the members for damage to Associations real property and the property of adjacent real property that are caused for by major perils.

Major perils shall include as a minimum fire, lightning, smoke, windstorm, hail, explosion, water escape, and etc and also including vandalism or malicious acts.

Subject to reasonable deductibles, the insurance shall cover the replacement cost of the property damaged by the peril to which the insurance applies.

Upon the proceeds being available, the Board shall promptly use them for the repair or replacement of damaged assets unless the members have voted to terminate as the result of substantial damage.

6.2 The Board shall obtain and maintain insurance against the Association's liability from a breach of duty as owner of real property that the Association holds as an asset.

6.3 The Board shall obtain insurance for every Director, Officer and employee of the Association and the person's heirs, executors, administrators, estate trustees, and other legal personal representatives to indemnify and save harmless or any liability and costs, charges, expenses that the

6.3.1 Director Officer or employee sustains or incurs in respect of any action, suit, proceeding that is proposed or commenced against the person for or in respect of anything that the person has done, omitted to do or permitted in respect of the execution of the duties of the office or employment and all other costs, charges and expenses that the person sustains or incurs in respect of the affairs of the Association.

6.3.2 No Director, Officer or employee of the Association shall be indemnified by the Association in respect of any liability, costs, charges or expenses that the person sustains or incurs in or about an action, suit or other proceeding as a result of which the person is adjudged to be in breach of the duty to act honestly and in good faith.

7.0 Financial Statements

7.1.1 The Board shall have the following financial statements prepared

- a balance sheet
- a statement of income and expenses
- a statement of reserve fund operations

7.1.2 Footnotes to each financial statement shall clearly articulate issues of interest to include as a minimum where evident, conflicts of interest, accounts receivable outstanding more than 60 days, accounts payable outstanding more than 60 days, default in payment of mortgages, amounts received from previous years, amounts received for future years, defaults by the lessee, any other defaults and any potential civil actions.

7.2.1 The Board shall approve the financial statements before placing them before an annual general meeting.

7.2.2 The approval shall be evidence by the signature at the bottom of the financial statement of the President and Treasurer of the Association.

7.3.1 The Directors may appoint an Audit Committee to review and comment on financial statements

8.0 General Meetings

8.1.1 General meetings, without notice, shall be held on the last Thursday of the months of May, October and January of each year or on such alternate day as may be designated by the Board of Directors.

8.2.1 The Board may call for a Special Meeting of the Members and Associates by giving a 30 day Notice in advance of the Special Meeting.

8.2.2 A Special General Meeting shall be convened by the Chairman upon receipt by the Board of a written request signed by twenty Members of the Association. The written request must state the nature of the business to be discussed.

8.3.1 All meetings shall be chaired and shall be conducted in accordance with Robert's Rules of parliamentary procedure.

8.4.1 Seventeen Members shall constitute a quorum at any General Meeting.

9.0 Committees

9.1.1 The Board may from time to time establish committees and shall assign them such duties and terms of reference, as it may deem necessary.

10.0 Accounting

10.1.1 The Board of Directors may appoint a suitably qualified accountant or bookkeeper, who is not a member of the Board, whose duty it shall be to review and/or audit the books and accounts of the Association and to prepare a Year End Financial Statements for presentation at the General Meeting in May of the following year.

11.0 The Constitution

11.1.1 Any amendment, alteration or suspension of any article of the Constitution for whatever reason and for any length of time whatsoever shall be made at a General Meeting provided that not less than thirty days posted notice has been duly given for such amendment, alteration, or suspension.

11.2.1 Such amendment, alteration or suspension shall be made only on the affirmative written ballot of at least two-thirds of the quorum members present.

If the vote is carried such amendment, alteration or suspension shall come into effect and govern immediately unless otherwise provided for in the Notice of Motion.

11.2.1 Notwithstanding the foregoing the written ballot may only be dispensed with given the unanimous approval of the voting members present.

12.0 Enforcement

12.1.1 The Board may suspend, cancel or terminate a Member or Associate for due cause and with written notice.

12.1.2 Any Member or Associate assaulting any person on the Association's real property shall be terminated without the right of rebuttal.

