
From: Pat McFarland [mailto:m_pat33@hotmail.com]
Sent: Thursday, November 06, 2008 4:00 PM
To: Lundeen, Robert; Perrin, Ryan (Global Planning Systems); luke.laliberte@techgrp.com; Krause, Dave; joe.tomassini@us.henkel.com; gabriel.alcazar@subzero.com; gustavo.ugarte@asu.edu
Subject: APICS travel policy draft revision

Hello All:

Attached is a draft revision of the Chapter's travel policy. The changes are intended to set a more constructive atmosphere for Chapter volunteers to work under.

Please review it and reply with your thoughts. We plan on voting to accept the changes at the next BOD meeting.

Pat McFarland
VP-Finance
602-703-4467

From: Krause, Dave [mailto:David.Krause2@Honeywell.com]
Sent: Thursday, November 06, 2008 4:46 PM
To: Pat McFarland; Lundeen, Robert; Perrin, Ryan (Global Planning Systems); luke.laliberte@techgrp.com; joe.tomassini@us.henkel.com; gabriel.alcazar@subzero.com; gustavo.ugarte@asu.edu; info@apicsphoenix.org
Subject: RE: APICS travel policy draft revision

To my fellow board members after next Friday please do not use my Honeywell Email as I will no longer be with the company. Will send update via my home Email as soon as I am settled.

From: info@apicsphoenix.org [mailto:info@apicsphoenix.org]
Sent: Friday, November 07, 2008 7:13 AM
To: 'Pat McFarland'
Cc: Krause, Dave; 'Pat McFarland'; Lundeen, Robert; Perrin, Ryan (Global Planning Systems); luke.laliberte@techgrp.com; joe.tomassini@us.henkel.com; gabriel.alcazar@subzero.com; gustavo.ugarte@asu.edu
Subject: RE: APICS travel policy draft revision

Pat,

I received Dave Krause's email, however I did not receive your original email relating to the Travel Policy. I do know that if execution of a Chapter policy depends on other organizations, groups, or individuals, the proponent or author of the policy change needs to obtain that approval/agreement from the other parties before presenting to the Board. Travel policy changes certainly affect and is affected by the ASO.

Is it possible to obtain a copy of the Travel Policy changes (including the suggested changes) so that I can review it prior to the next BOD meeting? Also, Directors are affected by this as well – could it be sent to the entire BOD for review rather than just the voting members? Thanks!

Joyce

From: Lundeen, Robert [mailto:Robert.Lundeen@Honeywell.com]
Sent: Friday, November 07, 2008 7:21 AM
To: info@apicsphoenix.org
Cc: Krause, Dave; Pat McFarland; Perrin, Ryan (Global Planning Systems); luke.laliberte@techgrp.com;

joe.tomassini@us.henkel.com; gabriel.alcazar@subzero.com; gustavo.ugarte@asu.edu; Pat McFarland

Subject: RE: APICS travel policy draft revision

Joyce,

The voting BOD members are the ones that control the budgeting and overall finances of the business. I expect them and Pat to understand the impact to the chapter. We will have a review of the document at the next meeting and proposal put forth to accept these as is. Modification will be made based on the input at the BOD meeting. The Vice President are the decision makers on this issue.

RL

From: info@apicsphoenix.org [mailto:info@apicsphoenix.org]

Sent: Friday, November 07, 2008 9:22 PM

To: president@apicsphoenix.org

Cc: execvp@apicsphoenix.org; membership@apicsphoenix.org; programs@apicsphoenix.org; 'VP of Marketing APICS Phoenix'; 'Luke Laliberte'; 'Pat McFarland'; administration@apicsphoenix.org

Subject: RE: APICS travel policy draft revision

Robert,

I understand that the “voting BOD members are the ones that control the budget and overall finances of the Chapter” per your email below. However, I also understand that those same voting BOD members – i.e. those VPs - have established a process for policy/procedure changes that **ensures a voice** for those that don't have a vote but impact or are impacted by a chapter policy/procedure.

