



WORLD AIRLINES CLUBS ASSOCIATION

WACA MANUAL

Part II — Procedures and Guidelines

OCTOBER 2017

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Preface

The World Airlines Clubs Association's WACA Manual is published in two documents:

Part I — Constitution and Bylaws

Part II — Procedures and Guidelines.

Part I, the Constitution and Bylaws, defines in detail WACA's purpose and objectives and sets forth procedures to conduct the business of the Association.

General information about the Association, its procedures and guidelines are detailed in Part II.

Members of the Association play a vital and dynamic role within the commercial airline industry. Any ideas and suggestions to enhance this role should be communicated to WACA Headquarters.

Further information about the Association can be obtained from:

World Airlines Clubs Association
c/o International Air Transport Association
800 Place Victoria
P.O. Box 113
Montreal, Quebec
Canada H4Z 1M1

Telephone: +1 514-874-0202 (ext. 3243)

Facsimile: +1 514-874-9200 (Attention: Administration Manager, WACA Headquarters)

E-mail: info@waca.org

Preface
October 2017

Section 1

COUNCIL GUIDELINES, JOB DESCRIPTIONS AND DELEGATE'S ROLE

1.1 INTERNAL ADMINISTRATIVE GUIDELINES FOR THE COUNCIL

1.1.1 INTRODUCTION

An international association having a body of officers residing in various countries and continents, which prohibits many personal meetings due to cost and time restraint reasons, is forced to establish certain rules to ensure the smooth functioning of its internal administration. The World Airlines Clubs Association (WACA) Council is responsible for the issuance of such administrative regulations. It will be the duty of each and every member of the WACA Council to adhere to these rules which are based on experience gained since the foundation of WACA as well as on various recommendations made by the Council during its working sessions and by the elected Auditors of this Association.

1.1.2 GENERAL CORRESPONDENCE

- 1.1.2.1 All correspondence between members of the Council must be copied to the Administration Manager for central filing.
- 1.1.2.2 All external correspondence to one or more Council members must be answered with a copy of the reply sent to the Administration Manager at which time a copy of the received letter/message must be attached by the Council member who has replied to it.
- 1.1.2.3 In order to reduce postage costs, the Administration Manager will e-mail summary copies of the correspondence of which all, or part, of the Council should be aware.
- 1.1.2.4 Any mail or e-mail from the Administration Manager requiring comments or a mail vote by the Council members must be answered by the deadline(s) indicated on such mail or e-mail. If no deadline is given a reply must be received within seven (7) days.
- 1.1.2.5 Any Council member who is absent from his/her place of residence for more than ten (10) days must inform the President by electronic means to avoid delays in decisions.

1.1.3 DUTY TRAVEL AND OTHER EXPENSES INCURRED BY COUNCIL MEMBERS

- 1.1.3.1 No Council member may undertake on behalf of the Association duty travel without having informed the President beforehand of the details and reasons. The Regional Coordinator will be advised in advance when a Council member will undertake duty travel within the Regional Coordinator's Region.
- 1.1.3.2 All travel expense claims must be supported by vouchers, invoices, receipts, etc. Any item not properly accounted for can be rejected by the Chief Finance Officer and the amount in question will not be reimbursed.
- 1.1.3.3 Any expenses made in connection with budget approved individual expense accounts must be equally supported by vouchers, receipts, etc.
- 1.1.3.4 All approved expenses will be reimbursed by the Chief Finance Officer either during a Council Meeting or at the Annual General Assembly (AGA).
- 1.1.3.5 All Council members should strive to keep expenses as low as possible. They are personally responsible to stay within his/her budget.
- 1.1.3.6 It shall be the responsibility of the Chief Finance Officer to control the budget versus actual expenses and to report at least twice a year to the Council on the financial situation of the Association.

1.1.4 GENERAL DUTIES OF COUNCIL MEMBERS

- 1.1.4.1 All Council members must remember that any information received in their capacity as Officers of WACA is confidential and may not be released to any outsider.
- 1.1.4.2 Any Council member must inform the Administration Manager of any change in his/her private and/or business address, telephone number(s), e-mail address, etc. within fifteen (15) days of the change(s).
- 1.1.4.3 A Council member's resignation letter must be sent immediately to the President by airmail or e-mail.
- 1.1.4.4 It shall be the responsibility of the Administration Manager to publish an up-to-date address list of the Council members and the general membership for distribution to all in the Association.
- 1.1.4.5 Activity Reports should be prepared and forwarded to the Administration Manager by all Council members prior to each Council Meeting and then circulated by the Administration Manager to the membership.
- 1.1.4.6 An information and action sheet should be prepared by the Administration Manager and submitted to all Council members at each Council Meeting.

1.2 JOB DESCRIPTIONS

1.2.1 PRESIDENT

- 1.2.1.1 Officiates as Chair of the Council Meetings as well as the Assembly and ensures the observance of the Constitution and Bylaws during any meeting conducted by the Association
- 1.2.1.2 Appoints the Council members together with a selection committee.
- 1.2.1.3 Directs the activities of the officers of the Council.
- 1.2.1.4 Ensures performance is met by each Council member.
- 1.2.1.5 Coordinates with the Administration Manager the affairs of the Association in accordance with the Constitution and Bylaws.
- 1.2.1.6 Directs the activities of the appointed WACA Ambassador to conduct WACA Special Projects, e.g. Social Programmes, WACA Change Can Help and any other programmes assigned by the Council.
- 1.2.1.7 Officially represents WACA in its dealings with airlines, government bodies, industry associations, etc.
- 1.2.1.8 Is authorised to sign cheques after consultation with the Chief Finance Officer and/or the Administration Manager.
- 1.2.1.9 Acts as an Ambassador of Goodwill for WACA at international functions arranged by Member Clubs.
- 1.2.1.10 Officiates at WACA sponsored events.
- 1.2.1.11 Decides, with the other Council members, the winners of the various WACA awards in accordance with Section 4.

1.2.2 CHIEF FINANCE OFFICER

- 1.2.2.1 Is responsible for invoicing and collecting annual dues from Member Clubs and taking any follow-up action as necessary in accordance with 2.11.2(d) of the Bylaws.
- 1.2.2.2 Is responsible for ensuring collection of WACA's share of registration fees, tombola, 50/50 and any other income at the AGA. The Chief Finance Officer is also responsible for ensuring collection of the fees from WACA International Events and WACA Sports Tournaments for reconciliation of the Grand Venture Bonanza and the WACA Relief Fund accounts.

- 1.2.2.3 Is authorised to sign cheques after consultation with the President and/or the Administration Manager.
- 1.2.2.4 Prepares account and balance sheets for previous fiscal year in accordance with 2.8.1 and 2.8.2 of the Bylaws.
- 1.2.2.5 Prepares a preliminary budget to be presented at a Council Meeting at least three (3) months prior to the AGA and the Council will decide on the final proposal. This proposed budget will be e-mailed to the membership one (1) month prior to the AGA attached to the agenda.
- 1.2.2.6 Formulates proposals for additional fund raising for the Association.
- 1.2.2.7 Prepares a budget comparison, the financial situation and expense specification documents. These documents should be e-mailed to the membership one month prior to the AGA as attachments to the agenda.

1.2.3 CHIEF MARKETING/EVENTS OFFICER

- 1.2.3.1 Promotes the aims and ideals of WACA and its membership by means of developing a close relationship with the travel and general news media.
- 1.2.3.2 Develops, edits and maintains the WACA Facebook site.
- 1.2.3.3 Edits and issues WACA World News providing detailed information on WACA's activities to the membership up to four (4) times a year.
- 1.2.3.4 Prepares and disseminates press releases highlighting the Association's activities.
- 1.2.3.5 Attends travel trade and other functions when delegated and to act as a spokesperson for WACA.
- 1.2.3.6 Is the liaison with the membership to ensure that the Association receives favourable publicity at every available opportunity.
- 1.2.3.7 Submits reports to the AGA and to other members of the Council when required.
- 1.2.3.8 Is the liaison with the membership and WACA Headquarters to ensure maximum coverage of WACA news and information.
- 1.2.3.9 Makes a presentation about WACA International Events and WACA Sports Tournaments of the past year at the AGA.
- 1.2.3.10 Decides, with the other members of the Council, the winner of the WACA Member Club of the Year for Media/Communication in accordance with 4.2.

- 1.2.3.11 Prepares the eligibility and competition rules for all WACA Sports Tournaments, taking into account international rules and local conditions, and consults the governing bodies of sports associations as necessary.
- 1.2.3.12 Coordinates WACA Sports Tournaments by corresponding with the hosting Member Club.
- 1.2.3.13 Promotes WACA Sports Tournaments with the membership as well as by advertising in the travel trade press.
- 1.2.3.14 Coordinates the publication of a Calendar of International Events by liaising with the membership. The Chief Marketing/Events Officer shall ensure this calendar is submitted to the Administration Manager for insertion into the Calendar of Events on the WACA website as well as including the calendar in the next edition of the WACA World News.
- 1.2.3.15 Attends WACA International Events and WACA Sports Tournaments as may be required. Observes that budget limitations for trophies and/or awards are in accordance with 3.4.5.
- 1.2.3.16 Decides, with other members of the Council, the winner of the WACA International Event/WACA Sports Tournament of the Year in accordance with 4.1.

1.2.4 ADMINISTRATION MANAGER

- 1.2.4.1 Manages the WACA Headquarters office which includes:
 - maintaining cost records pertinent to WACA Headquarters;
 - maintaining the WACA filing system and updating it as necessary;
 - maintaining and updating historical records of WACA;
 - maintaining an adequate stock of stationery and/or official WACA forms;
 - liaising with IATA and other organisations to further WACA aims and objectives.
- 1.2.4.2 Coordinates the updating of the WACA Contact and the WACA Manual Part I — Constitution and Bylaws and the WACA Manual Part II — Procedures and Guidelines as required.
- 1.2.4.3 Keeps banking records of all payments and receipts in accordance with 2.11.6(a) of the Bylaws.
- 1.2.4.4 Coordinates the Grand Venture Bonanza programme.
- 1.2.4.5 Assists other members of the Council handling day-to-day administration and management affairs of the Association in accordance with the Constitution and Bylaws and implements decisions taken by the Council and the Assembly as required.

- 1.2.4.6 Handles applications for admission to WACA of Clubs, Members-at-Large and airline/industry companies/associations.
- 1.2.4.7 Sends notices of AGAs and Special Assemblies in accordance with 2.4.2 of the Bylaws.
- 1.2.4.8 Is authorised to sign cheques after consultation with the President and/or the Chief Finance Officer and/or the Administration Manager.
- 1.2.4.9 Follows up any item of business arising from meetings.
- 1.2.4.10 Develops, edits and maintains the WACA website.
- 1.2.4.11 Receives, distributes and answers correspondence.
- 1.2.4.12 Prepares the agenda for Council Meetings and Assemblies.
- 1.2.4.13 Prepares and distributes the minutes of Council Meetings in accordance with 2.7.4 of the Bylaws and prepares a summary of the minutes with the President and distributes them to the membership.
- 1.2.4.14 Ensures the minutes of Assemblies are recorded and distributed in accordance with 2.5.4(a) and 2.5.4(b) of the Bylaws.
- 1.2.4.15 Shall be part of any committee relating to changes to the Constitution and Bylaws.
- 1.2.4.16 Shall submit an activity report to the President at each Council Meeting.
- 1.2.4.17 Decides, with the other Members of the Council, the winners of the various WACA awards in accordance with Section 4.

1.2.5 AUDITORS

- 1.2.5.1 Verifies bookkeeping and accuracy of entries.
- 1.2.5.2 Reviews the Chief Finance Officer's annual statements before submission to the AGA.
- 1.2.5.3 Analyses reasons for over expenditures.
- 1.2.5.4 Reviews the handling of funds under the care of Council members.
- 1.2.5.5 Appoints two Deputies to represent the Auditor(s) as and when requested.

Note: the Auditors should possess a sound knowledge of financial matters and be especially familiar with accepted bookkeeping practices.

1.2.6 REGIONAL COORDINATORS

- 1.2.6.1 Represents the interests of the membership in his/her respective Region which are defined in Appendix A of the Constitution and Bylaws.
- 1.2.6.2 Encourages already established Airline/Interline Clubs and airline/industry companies/associations in his/her respective Region to join WACA.
- 1.2.6.3 Assists and advises in the formation of new Member Clubs in his/her respective Region.
- 1.2.6.4 Encourages individuals to join WACA as Members-at-Large in accordance with 1.3.5 of the Constitution.
- 1.2.6.5 Projects the image of WACA at all times and upholds the rules of the Constitution and Bylaws.
- 1.2.6.6 Communicates a brief activity report by e-mail every two months on 1 February, 1 April, 1 June, 1 August, 1 October and 1 December with the membership in his/her Region.
- 1.2.6.7 Encourages the membership in his/her Region to promote WACA themes and projects and reports developments regularly to the Chief Marketing/Events Officer.
- 1.2.6.8 Assists and arbitrates in any of his/her Member Clubs' matters as required.
- 1.2.6.9 Under the direction of the Council, coordinates arrangements for the AGA when held within his/her Region.
- 1.2.6.10 Ensure that the airlines and airline/industry companies/associations in his/her Region are fully aware of WACA and its objectives.
- 1.2.6.11 Attends non-WACA events when it is considered advisable and promotes WACA membership.
- 1.2.6.12 Any Regional Coordinator receiving a copy of a reminder notice in accordance with 2.11.2(d) of the Bylaws should immediately contact the Member Club to inquire why no payment has been sent and when it will be forwarded to the Chief Finance Officer. These findings must be reported to the Chief Finance Officer by e-mail or mail with a copy to the Administration Manager.

1.2.7 ASSOCIATES OF THE COUNCIL

- 1.2.7.1 Assists the Council member in the performance of his/her duties as assigned.
- 1.2.7.2 Represents the Council member at meetings of the Association when requested.
- 1.2.7.3 Is accountable to the Council member for any assigned budget expenditure.
- 1.2.7.4 Works on assigned projects as instructed by the Council member submitting written reports when requested.

1.3 WACA DELEGATE TO THE ANNUAL GENERAL ASSEMBLY

1.3.1 ROLE IN WACA

A WACA delegate should be a member in good standing with his/her local Airline/Interline or Corporate Member Club, preferably the WACA Representative, and a member of the local Member Club's Executive Committee.

1.3.2 DUTIES PRIOR TO THE ANNUAL GENERAL ASSEMBLY

The delegate's duties prior to the AGA are as follows:

- (a) represents the Member Club at the Plenary Meeting(s);
- (b) be in contact with other members of his/her Member Club to ensure they are advised of WACA activities;
- (c) be involved with local Member Club committees in preparing package details regarding WACA International Events and WACA Sports Tournaments and be able to present details at meetings of the Association;
- (d) maintains regular liaison with his/her Regional Coordinator and WACA Headquarters to communicate details of activities within his/her Member Club;
- (e) read the minutes of all relevant WACA meetings and WACA publications in order to update local members as necessary.

1.3.3 PREPARATION FOR THE ANNUAL GENERAL ASSEMBLY

In preparation for the AGA, the following documentation should be obtained by the delegate:

- the AGA agenda and any attachments;
- the current edition of the WACA Manual — Part I (Constitution and Bylaws) and Part II (Procedures and Guidelines);
- minutes of the previous AGA;
- minutes of the Regional Meeting(s) in his/her Region held since the previous AGA;
- summaries of the minutes from the Council Meetings held since the previous AGA.

It is the delegate's responsibility to familiarise himself/herself with the contents of the above and to discuss the agenda with local members to determine if his/her Member Club has any suggestions, comments and/or contributions to make regarding the AGA agenda.

It is also the delegate's responsibility to review the Assembly Delegate Credential Form that is sent to his/her Member Club two (2) months prior to the Assembly.

1.3.4 RESPONSIBILITY AT THE ANNUAL GENERAL ASSEMBLY

It is the delegate's responsibility to represent his/her Member Club at all plenary meetings, workshops and AGA working sessions. As the delegate, a Member Club has given the authority to vote on its behalf and it is the delegate's responsibility to reflect the Member Club's views/opinions with this vote. Items voted upon and approved at the AGA come into effect immediately.

Section 2

SPECIAL PROJECTS

2.1 GENERAL

This Section contains programmes in keeping with WACA's aims to have a social conscience and to participate in various charitable and social programmes to the benefit of our community and countries; to provide economic and educational programmes to benefit our industry and represent the future of WACA.

2.2 WACA RELIEF FUND

Forty percent (40%) of the Association's total annual surplus will be kept in a special fund called the WACA Relief Fund which will be under the control of the Council in accordance with 2.11.8 of the Bylaws. The fund will be the main source to finance the Association's charitable, social, environmental or economic projects for the benefit of the community in general.

2.3 SPECIAL PROJECTS PROGRAMMES

2.3.1 TRAVEL WITH AN OPPORTUNITY TO MAKE A DIFFERENCE

WACA aims to develop the concept of responsible travelism (*derived from the words travel and tourism*) in all its actions and in all its organised events. WACA will assist its membership develop this concept.

2.3.2 WACA CHANGE CAN HELP

WACA Change Can Help encourages participants attending the AGA to bring with them any unwanted foreign coins and banknotes left over from trips away from their home country and donate them to this WACA initiative. They are then sorted, resold and converted to United States dollars, or local currency, and given to a local charity or deposited into the WACA Relief Fund. WACA Change Can Help has its own logo which was launched at the 48th AGA in Vietnam in 2015.

