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**Checklist for New Members**

**Council of Representatives Meeting**
**February 28-March 1, 2020**

**Before the Meeting**
- You are strongly encouraged to book your air travel through an online booking tool called ATC and have it billed directly to APA. You will be able to search flight information and reserve your own ticket. Reservations are subject to approval by the APA’s travel service, ATC. Detailed information is provided to members prior to the meeting.
- If you prefer to work directly with the ATC Travel, you can contact the office by phone (800) 458-9383 or e-mail (reservations@atcmeetings.com).
- Plan to arrive on Wednesday, February 26, in time to attend the Orientation for New Council Members that begins at 8:00 a.m. on Thursday, February...
- Familiarize yourself with this handbook—the 2020 Council Representative Handbook—and Keeley’s Modern Parliamentary Procedure, a summary of which is provided in Appendix B of this handbook.
- Familiarize yourself with the caucuses of Council (see Appendix C of this handbook). Bring your checkbook to the meeting if you’re interested in joining caucuses.
- Contact the person you replaced from your division or state/province/territory, and ask the person what you should know about serving on Council.
- Respond to the invitations for requesting a mentor and attend the orientation sessions.
- Read the Council agenda book and supporting materials. These materials will available at least two weeks prior to the meeting.

**During the Meeting**
- Breakfast is available Friday, Saturday and Sunday. Food is provided on Thursday evening after the plenary session, and lunch is provided on Friday and Saturday.
- Be sure to arrive at the Council meeting on time (by 9:00 a.m.) on Friday so that you don’t miss the roll call.
- Plan to attend the orientation session, the plenary session, and caucuses (See Appendix C).
- Business in business casual dress is typical during the meetings. However, dress on travel days can be more casual.

**After the Meeting**
- Complete and sign your expense report and email it along with your scanned receipts to the Governance Office at governance@apa.org. For the February and August meeting, Council members are reimbursed for transportation expenses, hotel charg-
- es, meals not already provided by APA, internet fees, and charges for use of the fitness room. You will need to provide receipts in order to be reimbursed. See pages 10 and 11 of this handbook for additional details about reimbursement.

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**Introduction**

The Council of Representatives (Council) is the American Psychological Association’s (APA) supreme legislative and oversight body. It speaks for APA’s members and affiliates on matters advancing psychology as a science, as a profession, and as a means of promoting health, education, and human welfare. Council has full power and authority over the affairs and funds of the Association within the limits of the APA Bylaws and Certificate of Incorporation.

Any individual who is a member of the Council of Representatives has a primary “fiduciary duty” to APA. Fiduciary duty includes the duty of care and the duty of loyalty. The latter duty means that while a Council member can be informed about issues by the group that elected/appointed the member to Council, ultimately she or he must vote in the best interests of APA as a whole, after hearing all points of view and considering all information before Council.

This manual has been designed so that those who serve as Council representatives have a better understanding of Council’s organization and operation (see also the APA Bylaws, Association Rules, and Making APA Work for You).

**Composition**

Council consists of 179 representatives from divisions and state/provincial/territorial associations and members of the Board of Directors, including the APA officers. The American Psychological Association of Graduate Students also has a representative that serves as a member of Council. Council representatives from divisions and state/provincial/territorial associations are required to be members of the division or state/provincial/territorial associations they represent as well as members of the Association.

An online Council directory, including members’ photos, can be found on the governance Web site at http://www.apa.org/about/governance.

The number of seats allocated to a division or state/provincial/territorial association is based on an annual apportionment ballot.

Article 5, Section 7 of the APA Bylaws outlines the method used for allocating seats:

The number of Representatives from Divisions and State/Provincial/Territorial Associations shall be 162. The 162 Representatives will be divided into two pools, one for State/Provincial/Territorial Associations and one for Divisions. The percentage of the 162 seats for State/Provincial/Territorial Associations and one for Divisions. The percent-

age of the 162 seats for State/Provincial/Territorial Associations shall correspond to the percentage of total apportionment (162 seats for State/Provincial/Territorial Associations and the percent-

age of the 162 seats for Divisions shall correspond to the percentage of total apportionment votes allocated to Divisions.

Each Division shall be allocated one seat from the Division Pool, and each State/Provincial/Territorial Association shall be allocated one seat from the State/Provincial/Territorial Pool. The awarding of additional seats allocated to each pool shall be based on the percentage of allocated votes received by a Division or State/Provincial/Territorial Association and calculated as follows:

- 1.5% to less than 2.5%......1 additional seat
- 2.5% to less than 3.5%......2 additional seats
- 3.5% to less than 4.5%......3 additional seats etc.

Additional seats will be allocated to those units in a pool entitled to additional seats in the following manner: The unit with the highest percentage in the pool will receive the first additional seat, and an additional seat will be assigned to other units entitled to one or more additional seats in descending order of their percentages. If, after all units in a pool entitled to one or more additional seats have received one additional seat, there remain units that are entitled to two or more additional seats, and if
the seats allocated to the pool have not been exhausted, the unit in the pool with the highest percentage will receive a second additional seat, and a second additional seat will be assigned to other units entitled to two or more additional seats in descending order of their percentages. This process shall be continued until either all additional seats allocated to the pool have been assigned or until all units in the pool entitled to additional seats have been assigned all of the seats to which their percentages of allocated votes entitle them. If, after all units in a Pool have been assigned the additional seats to which they are entitled by virtue of their percentages, there remain seats allocated to a Pool which have not been assigned, those remaining seats shall be assigned to the units in the Pool in the order in which the units came closest to being awarded another seat as a result of the allocated votes.