(And, in case our newer VPs are not familiar with our procedure change/update process, you can find a copy either on the Chapter's private entry website or on the National APICS website at <http://www.apics.org/membership/volunteers/chaptermanagementmaterials.htm> as [Sample How to Develop Chapter Policies & Procedures](#) because our process is the standard to which all Chapters are encouraged to be held to. It's been in place for as long as I can remember, through many revisions, and was identified as “Best Practices” by APICS as far back as 1991.)

Our process to change a Chapter procedure is clear. See Section D5 (below), which also applies to revision/changes to a procedure. The execution of the Chapter Travel Policy clearly depends on any travelling BOD member and **especially** the ASO/ASSP who has responsibility for generating the reimbursements in accordance with Policy and for submitting these reimbursements for signature/approval. As has always been done by all prior BODS since at least 1991, shouldn't changes be made available for review/coordination/approval/agreement prior to the BOD meeting in light of the Chapter's policy/procedure on this?

Your email response to my request for a copy appears to be in conflict with the chapter's procedure on procedure changes – and Vice Presidents indeed decided through our approved procedures that non-voting BOD members would still have a voice in the process (before presentation of the proposed changes at a BOD meeting). Is there a reason non-voting BOD members aren't allowed to review the proposed changes being consider during this revision cycle – a first for our chapter management?

(As an aside, there are no upcoming Chapter BOD meetings set up on our Chapter Google Calendar. Is it possible to have the balance of the BOD year loaded so that we know the date/location of the upcoming BOD meetings? Thanks!!!!)

D. The policy/procedure development process:

(1) Proponent determines the need for a policy and/or procedure.

- (2) Proponent selects a policy/procedure number based on Attachment 2 and provides a tentative (working) policy/procedure title.
- (3) Proponent or author prepares the policy/procedure document and attachments.
- (4) Proponent obtains necessary coordination approvals.
- (5) If execution depends on other organizations, groups, or an individual, the proponent/author obtains that approval/agreement.**
- (6) The Proponent presents the new policy/procedure to the BOD at a scheduled meeting, answers questions/concerns raised, makes changes deemed appropriate, and publishes the final, approved version of the policy/procedure.
- (7) Proponent places the new policy/procedure in the master APICS Phoenix Chapter Policy and Procedure file by providing a copy of the final policy/procedure, electronically or on diskette/CD, to the VP-Administration.
- (8) The VP-Administration adds the new policy(s)/procedure(s) to the Index and to the record set maintained by the VP-Administration. The revised Index and the new policy(s)/procedure(s) is/are, also, provided, electronically, to the Chapter Website Administrator for inclusion on the Chapter Website, and, if appropriate,..... etc.

Thanks!
Joyce

From: Lundeen, Robert [mailto:Robert.Lundeen@Honeywell.com]
Sent: Sunday, November 09, 2008 9:41 AM
To: info@apicsphoenix.org; Pat McFarland
Cc: execvp@apicsphoenix.org; membership@apicsphoenix.org; programs@apicsphoenix.org; VP of Marketing APICS Phoenix; Luke Laliberte; administration@apicsphoenix.org; president@apicsphoenix.org
Subject: RE: APICS travel policy draft revision

Joyce,

We will follow the procedures, but it seems to me that the protocol that we must follow but makes it cumbersome to make changes to the organization. We are in very difficult times and airline/travel rules are changing daily. We need to ensure that our chapter is nimble enough to adjust to meet or volunteers needs and also align ourselves to the changing business environment. I appreciate you bringing this to our attention and Pat will take the appropriate action.

Pat,

Please go forward with the requested changes as outlined in our policies and procedures.