2.3.3 BLUE DRAGON CHILDREN'S FOUNDATION

Currently, through the WACA Relief Fund, WACA is supporting the Blue Dragon Children's Foundation, an international non-governmental organisation (NGO) based in Vietnam, which is contributing enormously to support the needy children in that country. Since the end of 2015 the Association has been sponsoring three disadvantaged teenage children who were selected by the Foundation: two boys and one girl. It is hoped that WACA will be in a position to support and sustain the children in their education until they reach the age to attend university.

2.3.4 OTHER PROGRAMMES

2.3.4.1 WACA Fund-Raising

The President, the appointed WACA Ambassador, Council members, Council Associates as well as member Clubs, will develop ideas for, and implement, fund raising efforts.

2.3.4.2 Educational Programmes

The Council is assigned the task of finding a topic for discussion for non-election year AGA workshops. These workshops will be designed to help with the administration of the membership. The ultimate goal being the overall well-being of the membership and, consequently, of WACA.

One such topic could be sponsorship. In previous years, many Member Clubs were able to obtain assistance and support for events in return for promotional activities on behalf of the sponsors, e.g. airlines, hotels, car rental and other companies gave generously in order to promote their products. Now many of these companies are facing problems of increased expenditures coupled with difficulties obtaining sufficient revenues to cover their costs. Many airlines are still struggling through difficult periods. There is no better time for Members to prove their worth and lend support to the industry that makes jobs possible for them.

Other topics could be programmes which can be developed by Member Clubs for its own members. Benefits will be increased knowledge, exchanged experiences and new ideas that will assist the individual in his/her daily work.

The number of topics and variety of subjects are endless.

Section 3

HOSTING WACA EVENTS

3.1 WACA INTERNATIONAL EVENTS AND WACA SPORTS TOURNAMENTS — GENERAL

3.1.1 WHAT IS A WACA INTERNATIONAL EVENT OR A WACA SPORTS TOURNAMENT?

A WACA Member Club hosting interliners from around the world in friendship and good fellowship at an event that is well-planned and organised, which encourages active participation within the hosting Member Club, and which will be beneficial to both the hosting Member Club and WACA.

3.1.2 WHO SHOULD HOST?

A Member Club which has enjoyed repeated success with certain local functions should consider making one of these functions a WACA International Event. Similarly, a Member Club which enjoys particular natural, social, cultural or sporting facilities in its home city or country, which the Member Club feels would have appeal to interliners worldwide, should consider creating a tour package to host a WACA International Event and/or a WACA Sports Tournament in accordance with 3.3.

3.1.3 WHEN TO SCHEDULE

Before scheduling an event consult with the Chief Marketing/Events Officer and review the WACA Events Calendar on the WACA website to avoid a conflict of dates with other WACA events.

3.1.4 TITLE

A WACA International Event or a WACA Sports Tournament should be given a title, e.g. Dodo's Nest.

3.1.5 QUALITY OF THE PACKAGE

The hosting Member Club and WACA shall strive to create a WACA International Event or WACA Sports Tournament of high quality at a reasonable cost to enhance the reputation and promotion of WACA and the hosting Member Club.

3.2 WACA INTERNATIONAL EVENTS AND WACA SPORTS TOURNAMENTS — RESPONSIBILITIES AND COORDINATION

3.2.1 DEPOSITS

All deposits from a participant in a WACA International Event or WACA Sports Tournament must be submitted by his/her home Club and have the Club's President or the WACA Representative's signature on the application form confirming that he/she is a member in good standing of the Club. In the event a Member Club guarantees the deposit for any of its members attending a WACA International Event or WACA Sports Tournament, the Member Club should receive the deposit from the individual and only then should it guarantee the deposit to the hosting Member Club otherwise it will be liable for payment of the deposit.

3.2.2 PROGRAMME AND PRICE

The hosting Member Club shall prepare a programme and set the price. It shall be entitled to any profit or be responsible for any loss.

3.2.3 FEE TO WACA

The hosting Member Club shall pay a fee to WACA based on the number of participants attending the WACA Sports Tournament or the number of nights for an International Event in accordance with 2.11.4(a) of the Bylaws.

3.2.4 PROMOTING THE EVENT

WACA and the hosting Member Club shall jointly, and individually, promote the event by means of brochures, videos, electronic communication, the WACA website and WACA World News to try to ensure the success of the event. This should be done as far in advance as practical and repeated often.

3.2.5 ORGANISING COMMITTEE

The hosting Member Club shall set up an organising committee to coordinate arrangements and publicity with WACA liaising with the Chief Marketing/Events Officer.

3.3 HOSTING A WACA INTERNATIONAL EVENT OR A WACA SPORTS TOURNAMENT

Hosting a WACA International Event or a WACA Sports Tournament can be a challenging yet rewarding experience. It allows Member Clubs the opportunity to promote its own city and country while playing host to guests from all over the world. In order to encourage Member Clubs to host a WACA International Event or WACA Sports Tournament, WACA has prepared the following information to be used as guidelines.

3.3.1 PREPARING BIDS

To prepare a bid for a WACA Sports Tournament package see 3.4.1.

Member Clubs desiring to host a WACA International Event would indicate this in the appropriate place on the AGA Delegate Credential Form which is sent out in accordance with 2.4.2(b) of the Bylaws. The Member Club then prepares detailed brochures (in accordance with 3.3.7) and brings some along with promotional materials about the International Event location to the AGA, e.g. tourism brochures, a video/slide/film presentation, etc. In addition, an electronic copy of the brochure is sent to the Administration Manager for insertion onto the WACA website.

3.3.2 WORKING COMMITTEE

3.3.2.1 Although a large working committee is not necessary, a hosting Member Club's committee must consist of a Chairperson (coordinator), a Registrar and a Treasurer. The Treasurer appointed should be bonded (insured) and any financial transactions should have two signatures: the Chairperson and Treasurer. At least one member of the committee should attend the package to ensure it is running smoothly and to deal with any problems if, and when, they arise.

3.3.2.2 The Registrar should coordinate with the hotel as the registrations begin arriving. Confirmation of registration and deposits should be sent out promptly. To ensure final registration is done quickly, the Registrar should be on hand at the hotel along with the Treasurer as participants check-in. Interline membership should be verified at this time.

3.3.3 DATES AND DURATION OF AN INTERNATIONAL EVENT

3.3.3.1 Off-peak or shoulder seasons are the best times to host a WACA International Event or WACA Sports Tournament. The expected weather should still be favourable, hotel rates more competitive and standby travel easier.

- 3.3.3.2 The Member Club should contact the Chief Marketing/Events Officer and the Administration Manager to see if any other Member Club is hosting an event on the same dates. Also, the Member Club should see if there are any other Member Clubs within its Region willing to host a package. Hosting events in the same Region with consecutive dates will enhance attendance rather than splitting it.
- 3.3.3.3 The duration of the package will often determine whether it will attract regional or international participants. Most interliners will normally not travel on a long flight to attend a weekend package.
Note: for the duration of a WACA Sports Tournament package see 3.4.3.

3.3.4 HOTEL ACCOMMODATION

- 3.3.4.1 All rooms should have a bath/shower and toilet. A swimming pool is a must in all tropical countries. The hotel should provide a free room for the Chief Marketing/Events Officer or his/her delegate and the package price should be covered by the hosting Member Club if at all possible. Loudspeakers/microphones should be available for the opening/closing ceremonies and at tournament locations for WACA Sports Tournaments.
- 3.3.4.2 To keep the package price attractive, it is recommended to approach an hotel with acceptable standards of comfort and security as well as granting a substantial discount on room rates. Ensure that the hotel will provide the facilities the group will require, e.g. meeting rooms, hospitality suite, suitable dining facilities, etc.
- 3.3.4.3 It is most important to check out the rooms the hotel is planning to offer the group. No one should expect a suite so it will avoid many complaints to the working committee if the rooms are all basically the same.
- 3.3.4.4 Request that interliners be placed in the same area of the hotel whenever possible. This not only benefits the interliners but also the other hotel guests.
- 3.3.4.5 The hotel should be kept informed of room arrangements as registrations are received. It will make less work for the hotel and help create a good working relationship.
- 3.3.4.6 Arrange a thirty (30) day, or less, room release date. Anything earlier than that can create problems because many interliners book late due to their working schedules. A hospitality suite in the hotel should be requested. This room can be used for registration as well as social gatherings.
- 3.3.4.7 Many participants arrive early, or stay extra days due to flight schedules, so arrange for an extension of room rates two/three days before and two/three days following the actual package dates.

- 3.3.4.8 A welcome/registration desk should be located in the hotel lobby and staffed by members of the hosting Member Club to facilitate check-in and payment of package/tournament fees by participants. Currency exchange facilities should be available near the welcome/registration desk. Once check-in has been completed, the desk can be utilised as an information counter for the duration of the package.
- 3.3.4.9 Ensure that all miscellaneous expenses, e.g. room service, laundry, telephone calls, etc. are paid by participants directly to the hotel before departure.

3.3.5 MEALS

- 3.3.5.1 Include all breakfasts.
- 3.3.5.2 All dinners should be included for weekend packages with the exception, perhaps, on the day of arrival. For longer packages, however, it isn't necessary to include all dinners as long as there are adequate dining facilities available. Keep in mind that sometimes dinner is the only time the whole group can get together and plan the number of dinners accordingly.
- 3.3.5.3 The most convenient way for a large group of people to eat meals is buffet style. This also allows a certain flexibility in the types of food being served. This is particularly important if catering to a wide range of nationalities.
- 3.3.5.4 Lunches need to be provided only if no dining facilities are available at planned rest stops whilst touring or if dining facilities are not available on-site at WACA Sports Tournament locations.

3.3.6 COSTING A WACA INTERNATIONAL EVENT PACKAGE

For costing a WACA Sports Tournament package see 3.4.2.

- 3.3.6.1 Costing can be one of the most difficult aspects of an international event. Some costs can be determined on a per person basis, e.g. rooms and meals but transportation and entertainment are normally calculated with a flat rate, therefore, the per person price can fluctuate depending on the anticipated size of the group. The total expected cost should be divided by the maximum number of participants expected. This same number should also be the minimum the hosting Member Club will accept for the package to proceed. At this point it is important to stress that a hosting Member Club must be realistic about the number of interliners that will attend. Remember, big is not necessarily better.
- 3.3.6.2 Include an additional 5–10% to the basic cost of the package to cover postage, gratuities, printing and the hospitality suite if one is included.

3.3.6.3 The package price *must* be quoted in local currency when there are no legal restrictions placed on buying/selling the local currency. To assist interliners when the package is quoted in a local currency, an approximate United States dollar (USD) amount should be shown as a guideline bearing in mind fluctuations of exchange rates.

3.3.6.4 The WACA fee must be collected in accordance with 2.11.4(a) of the Bylaws.

3.3.7 WACA INTERNATIONAL EVENTS AND WACA SPORTS TOURNAMENTS BROCHURES

3.3.7.1 Printing four-colour brochures is expensive and may not be necessary. The cover should be in full colour if possible but the inside can be kept to a single colour. The front cover should show such things as famous landmarks and a map of the region highlighting the local city, state and/or country which will help orientate the reader. The back page could be used to highlight the local Member Club's and WACA's charity work.

3.3.7.2 The brochure must show the price of the package in accordance with 3.3.6.3 and the WACA fee in accordance with 2.11.4(a) of the Bylaws. Also, the brochure must describe in detail the type of accommodation, meals, etc. that are included in the package and the registration deadline must be clearly stated. The deadline should be at least one week before the hotel requires its final rooming list and/or room release date.

3.3.7.3 WACA provides a Universal Package Registration Form which should be included in the brochure. Utilising the form will ensure a distinction can be made between single male and single female interliners as names can be unfamiliar. This distinction will make it easier to match those willing to share and avoid last minute room changes.

3.3.7.4 The brochure should contain a brief summary of daily events on the package and general information such as the kind of weather participants should expect, tipping hints, health requirements, clothing to wear, currency regulations, etc.

3.3.7.5 Any transportation costs, e.g. airport/hotel/airport should be clearly indicated in the brochure as well as any airport and/or other taxes to be paid by participants.

3.3.7.6 State clearly how registration will be confirmed back to the participant. Provide at least one or two e-mail addresses for communication.

3.3.7.7 Design the brochure so it can be easily reproduced in other Member Clubs' newsletters and inserted into their websites. The earlier the brochure can be published, the more promotion the event receives. Brochures should be ready at least three months before the package deadline.

- 3.3.7.8 Copies of the brochure should be taken to the AGA as this is the best place to promote a package. In addition, an electronic copy of the brochure should be sent to the Chief Marketing/Events Officer and the Administration Manager for insertion onto the WACA website.

3.3.8 DEPOSITS

- 3.3.8.1 Ensure that the deposit for the event is sufficient to cover any expenses the hosting Member Club will have to pay before the package commences, e.g. deposits for hotel rooms, restaurants, transportation, etc.
- 3.3.8.2 Ensure that deposits for the event are sent in the form of money orders, bank drafts or bank transfers. It is strongly recommended not to accept personal cheques. If the hosting Member Club wishes funds to be deposited by bank transfer, the bank to which the deposit should be directed must be clearly stated.
- 3.3.8.3 Any participant registering for a WACA package who does not submit a registration form duly signed by the President or WACA Representative of a Member Club, will be obliged to join his/her local Member Club and have the registration form signed accordingly.
- 3.3.8.4 Any participant registering for a WACA package who does not meet the requirements of 1.3.4 of the Constitution will be obliged to submit a request to the Administration Manager to become a Member-at-Large in accordance with 1.3.5 of the Constitution.
- 3.3.8.5 It is not advisable to accept a booking without a deposit. If the person is a “no-show” it is very difficult to recover monies for any expenses incurred, e.g. first night’s stay in the hotel.

3.3.9 TICKETING

It is not the hosting Member Club’s responsibility to arrange ticketing for people who wish to attend the package. However, if an airline can be approached to provide service charge tickets it is a definite asset.

3.3.10 AIRPORT ARRIVALS/DEPARTURES

- 3.3.10.1 At the airport, inside the arrivals hall or inside the customs area, a welcome desk or participants’ meeting point should be arranged on the arrival day of the package and staffed by members of the hosting Member Club. This will assist participants with arrival formalities and facilitate transfers to the hotel and it should be staffed from the very first participant’s expected flight arrival. If it is not possible to arrange a welcome desk or meeting point, arrangements should be made with the airport information counter to tell participants where they will be met.

- 3.3.10.2 It is equally important to have members of the hosting Member Club at the airport at the end of the package to assist with departure and customs formalities. This will also ensure assistance is on-hand to make alternative arrangements in the event that participants cannot leave on their flights due to over capacity, cancellations, etc.

3.3.11 AIRPORT/HOTEL/AIRPORT TRANSFERS

- 3.3.11.1 Transfer arrangements airport/hotel/airport will be provided by the hotel whenever possible. If coaches are hired to transport the group to the hotel keep in mind that it is often difficult to meet interliners as they arrive on many different flights and not necessarily on the flights originally planned.
- 3.3.11.2 For touring, a washroom-equipped coach is highly recommended.

3.3.12 SPONSORSHIP

- 3.3.12.1 The package price may be lowered by securing as many sponsored meals, welcome/farewell parties, sightseeing tours, promotional items, etc. as possible. It is up to each hosting Member Club to decide if it wants to sponsor one or more functions itself or find sponsors in the local airline/travel industry, hotels, car rental companies, tourist offices, government/city tourist offices, interline publications, websites, newspapers, etc. However, each Member Club intending to host a package must be cautioned that perhaps not all expenses will be covered by the package price and it may cost the Member Club some money from its own treasury.
- 3.3.12.2 Sales representatives from local airlines should also be approached for assistance with promotional items. Passes are always well received if they can be obtained.

3.3.13 NAME BADGES

Badges of different colours provided by the hosting Member Club showing first and last name of the participant plus the name of his/her Member Club should be handed out when checking-in at the welcome/registration desk at the hotel and should be worn for the duration of the event. The different colours distinguish participants and local Member Club officers. Suggested colours are: participants — green and local Member Club officers — yellow.

Note: Council members, Auditors and Members of Honour do not require name badges as they have their own WACA badges.

3.3.14 MISCELLANEOUS RECOMMENDATIONS

- 3.3.14.1 Coupons should be made for each activity, e.g. meals, transportation, etc. This will provide an accurate count for billing and ensure only participants are in attendance.

- 3.3.14.2 A detailed itinerary should be available at registration. This itinerary should list programme times, meeting places and reminders to participants to bring their coupons. This will save the hosting committee from having to answer many questions. Also, the hotel should display any last minute changes to the programme on information monitors, notice boards, flip charts, etc.
- 3.3.14.3 A hospitality suite is very useful for participants to get together particularly if the programme involves separate coaches or an event where the group is split all day, e.g. skiing. If possible, it should be opened for arrivals and registration, as well as evenings when no other event is planned. When costing it into the package keep it at a modest level. Experience has shown that most people will drink soft drinks, wine or beer.
- 3.3.14.4 Selling of WACA 50/50 and/or Grand Venture Bonanza tickets by members of the hosting Member Club to participants is strongly encouraged where permitted by local law.
Note: 50/50 and Grand Venture Bonanza tickets are available from WACA Headquarters.
- 3.3.14.5 A questionnaire should be distributed to all participants at an event for evaluation, e.g. 3.3.16 Participant Comment Form. The hosting Member Club should ensure that at least 50% of the participants return the questionnaire duly completed and signed. These questionnaires should then be forwarded to the Chief Marketing/Events Officer for his/her consideration when determining the WACA International Event/WACA Sports Tournament of the Year in accordance with 4.1.
- 3.3.14.6 It is advisable to plan a charity programme in conjunction with the WACA International Event.

