

SKÅL INTERNATIONAL

**MEMBERSHIP
CLASSIFICATION**



EFFECTIVE MAY 2011

ARTICLE I SKÅL CLUBS

Section 1 - Membership in Clubs

(a) Active membership

Active membership in Skål is limited to those persons holding managerial positions, or positions considered equivalent by Skål International, in the travel and tourism industry. The equivalent positions are specified in the Membership Classifications in this Article. Active Members must work full-time in their position, be directly involved in sales, marketing or promotion work, or be engaged in the work defined in the Membership Classifications for the equivalent managerial positions and have a minimum of three years experience in the travel and tourism industry. This experience need not be in a managerial position. The Executive Committee of Skål International may, at its discretion, accept senior management of companies or entities with less than the three years experience. However, such dispensation will not be given if the translation of the person's title on the Proposal Form is in question.

(b) Young Skål membership

Young Skål membership is limited to persons who are tourism students or young professionals in the travel and tourism industry. They must have been a student or young professional in one of the classifications described in Article I section 1 (b) for at least two (2) years.

MEMBERSHIP PROPOSAL FORM PROCEDURE

Membership of Skål is open to all qualified professional persons in the travel and tourism industry but is first effective after Skål International has approved the member and informed the Club concerned of its decision. A currently valid Membership Proposal Form must be submitted to the Secretariat for all proposed Active, Associate or Young Skål members, together with any additional information specified for the appropriate Classification in these By-Laws. Where the Club is a member of a National Committee the Membership Proposal Form shall be submitted via that National Committee, which will check that the form is correctly completed, all required information is included and endorse the form as having been seen. A National Committee can however by vote at a General Assembly waive the need to sight Membership Proposal Forms in advance and under these circumstances all Clubs within that country can forward the Membership Proposal Form directly to the Secretary General who will copy the National Committee with the approval or otherwise. All proposed members require sponsoring by two Active, Life or Retired members, who have been members for at least two years, who do not work for the same organisation as the proposed member and are not the President or Secretary of the proposing Club. This last point is because the President and Secretary are required to sign the "Affirmation" section of the Proposal Form, which confirms the details of the proposed member are correct. Should a Club be uncertain as to whether a potential member qualifies for Active, Associate or Young Skål membership it is recommended that the Secretariat be contacted for advice, before the person is invited to join. The Secretariat's advice cannot be considered binding, as the final decision can only be taken after the Proposal Form has been received. The advice from the Secretariat will, however, give a clearer indication as to whether the person is qualified or not.

N.B. The full and correct title for all proposed new members must be specified on the Proposal Form. Incorrectly completed forms will be returned to the Club for re-submission. The membership classification will comprise the two digits for the activity of the company and the two digits of the post held, i.e. 1103 – Airline Sales Director and numbers for proposed Young Skål members should be prefaced with the letter Y and 99 if they do not hold a recognised position.

- (a) **Active members** - All persons proposed for Active membership must comply with the requirements above and must qualify under one of the following classifications:

- 01: President/Chairman/Owner/Chief Executive Officer
- 02: Vice President/Managing Director/General Manager
- 03: Sales Director
- 04: Marketing Director
- 05: Publicity Director
- 06: Public Relations Director
- 07: Commercial Director
- 08: Director
- 09: Sales Manager
- 10: Marketing Manager
- 11: Publicity Manager

- 12: Public Relations Manager
- 13: Commercial Manager
- 14: Manager
- 15: General Sales Agent or representative of these companies
- 16: Persons holding a position of responsibility for controlling or supervising staff or a range of services within the company

- (b) **Young Skål Members** The requirements to become a member are:
- a) to be a student at an authorised tourism educational establishment which grants a degree or recognised diploma upon completion of studies or
 - b) to be a young professional training for or working in the industry
 - c) to be at least 20 years of age and not older than 29

(i) **AVIATION** (Airlines, Airports and I.A.T.A.)

Active in the company:

11 Airlines

12 Airports

13 I.A.T.A.

N.B.: Under I.A.T.A. there is a limitation of one manager per country, the country Manager only.

(ii) **MARITIME COMPANIES** (Passenger shipping, sea ferries and seaports)

14 **Maritime Companies**

N.B.: **Ports:** Only the Managing Director of a port is eligible. Applications for membership from lake or river steamers, yachts and sightseeing operations shall be submitted under "Inland Waterway Operations". Not eligible for membership: persons working for cross-harbour or river ferry operators.