Regards,

Robert Lundeen CPIM
President Phx. Chapter
cbrwnsfan@msn.com
602-920-8863

From: joycemboucher@aol.com [mailto:joycemboucher@aol.com]

Sent: Friday, November 21, 2008 8:08 AM

To: finance@apicsphoenix.org

Cc: president@apicsphoenix.org; marketing@apicsphoenix.org; execvp@apicsphoenix.org; administration@apicsphoenix.org; education@apicsphoenix.org; membership@apicsphoenix.org; marketing@apicsphoenix.org; programs@apicsphoenix.org; usaret2@cox.net; president@topviewconsulting.com; joe.tomassini@us.henkel.com; david.krause2@honeywell.com; luke.laliberte@techgrp.com; gustavo.ugarte@asu.edu; ryan.perrin@honeywell.com; robert.lundeen@honeywell.com

Subject: Proposed Travel Policy Changes

Pat,

Thanks for sending the travel policy suggested revisions.

I am sending this to the BOD from my rarely-used home email address to make it clear that my feedback is not coming from the position of the ASO. (As ASO, it is my responsibility to follow the direction of the BOD, even if I don't agree with it. As ASO, you will have my full support on whatever decision is made by the BOD.) Rather, this feedback is coming from an APICS member who has travelled for the chapter in various positions, including: Chapter President, VP Education, Education Director, Instructor, ASO, and a District Representative.

I understand that this may be long-winded, however I certainly hope that voting members of the board take time to read through the end, and then reflect upon the impact of the changes that you are about to vote on.

In all the years I've travelled for the Chapter, I have never seen the Chapter take such a backwards step from sound fiscal responsibility and board management:

1) Our current travel policy is considered the model for all other APICS chapters because it already balances the needs of a volunteer organization with that of sound fiscal responsibility:

Found on APICS national at:

<http://www.apics.org/membership/volunteers/chaptermanagementmaterials.htm>

I would be embarrassed for the Chapter to submit this new travel policy as a replacement for what is already considered the best practice for volunteer travel in the APICS world.

2) Where in all the Strategic Planning objectives is revising the Travel Policy? We've postponed board meetings, had meetings after PDMS, expended hours of emails, etc. Imagine where the chapter would be if we spent this same effort on the TOP FIVE OBJECTIVES in our strategic plan!!! Or, even completing needs such as turning in newsletter articles, updating goals and objectives, or even identifying company coordinators and listing them in our google docs! Instead, our chapter management is spending time on completely revising what is considered the TOP travel policy in the APICS world for already balancing the needs of the travelling volunteer with the fiscal and volunteer needs of the chapter! (Hmm... isn't the elimination of wasteful and non-value activities part of our philosophy?)

3) The entire way in which travel policy changes have come to light is disturbing. Only VP's were sent proposed travel policy changes, and I only inadvertently saw a notice when I was copied on a follow-up

email. Pat, that doesn't sound like you – the entire BOD was always made aware of the proposed changes for policies that the BOD members impacted.

Then, after asking for a copy of the policy, I was informed by our President that only VP's were the decision-makers on this... basically, the response to my email was that I was not to receive a copy. I actually had to pull out our policy-on-policies and quote that yes, indeed, a copy should have been received, and that the directors should also receive notice of changes. Only then did I receive a copy of the policy (however other Directors impacting the policy did not).

It is disturbing to note that our BOD leadership has not taken the time to understand (nor possibly even read) the policies and procedures of this organization that are specifically within their scope of responsibilities.

It is also disturbing to note that the only comments I've seen back on the policy revisions are from the BOD members that were not provided a copy in the first place.

4) The travel policy changes were not made in the usual manner, which is to take the current revision, make tracked changes to the policy so that everyone could see the proposed changes. Instead, an entirely new document was created that did not follow our standard policy/procedure format.

For everyone's convenience, I've done just that with the attached. When you open the file, change the view to "Original Showing Marking" and you will see all the deletions/additions to the current travel policy. Wow.