3.3.15 SUMMARY

WACA encourages all Member Clubs to host a WACA International Event or a WACA Sports Tournament whenever possible. The interline exchange can be an invaluable experience and it also provides the Association with a source of revenue through WACA fees. As a non-profit organisation WACA needs sources of income in order to survive and grow.

3.3.16 PARTICIPANT COMMENT FORM

Name of the Event: _____ Date: _____

- | | Yes | No |
|---|------------|-----------|
| 1. Subject to advising your arrival details, were you met at the airport upon arrival by the hosting Member Club and/or the tour operator | ___ | ___ |
| 2. Were transfers (airport/hotel/airport) included in the package? | ___ | ___ |
| 3. Were all breakfasts and at least one daily meal included in the package price? | ___ | ___ |
| 4. Were pre/post event extra nights at the hotel arranged at special rates? | ___ | ___ |
| 5. Were souvenir and information packets distributed to you? | ___ | ___ |
| 6. Were identification badges provided to you? | ___ | ___ |
| 7. Did the hosting Member Club arrange for air transportation? | ___ | ___ |
| 8. Was this your first WACA International Event? | ___ | ___ |
| 9. How would you rate this Event?
Excellent _____ Very Good _____ Good _____ Fair _____ | | |
| 10. Was the package: Too Long _____ Just Right _____ Too Short _____ | | |
| 11. How was the accommodation/food/entertainment?
Excellent _____ Very Good _____ Good _____ Fair _____ | | |
| 12. How would you rate the services of the tour operator (if applicable)?
Excellent _____ Very Good _____ Good _____ Fair _____ | | |
| 13. Were the members of the hosting Member Club:
Informative _____ Helpful _____ Attentive _____ Social _____ Other _____ | | |

Name: _____ Airline: _____

Interline Club: _____ Position: _____

Member-at-Large: _____ Position: _____

Member since: _____ Signature: _____

3.4 SPECIFIC REQUIREMENTS FOR WACA SPORTS TOURNAMENTS

3.4.1 PREPARING BIDS

Member Clubs desiring to host a WACA Sports Tournament would indicate this in the appropriate place on the AGA Credential Form which is sent out in accordance with 2.4.2(b) of the Bylaws. The Member Club then prepares a written bid of the proposed dates, accommodation, meals, cost and programme and submits it for approval by the AGA. This is followed by preparation of a detailed brochure in accordance with 3.3.7 which the Member Club brings to the AGA along with promotional materials about the proposed WACA Sports Tournament location, e.g. tourism brochures, a video/slide/film presentation, etc. In addition, an electronic copy of the brochure is sent to the Administration Manager for insertion onto the WACA website. If more than one Member Club submits a bid for the same WACA Sports Tournament, a decision is made which Member Club will host by a majority (more than half the votes) of delegates at the AGA.

3.4.2 COSTING A WACA SPORTS TOURNAMENT PACKAGE

3.4.2.1 The package price *must* be based on (at least) accommodation in a twin-bedded room and Modified American Plan (MAP), i.e. American breakfast, lunch or dinner. Service and taxes must also be included plus two transfers (airport/hotel/airport) and sightseeing tours. Single room charges should be stated as well as the cost of extra nights before or following the tournament. Whatever is *not* included should be clearly stated in the proposal to host the WACA Sports Tournament to avoid any misunderstanding and disappointment.

3.4.2.2 The package price to attendees will be decided by the Council and the hosting Member Club after negotiation(s). It will, in every case, contain a fee which will go to WACA. The fee for WACA Sports Tournaments is in accordance with 3.2.3.

3.4.2.3 The package price must be in accordance with 3.3.6.3 and the WACA fee in accordance with 2.11.4(a) of the Bylaws.

3.4.3 DURATION OF WACA SPORTS TOURNAMENTS

WACA Sports Tournaments normally last from 1–3 days with the actual tournament held on the last day(s) as a highlight. It is suggested that an international event be built around the tournament with a duration of approximately four (4) days/three (3) nights to boost attendance.

3.4.4 TECHNICAL REQUIREMENTS

3.4.4.1 Airport

In accordance with 3.3.10.1, a “Tournament Participants Meeting Point” should be arranged in the arrivals hall or inside the customs area. A welcome WACA banner to read “Welcome to the WACA Sports Tournament Hosted by the Interline Club” should be displayed in a prominent location and then relocated to the Tournament hotel.

3.4.4.2 Participants’ Names

A list of all participants should be compiled by the local Member Club and given to the Chief Marketing/Events Officer or his/her representative by the second day of the Tournament.

3.4.5 PRIZES

Ordering of prizes is to be determined by the Chief Marketing/Events Officer and the hosting Member Club. The cost of the trophies and plaques will be absorbed by the WACA fee per participant collected in accordance with 2.11.4(a) of the Bylaws.

3.4.6 WACA SPORTS TOURNAMENT RULES — BOWLING

Teams

Each team will consist of four (4) players.

Events

Team and individual. Scratch and handicap.

Games

A total of six (6) games.

Rules

1. All entrants must be members in good standing of a Member Club and be officially entered by his/her Member Club or a Member-at-Large as well as spouses and dependent children.
2. To qualify for handicap, an entrant must bowl all three games in the first series of the tournament. The handicap shall be determined by the tournament director and computed on an individual basis of 70% off the difference of an entrant’s average from the entrant’s performance after the first three games and 200.

3. The handicap computed after the first three games is to be applied to games in that series and to the next series of the competition.
4. It shall be each bowler's responsibility to verify the accuracy of his average. Failure to use a proper average or make corrections prior to or at the time of bowling shall disqualify the score.
5. Drawing of lanes for the first three games will be made by the tournament director at least one day prior to the Tournament. Lanes for the next three games will be assigned in accordance with team positions resulting from the number of pin falls.
6. All team events will be bowled at the same time. However, it may be split into two sessions at the discretion of the tournament director.
7. The first series will be bowled on the same pair of lanes, each individual alternating lanes after each frame except for the 10th frame which will be bowled on the same lane as the first ball of that frame. The second game is started on the same lane as the 10th frame of the first game. The third game is started on the same lane as the 10th frame of the second game. The second series will be bowled in the same manner on another pair of lanes assigned in accordance with position standings.
8. If a Member Club enters more than one team, they shall not bowl on the same pair of lanes.
9. After a series has started, no changes shall be made in the order of players except in the event of injury. When a substitution is made during a game, the score of such game shall be credited to the starting player. A player once removed from a game cannot return to bowl in the same game. Any person having already taken part in the competition shall not replace another player.
10. Any player or team arriving late for the arranged schedule time shall begin the play with the score commencing at the beginning of the frame currently being bowled.
11. In the event a team does not have the required number of players, that team will be entitled to either use WACA's overall tournament average (not including handicap) for the absentee, or accept a supporter from another Member Club as a member of their team.
12. Each bowler will be allowed only two practice balls on the starting lane before play commences. After the change of lanes, such allowance will be at the discretion of the tournament director.
13. During play, smoking and drinking will not be allowed in the pit area.

14. Protests regarding the decision of scoring, tournament or players, shall be made in writing and signed by the party protesting and turned over to the tournament director no later than one hour after the series in which the alleged infraction occurred has been bowled. Time limit for filing a protest on scores occurring in the last game shall be 30 minutes.

15. Team captains are responsible to verify that scores are kept accurately and call attention to errors made to the official score keepers who will keep scores on a telescore sheet only. The team captain is also responsible for team behaviour, line-up and compliance with all tournament rules.

16. There will be no separate bowling for individual awards. The total scores of the six games in the team event will be used for individual prize awards.

17. Supporters from the membership will be allowed to compete if they can form a team. However, they will be eligible for individual awards only.

Determining Winners

The winner of the team event, Scratch, will be the team with the highest total pin falls.

The winner of the team event, Handicap, will be the team with the highest total pins, which will be pin falls plus handicaps of each individual member on that team.

Individual event winners will be handled in the same manner as the team event, except that it will be divided into two categories, male and female.

Prizes

The WACA Bowling awards are as follows:

- 1st Place Team (Scratch) — one large trophy to the winning team and four plaques for individual winning team members;
- 1st Place Team (Handicap) — one smaller trophy to the winning team and four plaques for individual winning team members;
- Male Individual (Scratch) — one plaque to the winner;
- Female Individual (Scratch) — one plaque to the winner;
- Male Individual (Handicap) — one plaque to the winner;
- Female Individual (Handicap) — one plaque to the winner.

3.4.7 WACA SPORTS TOURNAMENT RULES — TENNIS

Teams

Each team will consist of two (2) players.

Events

Men's Doubles, Ladies Doubles and Mixed Doubles.

Games

Two days on a "round robin" basis. Finals on the third day.

Rules

1. All entrants must be members in good standing of a Member Club and be officially entered by his/her Member Club or a Member-at-Large as well as spouses and dependent children.
2. Dress code will be in accordance with local regulations.
3. The tournament will be run on a part league and part knockout basis. Entrants will be divided into groups of six and the winner of the league games proceeds forward to the knockout series. The minimum number of games played by all entrants will be five.
4. As many entrants as desired may be entered by each Member Club.
5. Partners will be arranged for single entrants on arrival.
6. A maximum of five minutes will be allowed to warm-up before each match.
7. If rain interrupts play, the match must be resumed from the beginning of the game that was being played when play was interrupted.
8. In the event of any dispute the decision of the appointed technical director will be final.
9. Substitutes will only be allowed for players injured while playing providing the substitutes have already played in earlier matches.
10. All entries must reach the hosting Member Club no later than four weeks before the start of the tournament.
11. The rules of actual play will be the same as those laid down by the local tennis association.

Determining Winners

Depending on the number of entries, the tournament should be run on a part league and part knockout basis. Entrants will be divided into groups and the winner of the league games will proceed to the knockout series. The minimum number of matches played by each entrant should be at least five.

Prizes

The WACA Tennis awards are as follows:

- Mixed Doubles — one large trophy to the winning team and two plaques for the individual players;
- Men's Doubles — one small trophy to the winning team and two plaques for the individual players;
- Ladies Doubles — one small trophy to the winning team and two plaques for the individual players.

If players forming the winning team belong to different Member Clubs, two trophies will be presented engraved "Co-Winner".

3.4.8 WACA SPORTS TOURNAMENT RULES — SKIING

Teams

Each team will consist of three male and two female skiers.

Events

Team and individual.

Games

One giant slalom and one special slalom.

Rules

1. All entrants must be members in good standing of a Member Club and be officially entered by his/her Member Club or a Member-at-Large as well as spouses and dependent children.
2. Member Clubs may enter more than one team. If a Member Club cannot enter a full team, it may still compete with as many individual members as possible.
3. All participants must be at the starting point on time. Late comers will wait until the end.

4. The racing committee will be responsible to ensure that all participants are following the correct race course. Any participant not following the course will be disqualified. It is also the responsibility of the racing committee that the course is free of any obstacles during the race.
5. The starting officer must ensure that no participant is allowed to depart at the starting point before his/her predecessor has left the course.
6. In the second race participants should start in reverse sequence to the first race.
7. To be eligible for the awards, teams must finish with a minimum of two male and one female skiers.
8. Any complaints must be presented to the race director within five minutes of the finish by the competitor.
9. Final details will be advised to the competitors at a meeting to be held prior to the start of the races.
10. The decision of the race director will be final in all matters concerning the races.

Determining Winners

The winner of the team event will be the team with the fastest combined elapsed time.

The winner of the individual event will be the individual with the fastest elapsed time.

Prizes

The WACA Skiing awards are as follows:

- 1st Team — one large trophy to the winning team and plaques to individual skiers;
- 2nd Team — one small trophy to the winning team and plaques to individual skiers;
- 3rd Team — one small trophy to the winning team and plaques to individual skiers;
- Giant Slalom (Male) — one plaque to the winning individual.
- Giant Slalom (Female) — one plaque to the winning individual.
- Special Slalom (Male) — one plaque to the winning individual.
- Special Slalom (Female) — one plaque to the winning individual.

3.4.9 WACA SPORTS TOURNAMENT RULES — OTHER

Rules for the following are available at WACA Headquarters: golf, table tennis, squash and football. They are available at any time to Member Clubs wishing to organise a WACA Sports Tournament.

3.5 HOSTING AN ANNUAL GENERAL ASSEMBLY

3.5.1 BACKGROUND

Proposals to host an Annual General Assembly (AGA) must be in accordance with 2.4.1 of the Bylaws and must be sent to the Administration Manager at WACA Headquarters who will distribute them within the Council for study to ensure that all requirements are met. All proposals will be presented to the AGA, however, only those meeting all requirements will be submitted for approval.

3.5.2 CHAIRPERSON

An AGA Chairperson shall be appointed by the hosting Member Club two (2) years in advance of the AGA to act as a liaison between the hosting Member Club and the Council. The AGA Chairperson has the following responsibilities:

- (a) ensures all requirements to hold an AGA are met;
- (b) ensures attendance at the AGA prior to the one he/she is organising and submits a detailed progress report to that AGA;
- (c) appoints an organising committee from local Member Club members. This committee shall consist of at least a Treasurer, a Public Relations/Press Officer, Reservations Secretary, Transport Officer, Hotel/Venue Liaison Officer and Photographer;
- (d) ensures the AGA Treasurer appointed is bonded (insured). Any financial transaction must have two signatures: the Chairperson and Treasurer. Cheques or money orders to the Association must be made out to the World Airlines Clubs Association (*not to the acronym WACA*);
- (e) copies the Administration Manager and Regional Coordinator of the relevant Region on all correspondence;
- (f) confirms the participant's registration for the AGA only upon receipt of the deposit and fully completed registration form;

- (g) coordinates the timing of events at the AGA with the Administration Manager;
- (h) if necessary, obtains liability insurance to protect the hosting Member Club from any unforeseen circumstances involving participants at the AGA;
- (i) prepares a final report at the end of the AGA for the Council.

3.5.3 DATE

The AGA should take place between mid-September and mid-November depending on the climate of the city/country where it is to be held. Also, when selecting the date, ensure it does not clash with large international meetings, exhibitions or peak season air travel, etc.

3.5.4 HOTEL ACCOMMODATION

The hotel selected should be in the four- or five-star category in a city with an international airport and should grant a substantial discount on room rates. All participants should be accommodated in one hotel but, if a second hotel is necessary to accommodate everyone, the second hotel must be adjacent. Complimentary single rooms for each Council member should be obtained if at all possible (as a courtesy the President should be provided with a suite). Complimentary rooms should also be obtained for two or three officers of the hosting Member Club if possible. All rooms should have a bath/shower and toilet. A swimming pool is a must in all tropical countries.

The hotel must provide free of charge:

- (a) welcome/registration desks in a suitable location in the hotel to be staffed by the hosting Member Club, with assistance from the respective Regional Coordinator, to facilitate check-in and payment of package fees by participants. Currency exchange facilities should be available near the welcome/registration desk. Once check-in has been completed, the desk can be utilised as an information counter for the duration of the AGA;
- (b) a room for the opening session with a capacity to hold all participants, local Member Club members, dignitaries, etc.;
- (c) a room for a plenary meeting or workshop prior to the AGA;

(d) a room for the AGA with a capacity of about 100 people with audio-visual facilities for a slide presentation or video film is required. It must be set-up in conference style: one table and two chairs per Member Club, two glasses and a water pitcher on each table (to be set before the AGA commences), chairs as required for observers, a front table for the Council with four chairs plus one table and a chair for the recording clerk. Final decision on the number of tables and chairs required can be made 24–48 hours prior by the AGA Chairperson and the Administration Manager;

(e) a room for the All Regions Night which must be large enough to accommodate all AGA participants, usually a ballroom, plus approximately ten tables for the hosting Member Clubs;

(f) loudspeakers, microphones, etc. in all meeting rooms where the opening/closing ceremony takes place and working sessions are held;

(g) a notice board, flip chart and, if possible, an information monitor in the hotel lobby and/or the conference hall for public relations purposes.

Note: no other convention should be taking place in the hotel at the same time as the AGA.

3.5.5 COSTING AN AGA PACKAGE

3.5.5.1 A comprehensive AGA package *must* be prepared. It will include a minimum of four (4) nights accommodation based on double occupancy, four (4) breakfasts, three (3) lunches, three (3) dinners (one of which will be the gala/awards dinner), a cocktail reception, two transfers (airport/hotel/airport) and two half-day tours. Plenary and/or Workshop Meetings and AGA sessions will take place during the duration of the package. All costs associated with meetings; coffee breaks, conference facilities, etc. must be included. The package price must cover the cost for the Council members plus two extra nights (one before and one after) if this cannot be obtained free of charge from the hotel. A fee of USD 3.00 per person may be added, if not covered in the package price, to cover any miscellaneous hotel costs at the All Regions Night, e.g. ice, glasses, utensils, clean-up, etc.

The cost of a single room supplement should be quoted as well as the cost for extra nights two (2) days prior and two (2) days following the AGA. Optional tour packages *must* be offered to see the sights of the hosting Member Club's country prior to and/or following the AGA. Whatever is *not* included should be clearly stated in the proposal to host the AGA to avoid any misunderstanding and disappointment.