(iii) **RAILWAYS**

15 **Railways**

N.B.: Not eligible as members: persons working for ski lifts or historical or model railways

(iv) **AUTOCAR AND COACH COMPANIES**

On the condition that they have an international status, either by the extent of their operations or the nature of their clientele.

16 **Autocar and Coach Companies**

N.B.: Not eligible as members: taxi owners or operators, drivers, guides or couriers.

(v) **CAR HIRE COMPANIES** (with or without driver)

Requirements that these companies should meet:

- (a) that the nature of their operations, their clients and the activity of the establishment is tourism based.
- (b) independent establishments which do not form part of a network of an international car hire company must have a minimum of 25 vehicles for hire.

17 **Car Hire Companies**

N.B. Not eligible as members: taxi owners or operators, drivers, couriers or guides

(vi) **INLAND WATERWAY OPERATIONS** (Cruising, excursions and hire)

On condition that they have an international status, either by the extent of their operations or the nature of their clientele.

18 Inland Waterway Operations

N.B.: Not eligible members: persons working for cross-harbour, river ferry or waterway taxi operators

(vii) HOTELS, MOTELS AND OTHER TOURIST ACCOMMODATION

Requirements that these companies should meet:

In order that persons working for these establishments qualify for membership, these companies must:

- (a) fulfil the administrative requirements of the country, in the hotel category if this exists, for recognition as a tourist hotel including the additional services of a restaurant.
- (b) be open a minimum of eight months per year
- (c) have a minimum of 25 rooms, comfortably furnished to satisfy the demands of international tourism but no less than 10 double rooms when a proposal is presented for a high quality establishment or one with particular characteristics.
- (d) have entrances, stairs and lifts for the sole use of the establishment.
- (e) have a proven international clientele.

19 Hotels, Motels and Other Tourist Accommodation

N.B.: Not eligible as members: real estate agents, persons letting unfurnished accommodation or "timeshare" agencies.

(viii) HOTEL CHAINS

In order that persons working for these establishments qualify, it is required that:

- (a) the hotel chain for which the candidate works has a management or administrative department, maintains a relationship as owner, franchiser or franchisee with the hotels, which make up the group, so that these are managed under trade names owned by the group.
- (b) a list of the hotels making up the chain, which meet the requirements established in the hotel classification, must be attached to the application.

20 Hotel Chains

N.B. The candidate who is employed by a chain or group of hotels and works for one of the chain's hotels will qualify under the hotel category.

Those companies offering management services to hotel owners or chains must meet the requirements set out under tourism consultants.

(ix) TOURIST APARTMENTS

In order that persons working for these establishments qualify they must meet the following requirements:

- (a) fulfil the administrative requirements of the country in the tourist apartment category, if this exists, for recognition as tourist apartments
- (b) the candidate's company must exclusively manage a building or complex exclusively dedicated to this activity, which also includes timeshare and complementary services.
- (c) the establishment will have at least 10 tourist apartments, comfortably furnished to satisfy the requirements of international tourism.
- (d) be open at least eight months per year.
- (e) have a proven international clientele.

N.B. The administrator of the building does not qualify unless he has managerial or commercial responsibilities.

21 Tourist Apartments

(x) HOLIDAY CAMPS, HOLIDAY CLUBS AND HOLIDAY VILLAGES

To qualify for membership the establishment must have fully furnished accommodation for a minimum of 40 persons, be open for guests for at least 8 months of the year, have a proven collaboration with travel agents or tour operators and have a proven international clientele.

22 Holiday Camps, Holiday Clubs and Holiday Villages

N.B. Not eligible as members: persons working for caravan or tent camping sites or places letting unfurnished accommodation.

(xi) TRAVEL AGENTS

In order that persons working for these establishments qualify, the establishments must:

- (a) fulfil the administrative requirements of the country in the travel agent category, if this exists, permitting them to organise tourist services which facilitate and promote travel.
- (b) hold an I.A.T.A. licence and/or form part of a national or international association of travel agents.
- (c) have a commercial office open to the public, independent of any other activity, unless it is an establishment which has its own offices in a commercial centre and that this is dedicated exclusively to the activity of a travel agent and other complementary services for the promotion of tourism, tourism information or the representation of tourism companies.
- (d) have at least two, full-time employees who are directly involved in the sales, marketing or promotion of the services of the travel agents.