12.2.1 The Member or Associate may submit a written rebuttal against the suspension, cancellation or termination.

12.2.2 The Board shall review the written rebuttal and shall make written notice to continue, modify or rescind the suspension, cancellation or termination.

13.0 By-Laws

13.1 General

- A. A Membership card shall be issued annually to each member of the Association upon payment of annual dues and not in default of past dues or assessments.
- B. An Associate card shall be issued annually to each associate of the Association upon payment of annual fees and not in default of past fees or assessments
- C. A list of members shall be displayed in the clubrooms at all times and a member shall be required to produce his membership card upon request of any Officer, Member of the Board, the Manager or the duty steward.
- D. A list of Associates shall be displayed in the clubrooms at all times and an associate shall be required to produce his associate card upon request of any Officer, Member of the Board, the Manager or the duty steward.
- E. Animals shall not be brought into the clubrooms.
- F. No member or Associate shall post anything or remove anything from the Notice Board without the approval of the Secretary or the Manager.
- G. The Association's telephone shall not be used for long distance calls.
- H. Rescinded OCT 1999
- I. The Association shall not be held responsible for the loss of any property belonging to a member, associate or guest.
- J. No member or Associate shall reprimand a member of the staff. Complaints may be directed, in writing to the manager.
- K. Furniture, fixtures, pictures or artifacts shall not be disturbed or disarranged unless authorized by the Board, the Historical Committee, or the Manager.
- L. Authorized periodicals, books and papers shall not be removed from the clubrooms nor shall they be defaced in any way.
- M. Rescinded OCT 1999
- N. The discussion of politics or religion is not permitted. The use of profanity is forbidden. Discriminatory comments or acts shall not be permitted. Harassing commentary or gestures shall not be permitted.
- O. Members and Associates shall notify the secretary of any change of address or e-mail account.
- P. Members, Associates and guests are expected to maintain a reasonable standard of dress at all times.

13.2 Clubrooms and Bars

- A. The clubroom facilities will be open during the days and the hours that are Posted.
- B. An extension of the bar hours, as permitted under the terms of the liquor licensing agreement, may be authorized by the Chairman or his designee.
- C. Prices for beverages, tobacco products and sundries will be posted in the bar.
- D. No alcoholic beverages may be brought into the clubrooms by members or guests for consumption or re-sale on the premises.
- E. No sales on credit by the Association are permitted. Sales paid by Credit or Debit Card are permitted.
- F. Annual dues or fees are payable by January 1, and failure to pay by that date shall result in Suspension of Membership or Associate.
- G. No part of the premises may be reserved for use unless authorized by the Manager.

13.3 Guests

- A. Guests may be entertained by any member or associate in good standing who shall also be responsible for their conduct on the premises during their stay.
- B. No guest under the legal age as defined by the laws of Ontario may be served alcoholic beverages on the premises.
- C. Members and Associates shall ensure that their guests “sign in” in the visitors Book as required under the liquor license.
- D. Guests shall not remain in the clubrooms after their host has left the premises.
- E. No person who has been refused membership, association or has been found guilty of “conduct unbecoming” in the clubrooms may be a guest.
- F. No person “under suspension” shall be a guest during the period of such suspension.
- G. In general, members and associates are strongly encouraged to have frequent guests apply for a membership or associate in the Association.

13.4 Responsibilities of Membership and Associates

Members and Associates

- A. shall familiarize themselves with and comply with the Mission, Purpose and Objectives, Goals, Constitution and By-laws of the Association
- B. shall promote harmony and contentment within the Association by treating members, associates and guests with honesty and respect
- C. attend Association meetings
- D. pay Association dues and fees, assessments and charges on time
- E. be always mindful of the collective economic interests of the Association.
- F. shall refrain from negative commentary
- G. shall balance their personal interest within the Association so as to foster the interests of the Association
- H. shall volunteer in the activities of the Association
- I. declare conflicts of interest
- J. shall be an ambassador of the interests of the Association at all times
- K. treat staff with dignity and respect