5) After reading the initial policy, and including the follow-on revisions, it was clear why the proposed changes were not given to those with a background on how our best-practices travel policy came to light. Basically, here is what the revised travel policy would allow a BOD member to do and be in complete compliance with the updated travel policy. Let's use a BOD member (me) travelling to Santa Ana for a district meeting (like November's):

a) I'm going to book a business class plane ticket from Houston 7 days in advance, where I'll be on the Thursday night prior to my sister's house, and return that Sunday back to Phoenix. I'm going to use United because I have frequent flyer miles with that carrier. That ticket today would cost \$1,578. (Just for my protection, I'll quote out other carriers that have higher rates and make the fiscal decision to not use those carriers.) I'm going to turn in my Expense Report without any documentation as soon as I pay for the airfare on my credit card (just explain it) and receive payment for the ticket from the chapter. That is completely allowable with the new policy revisions because:

- The entire 4a1 and 4e1&2 sections on Air reimbursement and allowable expenses have been eliminated.
- The new policy allows me to use the carriers that I prefer because I have frequent flyer miles with the carrier.
- The new policy allows me to turn in Expense Reports without any documentation (just an explanation), even though that policy conflicts with the Chapter's Expense report policy/procedures.
- ***Instead of travelling on the lowest coach fare published by the Chapter President which uses 14 day in advance fares, and submitting the industry-standard documentation for travel, travelers can basically book whenever and what level they want, even being allowed to use their frequent flyer airlines that may be 8-10X higher in fare.***

b) Two days before I travel, I'm going to cancel my flight reservations and decide to drive to Phoenix, because my ex is unable to care for our kids that weekend (family emergency!). So, I'll just keep my business class ticket and instead use one of my travel awards to come back to Phoenix on my own dime. That is completely allowable with the new travel policy revisions because:

- The entire 4d2 section on cancelled airfares have been removed. I am no longer required to submit that ticket for potential Chapter use.
- The new policy allows for me to claim a family emergency whenever I need to and just provide that documentation that there was an emergency. (Of course, I will have the desperate email from my kids' father asking for me to take my kids on his weekend.)
- ***Instead of requiring the submission of the ticket and back to the chapter with full documentation and limiting the ability of the traveler to incur the expense without the travel, the new revised edition allows the traveler to explain away the expenses .***

b) When I get back to Phoenix, I'm going to drive to the regional and charge the chapter the entire POV mileage at the current IRS rate. That means instead of a \$225 roundtrip plane ticket, the chapter will reimburse me \$497 in POV expenses. Of course I'll ask a few BOD members in writing if they want to travel with me and the kids just for my documentation to show that I attempted to travel together. That is completely allowable with the new travel policy revisions because:

- The entire 4a3 section on POV reimbursement has been removed. I am no longer required to cap my POV expenses to the amount that would have been reimbursed by air travel because I can use whichever is "convenient for the individual."
- ***Instead of capping POV expenses, the expenses incurred are allowed to be at the sole discretion of the traveler.***

c) I'm going to now book my hotel reservations not at the hotel recommended by the district at the negotiated rate, but at a 3-star hotel in the area, booking a double room because my kids will be with me. So, instead of paying the \$125 a night rate negotiated by the district, I will choose to stay at the 3-star Residence Inn by Marriott for a \$259 room rate per night for the 2 nights and not the other 3-star hotels that are charging up to \$359/night for the same level room type just to show that I was being conscientious in my choice of hotels. That is completely allowable with the new travel policy revisions because:

- The entire 4b1-4 section on hotels has been removed. I am no longer required to book a room at the lowest room rate available, which would have been the rate offered by the region.
- The new policy allows for me to book a double room if my family is travelling with me (which actually conflicts with that same policy which states that the chapter will only reimburse for the volunteer's expenses).
- ***Instead of capping hotel expenses to what is offered by the region at the approved hotel, expenses incurred are allowed to be at the sole discretion of the traveler, as long as it's not "upscale" lodging.***

d) While there, I'm going to book a rental car because my kids need to use my car (YES, TREVOR IS NOW A LICENSED DRIVER!!) or I'll show that my car broke down and Trevor will put it in the shop for a minor repair. When I return the rental car (luxury of course), I won't fill it with gas, but I will make sure to occasionally drive another BOD member once I get to the district meeting. That should cost \$358 through Hertz (based on the quoted rate). Of course, I will be able to show other carriers that charged an even higher rate. That rental car expense is completely allowable with the new travel policy revisions because:

- The entire 4a2 section on rental cars has been removed. All restrictions regarding rental cars have been removed, and I am no longer required to obtain approval for a rental car prior to travelling, and there is no cap.
- I don't need to use a shuttle because there are none available from the hotel that I've chosen to stay at that was fully authorized by the new revisions to the policy.
- ***Instead of capping rental car expenses for the travelers, expenses incurred are allowed to be at the sole discretion of the travelers, which could all rent rental cars at the next region meeting.***

e) Of course, I'll request the \$50 stipend that is allowed by both versions.