23 Travel Agents

(xii) TOUR OPERATORS

In order that persons working for these establishments qualify, these establishments must fulfil the administrative requirements of the country in the tour operator category, if this exists, permitting them to prepare, elaborate and organise all tourist products.

24 Tours Operators

N.B. The tour operators which distribute their products directly to the public and thus act as travel agents at the same time must meet the requirements set out under travel agents.

- (a) have their own commercial office which is completely independent from any other activity and that this office is solely dedicated to the activity of tour operator.
- (b) have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the tour operator

(xiii) TOUR OPERATORS INBOUND

In order that persons working for these establishments qualify, these establishments must fulfil the administrative requirements of the country in the tour operator category, if this exists, permitting them to prepare, elaborate and organise all tourist products.

25 Tours Operators Inbound

N.B. The Inbound tour operators which distribute their products directly to the public and thus act as travel agents at the same time must meet the requirements set out under travel agents.

- (a) have their own commercial office which is completely independent from any other activity and that this office is solely dedicated to the activity of tour operator.
- (b) have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the tour operator.

(xiv) TOUR OPERATORS OUTBOUND

In order that persons working for these establishments qualify, these establishments must fulfil the administrative requirements of the country in the tour operator category, if this exists, permitting them to prepare, elaborate and organise all tourist products.

26 Tours Operators Outbound

N.B. The Outbound tour operators which distribute their products directly to the public and thus act as travel agents at the same time must meet the requirements set out under travel agents.

- (a) have their own commercial office which is completely independent from any other activity and that this office is solely dedicated to the activity of tour operator.
- (b) have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the tour operator.

27 General Sales Agents

(xv) GENERAL SALES AGENTS

In order that persons working for these establishments qualify, these establishments must fulfil the following requirements:

- (a) the general sales agents who do not also act as travel agents must indicate the international, tourism companies, which they represent. Those establishments who are also travel agents must qualify under the travel agents category.
- (b) have a commercial office, which is solely dedicated to the representation of tourist enterprises.
- (c) have at least two, full-time employees who are directly involved in the sales, marketing or promotion of the tourism products of the companies represented.
- (d) maintain commercial relationships with travel agents and/or tour operators in its area of representation.

(xvi) CORPORATE TRAVEL AGENT

In order that the persons working for these companies qualify for membership they must fulfil the following requirements:

- (a) that the company, independently of its activity, has a full-time travel department, with its own personnel and offices.
- (b) that the function occupied by the candidate in the company is exclusively that of the management of the travel department and that the services offered are directed solely to the company's employees.
- (c) that the company's travel department has recognition by an official body of their operation.

28 Head or other title of Corporate Travel office

(xvii) OFFICIAL TOURIST ORGANISATIONS

29 Ministers for Tourism, senior officials of government organisations responsible for tourism (whether stationed in their own country or abroad) and the full-time head of any official tourist organisation responsible for the promotion of tourism on behalf of a country, province, region or city/town.

N.B. The exact position must be specified on the Membership Proposal Form and the name of the place for which the person is responsible must be indicated on the form under "additional information".

(xviii) TRAVEL MEDIA (Press, Television and Radio)

Persons proposed for membership must:

- be employed full-time by a recognised travel/tourism magazine or newspaper, or by a magazine or newspaper which has a permanent travel/tourism section on a daily, weekly or monthly basis or
- be employed full-time by a regional, national or international television or radio company which has a permanent travel/tourism programme on a weekly or monthly basis.

17	Publisher
18	Editor
19	Journalist
20	Television producer
21	Radio/Television Reporter/Broadcaster

N.B. The exact position must be specified on the Membership Proposal Form together with the themes, frequency, space (in pages or time) and the distribution area of the magazine, newspaper or radio/television programme. Two copies of the last editions should be attached to the Membership Proposal Form when referring to a written publication or a certificate from the emitting authority with details of the tourism programme. Not eligible as members: freelance or contracted journalists, writers, reporters, producers or broadcasters.

To qualify for membership the candidate is specialised in the tourism industry, to which he must dedicate the majority of his professional work.

30 Travel Media

(xix) VARIOUS TOURIST ORGANISATIONS

The * (asterisk) against the following categories means that approval is by the Executive Committee of Skål International and the additional information listed must be sent with the Membership Proposal Forms.

Persons proposed must be employed full-time in the company, organisation or entity.