- 3.5.5.2 The AGA package price will be decided by the Council and the hosting Member Club after negotiation(s). It will, in every case, contain a WACA fee in accordance with 2.11.3 of the Bylaws.
- 3.5.5.3 The Council arrives at the AGA hotel 24 hours prior to the opening of the AGA and holds a full-day working session on the participants' arrival day. If the meeting finishes early the Council then welcomes participants as they arrive. WACA pays for the night's accommodation prior to the AGA if it cannot be obtained free of charge from the hotel in accordance with 3.5.5.1. An additional night's accommodation is required for the Council members on the day of the participants' departure to allow the Council to have a meeting during the day as well as to meet with the hosting Member Club committee.
- 3.5.5.4 The package price will be quoted in accordance with 3.3.6.3 and in accordance with 2.11.3 of the Bylaws and should be based on an expected attendance of 150 participants plus the Council members.
- 3.5.5.5 Deposits for the AGA packages will be in accordance with 3.3.8.
- 3.5.5.6 The AGA package price may be lowered by securing sponsorship in accordance with suggestions outlined in 3.3.12.
Note: the hosting Member Club should consider donating a portion of any surplus made at the AGA to the WACA Relief Fund to support the social, environmental and/or economic projects for the community at large in accordance with 2.11.8 of the Bylaws.

3.5.6 REQUIREMENTS

Paper, pens and pencils are to be provided for each delegate and cards identifying each Member Club, to be placed on the on the delegates' tables during the AGA, should be made by the hosting Member Club. Personal computer(s) with printer(s) plus a photocopier must also be provided. One room should be reserved for use as a Secretariat. If a suite is reserved for the President this could be used by the Secretariat as well as a meeting room for the Council. These facilities and products *must* be provided free of charge to WACA.

3.5.7 BROCHURES

- 3.5.7.1 The official AGA brochure must include:
- (a) the AGA price and the WACA fee in accordance with 2.11.3 of the Bylaws;
 - (b) the registration deadline which should be a maximum of two months prior to the commencement of the AGA;

- (c) a notation of dress code for the opening ceremony and Gala Dinner;
- (d) other information not specified above in accordance with 3.3.7.

3.5.8 AIRPORT ARRIVALS/DEPARTURES

- 3.5.8.1 At the airport, inside the arrivals hall or inside the customs area, a welcome desk or participants meeting point should be established and staffed by members of the hosting Member Club all day on the day immediately prior to the AGA and all day on arrival day (depending on arrival details given by participants in advance). This will assist participants with arrival formalities and facilitate transfers to the hotel and it should be staffed from the very first participant's expected flight arrival. If it is not possible to arrange a welcome desk or meeting point, arrangements should be made with the airport information counter to tell participants where they will be met. A welcome WACA banner to read "Welcome to the Annual General Assembly of the World Airlines Clubs Association hosted by the Interline Club" should be displayed in a prominent location and then relocated to the AGA hotel.
- 3.5.8.2 It is equally important to have members of the hosting Member Club at the airport at the end of the AGA to assist with departure and customs formalities for all attendees and especially for those Council members who may be carrying large sums of money. This will also ensure assistance is on-hand to make alternative arrangements in the event that participants cannot leave on their flights due to over capacity, cancellations, etc.

3.5.9 NAME BADGES

Badges of different colours provided by the hosting Member Club showing first and last name of the participant plus the name of his/her Member Club should be handed out when checking-in at the welcome/registration desk at the hotel and should be worn for the duration of the AGA. The different colours distinguish AGA delegates, local Member Club officers and other participants. Suggested colours are: AGA delegates — green, local Member Club officers — yellow and other participants — white. A list of all participants should be compiled by the local Member Club and given to Council members by the morning of the third day at the latest.

Note: Council members, Auditors and Members of Honour do not require name badges as they have their own WACA badges.

3.5.10 SCHEDULE FOR A MINIMUM FOUR-DAY ANNUAL GENERAL ASSEMBLY

<i>Day</i>	<i>Time</i>	<i>Activity</i>	<i>Nos.</i>	<i>Venue</i>	<i>Remarks</i>
<i>Sat.</i>	All day	Arrival of the Council.	4		
<i>Sun.</i>	0900–1700	Pre-AGA Council meeting with an inexpensive lunch, e.g. sandwiches.			
	All day	Arrival of participants.	150+		
	1900–2100	Opening ceremony with entertainment. Presentation of Council. Get together, meet old friends. Finger food buffet and drinks.		Ballroom	Dress code: formal. Control entertainment expenses. Background music, DJ (no live music).
<i>Mon.</i>	0700–0800	Breakfast.			
	0830–1600	Full day tour including lunch.			For all participants.
	1900	Table served dinner.			
	2030–2300	Dance – DJ or band (<i>if budget allows</i>)			
<i>Tue.</i>	0700–1000	Breakfast.			
	0800–1000	Plenary Meeting or Workshop(s). (Amongst other topics, should discuss AGA agenda items to prepare delegates for any potential voting at the AGA).	60+	Conference room	Encourage participants other than delegates to attend. Conference room should have projection screen, microphones, etc.
	1000–1030	Coffee break.			
	1030–1230	AGA.	80+	Conference hall	<i>As above.</i>
	1230–1400	Lunch.			For delegates only.
	1400–1600	Assembly continues.			
	1700–1900	Prepare for All Regions Night.			
	1900–2030	Dinner.			
	2030–2330	All Regions Night.			With DJ.

(continued)

**SCHEDULE FOR A MINIMUM FOUR-DAY
ANNUAL GENERAL ASSEMBLY (continued)**

Wed.	0700–0800	Breakfast.			
	0830–1600	Full day tour including lunch.			For all participants.
	1900–2330	Cocktail reception, Gala Dinner and awards ceremonies. Serve wine/beer/soft drinks. Master of ceremony wishes everybody welcome, recites the evenings programme. Presents hosting Club and gives thanks. <i>First course to be served.</i> Charity cause to be presented. <i>Main course to be served.</i> Council to be present when awards are presented. Awards to be handed over to the winners by the President. Announced by P.R. person. <i>Desert to be served.</i> Official round up by handing over of the flag. Dance – DJ or band (<i>if budget allows</i>).			Dress code: formal. The location to be decorated: candles, flowers, etc. Council and hosting Club to attend to special guests. Guests to be seated at tables with both Council members and participants.
Thur.	All day	Departure of participants.			

3.6 HOSTING A COUNCIL MEETING

3.6.1 PREPARING BIDS

Member Clubs desiring to host a Council Meeting would indicate this in the appropriate place on the AGA Delegate Credential Form which is sent out in accordance with 2.4.2(b) of the Bylaws. Following this, the Member Club prepares a written bid of the proposed dates, accommodation, meals, cost and programme and submits it for approval to the Council. If more than one Member Club submits a bid for the same Council Meeting, a decision is made which Member Club will host by a majority (more than half the votes) of Council members. The decision is made by the Council at its post-AGA Council Meeting (or by an e-mail vote) and the successful Member Club is informed accordingly.

3.6.2 DATES

There are usually two Council Meetings during the course of the year. The first meeting should take place in February/March and the second meeting in May/June. When selecting a date, the Member Club should be as flexible as possible because most WACA Regional Meetings, WACA International Events and/or WACA Sports Tournaments are only scheduled at the AGA and conflict with these packages should be avoided.

3.6.3 HOTEL ACCOMMODATION

The hotel selected should be with accepted standards of comfort and security as well as granting a substantial discount on room rates (as a courtesy the President should be provided with a suite if at all possible). Ensure that the hotel will provide facilities the Council will require, e.g. meeting room (free if possible), hospitality suite, suitable dining facilities, etc. All rooms should have a bath/shower and toilet. A swimming pool is a must in all tropical countries.

3.6.4 MEALS

American style breakfasts at the hotel should be arranged, i.e. a buffet serving hot/cold dishes, fresh fruit, cereals, juice, tea, coffee, etc. Light lunches, at the hotel, that can be taken in a relatively short period of time, e.g. soup, choice of sandwiches and fruit plus juice, tea, coffee, etc. should also be arranged. Dinners should be at a reasonable cost either in the hotel, a local restaurant or a hosting Club member's home.

3.6.5 COSTING A COUNCIL MEETING PACKAGE

The package price *must* be based on one dinner (Thursday), full board for two (2) days (Friday and Saturday) and one American breakfast on Sunday. Accommodation, including service and taxes in single or twin-bedded rooms *must* be included but single rooms for everyone should be obtained if at all possible. Also included must be service and taxes, two transfers (airport/hotel/airport) and all costs associated with the meeting, e.g. coffee breaks, meeting room, etc. Single room charges should be stated if necessary as well as the cost of extra nights two (2) days prior and two (2) days following the package. The Council arrives at the hotel on the Thursday and holds full-day working sessions on Friday and Saturday. WACA pays for the complete package if necessary. However, the hosting Member Club is encouraged to actively seek sponsorship in accordance with suggestions outlined in 3.3.12 to keep WACA's costs to an absolute minimum. Optional tour packages may be offered to see the sights of the hosting Member Club's city prior to and/or following the meeting. Whatever is *not* included should be clearly stated in the proposal to host the Council Meeting to avoid any misunderstanding and disappointment.

3.7 HOSTING A REGIONAL MEETING

3.7.1 WHICH MEMBER CLUBS CAN HOST A REGIONAL MEETING?

Regional Meetings must be held within the respective Region (see Appendix A of the Constitution and Bylaws). Should there be no bids from Member Clubs within the Region then, and only then, may Member Clubs from other Regions bid to hold such meetings.

3.7.2 PREPARING BIDS

Member Clubs desiring to host a Regional Meeting would indicate this in the appropriate place on the AGA Delegate Credential Form which is sent out in accordance with 2.4.2(b) of the Bylaws. Following this, the Member Club prepares a written bid of the proposed dates, accommodation, meals, cost and programme and submits it for approval by the delegates of Member Clubs of the Region immediately prior to the commencement of the AGA. If more than one Member Club submits a bid for the same Regional Meeting, a decision is made which Member Club will host by a majority (more than half the votes) by delegates of the Region attending the AGA.

3.7.3 DATE

Each Region should hold a Regional Meeting between AGAs in March/April. When selecting a date, the Member Club should be as flexible as possible because most Council Meetings, WACA International Events and/or WACA Sports Tournaments are only scheduled at the AGA and conflict with these packages should be avoided.

3.7.4 HOTEL ACCOMMODATION

The hotel selected should be with accepted standards of comfort and security as well as granting a substantial discount on room rates. Ensure that the hotel will provide facilities the delegates will require, e.g. meeting room (free if possible), hospitality suite, suitable dining facilities, etc. All rooms should have a bath/shower and toilet. A swimming pool is a must in all tropical countries.

3.7.5 MEALS

American style breakfasts at the hotel should be arranged, i.e. a buffet serving hot/cold dishes, fresh fruit, cereals, juice, tea, coffee, etc. Light lunches, at the hotel, that can be taken in a relatively short period of time, e.g. soup, choice of sandwiches and fruit plus juice, tea, coffee, etc. should also be arranged. Dinners should be at a reasonable cost either in the hotel or a local restaurant.

3.7.6 COSTING A REGIONAL MEETING PACKAGE

The package price *must* be based on full board for one (1) day (Saturday), a light departure breakfast on Sunday and two hospitality suites (Friday and Saturday). Accommodation in a twin-bedded room, service and taxes must also be included plus two transfers (airport/hotel/airport) and all costs associated with the meeting, e.g. coffee breaks, meeting room, etc. Single room charges should be stated as well as the cost of extra nights one (1) day prior and one (1) day following the package. The delegates arrive at the hotel on Friday and hold the Regional Meeting on Saturday. Although individual delegates pay for their package, the hosting Member Club is encouraged to actively seek sponsorship in accordance with suggestions outlined in 3.3.12 to keep the delegate's costs to an absolute minimum. Optional tour packages may be offered to see the sights of the hosting Member Club's city prior to and/or following the meeting. Whatever is *not* included should be clearly stated in the proposal to host the Regional Meeting to avoid any misunderstanding and disappointment.

Section 4

WACA AWARDS

4.1 INTERNATIONAL EVENT/SPORTS TOURNAMENT OF THE YEAR

To choose the best WACA International Event/WACA Sports Tournament of the Year the Chief Marketing/Events Officer will, prior to the AGA, review all WACA International Events and WACA Sports Tournaments of the past year and, following the criteria set out in 4.1.1, tabulate his/her findings in 4.1.2 based on first-hand knowledge or information received from impartial attendees. At the AGA, prior to the Gala Dinner, the Chief Marketing/Events Officer will meet with other members of the Council to review the tabulated results and decide which is the best. The Council members will keep the secret until the award is presented at the AGA Gala Dinner.

4.1.1 CRITERIA AND TALLY SHEET

1. Submitted evaluation sheets for the Event to the Chief Marketing/Events Officer as outlined in 3.3.16:
Yes (3) No (0).
2. Paid the WACA fee from the package cost before the opening of the AGA:
Yes (2) No (0).
3. Package price quoted in local currency (*except when prohibited by government regulations*):
Yes (1) No (0).
4. Local committee helped sell WACA 50/50 and/or WACA Grand Venture Bonanza tickets:
Yes (1) No (0).
5. Event well presented and organised based on the information received from the hosting Member Club and in accordance with Section 3:
Excellent (4) Very Good (3) Good (2) Fair (1).
6. Promoted a WACA Charity/Social Programme during the Event:
Yes (1) No (0).
7. Kept in contact with the respective Regional Coordinator, the Chief Marketing/Events Officer and WACA Headquarters regarding the event:
Always (2) Sometimes (1) Never (0).

8. Provided articles/pictures to the Chief Marketing/Events Officer for the WACA website and WACA World News:
Yes (1) No (0).

Tally Sheet

No.	Points Allocated	Event 1	Event 2	Event 3	Event 4	Event 5	Event 6
1	Yes (3) No (0)						
2	Yes (2) No (0)						
3	Yes (1) No (0)						
4	Yes (1) No (0)						
5	E (4) VG (3) G (2) F (1)						
6	Yes (1) No (0)						
7	A (2) S (1) N (0)						
8	Yes (1) No (0)						
	Total No. Points						

Key: A = Always; E = Excellent; F = Fair; G = Good; N = Never; S = Sometimes; VG = Very Good.

Club 1 = _____ (*insert name of Club*).

Club 2 = _____ (*insert name of Club*).

Club 3 = _____ (*insert name of Club*).

Club 4 = _____ (*insert name of Club*).

Club 5 = _____ (*insert name of Club*).

Club 6 = _____ (*insert name of Club*).

4.2 MEMBER CLUB OF THE YEAR

To choose WACA's Member Club of the Year the Regional Coordinators will review the achievements of their respective Member Clubs over the past year and, following the criteria set out in 4.2.1 and tabulate his/her findings and send it to the Administration Manager at WACA Headquarters at least four (4) weeks prior to the commencement of the AGA. The Administration Manager will then send the tabulated results from each Region to the other Council members to review and discuss and they will decide which is the Member Club of the Year based on those results. The Council members will keep the secret until the award is presented at the AGA Gala Dinner.

4.2.1 CRITERIA AND TALLY SHEETS

4.2.1.1 Involvement During the Past Year

1. Paid WACA dues for the current year:
On Time (3) After First Reminder (2) After Second Reminder (1).
2. Attending the current AGA:
Yes (3) No (0).
3. Attended Regional Meeting(s):
Yes (3) No (0).
4. Attended WACA International Event(s) and/or WACA Sports Tournament(s):
Yes (3) No (0).
5. Hosted a Council Meeting and/or a Regional Meeting:
Yes (4) No (0).
6. Hosted a WACA International Event and/or a WACA Sports Tournament:
Yes (4) No (0).
7. Submitted to WACA prior to the current AGA the fee collected from each participant at the WACA International Event and/or WACA Sports Tournament:
Yes (3) No (0).
8. Submitted Reports to the Regional Coordinator on local activities at:
(i) Regional Meeting(s) Yes (2) No (0);
(ii) the AGA Yes (2) No (0).
9. Donated a prize for the Grand Venture Bonanza and/or made a monetary donation to WACA:
Yes (3) No (0).

10. Participated in the Grand Venture Bonanza:
Yes (2) No (0).
11. Participated in WACA's social/charity programmes:
Yes (3) No (0).
12. Contributed articles for the WACA World News:
Yes (2) No (0).

Tally Sheet: Involvement During the Past Year

No.	Points Allocated	Club 1	Club 2	Club 3	Club 4	Club 5	Club 6
1	O (3) AF (2) AS (1)						
2	Yes (3) No (0)						
3	Yes (3) No (0)						
4	Yes (3) No (0)						
5	Yes (4) No (0)						
6	Yes (4) No (0)						
7	Yes (3) No (0)						
8(i)	Yes (2) No (0)						
8(ii)	Yes (2) No (0)						
9	Yes (3) No (0)						
10	Yes (2) No (0)						
11	Yes (3) No (0)						
12	Yes (2) No (0)						
	No. of Points (sub-total):						

Key: AF = After First Reminder; AS = After Second Reminder; O = On Time.

4.2.1.2 Communication During the Past Year

1. Promoted WACA in General:
Always (2) Sometimes (1) Never (0).
2. Promoted WACA International Events and/or WACA Sports Tournaments:
Always (2) Sometimes (1) Never (0).
3. Promoted WACA Special Projects:
Always (2) Sometimes (1) Never (0).
4. Responded in a timely manner to WACA correspondence:
Yes (2) No (0).
5. Copied to WACA Headquarters all correspondence sent to the WACA membership:
Yes (2) No (0).

6. Promoted WACA news and events to the Member Club's membership:
Yes (3) No (0).
7. Used pictures on the Member Club's website and/or in the Member Club's newsletter:
Always (2) Sometimes (1) Never (0).
8. Copies of the Member Club's newsletter sent to WACA Headquarters:
Always (2) Sometimes (1) Never (0).
9. Copies of the Member Club's newsletter sent to the Chief Marketing/Events Officer:
Always (2) Sometimes (1) Never (0).
10. Newsletter distributed to the WACA membership via e-mail to help defray costs:
Always (2) Sometimes (1) Never (0).
11. Sold advertising space in the Member Club's newsletter to defray costs:
Always (2) Sometimes (1) Never (0).
12. Sold advertising space on the Member Club's website to generate revenue:
Always (2) Sometimes (1) Never (0).
13. Some English content included in the newsletter if local language is different
(*English being the official WACA language*):
Always (2) Sometimes (1) Never (0).