Board of Directors
The Board of Directors serves as the administrative and executive committee of Council. Between Council business meetings, the Board of Directors has the authority to take actions necessary for the conduct of APA affairs. If an emergency is declared by a majority of the Board of Directors, the Board is empowered to take action as though the action was taken by Council. The Board must report such action to Council at its next meeting.

The Board of Directors consists of the APA officers—president, president-elect, past president, recording secretary, treasurer, and chief staff officer (without vote)—six members at large elected by and from the general APA membership, the chair and chair-elect of the Council Leadership Team and a public member. The Chair of APAGS is a member of the Board of Directors.

Board Members for Council’s 2020 Legislative Year can be found at: http://www.apa.org/about/governance/board/index.aspx

Council Leadership Team
The purpose of the Council Leadership Team (CLT) is to a) manage a procedure to select and oversee Council’s strategic issue discussions; b) prioritize and determine appropriate disposition of new items coming through the triage system; c) assist the President in determining the priorities for Council and the order of business for meetings of Council; d) initiate and oversee the work of boards and committees reporting directly to Council; e) provide a recommendation to Council on all motions brought before Council for its consideration; f) regularly review the structure and function of Council (including orientation of new members) and handle complaints about Council functions and operations; and g) lead Council in reviewing and approving the strategic plan and ensure that APA policies are aligned with APA’s mission and strategic plan.

The CLT consists of eleven members, all of whom are present or former members of Council.

Legislative Year Meetings Schedule
There are two business meetings of Council each year: a mid-winter meeting and a meeting held at the time and place of the APA annual convention.

A special meeting of Council for a specific purpose may be called by the Board of Directors or by Council itself. If at least 15 percent of the members of Council prepare a written request for a special meeting, a mail poll of Council is taken. A special meeting is held if a majority of those voting (must constitute at least 40 percent of the membership of Council) agree to the request.

Council’s 2020–2021 Legislative Year Meeting Schedule

2020
February 28-March 1
Capital Hilton Hotel, Washington DC

August 5-6
Marriott Marquis, Washington, DC

2021
February 26-28
Capital Hilton Hotel, Washington DC

August 11-12
San Diego, CA (hotel location to be provided)

Term and Conditions of Membership/Conflict of Interest
Council representatives assume office on January 1 following the election in the summer of the previous year. Council members attend their first Council meeting of their official term at Council’s winter business meeting.

Representatives from a division or state/provincial/territorial association are elected for a term of 3 consecutive years and may serve for not more than two consecutive terms. A Council member who has served for 6 consecutive years is not eligible for election or appointment for a period of 1 year from any division or state/provincial/territorial association.

A term of office can be terminated if the division or state/provincial/territorial association is allocated fewer seats as the result of the apportionment ballot. A Council member who has been elected to the Board of Directors continues to be a member of Council until the expiration of his or her term as a member of the Board of Directors.

Council’s policy on duality and conflict of interest is as follows:

1. All members of the Council and all officers shall exercise the utmost good faith in all transactions touching upon their duties to the institution and its property. In their dealings with and on behalf of the institution, they shall be held to a strict rule of honest and fair dealing between themselves and the institution. They shall not use their position, or knowledge gained therefrom, so that a conflict might arise between the interests of the institution and that of the individual.

2. All acts of such persons shall be for the best interest of the institution.

3. Any duality of interest or possible conflict of interest on the part of any Council members should be disclosed to the APA Recording Secretary and made a matter of record when the interest becomes a matter of action by Council, by a committee of Council, or by an
operating board of the Association to which the Council member belongs. An alternate representative shall be a member of the voting unit who is also a member of APA and shall not be a member who has served as a Council representative for the 6 consecutive years prior to the year in which they serve as an alternate.

Reimbursement Policy
As part of the ongoing efforts to reduce expenses, APA requires governance members to take advantage of the lowest possible airfares when traveling to APA meetings and encourages members to use APA’s travel agency, ATC, to make transportation arrangements. Expense reimbursement forms are available at the Council meeting or may be requested from the Governance Office.

APA will cover the following expenses for Council members attending any official meeting of Council:
- Cost of round-trip airfare, train fare, or mileage and parking if travelling by car
- Transportation to and from airports; local transportation
- Room charges required for members’ attendance at the Council session or at additional Council-related meetings
- Meals not already covered by APA
- Baggage fees
- Daily usage fee for the fitness center
- Daily usage fee for internet access in sleeping rooms
- Tips (e.g. maid, bellman)

Reimbursement for mileage when travelling by car will not exceed the total cost of round-trip airfare. This policy shall be consistent with APA Travel Guidelines for Members and any revisions to those Guidelines.

You are strongly encouraged to book your air

Council members are asked to step up to the microphone and identify themselves and their affiliation when addressing Council. Council members are asked to make their comments brief and relevant. Members should be aware that when the President notices that all speakers are speaking to the same side of an issue, he/she will ask to hear from members who wish to speak to the opposing issue.

Council members are requested to refrain from congregating and talking in the meeting room when Council is in session. They are requested to step out of the meeting room instead.
Tips for Speaking on the Floor of Council

- Public speaking can provoke anxiety; do not let your anxiety prevent you from finding your voice on Council floor.

- Adjust the microphone so it is at the right height for you; you may need to lift it off the stand, depending on your height.

- Each time you go to the microphone, state your name and the division, state, province, or territory that you represent; if you represent a division, say the number and the title of the division; avoid abbreviations.

