



Policy & Procedure Manual

Table of Contents

I. Introduction.....	1
II. Purpose.....	1
III. Structure.....	1
IV. Compensation.....	2
V. Board of Directors.....	2
VI. Regional Council.....	9
VII. Local MAsT Chapters.....	11
VIII. MAsT International Business Tools.....	18
IX. Organization Name.....	19
X. Organization Logo.....	20
XI. MAsT International Complaint Resolution Committee.....	21
XII. MAsT International Contact Information.....	21
XIII. MAsT Calendar.....	22
XIV. Historical Record of Revisions to this Policy.....	22
Addendum I Complaint Resolution Guide.....	1
Addendum II MAsT Management Qualification Questionnaire.....	1

I. Introduction

This document outlines the structure of MAsT International and may be amended by the Board of Directors, as needed.

This document also outlines the use and design of the MAsT logo.

MAsT International, Incorporated is a non-profit organization, and is subject to its bylaws, policies and procedures.

II. Purpose

Masters And slaves Together (MAsT) exists to support and enhance the Master/slave (M/s) lifestyle. Local MAsT Chapters are believed to be the best vehicle to serve those needs. These Chapters meet on a regular basis and provide:

- a venue for discussion and support;
- social opportunities for their members living, or desiring to live, the Master/slave lifestyle;
- the beneficial exchange of lifestyle knowledge and experience.

MAsT is committed to demystifying Mastery and slavery for those in the leather/fetish/BDSM community and other people interested in consensual power-exchange relationships, and on a greater level, to correcting the misinformation and combating the denigration that often occurs in our larger societies with respect to such relationships.

MAsT International is fulfilling its purpose by supporting local MAsT Chapters, providing opportunities for learning and experiences through local MAsT Chapters, and fostering research that has the potential to benefit both the academic community and the Master/slave community.

III. Structure

- A. MAsT International is led by a Board of Directors (Board) whose duties are detailed in Section V, Board of Directors.
- B. The Board oversees committees formed to support the purpose of MAsT. The Regional Council which is comprised of Regional Representatives is one such committee.
- C. The Regional Council oversees the Chapters within each region. Regional Representative duties are outlined in Section VI, Regional Council.
- D. Local Chapter Directors oversee the day-to-day business of their local Chapter. Chapter Director responsibilities are outlined in Section VII, MAsT Chapters.
- E. Additional Board committees and sub-committees may be formed at the request of any of the members of the Board of Directors or any member of the Regional Council.
- F. Only the members of the Board are eligible to vote. Members of the Committees and Assistant Directors are encouraged to state their opinions and provide input on matters brought to the Board but they are not eligible to vote on those matters.
- G. Each member of MAsT Leadership and Management shall have the required basic criteria listed for that level of management. All applicants for positions above Chapter Director shall have a minimum of two years of current MAsT International experience.

1. **Board of Director:** The applicant shall have education and/or practical experience with a large organization that is directly applicable to the Board position and at least two years of practical experience leading or managing within MAsT International.
 2. **Regional Council:** The applicant for Assistant Regional Representative shall have a minimum of two years of leadership and successful managerial experience as a MAsT Chapter Director or two years of MAsT Chapter membership with education or practical organizational management.
 3. **Chapter Director** (regardless of title used): History of past successful management skills, and references from two non-family members.
 4. In addition to these basic criteria and any other processes listed, the applicants for any of these three levels of management positions shall provide a completed copy of the MAsT Leadership and Management Questionnaire in Section **VII, Business Tools** and **Addendum II**.
- H. MAsT International, Inc. may, via a Letter of Agreement, form a consortium with another organization with the objective of participating in common activities or pooling resources for achieving a common goal that is consistent with the Purpose of MAsT.

IV. Compensation

- A. No individual may be compensated or take personal profit from MAsT.
- B. MAsT may reimburse members for legitimate, substantiated MAsT business expenses.
- C. MAsT will help with expenses for the Executive Board Members flights to the Annual General Membership Meeting.

V. Board of Directors

- A. The Board of Directors is currently comprised of nine voting members:
 1. Chief Executive Officer/Chair
 2. Director of Operations/Deputy Chair
 3. Secretary
 4. Financial Officer/Treasurer
 5. Education Director
 6. Information Technology Director
 7. Marketing Director
 8. Membership Director
 9. Regional Representative Director
- B. The number and duties of members of the Board of Directors may be changed by 2/3 vote of the Board of Directors at any time to meet the changing needs of the organization.
- C. The duties of each member of the Board of Directors shall be:
 1. **Chief Executive Officer (CEO)** - the highest office within MAsT and is Chair for the Board of Directors.