Travel and tourism education *

31 The Dean, Principal or Head of Travel/Tourism Studies at an accredited university, college or school granting a degree or diploma in travel and tourism and Senior Lecturers working full time in these training establishments

N.B.: Not eligible as members: visiting professors or general teaching staff.

32 Congress and convention centres *

Only Congress or convention centres supplying proof of both national or international arrangements and clientele qualify.

33 Congress and convention organisers*

Only Congress and convention promoters, PCO's and Destination Management Companies promoting events with a national or international clientele qualify

34 Reservations systems *

Reservations systems for transportation, package tours and hotel accommodation, whether computerised or manual, which give a national or international coverage.

N.B.: Not eligible as members: persons working for systems giving only local coverage. The area of coverage must be included in "additional information" on the Membership Proposal Form.

35 Hotel Associations *

Eligible as members: The Managing Director or other such title used by the senior executive, working solely for the association, Sales Manager and Marketing Manager

N.B.: Not eligible as members: persons working for associations, which have restaurateurs as members. Information as to whether the association is international, national, regional or local must be included in "additional information" on the Proposal Form.

36 Travel Agent and Tour Operator Associations *

Membership is limited to the Managing Director, or such other title used by the senior executive and the Sales or Marketing Manager, all of whom must work full-time and solely for the association:

Eligible as members: Managing Director or senior association executive, Sales Manager and Marketing Manager

N.B.: Information as to whether the association is international, national, regional or local must be included under "additional information" on the Membership Proposal Form.

37 Major Tourist Attractions *

Membership is limited to the owner, senior executive under whatever title this person is known, director, sales manager and marketing manager only, employed full-time by the concern on an all year contract.

Eligible as members: Owner or Senior Executive, Director, Sales Manager and Marketing Manager

The following must accompany the Membership Proposal Form:

- (a) confirmation that the attraction collaborates with travel agents or tour operators to promote and sell their product
- (b) confirmation that the attraction has a fixed location
- (c) copies of brochures and other promotional material in all of the languages in which these are produced
- (d) confirmation of the actual number of annual visitors and that included in this figure is a proven international clientele

N.B.: Not eligible as members: persons working in arcades, art or other forms of galleries, casinos or gambling establishments, circuses, fairgrounds, golf courses, monuments, observation towers, religious establishments, ski-lifts, sporting and social clubs, zoos or similar unless these operations can clearly establish that they are Tourist Attractions in their own right with other activities related to the travel and tourism industry. All applications must be accompanied by comprehensive support material.

38 Secretary General of Skål International

In the event that this person was an Active or Life member immediately prior to taking up the position, a normal membership transfer from the previous Club will apply, in accordance with Transfer Membership in Article I, Section 1 (b) of these By-Laws. The Secretary General cannot be an officer of a Club, National or Area Committee, or of Skål International, whilst employed in this position.

(xx) TRAVEL AND TOURISM CONSULTANCIES

39 Travel and Tourism Consultants

Membership is limited to the following positions: Owner, Senior Executive, Managing Director or equivalent, Managing Partner, Sales Manager, Marketing Manager, Commercial Manager and Senior Consultant

Special requirements, which must be confirmed and shall accompany the Membership Proposal Form

1. The Consultant must work for a properly constituted and registered business entity – sole trader, partnership or limited company
2. The Consultant must work a minimum of 30 hours a week or more in the travel & tourism industry
3. The Consultant must perform one of the following roles:
 - representative or agent for established travel & tourism principals
 - business analysis and business planning for established travel & tourism principals, or corporations wishing to enter the travel industry
4. A Consultant must have a minimum of 5 years work history at a senior management level within the travel & tourism industry.

(xxi) Travel Insurance*

40 Travel Insurance offices*

Membership is limited to the owner, senior executive under whatever title this person is known, director, sales manager and marketing manager only, employed full-time on a year round basis and solely for the Travel Insurance Company. The company must :-

- Be a fully independent operation, marketing only travel insurance to the public through travel agents, principals and tour wholesalers.
- pay commission to their travel partners.
- produce literature that promotes the benefits of travel and travel insurance and does not contain other insurance options.
- participate in Travel and Tourism trade shows promoting travel to the industry and/or the general public.

- have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the Travel Insurance Company

N.B.: Not eligible as members: persons working for Banks and Credit Card companies which offer travel insurance as an incentive to purchase or use other services.