- Before you go to the microphone, make some bulleted notes about the major issues you wish to address; organize your thinking so that others will be able to follow your logic and rationale; prepare what you plan to say in advance so that you do not free associate.

- Do your homework; for example, reread the agenda item to see if your question is answered in the text or attachments, talk to the movers of the motion to see if they can answer your question in advance, and/or listen to those who have spoken before you to ensure your contributions will be unique and not repetitious.

- Avoid the need to wordsmith at the microphone; work with others in advance for a consensus on the wording; if wordsmithing starts so occur while you are at the microphone, offer to step away from the microphone and work with others to develop the best wording possible before returning to the microphone to offer the wording as an amendment or friendly amendment.

- If you plan to propose different wording for the motion, prepare the wording in writing and provide it to Amber Roopan so that when you go to the microphone the wording can be immediately projected on the screen.

- If you are proposing a friendly amendment, check with the motion maker in advance to see if he/she views the amendment as friendly; this will save time at the microphone. Advance knowledge of the impending friendly amendment will allow the motion maker(s) time to reflect and won’t require that they think on their feet in response to your question.

- If you don’t know the proper parliamentary procedures for accomplishing what you wish, check with a member of the Board of Directors or a CLT member prior to going to the microphone; this will avoid needless discussion on the floor of Council as to the proper parliamentary strategy.

- Ask yourself if you are going to the microphone because you have something important to say about the item under discussion or for some personal reason.

Tips for Communicating With Your Constituency

- In February 2017, Council voted to delegate the authority for the following areas of fiduciary responsibility to the Board of Directors on a trial basis for an additional three-year period: Financial/budget matters; Hiring, evaluation and support for the Chief Executive Office; Assuring alignment of the budget with the APA strategic plan; Internally focused policy development.

- Council will receive regular reports from the Board on the delegated areas during the trial period and retains its responsibility as set forth in the Bylaws. In the interest of transparency, such reports to Council will also be made available to the entire membership.

- The Board approves the budget at its December meeting. Financial plans are made with the aim of insuring that only necessary expenses are incurred in carrying out policies and programs approved by Council and that those expenses are consistent with the need to maintain a reasonable standard of performance. With respect to income, financial plans are to maximize income from all sources other than dues and support programs consistent with the basic objectives and professional standards of the APA. Membership dues are used essentially as a means for compensating for the difference between income and expenses resulting from Association programs. It is an annual goal each year to produce a net income in excess of expenses for the Association’s operations as a whole in order to provide a basis for orderly expansion of operations and services in successive years and to provide a margin of safety against contingencies.

- To achieve these goals, the chief staff officer is responsible for developing the Association’s annual budgets submitted to the Board of Directors. These budgets are reviewed, modified, and approved first by the Finance Committee, then approved by the Board.
New Business

Council representatives may propose new legislation through the new business mechanism. Forms for the introduction of new business are provided to Council members upon request prior to Council meetings and are available at the meeting. (A sample form is included as Appendix B.) Members should consult with a staff person or a member of CLT for assistance with submitting a new business item.

At the discretion of Council, in consultation with the Parliamentarian, the presiding officer has the authority to decide whether a newly introduced resolution involves new business or can be considered in relation to old business. New business items are referred to appropriate boards or committees for review and recommendation to Council.

General Procedures

Following each Council meeting, new business items are provided to the Agenda Planning Group for referral to appropriate boards and committees. The Agenda Planning Group, which is chaired by the APA President and is composed of the chairs of the major APA boards and committees, determines which boards and committees will review and make recommendations on which new business items. New business addressed to documents revised on a periodic basis is referred to the revising body and is not carried as new business. Referral of new business is initially only within APA. Referees may, as appropriate, consult with outside groups.

New business shall be reviewed by the lead board or committee in a timely way that allows other referral groups to review it within 1 year of its submission. New business that has not been brought back to Council for action within 18 months of its submission shall be included in the Council agenda at the third Council meeting subsequent to its submission under a section titled, “Business Pending.” Council will be provided the opportunity to discuss the matter and act on the item if it so chooses by voting to suspend Association Rule 30-1.4. Action may include approval, rejection, referral, postponement, or withdrawal.

Council is informed about the status of all new business introduced and in progress in connection with each Council meeting.

Any member or previous member of Council who originated a new business item may request withdrawal of that item at any time before it is voted on. Withdrawal will be presented to Council in a consent agenda. The consent agenda is comprised of items that are considered noncontroversial. Any Council member may remove an item from the consent agenda. Any items on the consent agenda, once approved by Council, are not discussed on the Council floor.

Parliamentarian

The President appoints the APA Parliamentarian, who may serve at the pleasure of succeeding Presidents.

Parliamentary Authority

Council has adopted Ray E. Keesey’s Modern Parliamentary Procedure as its parliamentary authority. Keesey’s is now published by APA and copies are provided to Council members upon request. Copies are also available through the APA Order Department (800-374-2721). These parliamentary procedures govern the Association in all cases to which they are applicable and in which they are not inconsistent with the APA Bylaws, the Certificate of Incorporation, and any special rules of order Council adopts. Keesey is compatible with accepted parliamentary principles and is designed to facilitate members’ participation in an orderly democratic manner.