Tally Sheet: Communication During the Past Year

No.	Points Allocated	Club 1	Club 2	Club 3	Club 4	Club 5	Club 6
1	A (2) S (1) N (0)						
2	A (2) S (1) N (0)						
3	A (2) S (1) N (0)						
4	Yes (2) No (0)						
5	Yes (2) No (0)						
6	Yes (3) No (0)						
7	A (2) S (1) N (0)						
8	A (2) S (1) N (0)						
9	A (2) S (1) N (0)						
10	A (2) S (1) N (0)						
11	A (2) S (1) N (0)						
12	A (2) S (1) N (0)						
13	A (2) S (1) N (0)						
	No. of Points (sub-total):						

Key: A = Always; N = Never; S = Sometimes.

4.2.1.3 Combined Tally Sheets (Involvement and Communication During the Past Year)

	Club 1	Club 2	Club 3	Club 4	Club 5	Club 6
<i>Involvement (No. of Points):</i>						
<i>Communication (No. of Points):</i>						
Total No. of Points:						

Club 1 = _____ (*insert name of Club*).

Club 2 = _____ (*insert name of Club*).

Club 3 = _____ (*insert name of Club*).

Club 4 = _____ (*insert name of Club*).

Club 5 = _____ (*insert name of Club*).

Club 6 = _____ (*insert name of Club*).

Club 7 = _____ (*insert name of Club*).

Section 5

MEMBERSHIP IN WACA

5.1 WACA AIRLINE/INTERLINE MEMBER CLUBS

5.1.1 WHAT ARE THEY?

A WACA Airline/Interline Member Club and a WACA Corporate Member Club are volunteer organisations whose individual Membership is taken from within the civil and commercial airline industry or IATA. They are non-profit corporations/associations for the purpose of promoting goodwill, better understanding and knowledge amongst civil and commercial airline industry personnel. They learn from each other how to give better service to the public and to promote the air transportation industry in general.

5.1.2 WHERE ARE THEY LOCATED?

Member Clubs are located throughout the world. For the most up-to-date list contact WACA Headquarters.

5.1.3 IS INTERLINING FOR ME?

WACA believes sincerely in the value of learning as much as possible about what makes our industry such a challenge to individuals. Words do not do justice to learning, enjoying life and making a contribution by participating in interlining. Try it — you'll like it!

5.1.4 HOW DO I INTERLINE?

5.1.4.1 Join the Member Club in your local city if there is one.

5.1.4.2 If there is no Member Club in your city write to WACA for assistance to start one. This Manual contains information to help new clubs get started and to coordinate the efforts of established Member Clubs.

5.1.4.3 When it is impossible to start a new Member Club for whatever reason, WACA has a Member-at-Large programme for individuals to join. Details are available from WACA Headquarters.

5.1.4.4 This Manual contains procedures as well as general and specific guidelines for Member Clubs to use as much or as little of the information as required.

5.1.5 DEFINITION OF INTERLINE RELATIONS

There is no subject in the world of interlining which is more sensitive than that of the relationship between a Member Club and the airlines and sponsors which make it possible. Unfortunately, due to a variety of local situations, there cannot be a golden rule book. This Section contains guidelines on how a Member Club should be organised and run.

Interlining and Member Clubs are worthwhile, appreciated and supported worldwide by our industry. However, we must continuously demonstrate the contribution of interlining to our industry.

5.1.6 BALANCING AIRLINE SPONSORSHIP

The situation where one or two airlines dominate the air service provided to a city exists in many areas. Member Clubs should use discretion to ensure that all interested airlines in the area are provided with a fair opportunity to participate in the sponsorship of events offered by the Member Club throughout the year. Large airlines with big budgets for promotion could be requested to sponsor an evening such as New Year's Eve event; whereas a smaller airline might be pleased to sponsor a smaller gathering where costs are lower. A situation to be avoided is for an airline to be asked to donate money, passes or prizes based on previous contributions of another airline. Common sense and an honest approach to the airlines by Member Clubs will go a long way to ensure that the airlines know your Member Club is being fair, reasonable and worthy of their support.

5.1.7 SUGGESTIONS FOR THE FOUNDATION OF AN AIRLINE/INTERLINE CLUB

- 5.1.7.1 If there are two interliners in a city willing to get together occasionally, this is sufficient for laying the basis of an Airline/Interline Club. They should first enlist a few more colleagues and call this group the "Committee for the Foundation of the _____ Airline/Interline Club".
- 5.1.7.2 The first job is a survey among airline personnel in the city and airport to see if the idea of an Airline/Interline Club appeals to them. If there are 20 or more people interested, and if there is not already a WACA Member Club within a 100 km (60 miles) radius, a rough copy of a Constitution and Bylaws should be developed as appropriate and in accordance with local laws.

- 5.1.7.3 As soon as the Constitution and Bylaws text is ready, a general meeting of the founding members and all those interested in the Airline/Interline Club should be called to approve the Constitution and Bylaws, which may have to be registered with the authorities. At the same time, the general meeting elects an Executive Committee (EC) from amongst its founding members. This EC remains in office until the end of the calendar year and could be composed as follows: President, Vice President, Secretary, Treasurer, Publications Director, Membership Director, Events Director, Sports Director, Travel and Tours Director and Special Projects Director.
- 5.1.7.4 It is recommended that each member of the EC represent a different local company from within the civil and commercial airline industry. Laws vary from country to country (and within some countries) regarding the liabilities of Airline/Interline Club officers and members toward each other and the public. Consult a lawyer if necessary.
- 5.1.7.5 A Constitution in accordance with local laws will determine to a large extent the basic organisational structure of an Airline/Interline Club. An example Constitution and Bylaws format is shown in 5.2. The Constitution and Bylaws of WACA should be obtained from WACA Headquarters.
- 5.1.7.6 For the initial administrative expenses such as membership cards and stationery, the founding members should make equal financial contributions as well as paying a membership fee.
- 5.1.7.7 The next step is the promotional campaign for members amongst civil and commercial airline industry personnel within the city/airport. These people will become regular members of the Airline/Interline Club. In the meantime, the EC may promote social activities such as sports events, cultural activities, etc.
- 5.1.7.8 At the end of the first calendar year, the accounts should be balanced and presented to the general meeting of all members. This Assembly should be called by the end of January.
- 5.1.7.9 To enable Airline/Interline Club members to receive interline information in time to plan travel, the use of e-mail, first class post or courier should be used. The following suggestions will help to cut costs:
- the use of lightweight paper and reducing the format size can provide tremendous savings. One important fact to remember is that information is wasted if it is not received or received too late;
 - depending on an airline's policy, the use of company mail should definitely be used. Mailing to a central point in another city results in saving postage and could increase the speed of materials distributed.

5.2 EXAMPLE OF A MEMBER CLUB'S CONSTITUTION AND BYLAWS

5.2.1 WHAT IS A CONSTITUTION?

A Constitution is a written document showing the purposes and objectives by which an organisation is established. The following is a typical example of a Constitution for a WACA Member Club which may be used as a guide when forming a new Airline/Interline Club.

ARTICLE 1 — ORGANISATION

This shall be a chartered organisation formed and chartered under the laws of the _____ (province or state) as a non-profit membership organisation.

ARTICLE 2 — NAMES

The name of this organisation shall be the _____ Interline Club (or Airline Club of _____) hereinafter called the Club.

ARTICLE 3 — PURPOSE

The purpose of the Club shall be to promote goodwill and better understanding among civil and commercial airline industry personnel and with other interline/airline clubs, to create better service to the public and ultimately to promote air transportation.

ARTICLE 4 — LANGUAGES

The language of the Club shall be English and _____.

ARTICLE 5 — MEMBERSHIP

Regular members of the Club shall be employees of the civil and commercial airline industry or IATA who have attained permanent full time or permanent part time status.

Associate members of the Club shall consist of persons as prescribed in the Bylaws.

Retired members of the Club shall consist of persons who previously were regular members of the Club and achieved the minimum retirement age specified by their employer.

Honorary members of the Club shall consist of past Club Presidents and persons recommended for such position by the Management Committee.

ARTICLE 6 — POWERS

The powers of the Club shall be:

- (a) to supervise and guide all members in accordance with Article 3;
- (b) to direct, manage, supervise and control its business, property and funds;
- (c) to regulate procedure and to further its aims and purposes.

ARTICLE 7 — OFFICERS

The operation of the Club shall be in the hands of the Management Committee. This Committee shall consist of: a President, Vice President, Secretary, Treasurer, Director of Public Relations, Director of Interline Affairs, Director of Sports, Director of Regular Events, Director of Special Events, Director of Publications, Director of Travel and Director of Membership. In addition, a WACA Representative is required and this position should be filled by one of the Management Committee or another position on the Management Committee should be created.

ARTICLE 8 — ELECTIONS

The Management Committee shall be elected every year by the membership by a mail ballot for a one-year term. It will take effect at the Annual General Meeting (AGM) to be held in December of each year under the following conditions:

- (a) the position of President is filled by the previous year's Vice President;
- (b) the Vice President is elected annually from the ranks of the outgoing Management Committee;
- (c) directors are elected by members of the Club and any regular member can stand for office;
- (d) no member shall serve more than two consecutive terms in the same office, except when the member is the only nominee for that office;
- (e) the immediate Past President shall serve as special advisor to the Management Committee upon completion of his/her term;
- (f) a vacancy occurring in any elected office shall be filled by appointment of the Management Committee to complete the vacant term of office.

ARTICLE 9 — ELECTION OF THE MANAGEMENT COMMITTEE

Annually, every October, each regular member of the Club will be given the opportunity to nominate a person for any position. All nominations must be signed by two regular Club members. Ballots will be distributed and returned during November. All regular members of the Club will be given the opportunity to participate in an e-mail or mail ballot vote. Results from the e-mail or mail ballot must be available during the December Management Committee meeting.

ARTICLE 10 — TERM OF OFFICE

The term of office for the Management Committee shall be one year. The outgoing Management Committee shall be responsible for assisting the incoming committee for a period of one month after the new committee assumes office.

ARTICLE 11 — VOTING

Management Committee members (or Assistants in their absence) shall have one vote. The President shall not vote except to break a tied vote, or unless his/her vote is required for a quorum.

The Chairman of the AGM, namely the President, shall not be entitled to vote except to break a tied vote.

ARTICLE 12 — MEETINGS

Not less than eleven monthly meetings per year shall be held by the Management Committee, and a meeting of not less than one a year for the general membership.

ARTICLE 13 — COMMITTEES

Committees shall be appointed annually as deemed necessary by the individual Directors to maintain the functions of the Club.

ARTICLE 14 — MEMBERSHIP RIGHTS

Regular members. It shall be the right of all regular Club members to participate in all functions and privileges of the Club and to attend the AGM. The foregoing notwithstanding, all members shall be subject to regulations of sponsoring airlines for air transportation privileges.

Associate members. It shall be the right of all associate Club members to participate in all social events and sporting events of the Club. Associate members are usually not eligible for air transportation privileges provided by sponsoring airlines at Club functions.

Retired members. It shall be the right of all retired Club members to participate in all functions and privileges of the Club and to attend the AGM. Retired members can be Directors and can hold executive office except that of President. All retired members shall be subject to regulations of sponsoring airlines for air transportation privileges.

Honorary members. It shall be the right of all honorary Club members to participate in all Club activities in the membership class to which they would be eligible to belong if they were not honorary members. The foregoing notwithstanding, all honorary members shall have, at least, the same rights as associate members.

ARTICLE 15 — DUES

Dues and other fees and assessments shall be levied as prescribed in the Bylaws.

ARTICLE 16 — INDEBTEDNESS

No member or officer of the Club may obligate the Club to any financial or other indebtedness without sanction of the Management Committee.

ARTICLE 17 — NAME

The name _____ Interline Club, or other names or insignia of the Club, shall not be used for any purpose other than that authorised by the Management Committee.

ARTICLE 18 — AMENDMENTS

Amendments to the Constitution or Bylaws shall be made at the AGM of the Club by a quorum, as prescribed in the Bylaws, or by a quorum at a regular monthly meeting of the Management Committee and must be consistent with the purposes of the Club Charter.

The Management Committee shall publish all amendments immediately following passing of such amendments. All amendments come into force upon publication. Publication shall consist of: reissuance of the Constitution and Bylaws in full to the Executive and Management Committee and a summary of amendments posted on the Club's website and/or published in its newsletter.

Thirty (30) days notice of all proposed amendments to the Constitution and/or Bylaws shall be given to each member of the Management Committee in printed form prior to the meeting at which such amendments shall be voted upon.

Proposed amendments may be submitted to the Secretary by any Club member; such proposals to be in writing and signed by the member. Upon receipt, the Secretary shall place the proposed amendment on the agenda of the next Management Committee meeting in the form of a notice of resolution. The receipt of the agenda shall be considered sufficient notice in accordance with the above.

Whenever the number of active members of the Club is less than ten (10) on 1 May of any year, the Club shall be considered as having ceased to exist and no changes whatever can be made in the existing Constitution and/or Bylaws.

5.2.2 WHAT ARE BYLAWS?

Bylaws are the laws approved by the EC of the Club for local application and may be altered by the EC only. The following is a typical example of Bylaws for a WACA Member Club which may be used as an guide when forming a new Club.

ARTICLE 1 — CLUB

Section 1 The officers of the Club shall be in accordance with the Article 7 of the Constitution. These positions on the Management Committee can only be occupied by a regular member of the Club in accordance with Article 5 of the Constitution.

Section 2 The Club shall hold its nominations from October to mid-November and hold elections at the November Club meeting.

Following election of officers, the retiring Secretary of the Club shall forward a list of names and addresses of the newly elected officers to the Vice President and Secretary elect not later than one (1) month after the election.

It shall be the duty of the Vice President and Secretary of the Club, upon any change of officers, to notify the membership by publication in the Club newsletter and to make the necessary changes to the Directory.

The office of the Treasurer shall be bonded (insured).

Section 3 The Management Committee shall provide for prompt review and completion of all reports required by the Club.

ARTICLE 2 — MEMBERSHIP

- Section 1** Regular membership shall consist of persons defined in the Constitution as eligible. If eligibility requirements cease to be met, the member shall be eligible for continued membership until the end of his/her currently paid up dues, but shall not hold office, have voting powers or be eligible for air transportation.
- Section 2** Associate membership shall consist of spouses of regular Club members and employees of companies associated with the civil and commercial airline industry subject to the approval of the Club Committee.
- Section 3** Retired membership shall consist of persons eligible as defined in the Constitution.
- Section 4** Honorary membership shall consist of persons nominated as defined in the Constitution.
- Section 5** Membership in the Club shall consist of persons described in Sections 1–4 above and who have paid an annual membership fee as prescribed hereunder. They shall be entitled to participate in all business and privileges of the Club as limited by the Constitution.
- Section 6** Membership shall extend for a period of one (1) year following acceptance of an appropriate application for membership.

ARTICLE 3 — DUTIES, DISCIPLINE, SUSPENSION AND REVOCATION OF MEMBERSHIP

- Section 1** Any member who fails to conform to the Constitution and Bylaws of the Club, or who fails to conform to accepted standards for membership, may have his/her membership suspended or revoked, or may be otherwise disciplined by a two-thirds ($\frac{2}{3}$) majority vote of the entire Management Committee, provided that a copy of the charges with a notice of the hearing thereof shall have been sent to the member, by registered mail from the Secretary of the Club, at least fifteen (15) days prior to such Management Committee hearing.
- Section 2** If the Management Committee suspends or revokes a membership, or otherwise disciplines a member, he/she may notify the Vice President and Secretary within sixty (60) days of his/her desire to appeal. Such action shall be considered and decided at the next Management Committee meeting.

Section 3 Any member may resign from the Club provided that all financial and other obligations to the Club have been fulfilled and that the resignation is made in writing to the Vice President and Secretary.

Section 4 It is the duty of each member to promote and further the aims and purposes of the Club and to adhere to the Constitution and Bylaws and other regulations of the Club.

Section 5 Each member shall communicate his/her address to the Secretary immediately upon becoming a member of the Club and at any time thereafter when the address is changed. All notices shall be valid upon members when sent to this address.

ARTICLE 4 — DUTIES, DISCIPLINE AND RESIGNATION OF CLUB OFFICERS

Section 1 The duties of the officers of the Club shall be as prescribed in the Constitution.

Section 2 The Management Committee shall meet at such times and places as may be determined by action of the Committee, by call of the President or by written request of the majority of the Management Committee. The first meeting shall be within thirty (30) days after the close of the AGM. A written notice of time and place of all meetings shall be e-mailed or mailed to each member of the Management Committee by the Secretary not less than seven (7) days prior to the meeting.

Section 3 Any member of the Management Committee who fails to be present at three (3) successive meetings and fails to furnish satisfactory reason for such failure, shall be considered for discharge. Such action shall be recommended to the membership by the Management Committee at the next monthly meeting.

Section 4 If any member of the Management Committee has proven to the satisfaction of the majority of the Management Committee his/her inability or incapability to fulfil the office to which he/she has been elected, his/her resignation shall be requested by the Management Committee or a recommendation will be made to the general membership for discharge. If a vacancy of office is brought about by such action, the position shall be filled by an appointment of the Management Committee rather than as otherwise prescribed elsewhere by the Constitution and Bylaws.