(xxii) Restaurants*

41 Restaurant Locations

Applicants must:

- (i) Hold managerial* positions or positions considered equivalent by Skål International in the travel and tourism industry
- (ii) Must work full time in their positions
- (iii) Must be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification
- (iv) Must have three years experience in the industry not necessarily in a management position

*NB. Not eligible persons whose principal duties are Chef or Maître d'.

To qualify for membership the establishment must:

- Have seating for a minimum of 40 persons, be open for patrons for at least 8 months of the year, and have waiter service.
- Have a proven collaboration with travel agents or tour operators either by the payment of commission or mentioned in literature produced by them.
- Have a proven international clientele of at least 60%.
- Produce promotional literature and distribute it either through travel agents or tour operators to international clients.
- Have full time employees who are directly involved in the sales, marketing or promotion of the services of the restaurant to the travel and tourism industry.

(xxiii) Golf Clubs*

42 Golf Club Locations

Applicants must: -

- (i.) Hold managerial* positions or positions considered equivalent by Skål International in the travel and tourism industry.
- (ii.) Must work full time in their positions.
- (iii.) Must be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification.
- (iv.) Must have three years experience in the industry not necessarily in a management position.

*NB. Not eligible persons whose principal duties are Golf Professional and Golf Course Superintendents

To qualify for membership the Golf Course must:-

- Have a proven collaboration with Hotels and Accommodation Houses within their immediate area, making bookings directly with them on behalf of visiting Golf Club patrons.
- Have a proven collaboration with travel agents or tour operators either by the payment of commission or mentioned in literature produced by them.
- Have a proven tourist clientele of at least 60% of all golfing participation
- Produce promotional literature and distribute it either through travel agents or tour operators to international clients.
- Golf Courses with on site accommodation will qualify under the hotel category.
- Have full time employees who are directly involved in the sales, marketing or promotion of the services of the Golf Course to the travel and tourism industry.

43 SPAS

Applicants must:

- (1) Hold managerial position or positions considered equivalent by Skål International in the travel and tourism industry.
- (2) Must work full time in their positions.
- (3) Must be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification.
- (4) Must have three years experience in the industry, not necessarily in a management position.

To qualify for membership the establishment must:

- (1) Offer a minimum of four treatment rooms
- (2) Offer full day spa package
- (3) Offer spa amenities including lounge, robes, showers, food & beverage, fulltime dedicated receptionist
- (4) Offer at least four Hydrotherapy services
- (5) Have a proven tourist clientele
- (6) Have a marketing/advertising plan directed to tourism clientele.
- (7) Have full time employees who are directly involved in the sales, marketing or promotion of the services of the establishment.

Eligible as members: The Managing Director or other such title used by the senior executive, working solely for the Spa, Sales Manager and Marketing Manager.

(c) **Transfer Membership**

- (i) Active, Young Skål, Life and Retired members who change their place of business or residence shall apply through the Secretary of the Club of which he is a member for transfer to the Club at his new place of business or residence. The Secretary of the Club will forward the application for transfer to the new Club, which must accept the member as Active, Young Skål, Life or Retired provided that:
 - the individual has been an Active, Young Skål, Life or Retired member of a Club, for at least one year
 - his/her current subscription has been paid in full
 - he/she holds a current membership cardWhen a transfer has been accepted, the member shall not be required to pay a second subscription for the year in which the transfer takes place.
- (ii) In the case where there is no Club within a reasonable distance of the new place of business or residence the facility of "Transfer-Active" membership may be granted by the original Club. They continue to pay their subscription to their original Club and retains their voting rights therein and are permitted to attend the meetings of their own Club. "Transfer-Active" members can hold office at all Skål levels except at Club level.
- (iii) The Active and Young Skål member who does not fulfil the qualifications under (i), above and who wishes to apply for membership of the Club in his new place of business or residence must do so in accordance with the normal procedure of that Club. He is not entitled to Transfer-Active membership.

(d) **Life Members**

An Active member who has reached the age of 55, who has fully retired from all business and who has been an Active member for at least ten years before retirement shall be granted Life membership. The General Secretariat shall be informed of all transfers from Active to Life membership, on the official modification form, together with a verification of the member's age. Only the Executive Committee of Skål International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire. Life members enjoy the same privileges as Active Members.