Motions

Keesey uses three kinds of motions: (a) seven ordinary motions in ranked order of precedence (to adjourn, to recess, to close debate, to limit—or the limits of—debate, to postpone, to refer, and to amend); (b) a main motion; and (c) six special motions that have no rank ordering among themselves (to appeal, to reconsider, to rescind, to suspend, to withdraw, and point of order). Procedures for meetings, an overview of Keesey’s Modern Parliamentary Procedure, and a summary table of motions are included as Appendix C.

Main motions. A main motion states simply the proposed action, idea, or resolution upon which Council votes. A main motion is said to carry if the vote is in favor and to fail if the vote is opposed.

Recommendations. A recommendation to Council is a considered suggestion, a guide as to what the group making the recommendation concludes is the best course of action to be taken with regard to the main motion, e.g., reject it, adopt it, amend it, consider a substitute, and the like. The recommendation may be thought of as the recommending group’s figuratively “speaking to” the main motion, just as Council members rise to speak to the main motion on the floor of Council.

The recommendation has no formal standing on the floor of Council. Only motions may be moved. “To reject” or “to adopt” are considered neither primary nor secondary motions in parliamentary parlance. Nor may a recommendation “to adopt” or “to reject” be used as an amendment or substitute motion.

Amendments and substitute motions. Amendments or substitute motions may be presented for consideration while debating the main motion. In order to warrant consideration, proposed amendments or substitute motions should be germane to the issue. They should not be used to change an affirmative main motion into a negative proposal not to take that action. This is another reason why a recommendation cannot be moved. If the recommendation is to reject a main motion, moving the recommendation would result in changing the affirmative statement into a negative one.

They also should not contradict the intent of the main motion. If the presiding officer is in doubt as to whether or not to accept a proposed amendment or substitute motion for consideration, he or she will ask Council whether or not there is any objection to doing so.

If the recommendation proposes an amendment or substitute motion from a standing board or committee, the CLT, or the Board of Directors, those proposed amendments or substitute motions are in order first, and if they fail, amendments or substitute motions by Council members are in order.

An amendment usually consists of proposed language changes or additions. Amendments are voted up or down prior to consideration of the original main motion. If the amendment is adopted, the amended original main motion is then on the floor for consideration. It is debated in the usual manner and it may be amended further before a final vote is taken. If the proposed amendment is rejected, the original
Quorum
A majority of members of Council constitutes a quorum. Unless otherwise specified in the APA Bylaws, decisions are made by a majority of those Council representatives voting.

Executive Session
Executive sessions are scheduled in advance when necessary (e.g., CEO evaluation discussion). In the course of business, Council may elect to go into executive session, which would require a majority vote of Council. The President determines who may attend the session.

Association Rules
The Association Rules may be amended only by majority vote of Council.

APA Bylaws
By majority vote, Council may forward to the membership proposed amendments to the APA Bylaws. It takes a two-thirds affirmative vote of the membership to amend the bylaws. Council also determines whether or not a pro and con statement will accompany a bylaws mailing. Pro and con statements will accompany amendments unless two thirds of the representatives present and voting consider the statements to be unnecessary.

Coalitions and Caucuses of Council
Coalitions/caucuses of members of Council represent groups of Council members with common interests. Some Council members affiliate with one or more coalitions/caucuses; others affiliate with none. New members are encouraged to plan to arrive in time to attend the caucus meetings. The caucuses include the Association of Practicing Psychologists; the Caucus of State/Provincial/Territorial Representatives; the Caucus for the Optimal Utilization of New Talent; the Child Adolescent, and Family Caucus; the Coalition for Academic, Scientific, and Applied-Research Psychology; the Combined Caucus; the Education and Training Caucus; the Ethnic Minority Issues in Psychology Caucus; the General Applied Psychologists/Psychology; the Health Care/Health Science Caucus; the Public Interest Caucus; the Rural Health Interest Group and Caucus, and the Women’s Caucus.

A summary of the mission statements of most of the caucuses and coalitions and a caucus matrix are provided in Appendix D. Council members may obtain additional information on the coalitions/caucuses of Council from the chairs of these groups. A roster of the chairs of caucuses will be provided at the February orientation.
Elections

Boards and Committees
Council elects members of standing boards and committees and members of continuing committees reporting directly to the Board of Directors and Council. Nominations are solicited early in the year. The Board of Directors prepares the final election ballot, which is mailed to Council members in October. The board and committee nominations and elections schedule is provided in the February orientation or, you can contact the Elections Office at any time. For detailed information on boards and committees see that APA website at http://www.apa.org/about/governance/bdcmte/index.aspx.

Board of Directors
Three new members of the Board of Directors are elected each year. This includes two members-at-large and the President-elect which are nominated by and from the general membership.

The Needs Assessment, Sleating and Campaigns Committee (NASCC) is responsible for conducting an annual needs assessment and developing the slates for the member-at-large seats on the Board. NASCC also develops the slate for the public member of the Board to be appointed by the Board.

NASCC is composed of a total of seven members, three appointed by the APA president, president-elect and past president and four appointed by the Board for the Advancement of Psychology in the Public Interest, Board of Educational Affairs, Board of Professional Affairs and Board of Scientific Affairs.

Recording Secretary, Treasurer, and Chief Staff Officer
The Recording Secretary and Treasurer are elected by members of the previous year’s Council. The Recording Secretary and Treasurer serve a term of 3 years; a ballot for these officers is mailed only in the appropriate years. The Board of Directors presents a member of APA to the current Council for confirmation as the Chief Staff Officer. Confirmation is by a two-thirds approval vote of those Council members voting. The term of office may not exceed 5 years, but he or she may be reconfirmed. Council receives a ballot for this office only as appropriate.