- a. In order to avoid any conflict of interest, real or perceived, the CEO may not be in a leadership position of any sort for any other BDSM, Fetish, Leather, or other alternative lifestyle organization.
 - b. The CEO is elected by the Board of Directors and his/her term of service shall be two years and may be re-elected for subsequent two year terms. Should the CEO decide to resign, he/she may submit his/her resignation to Board of Directors for action.
 - c. The CEO is responsible for the organization's consistent achievement of its mission and objectives. The CEO shall:
 - (1) insure that the organization has a long-range strategy which achieves its mission, and toward consistent and timely progress;
 - (2) provide leadership in developing program, organizational and sound financial plans and practices with the Board of Directors, assistants and staff, and maintain such plans and policies;
 - (3) promote active and broad participation by volunteers in all areas of the organization's network;
 - (4) jointly, with the Board of Directors, conduct official correspondence of MAsT, maintain official records and documents, and ensure compliance with federal, state and local regulations;
 - (5) keep the Board of Directors fully informed of the condition of the organization and all important factors influencing it;
 - (6) establish sound working relationships and cooperative arrangements with community groups and organizations;
 - (7) represent the programs and point of view of the organization to agencies, organizations, and the general public;
 - (8) be responsible for the recruitment, tasking, and release of all Board of Director members, their Assistants, Regional Representatives, and staff volunteers, with appropriate provision for succession;
 - (9) maintain a climate that attracts, keeps, and motivates a diverse staff of top quality people.
2. **Director of Operations/Deputy Chair** - Works in close collaboration with the CEO and is Deputy Chair. The Director of Operations contributes to the development and implementation of organizational strategies, policies and practices. This position will also interact with the rest of the Board of Directors and Committees.
- a. The Director of Operations is elected by the Board of Directors and his/her term of service is two years with re-election eligible.
 - b. Should the Director of Operations decide to resign, he/she may submit his/her resignation to the CEO.
 - c. The Director of Operations shall:

- (1) have full delegated authority to act on behalf of the CEO in his/her absence;
- (2) provide guidance, as requested by the CEO, for program activities including outreach, volunteer coordination and partnership development;
- (3) improve the operational systems, processes and policies in support of the organization's mission. Specifically: support better reporting, information flow and business management;
- (4) play a significant role in long-term planning, including an initiative geared toward operational excellence;
- (5) develop and submit a budget to the CEO for each fiscal year;
- (6) oversee organizational official documents (e.g., Policy Manual, Chapter Formation Manual, etc.);
- (7) hold regular meetings with the CEO;
- (8) coordinate with IT Director for the effectiveness and efficiency of the MAsT website;
- (9) support initiatives from the Board of Directors and organization that contribute to long-term operational excellence;
- (10) contribute to short and long-term organizational planning and strategy as a member of the Corporate Officers and the Board of Directors.

3. **Secretary of the Board of Directors (Secretary)** - The Secretary is responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements, and to enable authorized persons to determine when, how, and by whom the Board's business was conducted.

- a. The Secretary is elected by the Board of Directors and his/her term of service is two years with re-election eligible.
- b. Should the Secretary decide to resign, he/she may submit his/her resignation to the Board.
- c. In the absence of the Board Chair and Deputy Chair, the Secretary shall call the meeting to order and preside until a temporary chairperson is elected.
- d. The Secretary may be designated by the Board of Directors and/or bylaws as one of the signing officers of certain documents.
- e. The Secretary may be the registered agent with respect to the laws of the jurisdiction; the person upon whom legal notice to the corporation is served, and responsible for ensuring that documents necessary to maintain the corporation are filed.
- f. The Secretary shall be responsible for ensuring that accurate minutes for meetings are taken and approved. These meetings specifically include official Board meetings and Member meetings (e.g. Annual General Meeting). Records should include at a minimum:
 - (1) Date, time, location of meeting;