(e) **Retired Members**

A Retired member who has reached the age of 55, who has fully retired from the travel and tourism business and who has been an Active member for at least three years before retirement shall be granted Retired membership. The General Secretariat shall be informed of all transfers from Active to Retired membership, on the official modification form, together with a verification of the member's age. Only the Executive Committee of Skål International may make exceptions to this rule under special extenuating circumstances where a long-standing member is forced to retire. Retired members enjoy the same privileges as Active Members excepting that they may not hold representative office at any level and may perform limited work in other industries to supplement their income.

(f) **Skål Officers**

The official positions of the Skål Movement are all those offices at any of the levels of Skål International, as listed under Article II, Section 5 of the Statutes, whose existence is required by the official Skål International regulations. These positions can be representative or non-representative offices:

- (i) Representative Skål Offices:
Members of the Executive Committee

- Presidents and Vice-Presidents at any Skål level
- International Skål Councillors
- (ii) Non-Representative Skål Offices
- Internal Auditors and Deputy Auditor of Skål International
- Secretaries and Treasurers at any Skål level (except the Secretary General of Skål International)
- Delegate of Skål Club
- Florimond Volckaert Trustees
- Other positions required in the Skål International official regulations.

The use of the title Skål International, except when followed by the name of a Club, National or Area Committee, is limited to the Executive Committee, Honorary and Past Presidents, Membre d'Honneur, General Secretariat and Internal Auditors

(g) Honorary Presidents and Membres d'Honneur of Skål International

These distinctions, which are specified in Article XI of these By-Laws, are awarded or approved by the General Assembly to either Active, Life or Retired Members of Skål.

(h) Honorary Members of a Club, National or Area Committee

A Club, National or Area Committee can only bestow the above distinction followed by the name of the Club, National or Area Committee, on an Active, Life or Retired member who has been a member of Skål for at least ten years, for distinguished and meritorious service at local, national or international level. Such members will only enjoy any special privileges within their own Club, National or Area Committee. They will continue to be registered by the General Secretariat as either Active, Life or Retired members and will pay full Skål International membership dues. Such members shall not receive any special Skål badge but should be given a diploma from their Club, National or Area Committee to record the distinction.

N.B. Prior to 1994 other interpretations of this form of distinction were applied from previous editions of the By- Laws. For members who received this distinction before 1994 the above will not apply retroactively and they will retain their distinction under the terms it was given and, where appropriate, the right to vote and hold office in their own Clubs only. The title Membre d'Honneur shall not be used by Club, National or Area Committee, as its usage is reserved solely for Skål International Likewise the category Life Member shall not be used as a distinction, by virtue of the description of Life membership above.

(i) Associate Members

Associate Membership of Skål International is open to the following:

- (i) Persons involved in a managerial capacity in the Travel and Tourism industry who live in a country where a Skål Club does not exist or where, because of the laws of the Country, Skål cannot be present.
- (ii) Former Active members, who have been Active members for at least five years and who, through a change in their occupation, are no longer qualified for active membership, but still remain in a responsible position closely connected with travel and tourism.
- (iii) Active members from a club that has been suspended due to inadequate membership.
- (iv) Persons working in a responsible position closely connected with travel and tourism may apply for membership. Applications with full justification for membership in Skål must be submitted by the applying Club to the Secretary General for consideration by the Skål International Executive Committee. Applications will be considered by this committee monthly.
- (v) Associate Members cannot transfer to Life or Retired Membership and may only transfer to Active Membership on returning to a managerial capacity in the travel and tourism industry
- (vi) Associate members can attend as observers at their Club's General Assembly but shall not vote or intervene at the Assembly. They shall not hold office at Club or any other level of Skål International.
- (vii) Associate members are permitted to attend International Congresses. Attending Club activities other than their own is only possible by invitation
- (viii) Associate membership is limited to 10% (ten percent) of the Active, Life and Retired Members in a Club.
- (ix) Associate membership in a city or area where Skål is not present is limited to 19 persons, thereafter; a new Skål Club must be formed where permissible.

(j) Rights of Members

- (i) A member must belong to the Club nearest to their place of business, or their permanent residence. A member cannot, under any circumstance, hold membership in two Clubs at the same time.
- (ii) Active and Life members have full voting rights and can hold representative office at all levels of Skål International.
- (iii) No member shall hold more than one office at international level.

(iv) Individual members wishing to take up points for discussion, or to give opinions on Skål matters should do so via their own Club with copy to the International Skål Councillor.

(k) **Lapsed Membership**

When a person whose membership has lapsed re-applies to join Skål, a new Membership Proposal Form must be completed and forwarded to the General Secretariat.