Council Leadership Team
The Chair-elect, members-at-large and Early Career Representative of the CLT are elected by the current Council and must have served at least one year on Council in order to be nominated. They cannot serve two consecutive three-year terms and are limited to two lifetime terms. The APA President, APA President-elect, APA Treasurer and the APAGS Chair-elect also serve on the CLT. The Chief Executive Officer serves on the CLT without vote.

A summary of the Hare System of Counting is provided in Appendix E.

Governance Office

Governance Office
This office manages the flow of information among APA staff, Board of Directors, and Council of Representatives; serves as staff liaison to the Committee on the Structure and Function of Council; and prepares and disseminates agendas for the Board of Directors and Council of Representatives meetings. Staff writes the minutes of the Board of Directors and Council meetings and prepares the annual proceedings of the Association for the Recording Secretary’s approval. Staff also is responsible for revising the APA Bylaws and Association Rules.

Governance office staff plan and implement consolidated meetings of boards and committees, compile the cross-cutting agenda books for those meetings, provide support to the Agenda Planning Group and the Coordinating Group on Governance Issues, provide support and training for staff liaisons and staff of ad hoc working groups and task forces. Governance oversees the president’s Web site (http://www.apa.org/about/president); president-side citations; and the APA Award for Outstanding Lifetime Contributions to Psychology.

Election Office
This office is responsible for conducting APA’s major elections. The elections include the President-Elect nominations and elections, the Board of Directors nominations and elections, and board and committee nominations and elections. In addition, the office handles the Apportionment ballot, bylaws amendments, APAGS, TOPSS, and PT@CC officers elections, and the elections of division officers and Council representatives for divisions and state and provincial/territorial associations. The office also provides staff support to the Election Committee and the Board of Directors Subcommittee on Nominations.

You are encouraged to contact any of the Governance Office staff (listed on the next page) with any questions, comments, or concerns.

Change of Address
Council members are asked to notify Amber Roopan in the Governance Office of any changes in their mailing address, e-mail address, or phone number as soon as possible so there is no interruption of mailings of Council-related materials.

Maureen O’Brien
Deputy Executive Director, Governance Office
(202) 336-6077; mobrien@apa.org

Amber Roopan
Senior Governance Advisor, Governance Office
(202) 336-5557; aroopan@apa.org

Jo Anne Murphy
Director, Governance Operations
(202) 336-6094; jmurphy@apa.org

Garnett Coad
Director, Election Office
(202) 336-6087; gcoad@apa.org

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Appendix A

Tips For Communicating With Your Constituency

Important Principles
Identify your audience: Depending on your constituency, you may be communicating with your own particular division or SPTA or you may be cutting across constituencies. Your target audience also may vary in terms of professional development, political sophistication, and/or level of involvement within the organization.

Engage your audience: Not all our colleagues know or yet share our passion about APA governance and Council activities. You can increase your audience’s involvement by actions such as polling your constituency ahead of COR meetings.

Types of contact: Your contact may be direct or indirect. For example, depending on the issue, it may be useful to make presentations at SPTA and divisional meetings, among subsets in small group meetings, to make phone calls or develop phone trees of persons to be contacted.

Use APA resources: Make use of APA resources, such as databases, reports, press releases, advocacy alerts, and COR summaries, provided by the Public and Member Communications organs within APA. Learn about what other divisions and SPTAs are doing to effectively communicate with their constituencies.

Nature of Content of Communications
Provide a rationale and context: As the person who bridges between APA and your constituency, you are familiar with both. Particularly with regard to controversial Council actions, if you offer both a rationale and the context, your constituency will feel informed about the organization, your role within it, and the particular action taken.

Clear and concise communications: The effectiveness of your communications will be enhanced by being brief. People are more likely to read communications that use such methods as executive summary formats and bullet points.

Personalize communication: Your constituents will feel more interested and engaged if they understand your perspective with regard to issues or decisions. The style of your communication can also enhance the personal element in the communication.

Targeted marketing: Your communication needs to fit the particular audience you are trying to reach. What and how you communicate may vary depending on whether you are writing for the general membership of your constituency or its executive committee or board. Keep in mind the multiple levels that can be part of your target audience.

Communicate with your constituency about APA activities: As a Council member you are a liaison between APA and your constituency; communication can go in both directions. Your constituency is more likely to pay attention and see you as helpful if you communicate about various aspects of APA, rather than only supplying reports of Council actions.

Communication Strategies and Techniques
Timing of communications: Most likely times of communication will be before and after COR meetings, before a general membership vote, or with regard to a critical event.

Use multiple modalities: Depending on the group with whom you are communicating, you may wish to employ written text, Web site, podcast, or video broadcasting. For many constituents, it is useful to offer multiple modalities simultaneously and to have several reiterations of the communication.

Use 20th century formats: Sometimes the “old methods” can be the most powerful. Phone calls, phone trees, and handwritten notes, while time consuming, are the most direct way of reaching your constituency—and hearing back from them as well. These strategies can provide a personal touch.

Use 21st century formats and technologies: Make use of newer technologies, such as text messaging, blogging, discussion forums, and e-mail blasts. More senior Council members who are less familiar with these formats and technologies will receive much support and encouragement from your colleagues on Council in developing the necessary skills to utilize them.
2020 COUNCIL OF REPRESENTATIVES HANDBOOK

Appendix B

Part I

Procedures for Meetings

By Rachel T. Hare-Mustin, PhD and updated by Gerald P. Koecher, PhD

What Is Parliamentary Procedure?
Parliamentary procedure is a set of rules that a group uses to make decisions in an orderly and fair way. Our adopted parliamentary authority is Keesey’s Modern Parliamentary Procedure, as updated in 2020.