- (2) List of those present and absent;
 - (3) List of items discussed;
 - (4) List of reports presented;
 - (5) Text of motions presented and description of their disposition.
- g. The Secretary signs a copy of the final, approved minutes and submits the copy to be maintained in the corporate records. The Secretary shall also ensure:
- (1) that the records of the organization are maintained as required by law and made available when required by authorized persons. The Secretary participates in Board meetings and as a voting member;
 - (2) that official records are maintained of member Chapters of the organization and Board; and, that these records are available when required for reports, elections, referenda, other votes, etc.;
 - (3) that an up-to-date copy of the bylaws is available at all meetings;
 - (4) that proper notification is given of Directors' and members' meetings as specified in the bylaws.
4. **Financial Officer/Treasurer** - The Financial Officer shall have charge for all funds and securities of MAsT International.
- a. The Financial Officer is elected by the Board of Directors and his/her term of service is two years with re-election eligible.
 - b. Should the Financial Officer decide to resign, he/she may submit his/her resignation to the Board of Directors.
 - c. The Financial Officer shall:
 - (1) enter or cause to be entered regularly in books to be kept by him/her, or under his/her direction for that purpose, a complete and correct account of all monies received and disbursed for the account of MAsT International. All financial records shall be available for inspection at reasonable times to all members of the MAsT International Board of Directors;
 - (2) render a financial accounting to the Board of Directors at the monthly meeting and such times as may be requested;
 - (3) follow generally accepted accounting principles including providing and filing all appropriate financial reports and forms;
 - (4) exhibit the books of account of MAsT International and all securities, vouchers, papers and documents of MAsT International in his/her custody to any member of the Board of Directors upon request;
 - (5) in general, have such other powers and perform such other duties, incident to the office of Financial Officer or as may be assigned to him/her from time to time by the Board of Directors or Chief Executive Officer.

5. **Education Director** - The Education Director will have charge to facilitate MAsT International's ability to use digital means to support Chapter Directors.
 - a. Promote M/s learning across MAsT International; e.g.:
 - (1) Multimedia "events" (AGM, Regional meetings, etc.) for viewing on MAsT.net;
 - (2) Video-shorts: Story telling by Elders (usable by Chapter Directors to promote discussion during meetings);
 - (3) Newsletter: Sharing internationally, promoting AGM attendance, informing all about changes, new opportunities, what is happening across Regions, etc.;
 - (4) Providing helpful ideas and skills for Chapter Directors (YouTube style), e.g., How to form a Chapter, Ideas for advertising, Growing a community atmosphere, Facilitation skills, Presentation skills, Making meetings interesting, Promoting interactive discussions, etc.
6. **Information Technical Director** - The IT Director shall have charge for technical projects in alignment with organizational goals.
 - a. The IT Director is elected by the Board of Directors and their term of service is two years with re-election eligible.
 - b. Should the IT Director decide to resign, he/she may submit their resignation to the Board of Directors.
 - c. The IT Director shall be responsible for:
 - (1) the effective delivery of networks, development, and disaster-recovery systems and processes;
 - (2) developing solutions to manage business activities;
 - (3) working closely with Board members to improve coordination and communication;
 - (4) preparing financial budgets and presenting proposals for capital projects to the Board;
 - (5) researching and recommending new products;
 - (6) leading efforts to improve IT processes;
 - (7) creating new Chapter logos for documentation (sign-in sheet, intro document, membership cards, and other local activities). The designs shall use the logo design and formatting information contained in Sections XIII, Organization Name and IX, Organization Logo.
7. **Marketing Director** - Works closely with the Operations Officer. The primary responsibilities of this position are to develop, establish and maintain marketing strategies to meet organizational objectives.
 - a. The Marketing Director is elected by the Board of Directors and his/her term of service is two years with re-election eligible.

- b. Should the Marketing Director decide to resign, he/she may submit his/her resignation to the Board of Directors.
 - c. The Marketing Director shall:
 - (1) manage and coordinate all marketing, advertising and promotional activities, e.g.,
 - (a) effectively manage media, public relations and social media;
 - (b) coordinate advertising and promotional activities of the organization.
 - (2) represent MAsT International to the public and business partners;
 - (3) develop and implement marketing plans and projects for new products / programs;
 - (4) monitor, review and report on all marketing activity and results;
 - (5) determine and manage the marketing budget;
 - (6) deliver marketing activity within agreed budget;
 - (7) manage the MAsT Store, including procurement and distribution of MAsT Pins & Patches and other MAsT-approved merchandise.
8. **Membership Director** - The main responsibility of this position is to facilitate the acceptance of new Chapters by ensuring potential Chapters are qualified to form as easily and smoothly as possible. See Section VII.A.5 for the new Chapter petition timeline.
- a. The Membership Director is elected by the Board of Directors and his/her term of service is two years with re-election eligible.
 - b. Should the Membership Director decide to resign, he/she may submit his/her resignation to the Board of Directors.
 - c. The Membership Director shall:
 - (1) act as a resource and liaison for petitioning to form Chapters;
 - (2) conduct evaluation of potential Chapter Director's qualifications;
 - (3) assist potential Chapters develop a name consistent with MAsT Policy;
 - (4) ensure potential Chapters are aware of what MAsT International offers;
 - (5) manage petitioning Chapter's database while with Membership;
 - (6) During transfer to Regions, ensure newly approved Chapters are aware of their administrative procedures such as applying for Provisional Charter, Chapter reporting requirements, and updating contact information;
 - (7) use information from Chapter petitions to submit news articles introducing a newly forming Chapter on the MAsT International website as well as other approved social media.