(l) **Expelled Members**

A member can be expelled from Skål by the member's Club or by the Executive Committee of Skål International, should the member's conduct or behaviour have been prejudicial to the interests or reputation of Skål. Expelled members are not entitled to a refund of dues paid or membership in any Skål Club. When expulsion has been confirmed, the General Secretariat must register the name and address of the member.

(m) **Suspended Members**

A member who fails to pay the annual subscription on time shall be suspended and readmitted on payment of the amount due during the current subscription year.

Section 2 - Membership, Suspension and Termination of a Club in Skål International

- (a) All Clubs are affiliated to Skål International. The title "Affiliated Club" shall also be used to show the Clubs which are not a member of a National Committee being the only Club in its country. Such an Affiliated Club has exactly the same standing as all other Skål Clubs and can be, as shown in Article II below, a member of an Area Committee.
- (b) In those countries or areas where no Committee exists, the application for membership must be forwarded directly to the General Secretariat.
- (c) The Executive Committee decides on the admission and notifies its decision through the General Secretariat.
- (d) All applications for new Clubs must be made in writing to the General Secretariat with copy to the appropriate National or Area Committee. It must conform to the standing instructions laid down by the General Secretariat and must describe, with precision, the activity and functions occupied by each founding member of the candidate Club. In the event of the rejection of an application for membership, the reasons for such a rejection need not be given.
- (e) A Club can only be formed with a minimum of 20 (twenty) Active members and must maintain a minimum of fifteen (15) Active or Life members to avoid suspension or termination.
- (f) Clubs located in the same country can merge, with the prior approval of the National Committee concerned and Skål International. The Club which remains after a merger shall have, as its Skål Club number, the lowest number of the merging Clubs. The registration of the other Club(s) involved in the merger shall be suspended by Skål International. Should this (these) same Club(s) wish, at a later date, to become independent again, the Club(s) which had its/their registration suspended must apply to Skål International for reinstatement. If approval for reinstatement is granted the Club(s) will receive their original Club number(s) again.
- (g) Resignation of a Skål Club must be addressed in writing to the Executive Committee of Skål International (with a copy to the National Committee) and enclosing the Club's International membership certificate. The resignation is effective when the Executive Committee confirms receipt of the membership certificate and provided that it has met all its obligations to Skål International, including financial ones.
- (h) The Executive Committee of Skål International may suspend or terminate the membership of any Club which:
 - (i) has not paid its annual subscription to Skål International within three months of the date on which payment is due
 - (ii) no longer has 15 Active or Life members or fails to function or ceases to exist.
 - (iii) does not comply with Skål International Regulations
- (i) Any Club, which has been suspended for 10 years, will automatically be terminated. Should there be a wish to reactivate such a Club after 10 years it must fulfil the requirements and procedures for the formation of a new Club. Any Club which ceases to be a member of Skål International for the foregoing or any other reason shall remove the title "Skål" from the name of its Club and may not thereafter use the name badges, insignia or emblems of Skål International and shall also return its membership certificate to the General Secretariat of Skål International for cancellation.

Section 3 - Administrative Obligations of Member Clubs

- (a) The Statutes of all Clubs shall contain all the items of the "Model Statutes for a Skål Club", unless such contravene the laws of the Club's country. In such a case the Club must contact the Skål International Statutes Director to permit the situation to be resolved. The modifications to the Skål International Statutes and By-Laws must be applied by the Clubs when they become effective.
- (b) A Club must modify its Statutes, in line with amendments to the Skål International Statutes and By-Laws, to bring the same into line with all Skål International regulations, within one year of the approval date of the said amendments.

- (c) Clubs may include specific points covering their particular administration with the prior approval of the Skål International Statutes Director and after having informed the National Committee.
- (d) Must hold its Annual General Meeting in the first quarter of the Gregorian calendar year and to hold a minimum of five other official functions during the year
- (e) Must remit by the date fixed all subscriptions and payments to Skål International.
- (f) To promote and support participation in national and international Skål events, and to consider giving financial assistance to Club delegates to the Annual Assembly
- (g) To appoint a Committee of at least 5 (five) members. The President shall be given the necessary authority to officially represent the Club. The officers of a Club must be Active, Life or Retired members.
- (h) The office of President and Secretary may not be combined as the President and Secretary of the Club are required to sign official forms on behalf of the Club.