What Is the Precedence of Rules for the Council?
A general hierarchy of rules guides us: First, are various federal, state, and local laws; next is the Association’s Corporate Charter; then the APA Bylaws; then the formally adopted Rules of Order, which sometimes appears in the Bylaws and APA Association Rules; and the rules of order in Keesey.

Why Not Informal, Open Discussion?
First, informal, open discussion is usually not democratic. Members who are more vocal will dominate the discussion. The Chair may also dominate by (however, gently) moving the group in the directions the Chair thinks best. The Chair must guard against the mistaken belief that informal discussion is a more democratic way to conduct business because it seems friendlier, rather than an unequal way.

Second, decision making is often by impatience or exhaustion. Often in informal discussion, there will be frequent interruptions of speakers, frequent changes of subject, repetition of ideas, unrelated comments, and loss of focus on key points. Members become impatient and eager for closure from poor-quality debate.

The Chair must guard against the mistaken belief that informal discussion is a more democratic way to conduct business because it seems friendlier, rather than an unequal way.

What Are the Steps in Handling a Motion?
1. The Motion is made.
2. The Chair states the motion.
3. Discussion: The Chair asks for discussion. The member making the motion speaks first, then others. The Chair may seek to structure the debate fairly by alternating between proponents and opponents of the motion or by asking speakers to limit their time at the microphone.

4. End Debate: If no one is at the microphone waiting to speak, the Chair asks if there is further discussion and (if none) move to a vote. Members may also seek to end debate or extend debate. Such motions are not debatable and require a 2/3rds vote.

5. Vote: The Chair then restates the motion and takes the vote, asking first for those in favor, then those opposed. The Chair does not ask for abstentions, but if a member wishes to have an abstention recorded for personal reasons, he or she may request it.

6. Result: The Chair announces the result of the vote. The Chair again states the motion as having been either passed or lost.

7. Restating the motion: Note that the Chair (1) states the motion before discussion, (2) states the motion before the vote, and (3) states the motion after the vote. Members should not be unsure about what business is before them.

Is There Always a Formal Vote?
No. When a Chair senses agreement on a motion, the use of general consensus is an expedient and desirable way to proceed. Following discussion, the Chair will state the motion and then say, “If there is no objection, we will...” Members, of course, must be ready to prevent abuse of this procedure by saying, “I object,” if they do so. The Chair must allow time for such an objection to be heard. A single objection forces a vote.

Voting is often seen as less desirable than consensus as a means to decide questions. One argument against voting is that it causes polarization within a group. An atmosphere of winning and losing limits cooperation within a group and discourages individuals from feeling personal responsibility for decisions.

Some organizations require formal votes only on fiscal matters and on elections.

Is a Unanimous Vote the Same as Consensus?
No. A unanimous vote means that all members present and eligible to vote did so, and all voted the same way. To say a member did not object, thus “standing aside” to allow the group to achieve consensus, is different from saying that he or she voted.

The term “by unanimous vote” should not be used carelessly. It may be hard for members to protest this misuse openly. The practice of declaring a large majority vote unanimous because it would look better on the record is never acceptable. Similarly, declaring a member who has been elected by a secret ballot “elected by unanimous vote” is not an acceptable practice.

Sources


Appendix B
Part II
An Overview of Keesey’s Parliamentary Procedure
By Rachel T. Hare-Mustin, PhD, & Wilbert J. McKeachie, PhD

Simplifications (as compared with Robert’s Rules of Order)
1. You don’t need to second a motion.
2. You don’t move to “table” a motion. You move to postpone.
3. You don’t need to move to close nominations.

Motions That You Can Make
1. A main motion, e.g., to pass the budget, create a committee, etc.
2. An amendment to a motion or a substitute (which is a kind of amendment) for the main motion:
   You can do this only if an amendment or substitute motion has not already been offered and is being debated. Only one at a time. If you think you have a better amendment, simply state during the debate on a main motion when you feel that some other business is more urgent or that Council needs time to recess, caucus, or get additional information before voting.
3. A motion to refer to a board, committee, or task force
4. A motion to postpone to a later time or date:
   You can introduce this at any point in debate on a main motion when you feel that some other business is more urgent or that Council needs time to recess, caucus, or get additional information before voting.
5. A motion to close debate or limit debate to those waiting to speak or to a limited time:
   You must go to the microphone to do so, and be recognized by the President, not sit in place and shout, “Call the question.” You can do this whenever you feel everyone has had enough time to make their arguments, and further debate is not needed. You cannot close debate at the end of your own remarks. It takes a two-thirds vote to pass and is not debatable.

6. A motion to recess or adjourn—neither is debatable:
   The motion to Adjourn is not customarily used at Council.

Special Motions You Can Make
To Withdraw
This motion may be made by any member of Council who feels that a motion should not be brought to a vote. Our rules eliminate “tabling” as a tactic for getting rid of a motion without voting on it, but they do leave “withdraw” as a method of avoiding a vote that might be embarrassing. The motion takes a majority and is not debatable.

Point of Order
You “rise to a point of order” when there has been some mistake in the proceedings or you have a question about the proceedings. This is not a motion but a way to call attention to some problem. The President will rule on the point. You can even interrupt a speaker if it is urgent.