So, here is a comparison of what is FULLY AUTHORIZED by the current and the proposed travel policies:

	Current Policy	Proposed Policy
Airfare	\$ 225.00	\$ 1,578.00
Hotel	\$ 250.00	\$ 518.00
POV	\$ -	\$ 497.25
Rental Car	\$ -	\$ 358.00
Parking	\$ -	\$ -
Stipend	\$ 50.00	\$ 50.00
Total	\$ 525.00	\$ 3,001.25

Of course, it's all within the Chapter's Travel budget too, so payment would not be an issue at all. (However, for anyone else travelling and submitted expenses afterwards, good luck!). So, the updated chapter policy has essentially authorized \$3001 instead of the \$525 which would have covered all my travel expenses.

HMMMM... Does anyone see why the new travel policy is upsetting for anyone thinking of the fiscal responsibility for the chapter?

Of course, the policy does try to guarantee that this does not happen with its statement "Volunteers should consider the financial allocation for the trip when travelling." I did in the above examples. But I also did exactly what the new travel policy changes allowed me to do.

The entire section on common sense makes no sense at all in a policy. What is common sense to one person is not common sense to another. In the past:

- A Chapter president submitted expenses to our BOD for reimbursement and submitted those same expenses to the Region for reimbursement – was that common sense?
- A Chapter president asked for POV reimbursement for not only the BOD member driving, but for the BOD member(s) travelling in the same vehicle – was that common sense?
- A brand new BOD member joined the BOD and was invited to a district meeting, came late and left early (but stayed in the hotel for 3 days) and was never heard from again other than to submit and get paid for the travel expenses – was that common sense?
- A BOD member flew to a region meeting at a business class rate of \$647 compared to the \$149 fare that was available in a 14-day booking and expected full reimbursement – was that common sense?

The current travel policy already takes care of the common sense issue by clearly delineating what will be paid and what will not be paid. The proposed travel policy simply does not.

In fact, the updated travel is so weak that another policy was written to support it, but even that new policy does not change the fact that the above quoted travel expenses are allowed and would have to be paid by the chapter.

Of course, if the Chapter President refuses to pay for the expenses after inviting a BOD member or a member to travel, the traveler would be forced to sue the chapter for reimbursement. Based on the contract laws, our Chapter would not lose the \$3,001 with this new policy, but instead would lose \$9,003 after notification of lack of payment plus attorneys fees with the above example.

HMMMM... Does anyone see why the new travel policy is upsetting for anyone thinking of the fiscal responsibility for the chapter? (a statement worth repeating)

What do you think our Chapter members would say, in this time of global financial crisis, that our BOD has just completely eliminated the APICS-recommended travel policy for all chapters, and instead have opted for basically “free-for-all” common sense approach?

Has anyone compared the policies of other volunteer organizations that also vie for volunteer time? I pulled out ISM’s and it is remarkably similar to our current travel policy. In fact, I can’t find a single volunteer or educational organization policy that would remotely match the recommended changes. I couldn’t find a single one that did not cap POV to airfare, or delineate hotel, rental car charges, etc.

So, as I am often reminded, I recognize that I do not have a vote in this process. But I do have a voice that recommends that the chapter management not adopt these very lax travel policy changes and apply this same level of interest, work, and activity on the goals and objectives that we have defined that were in the Chapter’s best interest. (Ryan, I’ll do the same re the newsletter.)

Thanks for listening!

Joyce