9. **Regional Representative Director** - The Regional Representative Director's position are to provide support, guidance, and leadership for the Regional Representatives and their Assistants.
- a. The Regional Representative Director is elected by the Board of Directors and their terms of service is two years with re-election eligible.
 - b. The Regional Representative Director may submit their resignation to the Board of Directors.
 - c. The Regional Representative Director shall:
 - (1) provide Regional Representatives and Assistants with an understanding of their role and responsibilities, e.g.,
 - (a) prepare and maintain a current Regional Representative Guide;
 - (b) conduct annual interactive training sessions(s) for new Regional Representative Team members.
 - (2) clearly communicate all Regional and Chapter requirements that help MAsT function efficiently;
 - (3) promote "community" through introductions and welcoming new Chapters;
 - (4) ensure Regional compliance that MAsT International Chapter data is complete, correct, and updated for accuracy;
 - (5) ensure Regional compliance for MAsT Chapter Meeting Reports;
 - (6) announce the AGM in time for Regional/Chapter planning: six months, three months, one month;
 - (7) advertise for Assistant Regional Representatives for coming year by October 15th. This will be followed by interviews by November 15th and selections by November 30th.
 - (8) send reminders for submitting electronic Annual Chapter Renewal form and dues - December;
 - (9) promote and help facilitate Regional General Meetings with the CEO and the Regional Representatives;
 - (10) help develop and/or create corporate announcements for the Chapters so that each region communicates the same message;
 - (11) prepare and submit to the Board a Quarterly State of the Regions Report.
10. **Assistant Director** - The Assistant Director (AD) is a non-voting member of the Board of Directors. Many or few people may earn this title. There may be at least one Assistant Director for each Director. In general,
- a. The Assistant Director is elected by the Board of Directors to assist a specific Director and his/her term of service is 2-years with re-election eligible.
 - b. Should an AD decides to resign, he/she may submit his/her resignation to the Board.

- c. In the absence of the Director, the Assistant may represent the Director for reporting or gathering information regarding directorate business.
 - d. The Assistant Director shall be responsible for:
 - (1) assisting the Director to sustain and grow programs and services;
 - (2) managing administrative functions to ensure smooth and efficient operations within the directorate;
 - (3) supporting strategic alliances and developing mutually respectful partnerships;
 - (4) fulfilling duties delegated by the Director;
 - (5) attending and/or presiding over meetings;
 - (6) helping plan, organize, and implement processes and procedures;
 - (7) working well with people at every level;
 - (8) understanding how their efforts count.
11. Committees and Committee Members
- a. Committees may be formed to provide the Board of Directors with long-term or short-term services.
 - (1) An example of a long-term committee may be MAsT Historian.
 - (2) An example of a short-term committee may be Planning or Reviewing Projects.

VI. Regional Council

- A. The Regional Council is comprised of Regional Representatives, at least one from each region as specified below in Section C.
- B. The Regional Council:
 - 1. acts as advisers to the Board of Directors regarding issues and strategic planning in each region; and
 - 2. participates in discussions on issues put forth by the Board of Directors.
- C. Regions are determined by the Board of Directors and currently include:
 - 1. **Australia and New Zealand** (Both countries)
 - 2. **Canada** (all Canadian provinces)
 - 3. **Caribbean** (Puerto Rico, Dominican Republic, Haiti, Cuba, West Indies)
 - 4. **Central America** (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama)
 - 5. **Europe** (Mainland countries and the UK)
 - 6. **Great Lakes** (ND, SD, MN, WI, MI, IA, IL, IN, OH, NE, KS, MO, and KY north of and including Lexington)