To Appeal
You appeal when you disagree with a ruling by the President. You must do this immediately after the ruling. This is no more earth shattering than differing with a member in debate. The appeal will be debated and voted on by Council. A majority is needed to sustain the President’s ruling.

To Suspend the Rules
This is to permit Council to change an agenda that has been adopted or change any other rule that stands in the way of needed action. It takes a two-thirds vote and is not debatable. (You cannot use it to act contrary to the APA Bylaws or alter voting methods.)

To Reconsider
This is to permit debate and a revote on something previously voted for at the same meeting.

To Rescind
This is to nullify a decision or action taken at a previous meeting. You can’t do this if an irreversible action has been taken.

Remember: Parliamentary procedures are intended to help us get our work done in a fair way, not impede us. If you are not sure how to achieve your purpose, ask the President. The President will consult with the Parliamentarian.
**SUMMARY TABLE OF MOTIONS**

<table>
<thead>
<tr>
<th>Motion</th>
<th>Is the Motion Debatable?</th>
<th>Is the Motion Amendable?</th>
<th>What Vote Is Required?</th>
<th>What May Be Applied to It?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary Motions a</td>
<td>(presented in rank order)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. To Adjourn</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>To Withdraw</td>
</tr>
<tr>
<td>2. To Recess</td>
<td>No</td>
<td>Yes**</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motion 7</td>
</tr>
<tr>
<td>3. To Close Debate</td>
<td>No</td>
<td>No</td>
<td>Two Thirds</td>
<td>To Withdraw</td>
</tr>
<tr>
<td>4. To Limit (Extend the Limits of) Debate</td>
<td>No</td>
<td>Yes**</td>
<td>Two Thirds</td>
<td>To Withdraw and Ordinary Motion 7</td>
</tr>
<tr>
<td>5. To Postpone</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motions 3, 4, and 7</td>
</tr>
<tr>
<td>6. To Refer</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motions 3, 4, and 7</td>
</tr>
<tr>
<td>7. To Amend</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motions 3 and 4</td>
</tr>
<tr>
<td>Main Motion a</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>To Withdraw, To Reconsider, To Rescind (lowest rank), and Ordinary Motions 3, 4, 5, 6, and 7</td>
</tr>
<tr>
<td>Special Motions (these have no rank among themselves)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. To Appeal**</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motions 3 and 4</td>
</tr>
<tr>
<td>B. To Withdraw</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motions 3 and 4</td>
</tr>
<tr>
<td>C. To Suspend the Rules</td>
<td>No</td>
<td>No</td>
<td>Two Thirds</td>
<td>To Withdraw</td>
</tr>
<tr>
<td>D. To Reconsider**</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motions 3 and 4</td>
</tr>
<tr>
<td>F. To Rescind**</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>To Withdraw and Ordinary Motions 3, 4, 5, 6, and 7</td>
</tr>
</tbody>
</table>

* When ordinary motions are made with no main motion on the floor, they are treated like other main motions. They are debatable, amendable, and their consideration may be referred, postponed, etc. This applies to the special motions To Appeal, To Reconsider, and To Rescind within limitations.

** May be amended regarding time limitations only.

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**Appendix C**

**Summary of Mission Statements of American Psychological Association Caucuses and Coalitions**

**Association of Practicing Psychologists (APP)**
The Association of Practicing Psychologists is an organization whose purpose is to further the agenda of practitioners in APA governance and to help elect people to APA offices who can advance that agenda. To be a member, one must be a licensed psychologist and be involved in APA governance or state association governance. The yearly dues are $30. The Association has an elected board and welcomes input from its members.

**Caucus of State/Provincial/Territorial Representatives**
This caucus serves to identify and promote the interests of the state, provincial, and territorial psychological affiliates (SPTPAs) in APA. Caucus meetings are usually spent reviewing the Council agenda in terms of its impact on SPTPAs as well as identifying items of concern to SPTPAs which might be developed for action on the Council floor. Membership is composed of Council representatives representing state, provincial, or territorial associations. Dues are $35 per representative generally billed to and paid by the SPTPA.

**Coalition for the Optimal Utilization of New Talent (COUNT)**
COUNT’s mission as a caucus of Council is to advance the talents of elected representatives of the APA Council within the governance structure of the American Psychological Association by: (1) providing a forum for newly elected representatives to the APA Council of Representatives in order to increase their individual and combined effectiveness on Council, (2) promoting the initiatives of newly elected members of the Council of Representatives, (3) creating new mechanisms for increasing each Council member’s active involvement in each phase of the governance process, (4) promoting the election of new and diverse people to Council and to APA boards and committees, and (5) promoting diversity among new leaders in all areas and aspects of APA governance.

**Child, Adolescent and Family Caucus**
The purpose of the caucus shall be to advance the interests of children, adolescents and families through the advocacy of elected representatives of the APA Council and the members of boards and committees of the governance structure of the American Psychological Association by: (1) providing a forum for Caucus members to increase their individual and combined effectiveness on Council, (2) promoting the initiatives of members of the Caucus, and (3) promoting the election of new and diverse people to Council and to APA boards and committees who champion the interests of children, adolescents and families. There are no dues required for membership in the Child and Adolescent and Family Caucus.

**Coalition for Academic, Scientific, and Applied-Research Psychology (CASAP)**
The purposes of the coalition are to further the interests of scientific psychology, as it is practiced in both academic and applied settings, by: (1) serving as a forum for discussion of issues coming before the APA Council of Representatives that bear on science, (2) formulating positions on issues consistent with the interests of science, (3) assisting in recruiting and electing individuals to positions in APA Governance who will advocate on behalf of scientific psychology, and (4) being a proactive force to advance the aims of scientific and evidence-based psychology by identi-
fying programmatic and legislative needs that could be initiated by council representatives. Dues are $25 per Council member per year.

