

# PAPNM Governing Documents

## Relationship between bylaws, policies, and procedures

The Governance Advocate proposes the following structure to operationalize the organization.

LEADERSHIP	ORGANIZATIONAL HIERARCHY	GOVERNING DOCUMENTS
		
<b>Officers</b> <i>(President, Vice President, Secretary, Treasurer)</i> 	<b>Constitution</b> <i>(Lays the foundation for our existence)</i> 	<b>Mission</b> <b>Bylaws</b> <b>Articles of Incorporation</b> <b>Legal Documents</b>
<b>Directors</b> <i>(Past President, Advocates: Governance, Membership, Events, Communications)</i> 	<b>Goals and Objectives</b> <i>(Outlines the things we want to accomplish)</i> 	<b>Strategic Planning Documents</b> <b>Operational and Tactical Plans</b> <b>Proposals</b>
	<b>Policies</b> <i>(Defines why and what we are doing)</i> 	<b>Vision</b> <b>Governing Principles and Policies</b> <b>Operational Policies</b> <b>Internal Governing Rules</b> <b>Frameworks</b> <b>Roles and Responsibilities</b>
<b>Chairs, Committee Members, Volunteers, Coordinators*</b> 	<b>Procedures</b> <i>(Details how to accomplish goals and policy)</i> 	<b>Documents and Records Procedure</b> <b>Chair / Committee Handbooks</b> <b>Event Handbooks</b>
<b>All</b>	<b>Actions and Practices</b> <i>(Makes the above steps a reality)</i>	<b>Decision Register</b> <b>Minutes</b> <b>Action Item List</b>

\* Non-voting in Board decisions

## Definitions

- **Decision-making:** When we make decisions for PAPNM during board, annual, or special meetings, our existing constitution and governing statutes guide these decisions. Our decisions are also guided by the policies and decisions that our board establishes by formal motions at meetings of the board.
- **Bylaw:** A bylaw provides the overall framework to govern the affairs of our organization. It does not deal with the day-to-day operations. Once bylaws are in place, policies and procedures can be developed.
- **Policy:** A policy is an expression of the will of the board and usually does not change very often. A policy is neither a bylaw nor a part of the constitution. A policy is “the *what*”:
  - A governing principles
  - The internal governing rules of our organization
  - The framework for carrying our work
  - A way for the board to delegate authority while maintaining control
  - A definition of what is to be done
- **Procedure:** A procedure, which may change more frequently, details methods by which these policies are implemented. A procedure is “the *how*”:
  - Step-by-step instructions that bring policy to life and execute actions.