7. **Northeast** (VT, NH, ME, MA, RI, CT, NJ, NY, PA, DE, MD, DC, WV, and VA)
 8. **Northwest** (WA, OR, MT, ID, WY, AK, NV north of and including Reno, and CA north of and including Fresno)
 9. **Oceanic** (East Asia, Southeast Asia, and South Pacific Islands)
 10. **Southeast** (FL, GA, AL, MS, LA, AR, TN, SC, NC, and KY south of Lexington)
 11. **Southwest** (TX, OK, NM, CO, UT, AZ, HI, CA south of Fresno, and NV south of Reno)
 12. **South America** (Argentina, Brazil, Bolivia, Chili, Columbia, Peru, Venezuela)
- D. **Regional Representative Director** - This position is a member of the Board and serves as a single point of contact for the Regional Representatives. The Regional Representative Director's position is to provide support, guidance, and leadership for the Regional Representatives.
- E. **Regional Representative and Assistant Regional Representative**
1. Regional Representatives serve to represent their particular region on the Council, provide support to those Chapters within their region, and assist in the implementation and maintenance of MAsT policies for their region.
 2. Assistant Regional Representatives assist their Regional Representative, provide support to those Chapters within their region, and to assist in the implementation and maintenance of MAsT policies for their region. This position requires a minimum of two years of Chapter Director experience.
 3. Regional Representatives and Assistant Regional Representatives are vetted and appointed to these positions by the Board of Directors.
 4. A release for a background and criminal history check may be required by the Board of Directors for vetting of the candidate.
 5. Regional Representatives report to the Regional Representative Director.
 6. Regional Representatives and Assistant Regional Representatives are accountable to the regions they represent and may be removed with cause by the Board of Directors.
 7. The term for Regional Representatives and Assistant Regional Representatives shall be two years; these two years include one year as Assistant and one year as the Regional Representative. These terms shall coincide with the calendar year. No later than 60 days prior to the end of each calendar year, each Region must begin their search and conduct their selection by the end of November. The selected Regional Representatives and Assistant Regional Representatives shall provide their contact information to the Regional Representative Director in consideration of their status as representing the Region for the upcoming year.
 8. All newly selected Assistant Regional Representatives, along with their Regional Representative, shall participate in the Regional Representative training session prior to January 1 of each year.
 9. Regional Representatives are urged to help new Chapters be successful by ensuring they are aware of important administrative procedures such as applying for Provisional

status, conducting and reporting meeting requirements, and updating contact information, etc.

10. Regional Representatives are responsible for regularly monitoring the Chapter reports and ensuring that their Chapters are in compliance with Chapter reporting requirements.
11. Regional Representatives and Assistant Regional Representatives are urged not to run for titles during their tenure on the Regional Council in order to keep them from being distracted during their terms of office.
12. Business tools for Regional Representatives and Chapter Directors can be found in Section VIII, Business Tools.

VII. Local MAsT Chapters

The programs and activities of the local MAsT Chapters need to be constructed to serve and achieve the purposes of MAsT International. MAsT Chapters' main purpose is to provide a safe place to learn about and practice the knowledge and skills associated with consensual Master/slave relationships. MAsT Chapters will not exist as S&M clubs, dating or cruising services.

A. General

1. Members of local MAsT Chapters must be at least 18 years of age, but not younger than the legal age of adulthood in their own local governmental jurisdiction.
2. MAsT is open to adults regardless of lifestyle identification (Master, slave, Dominant, submissive, et.al.), sexual orientation, sexual identity, gender, gender orientation, or gender identity. Individual local MAsT Chapters, however, may choose to be a special interest group and limit their membership according to such criteria as lifestyle identification (Master, slave, etc.), sexual orientation, sexual identity, gender, gender orientation, or gender identity.
3. Membership in MAsT International, Inc. shall be defined as a Chapter who has submitted an application and been approved by a majority of the Board by vote after a screening process to vet the principles of the proposed Chapter on the basis of their character, leadership, management experience, and service to the community. The applicants shall in their application define by name a geographical area (city) of which they seek to serve and that area shall not conflict with already existing Chapters unless it is demonstrated that there is enough need to support another Chapter or the constituency to be served is significantly diverse from an existing Chapter. This vote should take place within 45 days of the submittal of the initial application.
4. Chapter attendee and membership information is confidential within the Local Chapter and is never to be shared or revealed outside the Local Chapter.
5. New Chapter petition timeline
 - a. Upon submitting the form, you should receive an email confirming its receipt. If you do not receive this email, consider that we did not receive your petition.
 - b. Within 7 days, the Membership Director will email you with the next steps and confirm any information needed to begin the processing of your petition. Please contact the Membership Director with any questions or concerns at any point in the process.