ARTICLE 5 — FINANCE

- Section 1** The dues shall be an amount determined for twelve (12) consecutive months, plus such other fees and assessments deemed necessary and approved by the Management Committee. All dues, fees and assessments shall be payable to the _____ Interline Club. These fees are waived for Honorary members.
- Section 2** The fiscal year of the Club shall begin on the first day of January of each year.
- Section 3** The Management Committee shall install, and the Treasurer shall maintain, an efficient system of accounts.
- Section 4** All monies belonging to the Club shall be deposited in its name in a bank account and no cheque or other order of payment shall be valid unless signed by at least two of the following officers: President, Vice President, Secretary, Treasurer.
- Section 5** No member or officer of the Club, by his/her action, may bind the Club in any matter outside of the normal operations of the Club, except within the budget prepared by each Committee Chairman and approved by the Management Committee.
- Section 6** The budget year shall be for the calendar year. Each Committee Chairperson shall submit an operating budget for approval of the Management Committee not later than the December meeting preceding the budget year. Extraordinary expenses must receive prior approval of the Management Committee.
- Section 7** An annual audit of the Club accounts shall be taken at the close of each fiscal year by a chartered accountant and presented at the next meeting. An additional audit by a committee created for this purpose shall be taken whenever a new Treasurer has been appointed in mid-term.
- Section 8** In the event the Club ceases to exist in accordance with Article 18 of the Constitution, a chartered accountant shall be called upon to perform an audit of the Club's affairs immediately upon cessation. Upon termination of the audit, the Club shall disburse any surplus funds in the following manner: payment of all creditors on a pro-rated basis and the balance of the surplus, if any, should be donated to an institute or charitable organisation.

ARTICLE 6 — COMMITTEES

The President, with the approval of the Management Committee, may appoint such standing or special committees as shall be deemed advisable and shall define the duties and powers of same.

ARTICLE 7 — QUORUM

A minimum of two-thirds ($\frac{2}{3}$) of the Management Committee, or seven (7) members of the Management Committee, whichever is the lower number, shall constitute a quorum for transaction of all business.

All voting members in attendance shall constitute a quorum at the AGM to be held in December of each year.

ARTICLE 8 — REPORTS

The Vice President, Treasurer and Committee Chairperson, including special committees appointed by the President or Management Committee, shall submit a report at each meeting of the Management Committee.

ARTICLE 9 — RULES OF ORDER

Section 1 The order of business at all meetings of the Management Committee shall be as follows:

- review of the meeting agenda;
- amendments and/or additions to the agenda;
- adoption of the agenda;
- adoption of the minutes of the previous meeting;
- business arising out of the minutes;
- correspondence;
- reports;
- new business;
- general discussion;
- adjournment.

Section 2 The Vice President and Secretary shall maintain originals of the Constitution and Bylaws of the Club and these originals shall be immediately amended if any changes occur during the course of the meeting. Annually, upon direction of the Management Committee, the Vice President and Secretary shall have sufficient copies of the originals printed so that copies may be distributed as needed.

5.3 EXAMPLE OF A MEMBER CLUB'S EXECUTIVE COMMITTEE COMPOSITION AND JOB DESCRIPTIONS

5.3.1 COMPOSITION

The Executive Committee (EC) of an Airline/Interline Club will vary depending on local conditions such as the number of members, number of airlines serving the city, type of local and international activities offered to the members, etc. The Constitution Guidelines example (5.2.1 Article 7 — Officers) lists the composition suggested for an Airline/Interline Club EC.

5.3.2 JOB DESCRIPTIONS

To run a successful Airline/Interline Club, there is a need for two groups of dedicated people to hold different posts on the EC. They must be comfortable with one another in order to work well as a team for the common goal and they must be unselfish so that the rewards for their voluntary hard work will be the satisfaction of helping their fellow interliners and advancing the interline movement. In order to recruit the right people for the EC, a detailed description of the duties of each office should be known before accepting the challenge of that position. The following is a typical example of the duties of officers for a WACA Member Club which may be used as a guide for individuals attempting to form an Airline/Interline Club.

5.3.2.1 President

The Club President shall preside at all business meetings and shall act as Chairperson of the Management Committee. He/She shall enforce the Constitution and Bylaws of the Club. The President shall act as Chairperson at the AGM. The President shall personally represent the Club whenever necessary, or appoint another member of the Management Committee in his/her stead. He/She shall be directly responsible for the operation of the following offices: Vice President, Secretary, Treasurer, Director of Public Relations, Director of Interline Affairs and Director of Memberships. He/She shall be responsible for WACA affairs. He/She will not be eligible to vote unless a tie-breaking vote is required or unless his/her vote were to constitute a quorum.

5.3.2.2 Vice President

The Vice President shall act on behalf of the President in his/her absence or when delegated by the President. He/She shall be responsible for operation of the following offices: Director of Sports, Director of Regular Events, Director of Special Events, Director of Publications, Director of Travel and Director of Special Projects.

5.3.2.3 Secretary

The Secretary shall be responsible to send due notices of all monthly meetings by telephone, e-mail or post to all Directors no later than one week prior to the meeting. The Secretary shall work in close liaison with the President or his/her appointee to prepare an agenda for monthly meetings and shall keep files of all Club activities. The Secretary shall be responsible for handling all incoming and outgoing correspondence. He/She shall be responsible for compilation and distribution of accurate minutes of the meetings. The Secretary shall maintain a directory of airline representatives and contacts.

5.3.2.4 Treasurer

The Treasurer shall collect and account for all dues, fees, expenditures and revenues connected with the Club's operation and shall pay out of the treasury all funds authorised by the Management Committee. The Treasurer shall submit in writing a report of the account of the Club at the monthly meeting of the Management Committee and provide a complete audit for the fiscal year at the January meeting. The Treasurer shall submit operating budgets for all activities/committees for approval of Management Committee.

5.3.2.5 Director of Public Relations

The Director of Public Relations shall promote all activities of the Club externally and shall be responsible for soliciting non-airline sponsorship. He/She shall provide information for the Club website and/or newsletter. He/She, and/or the Director of Publications, shall copy all correspondence to Club Secretary and shall submit monthly reports to the Management Committee.

5.3.2.6 Director of Interline Affairs

He/She will be responsible for soliciting airline sponsorship for any event where deemed necessary as well as sending thank you letters to those sponsors. He/She shall appoint an assistant as needed. He/She will provide information for the Club website and/or newsletter. He/She, and/or the Director of Publications, will copy all correspondence to the Club Secretary.

5.3.2.7 Director of Sports

The Director of Sports will be responsible for all sports activities of the Club. He/She will be responsible for the organisation and operation of all sports and shall appoint an assistant as needed. He/She shall submit monthly reports as well as provide information for the Club website and/or newsletter. He/She, and/or the Director of Publications, will copy all correspondence to the Club Secretary.

5.3.2.8 Director of Regular Events

The Director of Regular Events shall be responsible for the organisation of all the Club's regular monthly events including the theme, obtaining a place to hold the event and entertainment. He/She shall supervise admittance and receiving revenues at the door. If the Club runs an event where it supplies its own bar, he/she shall obtain a license, bar people and bar supplies. He/She shall appoint an assistant and committee as necessary to help in the above responsibilities. He/She shall submit monthly reports as well as provide information for the Club website and/or newsletter. He/She, and/or the Director of Publications, will copy all correspondence to the Club Secretary.

5.3.2.9 Director of Special Events

The Director of Special Events shall be responsible for all non-regular events of the Club, e.g. New Year's Eve, Picnic, Car Rally, Anniversary Party and any other special function designated by the Management Committee. He/She shall appoint an assistant as needed. He/She shall submit monthly reports as well as provide information for the Club website and/or newsletter. He/She, and/or the Director of Publications, will copy all correspondence to the Club Secretary.

5.3.2.10 Director of Publications

The Director of Publications shall be responsible for internal communications which includes submitting articles for the Club website, publishing the newsletter, soliciting advertising, preparing posters, etc. The newsletter must be in the members' hands two weeks prior to the monthly event. He/She shall appoint an assistant as needed and form as many committees as necessary. He/She shall submit monthly reports. All correspondence must be copied to the Club Secretary.

5.3.2.11 Director of Travel

The Director of Travel shall be responsible for keeping members informed of all tours and events which are being offered by other Airline/Interline Clubs. He/She shall collect names and deposits for WACA International Events and communicate said names and monies to the WACA Airline/Interline Club running the event. He/She shall receive, at the Club's expense, travel trade publications to aid in his/her work. He/She shall appoint an assistant as needed. He/She shall maintain travel participation listings.

Note: he/she will not be responsible for arranging travel for Club members unless a specific airline is offering passes to a specific function.

5.3.2.12 Director of Membership

The Director of Membership shall keep an accurate, up-to-date list of all members names and addresses and shall be responsible for notifying members of fees payable and to ensure that joining members are bona fide civil and commercial airline industry or IATA employees. Ways of obtaining new members should be explored.

5.3.2.13 Director of Special Projects

The Director of Special Projects shall coordinate any special projects approved by the EC under the direction of the President.

5.3.2.14 WACA Representative

The WACA Representative should be a Management Committee member, attend WACA Regional Meetings and the WACA AGA, receive WACA e-mails and other communications for dissemination to the Club and ensure the Club is advised of all WACA activities. If the Club plans to host a WACA International Event and/or WACA Sports Tournament, he/she will be involved in the preparation of the package details and present these at WACA meetings as required. The Club's registrations for WACA Regional Meetings and the WACA AGA will be coordinated by the WACA Representative. The WACA Representative will maintain regular liaison with the relevant WACA Regional Coordinator and WACA Headquarters communicating details of activities within his/her Club.

5.4 EXAMPLE OF A TYPICAL MEMBER CLUB'S FINANCIAL STRUCTURE

5.4.1 TREASURER

The person selected as an Airline/Interline Club Treasurer has a key role in the successful operation of a Club. The following are some important elements of this position:

- (a) elected to office by the membership under conditions of the Constitution and Bylaws;
- (b) is responsible for all financial aspects of the Club under the direction of the President;
- (c) will not issue monies for any reason other than mandatory expenditures unless approved by the EC;
- (d) will account for all income and expenditures and submit a monthly report in writing to the EC as well as issuing an annual written report covering the fiscal year for presentation at the Annual General Meeting of the Club;
- (e) will be the liaison between the Club and appointed auditors;
- (f) will prepare and submit account ledgers to the auditors as requested;
- (g) he/she should be bonded (insured);

- (h) will be authorised to counter-sign cheques;
- (i) monitors any procedures in place for Club members who are involved with cash or cheques.

5.4.2 SOURCES OF REVENUE

The following are common sources of funds:

- membership fees,
- surplus from social/sports events,
- guest admission to events.

5.4.3 SAMPLES OF ACCOUNTING FORMS

Samples of forms which a Club may use for various accounting purposes are shown below.

5.4.3.1 Sample of an Event Report

Event:	Reported by:
Date:	Title:
<i>Income</i>	
Cash float (beginning balance)	_____
Admissions	
Regular Members _____ @ _____	_____
Guests _____ @ _____	_____
New Memberships _____ @ _____	_____
Miscellaneous _____	_____
	Total _____
<i>Expenses</i>	
Expenses taken out of admissions must be supported by a voucher and authorised by either the President, Treasurer or previously authorised officer.	
Voucher _____	
Voucher _____	
Voucher _____	
	Total _____
	Cash reported _____

5.4.3.2 Sample of Payment Voucher

To: The Treasurer _____ Date: _____
The amount of _____ is needed to _____
for _____

Please remit in Cash/Cheque

Mail to: _____ Cheque Number _____ (filled in by Treasurer)

Signature _____

5.4.3.3 Sample of Monthly Income/Expenditure Report

<i>Expenditure</i>		<i>Income</i>	
Hall	_____	Admissions:	
Band	_____	Members	_____ @ _____ = _____
Posters	_____	Guests	_____ @ _____ = _____
Decorations	_____	Total admissions	_____
Prizes	_____	New Memberships	_____ @ _____ = _____
Raffle tickets	_____	50/50 raffle	_____
Miscellaneous	_____	Drinks	_____ @ _____ = _____
Total	_____	Total	_____
Gross income	_____		
Expenditures	_____		
Net income	_____		

5.4.3.4 Sample of Function Tally Sheet

Date: _____ Sponsor _____

Ticket numbers: start _____ finish _____

Ticket numbers: start _____ finish _____

Members _____ @ _____ = _____

Guests _____ @ _____ = _____

Total _____

Free guests _____

Free members _____

Total _____

Petty cash float _____

Additional income in cash box for: _____

(name of cashier)

Total _____

This form to be completed by cashier in charge at the door and must be turned over to the Treasurer with cash collected.

5.5 MONTHLY MEETINGS

The Member Club should have a fixed day of the month for meetings. To create initial interest, and obtain future support, a letter explaining the functions of the Club should be written to the sales manager of each airline and hotel in the city accompanied by a copy of its Constitution and Bylaws. One or more officers of the Member Club may be assigned to follow-up by inviting them to the meeting as guests. The President can invite the manager of an airline to speak on a certain subject at each meeting. To prevent misunderstanding, it is suggested that such invitations be made to the airlines in alphabetical order.

5.6 MEMBER CLUBS' SOCIAL FUNCTIONS

5.6.1 DEVELOPING SOCIAL PROGRAMMES

Monthly functions should be scheduled by a well established Member Club, e.g. cocktail parties, dances, etc. but some find this difficult so plan these events on a quarterly or irregular basis. These Member Clubs should try to obtain more support and increase membership in order to be able to increase the frequency of events held. Different situations exist in different areas. Some Member Clubs may have the full support of local airlines while others have to be satisfied with small donations. However, all should find the guidelines below adaptable to meet their requirements.

5.6.2 LOCATION

If a Member Club does not have permanent premises, the location should be moved around to different areas to change the atmosphere. Also, events can be rotated between downtown and an airport location to better serve members. Any hotel or restaurant may be used. All possibilities should be explored for the best rates. Members can assist through their connections. During times when attendance is poor, the Member Club could explore different varieties, such as a function on a boat, an excursion to a nearby resort or a picnic on an island.

5.6.3 PRIZES

Solicitation for prizes can be made by showing prospective contributors that their product/service will be prominently displayed on the Member Club's website, newspaper and/or flyers. Contributors may be invited as special guests to the function to give away their prizes.

5.6.3.1 Passes from Airlines

This depends very much on the relationship between the Member Club and the airlines. The Member Club may wish to approach one airline at a time to obtain pass prizes for each function. This will give all airlines an equal opportunity to contribute.

5.6.3.2 Donated Prizes

The airline may want to donate other prizes, such as flight bags, glasses, pens, etc. These can be used as guest prizes. Other sources of prizes are local hotels, restaurants, etc.

5.6.3.3 Member Club's Prizes

Prizes purchased with funds from the Member Club's treasury could be portable travel clocks, headsets, passport wallets, etc. bought at discount shops. They can best be used during slow months in order to help attendance and show that profits from functions are going back to members.

5.6.3.4 50/50 Tickets

This form of a fund raiser is where tickets are sold to individuals with the winner receiving half of the proceeds and the rest being used for Member Club funds, given to charity or put to another useful purpose. It is very popular and should be open to all attendees at a function. Some Member Clubs sell 50/50 tickets in advance of the function to increase the amount of return at the time of the draw.

5.6.4 ENTERTAINMENT

Special entertainment should be provided. It may be in the form of a fashion show, native dancing, music performance, etc. If a Member Club cannot come up with special entertainment, contest with prizes for the winners could be arranged, e.g. a limbo, dance contest, etc.

5.6.5 GUEST RESTRICTIONS

Guests are usually not eligible for pass prizes in which case the Member Club should arrange special drawings for guests only. Some Member Clubs make the following restrictions for guests:

- guest must be accompanied by a member;
- limited number of guests per member will be admitted;
- spouses of members only.

5.6.6 OTHER INTERLINE CLUB MEMBERS

WACA Membership Cards are acceptable at any WACA International Event or WACA Sports Tournament organised by a Member Club. Holders of these cards will be given a friendly welcome by the hosting Member Club in accordance with 2.1.4(f), 2.1.6(d) and 2.1.9(c) of the WACA Bylaws.

5.6.7 ADMISSION CHARGES

This must be determined by the Member Club depending on the operating cost of each function. The amount needed to cover all costs has to be considered before the charges can be established.

Member admission: the member charge can be free or any amount depending on what the Member Club has to offer. It may want to allow the member in free if he/she brings a guest to the function who signs-up as a new member.

Guest admission: it is up to the Member Club whether it wants to encourage or discourage guests. If they are needed to boost attendance and make money for the Member Club, the charge should be higher than that charged to a member. If a Member Club would like to discourage guest attendance the charge could be double the member charge.

5.6.8 COST OF DRINKS

At some Member Club functions alcohol is served and this can be an added source of revenue. Much depends on local laws, rates and taxes and any special deals the Member Club can work out with suppliers. If the Member Club can purchase beer and spirits from an outside source, it can usually be sold at a profit with careful pricing. Usually, the price charged to members would be less than to guests. It is essential for any Member Club to avoid infringements of the law in such areas as the legal drinking age, premises where alcohol can be sold, etc.

5.6.9 PROBLEMS AND SOLUTIONS

Hosts and hostesses can be very useful helping to greet people, direct them to appropriate places, introduce new members to established members, etc. as well as solving some of the common problems and possible solutions listed below.

5.6.9.1 Getting People to Mix

Functions should not be held in a large room and only a few chairs should be available to ensure people circulate. New members should be encouraged to introduce themselves. At dinner/dance functions, the number of admission tickets can be matched for unreserved tables. If airline bag tags are used, each city may be grouped at one table.