Section 4 - Skål Club of the Year

The award of the "Skål Club of the Year" is judged by the Skål International President and the Vice Presidents. The winner is announced at the President's Gala Dinner at the Annual Congress. The rules of the competition are available on the Skål International web site www.Skål.org

ARTICLE II NATIONAL AND AREA COMMITTEES

Section 1 - National Committees

- (a) A National Committee must be formed in each country where four or more Clubs exists, unless geographical or other reasons (at the discretion of the Skål International Executive Committee) should warrant an exception to this rule. The formation of such a Committee is the responsibility of the Clubs in the country concerned. In countries with two or three clubs a National Committee may be formed
- (b) Member Clubs must belong to the National Committee under whose jurisdiction their geographical or political situation places them.

Definition

A National Committee has the primary and sole obligation to administer the Clubs, which form the National Committee in the name and as the representative of Skål International. It must forward its annual report to the General Secretariat, giving detailed information on its activities, those of its Clubs and the composition of its Committee. It must forward copies of the minutes of its General or Extraordinary Assemblies to the General Secretariat.

Statutes

The National Committee will adopt the Model Statutes for a National Committee approved by the General Assembly. The Executive Committee of Skål International will permit certain modifications in countries where these are found to be necessary.

Composition

The composition of the National Committee Board will have as a minimum:

- One President
- One or two Vice Presidents
- One Secretary
- One Treasurer
- One Public Relations/Press Officer
- One International Councillor

Section 2 - Obligations

A National Committee, situated in an area where an Area Committee exists should belong to the latter, but retains the right to correspond directly with Skål International. A National Committee, which submits one or several proposals to the Assembly, must ensure that the Area Committee (if one exists) is fully informed of these proposals. In addition, the National and Area Committees are bound to:

- (a) organise a General Assembly to elect the members of its Committee and Councillor before 31 March of each year.
- (b) be responsible for the expenses incurred by the Councillor when attending the two meetings of the Council each year.

- (c) deal with matters of national or area interest, which may be referred to them by Skål International.
- (d) assist in the creation of new Clubs and to present all applications for membership to Skål International.
- (e) National, Area Committees and Affiliated Clubs (not belonging to an Area Committee) are required to send a copy, of their annual meeting report to the Secretary General, in writing, in one of the three official Skål languages. The report shall be sent within four weeks of the Annual Meeting being held.
- (f) Develop Skål in its area, which will be its primary and essential obligation
- (g) Assist, instruct, encourage and develop its Clubs and help them with their problems.
- (h) Administer the Clubs under its jurisdiction.
- (i) Elect, from amongst its members, the International Councillor to represent the country or area concerned
- (j) The formation of all National or Area Committees, their composition and their Statutes must be approved by the Skål International Executive Committee.

Section 3 - Area Committees

Definition

An Area Committee will be formed by the union, voluntary or as suggested by Skål International of various National Committees and/or Affiliated Clubs with the object of giving internationalism to Skål, to address and reply to common problems, to find joint solutions, to promote working relationships and to work together in the development of joint projects in matters of tourism or any other matters which affect the profession or the inter-professionalism of its members. To promote the Association, make it more dynamic and prestigious.

Statutes

The Statutes, which regulate its activity and functioning, are those proposed by the Executive Committee and approved by the General Assembly. These appear as the "Model Statutes for an Area Committee". The Executive Committee of Skål International will permit certain modifications in areas where these are found to be necessary.

Composition

The composition of the Area Committee will have as a minimum:

- One President
- One or two Vice Presidents
- One Secretary
- One Treasurer
- One Public Relations/Press Director
- One International Councillor

Section 4 – Affiliated Clubs

An Affiliated Club is a Club which does not belong to a National Committee.

Section 5 - Duties

The National and Area Committees have as duties:

- (a) to study any matter relating to the Clubs of which they are composed.
- (b) to act as a link between their Clubs and to seek, by all means, to strengthen the relations between them.
- (c) to coordinate and advise in connection with all Skål activities in the country or area concerned, including the organisation of international, national, area or inter-Club Skål meetings and functions.
- (d) to present suggestions and motions for discussion at the Assembly.
- (e) to take part, through their International Councillor, in the discussions of the Council to ensure the exchange of experiences and knowledge.
- (f) to ensure that their Clubs comply with the Skål International regulations and adopt the "Model Statutes" except where these may conflict with the national laws which must be reported to the Statutes Director immediately.
- (g) to assist, advise and follow at all times the rules of Skål International.