- c. The average time it takes to process a new Chapter petition is two months. This timeline is dependent on the responses from the references, any outstanding issues and the voting by the Board of Directors. You will see the reference request sent out - letting them know directly that the email has been sent so they do not miss it will help with this process.
- d. Upon approval, you will receive a Welcome letter from the Membership Director. This letter will detail your Chapter name (and its format), the next steps, and introduce you to your regional representatives. MAsT will also announce your new Chapter approval on the MAsT International website and other applicable social media (e.g. Fetlife). Your Regional Representatives will be in contact within a week and assist you in accessing the Chapter database. You will also receive MAsT logos to use for your Chapter within two weeks.
- e. New Chapter petitions approved to form with no activity after three months will have their approval cancelled. If the petitioner would like to reapply, a new petition will need to be completed and submitted.

B. Local Chapter Charter

- 1. Each MAsT Chapter, to be recognized and accepted as a part of the official MAsT International organization and to have the privilege of using the MAsT name and logo as stated in the MAsT Policy and Procedures Manual, must hold a valid, current MAsT Chapter Charter.
- 2. Provisional Chapter Charter: Upon application to the Board of Directors, subscribing to the purposes of MAsT, committing to follow the MAsT Policy Manual, pledging cooperation with the Board of Directors and Regional Council, and providing evidence of sufficient planning and organization to meet the objectives of MAsT, the Board of Directors may issue a Provisional Chapter Charter to a local organization for a period of at least six months.
 - a. During this time the Board of Directors through their Regional Representative will closely review the progress of the new MAsT Chapter.
 - b. Upon successful completion of the provisional period, a regular MAsT Chapter Charter will be issued by the Regional Representative on behalf of the Board.
- 3. MAsT Chapter Charters shall be renewed annually. The MAsT Chapter Charter is valid from January 1, year through December 31, year. The Board of Directors will set a nominal fee for processing a Provisional Chapter Charter Application or MAsT Chapter Charter Renewal Application. There may be adjustments for those chapters moving from Provisional status to Chapter status depending on when, during the year, that transition is official.
 - a. Each local MAsT Chapter will renew their charter using the appropriate Chapter renewal block on their Chapter's dashboard. Using the dashboard allows the Chapter Director to re-subscribe to the purposes of MAsT, recommitting to follow the MAsT Policy Manual and re-pledging cooperation with the Board of Directors through their Regional Representative team.

b. There may be adjustments for those Chapters moving from Provisional status to Chapter status depending on when, during the year, that transition is official. The Chapter Director should discuss this with their Regional Representative.

4. A person or group seeking to reactivate an inactive MAsT Chapter will be required to submit a MAsT Provisional Charter Application. Refer to Section J. Chapter Status, parts 3 and 4.
5. When a MAsT Chapter ceases to serve the purposes of MAsT or violates the terms and conditions of its MAsT Chapter Charter, (see Section J. Chapter Status) a MAsT Chapter Charter may be revoked, or an annual renewal refused, at the sole discretion of the Board of Directors. That Chapter will then be declared Inactive. The Board of Directors may set a nominal fee for processing a MAsT Chapter Charter Application or MAsT Chapter Charter Renewal Application. The current charter processing fee is \$25.00 per year.

C. Multiple Chapters

1. Multiple local MAsT Chapters may exist in a geographical area to serve the needs of differing membership populations. While MAsT International is officially designated as pansexual, local MAsT Chapters may choose to serve a narrower membership population.
2. When there are multiple Chapters in the same metropolitan area, the original Chapter will be contacted and informed. Chapter meetings must be at least five days apart from each other.
3. Multiple Chapters may not exist to serve the same membership population except where, in the judgment of the Board of Directors, that membership population is large enough to support multiple Chapters and each resulting Chapter is large enough to be viable.

D. Chapter Names

1. Each local MAsT Chapter will adopt, with the approval of the Board of Directors, a name in the form of "MAsT: LOCAL NAME." The "local name," which must be unique, will be the name of the city where the MAsT Chapter meets. The "local name" will not be solely the name of a state/province, country, or broad geographic area.
2. MAsT Chapter names are always to be presented in the form of "MAsT: LOCAL NAME" or "MAsT: Local name."
3. When multiple MAsT Chapters are chartered in a single locale, the "local name" of the second or subsequent MAsT Chapter must uniquely distinguish it from the first and other MAsT Chapters in that locale with a descriptive name (e.g., "Jersey City" and "Jersey City Gay Men"). In addition, the second or subsequent MAsT Chapter must also meet on a different day/time with at least at least five days separating the two meetings to give people a chance to attend both.

E. Chapter Leadership

1. A Chapter Director heads each local MAsT Chapter. The Chapter Director is the direct MAsT Chapter liaison with the Board of Directors and the Chapter's Regional Representative. While Chapter Directors are allowed broad autonomy with regards to MAsT International, Inc. Policy and Procedures Manual: Effective 02/2016

process and procedures, they are not "owners" of their Chapters. They are MAsT International Chapters that are chartered to provide opportunities for local communities to learn about and practice M/s.