5.6.9.2 Identification

Different coloured nametags could be used for members and guests. Names and organisations may be entered to help identify the people in attendance and make it easier for them to meet others.

5.6.9.3 Late Attendance

To encourage early attendance, a special prize (which may be the first pass for the evening) can be offered for early arrivals. This should be advertised in all promotions for the function.

5.6.9.4 Poor Attendance

As indicated above, variety and different locations should be offered when attendance is poor.

5.6.10 OBTAINING AIRLINE SPONSORSHIP

The President or Member Club officer in charge of sponsorship should send a schedule of the Member Club's events to the sales managers of airlines in their city and invite them to select a preferred event/activity. Replies should be sent on a first-come first-served basis. Joint sponsorships should be developed for airlines with smaller budgets. With good relationships, Member Clubs in large cities can obtain sponsors for 12 months of social functions and sports events. It is not necessary, or necessarily desirable, to have an airline sponsor every function.

5.6.11 ADVANTAGES FOR SPONSORING AIRLINES

All airlines wish to increase revenue but, due to tight budgets, are finding it more difficult to sponsor an interline function. By sponsoring a function through a Member Club, the airline can get wide exposure of its services and routes in the most economical manner. All preparations, planning and advertising will be done by the Club.

5.6.12 RESTRICTIONS ON SPONSORING AIRLINES

The purpose of the restrictions is to avoid competition. The Member Club may restrict the number of passes that can be given out and/or the amount of money that can be spent by each sponsor. This will prevent airlines from trying to outdo one another which would discourage smaller airlines from participating because they cannot compete. Competition may benefit members at some functions but could reflect poorly in the long run.

5.6.13 COST TO SPONSORING AIRLINES

The size of the function, sponsor's budget, financial situation of the Member Club and any restrictions will have to be considered before costs can be established. Any combination listed below may be used, however, once the decision is made it should not be changed to allow competition. The Member Club should advise sponsors of estimated costs in advance. Some ideas are:

- (a) if the Member Club is in a solid financial position, the only expense to each sponsor would be decorations;
- (b) each sponsor could pay for advertising on the Club's website, printing advertising material, printing newspapers or flyers as well as paying for postage and mailing;
- (c) each sponsor could pay an amount established by the Member Club;
- (d) each sponsor could pay for the cost of the entertainment.

5.6.14 PASSES GIVEN BY SPONSORING AIRLINES

Rules governing pass issuance must be decided carefully by the Member Club. Some rules used by Member Clubs are:

- (a) no limit on the number of passes to be given by each sponsor. If acceptable to all airlines who will be sponsoring this is the best arrangement for members;
- (b) a restriction on the number of passes to avoid competition, e.g. three passes per sponsor: including those in joint sponsorship. Combination of routes may be developed for off-line airlines;
- (c) eligibility of pass winners must be determined by the sponsor and made known to members as soon as possible before the draw. Members who belong to the sponsoring airline should not be eligible to win pass prizes;
- (d) a letter or e-mail from the winner's supervisors to verify employment may be required to prevent misuse of the passes;
- (e) the winner should advise the Member Club within a month when the ticket will be used.

5.6.15 FUNCTION THEME AND DECORATIONS

These should be left to the sponsor in order to give as much advertising as possible. Each will want to highlight its best service or home country. Special decorations should be done by the sponsors at its own expense.

5.6.16 EXAMPLES OF FORM LETTERS

To provide guidance in writing routine letters, samples of typical letters are shown below.

5.6.16.1 Invitation to Sponsor

District Sales Manager
All Airlines
Your City

Dear _____,

Thanks to the cooperation of the airlines, the _____ Interline Club has had an outstanding year. Our club membership now numbers _____ and it is still growing*.

We are making plans for the coming year and hope you will let us know in the very near future which month you would prefer to sponsor.

Sponsorship of one of our monthly functions involves:

- 1.
- 2.
- 3.

If you have any questions about sponsorship, please feel free to call me at _____.

We sincerely welcome your interest in the _____ Interline Club and look forward to hearing from you.

Sincerely,

President

** If this letter is being sent to an airline that sponsored in the previous year, you would probably want to add a small paragraph mentioning this and thanking the District Sales Manager again for his/her past support and cooperation.*

5.6.16.2 Confirmation Letter to Sponsor

District Sales Manager
Any Airline
Your City

Dear _____,

We would like to thank you very much for your kind offer to sponsor the _____ Interline Club's function on *(date of function)*.

We will contact you two months prior to the event to arrange final details.

In the meantime, if we can be of any assistance to you regarding this matter, please do not hesitate to call me at *(telephone number)* or call *(event chairperson)* at *(telephone number)*.

Sincerely,

President

5.6.16.3 Sponsor's Two-Month Letter

District Sales Manager
Any Airline
Your City

Dear _____,

The _____ Interline Club is looking forward to your sponsorship of its function on *(date)* at *(place)*. On behalf of the club members, I am happy to take this opportunity to thank you for your interest and consideration in offering your airline's sponsorship.

In order that you may make your plans for the event and be fully aware of the established practices, I would suggest that you refer to my letter to you of *(date of Invitation to Sponsor Letter)*. I have attached a copy for your convenience.

Should you wish to discuss any of these items further, please do not hesitate to contact me or the Club's Chairperson of the event *(name)* at *(telephone number)*.

Your sponsorship is greatly appreciated by the Club and we shall endeavour to do our utmost to assist in promoting your company's services to the interline community.

Sincerely,

President

5.6.16.4 Sponsor's Thank You Letter

District Sales Manager
Any Airline
Your City

Dear _____,

On behalf of the _____ Interline Club, I would like to thank you and *(name of airline)* for sponsoring the interline function on *(date)*. The function was a great success and enjoyed by all in attendance.

The following members of our Club were the lucky winners of your generous pass prizes:

Name(s) of the winner(s), airline(s) of employment and destination(s) won.

We are grateful for your cooperation and trust that we may look forward to your continued support of our Club.

Sincerely,

President

5.6.16.5 Congratulatory Letter to Winner

Club Member
Home Address
City

Dear _____

Congratulations on winning a pass to (*destination*) on (*sponsoring airline*) at the Club function on (*date*).

The officers and members of the Club are delighted with your good luck and hope your trip is most enjoyable.

When you are ready to make plans for your trip, please contact (*name of either sponsor contact or Club representative and address*) and he/she will be glad to see that the pass is issued to you. Always be sure to thank the sponsoring airline for its support of our Club.

Sincerely,

President

5.7 MEMBER CLUBS' SPORTS EVENTS

5.7.1 TYPES OF SPORTS

The popularity of different types of sports varies from country to country and even within countries. Competitive tournaments of certain sports are hosted by Member Clubs throughout the world and participating players compete for various WACA trophies in accordance with Section 4. Depending on the popularity of these WACA sports in the local community where the Member Club is established, one or more could be adopted and a league formed under the supervision of the Director of Sports and aided by a member who is familiar with, and participates in, one specific sport. That member would be the Chairperson of the _____ League and would have autonomy to organise and run that league. Duties would include the selection of a locale to play, choosing players for the teams, days and times of play, keeping records and scores, etc. The Chairperson should attend the Member Club meetings to keep the EC informed of progress of the league and the Member Club should support the league wholeheartedly.

5.7.2 PARTICIPATION IN WACA SPORTS TOURNAMENTS

When a WACA Sports Tournament takes place, the Member Club should send one or more teams of the best players to compete for the WACA trophies and should encourage these players to participate by helping them obtain air transportation and, if possible, providing financial aid to help pay the players' package.

5.8 MEMBER CLUBS' WEBSITES AND PUBLICATIONS

5.8.1 PUBLICITY

Many Member Clubs have created websites and publish monthly newsletters for their members and the local airline industry. The need for this sort of information is obvious and Member Club efforts are to be commended. However, it must be stated without qualification that this is a monumental effort that must be well thought out before being attempted. The experience of many Member Clubs has been that the entire workload has fallen upon the shoulders of one or two people and that they are unduly burdened. With a well-organised staff, a publication of local news and information can be both valuable and rewarding.

5.8.2 PHOTOGRAPHER

Each Member Club should appoint its own photographer to publicise functions and other activities to the membership and airline industry on the Club's website and/or in its newsletter. The individual appointed will be one of the following:

(a) a club member — this is the preferred method if it is possible since it means no cost to the Member Club. Many interliners are photography enthusiasts and would welcome the chance to be of service;

(b) an airline photographer — local airline photographers should be approached to see if they will cover Club events on a complimentary or cost-only basis. Airline photographers have been used by several Member Clubs and the photographers have generated a great deal of business through contacts made at Member Club functions. This should be emphasised when approaching them;

(c) a paid independent photographer — if all else fails, the services of a paid photographer should be sought especially for the big functions.

Depending upon the photographer appointed, costs would vary for pictures taken at each function. These should be worked out with the photographer before the function.

5.8.3 DESIGN OF A MEMBER CLUB'S WEBSITE AND STYLE OF NEWSLETTER

The design of a Member Club's website and/or the style and format of a newsletter is usually established on a subjective basis influenced by local conditions and cultures.

5.8.4 GUIDING PHILOSOPHY

The EC of most Member Clubs would agree that a website and/or newsletter should serve a number of purposes to justify the cost. First, they must be current, entertaining and informative otherwise no one will read them! They must communicate Club policy as well as advertising and stimulating interest in Club functions. If the website and/or newsletter performs these functions well, they can be the most effective tool in welding the Club into an active and effective organisation benefiting the entire membership.

5.8.5 HOW TO CREATE A WEBSITE OR START A NEWSLETTER

Creating a website or producing a newsletter should never be considered as a job for one person because there is just too much work involved. The webmaster and newsletter editor is/are responsible to see that deadlines are met but the success of the production is the result of the entire team, e.g. one person could do advertising, one captions for pictures and one writing articles.

5.8.6 HOW MUCH WILL IT COST?

Over the past few years, the cost to create a website has reduced considerably due to the rapid development of electronic communication. Printing costs vary considerably depending on location, size of the newsletter and method of reproduction. It is suggested that a Member Club obtains quotations from as many website developers and printing establishments as possible before making final choices.

5.8.7 GUIDING PRINCIPLES

Remember that a Club website and/or newsletter should provide much the same type of service as a small town newspaper: keeping a community informed. To do that a website and/or newsletter must have readership and everyone enjoys reading about themselves and their friends. So, make it people-oriented by mentioning as many individuals as possible. Also, since the Club needs the support of airlines, mention them as often as possible. It pays dividends.

5.8.8 CONTENT

Keeping in mind the people orientation, the Club webmaster and/or newsletter editor should arrange interviews with someone from the industry on a monthly basis and write an article on the results. If possible, it should be the representative of the airline sponsoring the next Club function. Other content could be devoted to things like travel tips and WACA International Events.

5.8.9 ADVERTISING

One of the purposes of the Member Club website and/or newsletter is to advertise Club functions. To do this most effectively, the webmaster and/or the newsletter editor could offer the sponsoring airline the prime location, the front page, for an advertisement publicising the airline and the function it will sponsor. This provides the airline with far greater and more effective coverage than printing its own promotional flyers and mailing them individually. If the website and/or newsletter are successful, it is possible that travel industry businesses in the city would take out paid advertising. If so, this can be an excellent source of revenue to offset printing costs. If this is done, the job should be done exclusively by one person only and he/she should be selective in the advertising accepted. Do not create any conflict with a sponsoring airline or donors of prizes at Club functions. The revenue gained is not worth it! Advertising rates will be determined by production costs. As a rule of thumb, revenue from one page of advertising should pay for itself plus two pages of editorial copy. Another general rule dictates a mixture of advertising and copy at no more than one page of advertising for each two pages of editorial copy.

5.8.10 DISTRIBUTION

Current information is preferable to superb journalism. Ensure that the Club website is always up-to-date and get the newsletter out on time! The membership will be unhappy if they receive news of a function the day after the event was held. Ensure the website is updated and the newsletter distributed in plenty of time prior to a function and save costs by utilising e-mail or, if absolutely necessary, post the newsletter to each member's home address to ensure timely receipt. An electronic copy should also be sent to WACA Headquarters and to the WACA Chief Marketing/Events Officer to extract articles/information for inclusion on the WACA website and in WACA World News if appropriate.

5.8.11 MISCELLANEOUS

When selecting things to talk about in a features section, be sure to keep it relevant. Talk about things the membership is interested in, e.g. Club activities, tours taken by members, forthcoming interline events, etc. Members get industry news from other sources and in more detail. Use as many pictures as possible (people pictures) stay away from sweeping scenes. Make the webmaster and newsletter editor members of the EC so that they can keep the others appraised of the feedback. Actively solicit airline interline representatives in the city to keep the website and/or newsletter supplied with information about airline/interline tours and think of much more that can be done with the website and/or newsletter.

5.8.12 UTILISING THE WACA WEBSITE AND WACA WORLD NEWS

The WACA website is constantly updated and WACA World News is published at least twice per year by the WACA Chief Marketing/Events Officer. Both contain news about WACA activities past and present. Make use of these tools as they will save the Club costs especially when gathering information. Each Member Club may contribute pictures and local Club news of interest to WACA in general. The pictures supplied can also be used by the WACA Chief Marketing/Events Officer for a presentation of WACA events at the AGA to ensure worldwide information of each Member Club's activities.

5.9 MEMBER CLUBS' PUBLIC RELATIONS

5.9.1 CATEGORIES

Public relations activities should consider three distinct categories of target markets.

5.9.1.1 Individual Club Members

A major problem for any Member Club is how to communicate with its membership. Most employees in the civil and commercial airline industry have considerable demands made on their spare time, e.g. family, social commitments, overseas travel, hobbies, sports, education, etc. Members should be kept well informed about forthcoming events through the Club website and/or newsletter or another method could be posters on airline office notice boards. E-mail is now the most common method of communication saving both time and cost. A public relations system should be used whereby an airline representative is appointed and undertakes to keep Club members within his/her airline or department fully informed about the Club's activities. It is also important to keep them fully informed about the Club's activities because they can use this information to solicit new members for the Club.

5.9.1.2 Airline/Travel Industry and Other Organisations

In recent years Member Clubs have sought and received a greater awareness of their activities from the travel industry. Awareness has been achieved through sponsored events and travel media coverage. As most Member Clubs rely on some form of sponsorship for their functions, these occasions can provide an excellent opportunity for Clubs to favourably impress airlines, hotels, tourist offices, car rental companies, etc. Ensure sponsored events are well organised and secure maximum publicity for the sponsor. Involve local trade press. Member Clubs should open up a line of communication with local airline offices, other travel trade clubs and organisations to indicate their willingness to become involved in any activity that helps promote the travel industry in general. This will help dispel the notion that the Member Club only calls upon the industry when it wants something for nothing. Give as much, or more, from the trade as the Club takes from it!

5.9.1.3 The General Public

The WACA Airline/Interline Club movement is not well known to those outside the civil and commercial airline industry and it is, therefore, appropriate that Member Clubs give serious consideration as to how they can bring their activities to the attention of the community at large. Securing local press coverage for social or sports events by issuing press releases and pictures can be effective. However, far greater interest in the Member Club will be generated if it becomes involved in community work, supports local charities, encourages members to participate in community development programmes, sponsors charity walks or hosts mini-holidays for underprivileged children, etc. Show the general public that the Member Club is a good neighbour — it's the best and most rewarding aspect of public relations.

5.9.2 PROMOTING THE CLUB THROUGH WACA

Membership in WACA entitles an Airline/Interline Club to use the Association as a vehicle for publicising its functions and achievements. As mentioned above, a Member Club should send the WACA Chief Marketing/Events Officer interesting information that may be inserted into the WACA website and used in WACA World News and/or other trade publications. Pictures with captions about interesting events should be sent as well as copies of the Member Club's newsletter and anything of interest to the press and other interliners worldwide.

5.9.3 MEDIA SUPPORT

Seeking media support to promote a Member Club, necessitates adopting a professional approach in dealing with the press, Internet sites, radio and television. Feed useful information to the media stating clearly and precisely details of the function: what, when, where, expected attendance, newsworthy attendees, etc. and augment the story with pictures. Many Member Clubs assume that Internet sites, radio and television stations are not interested in the interline movement but, in fact, major international events like the WACA AGA and WACA Sports Tournaments have sometimes attracted comprehensive publicity. Finally, don't forget that old news is no news — if there is a story to tell, tell it now.

5.10 MEMBER CLUBS' LETTERHEAD

Samples of WACA Member Clubs' letterhead are shown below:



INTERLINE CLUBE DE PORTUGAL
(Instituição de Utilidade Pública)
Sócio Honorário da A.P.A.V.T.
RUA CORONEL LUNA DE OLIVEIRA, 24-3.º - 1900 LISBOA
Telef. 814 66 25 ou Rede TAP 3 45 69 - Fax. 814 67 98
Cont. 509871205

DELEGAÇÕES:
PORTO
FARO
MADEIRA
AÇORES



SYDNEY INTERLINE CLUB

Member of World Airlines Clubs Association

P.O. Box R262 Royal Exchange
SYDNEY 2000 AUSTRALIA



Tel:

Teletype:

Facsimile:

waca



5.11 TRAVEL AND TOURS

5.11.1 TOUR DEVELOPMENT

Some Member Clubs have extensive travel and tour programmes as their principle activity. Although reduced rate travel benefits are an inherent part of airline employment, many interliners prefer to travel as part of an organised tour with other airline employees as travel partners. It is in this area that Airline/Interline Clubs have considerable opportunity to develop. Member Clubs can perform a vast service to the airlines and the employees by setting-up and operating these trips, often at prices below that which the individual interliner would otherwise pay. Tours should be thought of in two distinct ways: Member Clubs may operate local tours for visiting interliners or they may also operate tours for their own members to other places in the world. Both types of tours should be encouraged to offer the greatest service to the industry as a whole.