**Education and Training Caucus**
The purpose of the Education and Training Caucus is to consider broadly issues pertinent to the application of psychology to education and psychology education and training at all levels including K-12, community college, undergraduate, graduate, internship, and postdoctoral training. Current topic areas include the supply—demand imbalance between internships and graduate programs, Committee on Accreditation structure and function, options for the postdoctoral year needed for state licensure, and the development of psychology curricula for public schools. In addition, the Education and Training Caucus will consider APA Council of Representatives agenda items related to education and training and may endorse candidates for various APA offices, boards, and committees that have education-related agendas.

**Ethnic Minority Issues in Psychology Caucus**
The Ethnic Minority Issues in Psychology Caucus of the Council of Representatives was formed in 1988 for the purpose of (1) advocating and promoting the welfare of ethnic minority populations in society, (2) advancing and representing the interests and welfare of ethnic minority psychologists in the Association, and (3) promoting the values of diversity and representation in the Association. Caucus membership is open to any individual with an interest in the ethnic minority community, including those whose interests stem from research, teaching, or provision of services. Fees for membership are $15 per individual or $25 for division or state association affiliation.

**Health Care/Health Science Caucus**
The mission of the Health Care/Health Science Caucus is to identify, advocate for, and promote the inclusion of issues surrounding health in the agenda of the American Psychological Association. Our caucus serves to bring together those individuals interested in the discussion of issues surrounding health care practice, the science of psychology in the health care arena in all its areas of study, and the integration of science and practice in health. All those interested in health care/health science matters are welcome; currently there are no dues to belong to our caucus.

**Public Interest Caucus**
This caucus focuses on the advancement of psychology in the public interest and as a means of promoting human welfare. It develops and reviews policy and legislative initiatives with relevance for underrepresented groups within the Association and society as a whole. It serves as a forum to support issues of social justice and public interest through psychological knowledge. All members of Council and liaisons are welcome to attend its meetings. Dues are $10 for individuals and $25 for divisions.

**Rural Health Interest Group and Caucus**
The goal of the Rural psychologists group is to improve communications and cooperation among the various individuals, committees, and groups concerned with the health of rural America. This group will bring together those interested in the discussion of issues affecting rural health care providers and consumers and for discussion of ways in which cooperation and communication among the groups concerned with these issues can be facilitated. Dues are $25 for founding members and $15 for members.

**Women’s Caucus**
The goals of the Women’s Caucus are to: monitor the Council agenda with particular attention to women’s issues; promote and advance women in APA leadership; develop women’s initiatives and move them into appropriate places within APA to be accomplished; monitor and promote fair, balanced employment practices within APA regarding women and minorities; generate Council legislation significant to women’s issues; and demonstrate, value, and respect the range, variety, and differences among women. Fees for membership are $25 per individual or $50 for divisions and state associations.
Appendix D

The Hare System of Preferential Balloting for Proportional Representation

The Hare System is intended to assure that each voter has maximal opportunity for his/her vote to be determinative in selecting an office holder. The manner in which this is accomplished will be apparent from a careful reading of the procedure presented below. The overall effect of the Hare System tends to be the selection of office holders that both broadly represent the largest group of votes and represent the largest number of constituencies.

Somewhat simplified, here is how the counting is conducted.

Suppose two individuals are to be elected and six candidates are on the slate. Voters are asked to rank order their choices. The ballot is counted for one of each voter’s choices—the first one it will help.

This is how it is done. Suppose 100 votes are cast. With two to be elected, the winner must receive over one third of the total votes cast (or 33). This is called the quota. The quota is fixed so that no votes will be used on any candidate beyond what he/she needs. The quota is determined by dividing the number of valid ballots by one more than the number of members to be elected (or 3), then add one to the result, disregarding any fraction. In this case, the quota would be 34. It is the smallest number of ballots that could not be received separately by more than the number to be elected. The quota may only be determined after the poll closes, because it in part depends on the number of votes cast.

The counting process begins by sorting ballots on the basis of the voters’ first choice. As soon as any candidate reaches the quota with first choice votes, he/she is declared elected. Once a candidate is declared elected, the ballots used in reaching his/her elective quota are no longer a factor in the election, that is, these ballots are not redistributed. Thus, each person’s ballot can help elect only one person. After that, it is discarded. However, remaining surplus ballots over the quota, with the first winner as the first choice (randomly determined by the chance order of ballot counting) are transferred to the various second choices. Every ballot transferred is given to the candidates marked on it as next choice among the candidates not yet elected. Continuing with the example above, if 41 out of 100 voters ranked the winner as their first choice, 34 of these ballots (the quota) would not be used any longer and 9 ballots not needed beyond the quota would be redistributed to each voter’s second choice.

At any stage (including the first stage, if necessary, if there was no winner in the first count), after all the surplus ballots have been transferred, all candidates with no ballots to their credit are declared defeated. Next, the candidate lowest on the poll is declared defeated, and his/her ballots are transferred to the candidate marked on it as next choice among the candidates not yet elected or defeated. After the defeated candidate’s ballots have been transferred, the candidate then lowest on the poll is declared defeated and his/her ballots are transferred in the same way. This process is continued until the necessary candidates have been elected.