2. Local MAsT Chapters may give other names to the Chapter Director position.
3. The Chapter Director need not be any particular gender, sexual orientation, or lifestyle identification (e.g., Master, slave). Any adult of legal age who can agree to follow MAsT's governing document, meets the criteria of the position, and otherwise fulfill the duties of a Chapter Director may hold this position.
4. Shared leadership is often very effective in growing and sustaining an organization. Local MAsT Chapters may have a leadership Council or Board of Advisors of which the Chapter Director is ex officio head or co-head, to share the responsibility of leadership, program development, education, outreach, etc.
5. Each local MAsT Chapter may have other officers in addition to the Chapter Director as fits the form of organizational structure adopted by that Chapter.
6. Chapter Directors and other officers, if any, serve without compensation and are to take no personal profit from the Chapter. The Chapter may, however, reimburse the Director, officers and members for legitimate, substantiated Chapter expenses.
7. Each local MAsT Chapter must also provide the Board of Directors with contact information for at least one person other than the Chapter Director, who is not of the household of the Chapter Director, who can serve as an alternate contact should the Chapter Director be unavailable. This information shall be located in the Chapter's database.
8. Should there be a change in Chapter Director or secondary contact person, the Chapter will be required to submit notification to their Regional Representative via e-mail and make all necessary changes to the Chapter's database; or submit a new MAsT Chapter Charter Renewal Application.
9. Chapters meeting in businesses such as Leather Shops, Dungeons or bars must end their meetings two hours prior to the business opening so that attendees are not subject to entrance fees or additional expenses.
10. Chapter meeting should be held in a safe and secure location to protect attendee's privacy.

F. Chapter Finances and Non-Profit Status

1. A local MAsT Chapter may set dues or assessments for its own membership.
2. Each local MAsT Chapter should provide a means for the generation of sufficient revenues to cover its operating expenses. Fund raising events, such as bar nights, parties, annual membership dues, nominal per meeting "cover charges," donations, etc. may be used to provide this revenue.
3. The funds of a local MAsT Chapter are to be segregated from the personal funds of the Chapter Director or Treasurer. The highest standards of ethical behavior and accountability are required of anyone who handles MAsT funds.

4. MAsT International does not require Chapters to report their financial status. The Chapter's money management is the Chapter's responsibility.
5. MAsT International, Inc. is a non-profit corporation, and has non-profit status. This non-profit status does not apply to individual Chapters. Local Chapters may apply for non-profit status (most commonly under Section 501(c)7 of the Internal Revenue Code as a "fraternal organization") on their own or not, as they see fit. Local Chapters are responsible for compliance with all applicable federal, state/provincial, and local laws.

G. Chapter Reporting

1. In order to remain a Chapter in good standing, every MAsT Chapter is required to report each monthly meeting. If a meeting is missed for any reason, such information shall be reported using the normal meeting report process. Dangerous weather, illness, or vacations are examples of valid reasons for missing a meeting. Timely meeting reports are one way that MAsT International can confirm that a Chapter is active and providing service to its community.
2. The Chapter Director is responsible for seeing that the reports are filed, although the actual reporting task may be delegated.
3. The Chapter Meeting Report is located on each Chapter's dashboard. All reports, including changes for contact information, are to be filed in a timely manner using the on-line reporting system under the appropriate Chapter name. In addition to reporting, all Chapter Directors are expected to respond to communications from MAsT International, to include all members of the Board of Directors, the Regional Representatives and any designees appointed by the Board of Directors.
4. Failure to respond reasonably to communications from any of these parties may lead to a revocation of Charter.
5. Chapter Directors are responsible for updating any changes to contact and leadership information.
6. Additional reporting requirements are expected from new Chapters holding a Provisional Chapter Charter. Additional reporting requirements may also be required of Chapters who have been delinquent or deficient with regard to payment of dues or reporting, or otherwise at the discretion of the Board of Directors or its designees.

H. Chapter PR Campaigns

1. To promote Chapter visibility and growth each MAsT Chapter will maintain a functioning, responsive email address for interested persons to make inquiry of the Chapter and a Chapter website, linked from the MAsT International website. A new MAsT Chapter will obtain its email address and website by the end of its provisional Charter period.
2. Local MAsT Chapters may develop their own PR campaigns, especially with local area and regional media. They must coordinate all PR campaigns, publications, brochures, etc. with the Board of Directors before publication to ensure consistency with the MAsT brand identification program.