5.11.2 TOUR COMMITTEES

If a Member Club plans to start tours for its members, it is advisable for a committee of at least four people to be formed and the work divided amongst them. They must be easy to reach by e-mail and telephone and be people who will work hard on the project. Only members of the Club should go on these tours with spouses or parents if the airline allows them. Since a non-member cannot participate, Club membership should increase with the added benefit of these tours.

5.11.3 CORRESPONDENCE

Member Clubs should write to airlines that have interline tours for all categories of airline personnel and request space and a date for Club members to travel together as a group. In the letter, give the background of the Club and state that whatever price is being charged for the tour, a surcharge will be added for Club funds. The minimum amount of the surcharge to be established by the Club.

5.11.4 PERSONAL CONTACT

Another approach is by personal contact when meeting with interline sales managers at various functions. If they show an interest follow-up with an e-mail or letter.

5.11.5 LOCAL ARRANGEMENTS

A final approach is to contact a hotel in the city where the Member Club wishes to tour with its members. The hotel should be able to make contact with a local tour operator and between them set-up a land portion of the tour. After completing all of the land arrangements the airline(s) can be approached for transportation.

5.11.6 DISTRIBUTION OF FLYERS

Following approval of the tour by all parties concerned, the Member Club should produce a promotional flyer and send to all members. The flyer should cover the following: identity of the airline offering transportation, description of tour destination, programme of the tour, how many members can be accommodated, price of the tour, deadline for receipt of payment and Member Club contact for tour reservations (including name and telephone number).

5.11.7 RESERVATION LIST

The following rules should be followed:

- must be a member of the Club;
- confirmation on a first come, first served, basis;
- at least a 15% deposit should be required and it would not be refundable after a specified date;
- when the tour is sold out, a waiting list should be kept and used when a cancellation occurs.

5.11.8 TOUR CONDUCTOR

Whenever possible, try to get a complimentary tour package for whoever is the tour leader. Usually a complimentary tour package is available for a minimum of 20 participants. A tour conductor is not an easy job and the following indicates the responsibilities:

- (a) be prepared to answer question, such as —
 - departure time and meeting place,
 - weather,
 - currency and rate of exchange,
 - duty free allowances into the country,
 - shopping areas and best buys,
 - specified items on the programme,
 - articles prohibited into and/or out of the country,
 - distance from airport to city/hotel and cost of transportation,
 - departure tax (if applicable);
- (b) final arrangements —
 - meeting of all members going on tour,
 - show a video of the destination when possible,
 - finalise rooming list,
 - check passports, visa, inoculations, etc.;

- (c) call each room the night before a morning tour;
- (d) obtain pictures for the Member Club's website and/or newsletter as well as other relevant travel trade publications;
- (e) write-up about the tour for the Member Club's website and/or newsletter;
- (f) arrange for changes to tickets for members wishing to continue to other cities with the same airline;
- (g) collect money to give to the guide as a gift (as appropriate);
- (h) write thank you letters to the airline(s), hotel(s), tour agency or tour guides in the destination city.

5.11.9 STARTING THE TOUR

Upon arrival at the starting point, give each member a copy of the programme and the name of his/her roommate (if applicable), his/her tickets and boarding pass, etc. Try to get the group seated together whenever possible. Upon arrival at the destination city, double check tour times with the tour guide (if applicable) and inform the group when they have to be ready to leave.

5.11.10 DURING THE TOUR

Generally there is a light-hearted atmosphere during a tour. While tours should be enjoyable as well as educational, tour members should be alerted to local customs and traditions which should never be violated.

5.11.11 LOCAL AND NATIONAL LAWS

Every country has laws which have been legislated for specific reasons. Ignorance is no excuse. As appropriate, tour members should pay special heed to the following:

- currency restrictions — avoid the black market;
- behaviour in public places — mockery and drinking as examples;
- drug controls — going into and/or out of the country and during the stay;
- operating a vehicle — license and insurance;
- customs allowances — limits on tobacco, alcohol, etc.

5.11.12 INTERLINE TRANSPORTATION

Interline transportation, in this context, refers to obtaining of free and/or reduced rate transportation for individuals of Member Clubs to assist with travel to WACA AGAs, WACA International Events, WACA Sports Tournaments and meetings on airlines other than their own.

5.11.13 RULES GOVERNING INTERLINE TRANSPORTATION

To understand what interline transportation entails it is necessary to be aware that there are rules and regulations governing the issue of free and reduced rate transportation. IATA Resolution 788 is the basis under which most governments and airlines determine their policies on who shall, and who shall not, be eligible for free and reduced rate transportation. There are exceptions, e.g. Canada and the United States, where the governments have placed reservations to IATA Resolution 788 and the airlines are required to operate under the free and reduced rate transportation laid down by Canadian and United States law. These regulations may be more, or less, restrictive than IATA Resolution 788. Individual airlines may further restrict who, when, where and how transportation is to be used.

5.11.14 IATA RESOLUTION 788

The following are important extracts taken from IATA Resolution 788 which all individuals of Member Clubs should be aware:

“Air Carrier”. Any individual, corporation, association, partnership or other entity engaged in the transportation by aircraft of persons, property or mail for reward, or any corporation, association, partnership or other entity where substantially all of the activities of which are incidental to such transportation and which is wholly owned or controlled by one or more such air carriers.

“Employee of an Air Carrier”. Either any person employed by an air carrier on a full-time basis, including thirty (30) days thereafter, or any person employed by an air carrier on a part-time basis, who receives no other income on account of any service from a person other than the air carrier.

“Pass”. An authorisation for free and reduced fare or rate transportation.

5.11.15 WHAT TYPE OF INTERLINE TRANSPORTATION IS AVAILABLE AND HOW IS IT OBTAINED?

5.11.15.1 Many airlines extend Zonal Employee Discount (ZED) fares for interliners applying one of three fare levels (Low, Medium, High), space-available/subload and/or positive space/firm reservation status. Individual Club members should inquire with their respective pass bureau to establish which other airlines have bilateral agreements with their airline.

5.11.15.2 When a Member Club asks for interline transportation for its officers and members, it is necessary to divide such requests into two categories: those attending a conference, meeting, sports tournament or function as a delegate or active participant and those attending as observers.

- 5.11.15.3 In the case of the delegate and active participant, there may be several alternatives to obtain free transportation (with or without service charge) to attend a particular meeting or function: enlist the support of the local airline sales manager to make an application on behalf of the Club member; the Club President could write to the airline on Club stationery (attaching letters of identification for delegates and participants) and request transportation on their behalf; the delegate and/or participant could utilise existing rules in effect between his/her own airline and other airlines. The latter two suggestions may not be acceptable in all instances, however, most airlines are receptive to these forms of requests and are anxious to help the local Member Club. Member Club officers should do their best to obtain transportation for active Club workers.
- 5.11.15.4 Observers attending a WACA International Event for purely social purposes, should obtain transportation on their own through normal channels. Airlines should only be approached for observers if the airline is receptive to issuance of complimentary transportation to non-active participants, in which case a service would be done for the entire membership.

5.11.16 DRESS AND CONDUCT

Concerning free and reduced rate transportation, interliners need to be reminded of standards of dress and conduct. Individuals may be doing a good job in adhering to his/her company and other airline rules, but as a reminder all should note the following:

- (a) “Code of Conduct” developed by the now defunct North American Interline Clubs Conference —
- Thou shalt not forget that thy travel benefits are a privilege and not a right.
 - Thou shalt immediately identify thyself as a non-revenue passenger when listing.
 - Thou shalt adhere to the airline dress code and not travel in jeans or T-shirts.
 - Thou shalt not make a scene at the counter.
 - Thou shalt be appreciative of receiving a seat regardless of class.
 - Thou shalt not complain if a meal is not available.
 - Thou shalt not discuss thy travel privileges in the presence of revenue passengers.
 - Thou shalt not obstruct the aisles or monopolise the flight crew’s time.
 - Thou shalt not become inebriated or obnoxious while travelling.
 - Thou shalt not jeopardise thy travel benefits by condoning misconduct.
 - Thou shalt educate thy family members in the rules of non-revenue travel.
 - Thou shalt not forget to express thy thanks.

(b) International Institute for Peace through Tourism (IIPT) Credo of the Peaceful Traveller —

Grateful for the opportunity to travel and experience the world and because peace begins with the individual. I affirm my personal responsibility and commitment to:

- Journey with an open mind and gentle heart.
- Accept with grace and gratitude the diversity I encounter.
- Revere and protect the natural environment which sustains all life.
- Appreciate all cultures I discover.
- Respect and thank my hosts for their welcome.
- Offer my hand in friendship to everyone I meet.
- Support travel services that share these views and act upon them.
- By my spirit, words and actions, encourage others to travel the world in peace.

**5.11.17 SPECIFIC GUIDELINES FOR CLUB MEMBERS
ATTENDING AN ANNUAL GENERAL ASSEMBLY**

The following paragraphs could be published on a Member Club's website and/or in the newsletter for its members planning to attend an AGA as observers.

As you may know the _____ Interline Club is one of approximately 35 Clubs belonging to the World Airlines Clubs Association (WACA). The Council of this Association meets twice a year to establish guidelines, review rules and regulations, read and evaluates correspondence from the five Regions covering all Member Clubs around the world and carries out many other assignments to ensure the smooth running of WACA.

Once a year, all Member Clubs are invited to send a delegate to the Annual General Assembly (AGA) in order to participate in the AGA working sessions. As some delegates bring spouses with them, excursions and sightseeing tours are organised by the hosting Member Club for the spouses' enjoyment, as well as the delegates when there are no meetings scheduled. In addition, WACA extends an invitation to attend the AGA to non-Member Clubs, with the expectation that by being exposed to the working atmosphere of the AGA, the Airline/Interline Clubs will decide to join the WACA family and enjoy all the benefits derived from membership. Observers are also invited to attend so that they may be exposed to the inner workings and problems involved in running a Member Club with the hope that this will encourage them to volunteer his/her help in running the local Club.

The AGA comprises working sessions, meetings, speeches by guest speakers, voting on different issues and the dissemination of information. It is also intended to be an interesting and informative arena to clarify issues and to interchange ideas so that everyone attending can understand the principles and motives behind the interline and WACA movements.

The _____ Interline Club has a good reputation within the Association. Therefore, to avoid criticism, observers going to the AGA in _____ are reminded that they are members of our Club and their behaviour will reflect the Association as a whole. If problems do arise, more often than not the name of the interliner is forgotten when he/she returns home but the name of the Member Club is not.

It is also important for observers to attend the working sessions of the AGA to learn about other Member Clubs and WACA as a whole. Observers are sure to enjoy the AGA and may even have suggestions to pass to our Club for evaluation. It is very rewarding to have one's suggestion presented to the AGA, especially if it is adopted. This is the reason why all observers should attend the AGA as well as being present when the guest speaker makes his/her presentation. When the agenda for the AGA is received it will be made accessible for you to review.

5.11.18 GENERAL GUIDELINES FOR GOOD CONDUCT

- 5.11.18.1 All individuals in Member Clubs are urged to dress in good taste in accordance with local customs and to ensure that their appearance and behaviour will in no way detract from WACA's good image.
- 5.11.18.2 Action may be taken by the World Airlines Clubs Association Council against any Member Club or individual in the membership of WACA who brings the Association or its Member Clubs into disrepute.
- 5.11.18.3 Member Clubs are asked to bring any such offence to the attention of the Council. Any correspondence should be addressed to the President of the local Member Club of the offending party and a copy sent to the Administration Manager at WACA Headquarters.

5.12 PROMOTING THE AIRLINE/INTERLINE CLUB MOVEMENT

5.12.1 TARGET GROUPS

Airline sales managers, airline executives and airline employees in general plus certain members of the public are all target groups of the Association. Each group should be targeted in specific ways as outlined below.

5.12.1.1 Airline Sales Managers and Airline Executives

WACA has placed many of this target group on its e-mail list to receive press releases and WACA World News. They will be invited to WACA workshops and Member Clubs should do the same if workshops are organised on a local level. Keep them informed on WACA projects to show how WACA benefits the airline industry. Act on their ideas of what they would like to see from WACA and show them results! Invite them to lecture Club members on different aspects of the airline industry or travel in general.

5.12.1.2 Civil and Commercial Airline Employees

WACA workshops can be used by Member Clubs to educate civil and commercial airline industry employees in general about the ideals of a non-profit organisation such as WACA. Information brought to light in the workshops can be reproduced in Member Clubs' websites and/or newsletters and communicated to as many airline employees as possible.

5.12.1.3 The Public

Member Clubs should organise travel and video nights, as certain members of the public are very interested in learning about the world and many members of WACA have first-hand knowledge about countries, means of travel, etc. This could also please sponsoring airlines and be a means of repaying their kindness. An airline might even sponsor some of these events for press/publicity purposes. Invite tourist offices and organisations who would compliment WACA on these evenings.

5.12.2 **STRENGTHS**

WACA depends heavily on the strength of its Member Clubs — a strength that comes from the initiative of individual members in those Clubs.

5.12.3 **MAINTAINING THE WACA IMAGE**

For any organisation, society or association to succeed, it must portray to both its membership and the public at large, an air of knowledge, efficiency and respectability. In all cases, the burden of creating this impression falls heavily on the appointed or elected leadership team. WACA is no exception. Members of the Council, Member Club committees and individual members are charged with the responsibility of enhancing the Association's image on an international basis at every available opportunity. This fact does not imply that members cannot relax or fully participate in social pursuits. It does, however, demand a high standard of personal visual and oral presentation.

5.12.4 DRESS

At any formal or business meeting, committee members should be well groomed. For men, suits and/or jacket and tie should be worn and ladies should dress appropriately. Casual clothes may be more comfortable and look smart but they do not have a place at the top table of the conference rostrum. A suit and/or jacket and tie is also recommended for men when official photographs are being taken.

5.12.5 SOCIAL BEHAVIOUR

Member Club committee members should always behave in a civilised manner. Avoid all uncouth actions or habits, e.g. bad table manners, becoming inebriated, etc. A committee member must also develop a capacity for feeling at ease in any company and ensure that any company feels at ease with the committee member. Committee members should circulate as much as possible with everyone present at all Member Club functions.

5.12.6 PUBLIC SPEAKING

As members of an international organisation, individuals in Member Clubs should try to make a good oral presentation if called upon to do so. It is natural for anyone to be a little nervous before making a speech but they should try to appear relaxed. Every opportunity of public speaking should be used to promote WACA. A few mumbled words of thanks at a Member Club function, or a badly prepared presentation, achieves nothing. Club members should always decide on a theme for the speech and make notes to ensure that important points are not missed. They should try and avoid a fully prepared written speech as it comes across stilted and lacks a feeling of sincerity and warmth. If they make a mistake or stumble over a phrase, they should not worry but just carry on. They should avoid “ers”, “umms”, “you sees”, “you knows” and, when all has been said that needs to be said, they simply sit down. Unless they are giving a lecture, they must try to talk with, rather than at, the audience. It makes listeners feel fully involved and encourages them to participate in the discussion. If questions are asked from the floor, the speaker’s delivery should, hopefully, have been stimulating enough to stir even the “deadest” of audiences without having to rely on someone being planted to ask questions.

5.12.7 CONCLUSION

The section above is intended to be used as a guideline. It is for each individual WACA member to determine how best to enhance his/her own image, but remember that any favourable or adverse impression created can reflect on the Association, the Member Club and/or the individual.

Section 6

FUNDS AVAILABLE TO MEMBER CLUBS

6.1 THE ELTON CLELFORD TRAVEL AND TRUST FUND

The Elton Clelford Travel and Trust Fund (TTF) was established in 1977 when the Vancouver Interline Club decided it would provide a trust fund in memory of Elton Clelford, former WACA Administration Manager and Member of Honour.

6.1.1 PURPOSE

The purpose of the trust fund is to assist a WACA Member Club(s) which is unable due to economic or social conditions to send a delegate to the AGA.

6.1.2 CAPITAL

The TTF was initially funded by a one-time amount of USD 1,500.00 and an amount of USD 250.00 each year for a six year period from 1997–2002, generously provided by the Vancouver Interline Club. Donations to the TTF from the membership will be accepted and greatly appreciated.

6.1.3 ADMINISTRATION

The Council will be the formal administrator of the TTF and it will handle the applications in accordance with 6.1.4.

6.1.4 CRITERIA

6.1.4.1 Who Can Apply to the TTF?

In principle, the TTF is open to all Member Clubs in all Regions, but is subject to the financial status of the Club. A Member Club applying for assistance from the TTF will have to submit its latest bank statements and annual report to the Chief Finance Officer.

6.1.4.2 What is Covered?

The cost of the AGA package based on a twin sharing basis and/or the best obtainable airfare will be covered if there are sufficient funds in the TTF. Transfers (when not included in the package) and personal expenses *will not* be covered. If more than one Member Club is eligible, the money will be split but not between more than two Clubs.

6.1.4.3 How Often can Applications to the TTF be Made?

A Member Club may apply, and be eligible, every third year in order for the TTF to be able to assist as many Clubs as possible.

6.1.4.4 What is the Deadline for Applying to the TTF?

Applications must be received by the administrator at least one (1) month before the registration deadline for the AGA.

6.1.4.5 Where to Get the Application Form?

A specially designed application form can be download from the WACA website: www.waca.org.

6.1.4.6 Declaration

The applicant must declare that all information given regarding financial and/or social status is correct. Any assistance received based on false information must be refunded and will be grounds for severe punishment from WACA.

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