3. Local MAsT Chapters should provide the Board of Directors with electronic versions of all publications, brochures, press releases, news articles, etc. These will be added to the MAsT International archives.
4. In preparing electronic and printed PR materials, special care must be taken at all levels in MAsT to avoid copyright infringement. The legal ramifications and penalties for copyright infringement, both to the Corporation and to the local MAsT Chapter, are too severe to be ignored or taken lightly. Do not copy text from books, articles or websites, use photographs, or copy graphic images without proper copyright waiver and permission.
5. Local MAsT Chapters may participate in local events that are consistent with MAsT International's Purpose. These activities may be sponsorships for events or individual time and efforts donated in the name of their local MAsT Chapter. The MAsT Service Mark with MAsT: "Chapter name" affixed as provided by MAsT International, Inc. shall be used.
 - a. The Chapter logo is furnished for the purpose of the Chapter to advertise their meetings, build community in the Chapter's name, and support appropriate events; e.g., Pride Events, M/s related events, and other activities that are consistent with MAsT purpose and policies.
 - b. It is critical that the Chapter Director understand that it is the individuals from their MAsT Chapter that are participating in the public relations efforts. These individuals may hold positions in other organizations or events; and, they may represent their local Chapter. At no time, shall the local MAsT Chapter be considered part of another organization. The local MAsT Chapter is explicitly a chartered member of MAsT International, Inc.

I. Operational Expectations

To ensure some measure of uniformity and organizational stability, each Chapter must follow some basic rules. Therefore, MAsT International expects each Chapter to:

1. conduct all of its activities in accordance with applicable laws and ordinances, the MAsT Core Values, and in conformity with the national policies of MAsT International not inconsistent with such laws, ordinances, regulations, policies, and procedures;
2. operate on a nondiscriminatory basis with regard to race, creed, religion, ethnic origin, color, gender, gender identity, and sexual orientation in membership selection and privileges. An exception to this requirement may be the sexual orientation or gender criteria allowed if the Chapter is recognized as a gay or men-only or lesbian or women-only Chapter, or approved to serve as a special interest group about Mastery or slavery;
3. establish and maintain orderly financial and accounting procedures, and be current in meeting its financial obligations; e.g., Charter renewal processing fee;
4. provide a safe, comfortable and suitable meeting environment for Chapter members;
5. develop orderly processes for dealing with infractions by members of any of the MAsT or Chapter provisions, rules, guidelines, or procedures. This should include appropriate provisions for sanctions including warning, probation, suspension, or termination of membership;

6. maintain current database contact information including Director names (and Co/Assistant Director as well as other points of contact if applicable), email, address, and phone number(s);
7. hold a monthly meeting (devoid absent circumstances). More frequent meetings are acceptable;
8. provide monthly reports to MAsT International (see Section G, Chapter Reporting above);
9. maintain contact with and be responsive to communications from the Board of Directors and Regional Representatives;
10. pay annual renewal dues.
11. Chapters in "Formation" must apply for Provisional Chapter status within two weeks of Formation approval.

J. Chapter Status

1. **Chapter in Formation:** Chapter's petition has been approved by the Board of Directors to become a MAsT Chapter. This authorizes them to form, use the approved MAsT Chapter name, and advertise for members. They should quickly apply for Provisional Chapter status.
2. **Provisional Chapter:** Chapters that have been granted a "Provisional Chapter" Charter by the Board of Directors must comply with MAsT International Policies and comply with federal and state statutes and local ordinances. Upon successful completion of this six month forming and development period, as well as, reporting each meeting, this Chapter shall then be considered a MAsT Chapter.
3. **MAsT Chapter:** Chapters holding a valid, current MAsT Chapter Charter and having been duly recognized by MAsT International shall be deemed in good standing so long as they are in compliance with applicable policies of MAsT International, including Section I, Operational Expectations above, and in compliance with applicable federal and state statutes and local ordinances.
4. **Chapter Inactivation:** There are many valid reasons why a MAsT Chapter will need to cease providing services to their community. When this occurs, the Chapter will be placed in Inactive status. Chapter history will be archived. Two common examples are:
 - a. Chapter Directors may not be able to continue their Chapter activities and ask that the Chapter be inactivated.
 - b. Chapters may be inactivated for non-compliance with MAsT policy (see Sections K, L and M below).
5. **Chapter Reactivation:** Any inactive Chapter may be reactivated. All reactivated Chapters will require a six-month period in Provisional Chapter status.
 - a. Chapters that have been inactive for six months or more will be required to apply for a Provisional Chapter Charter after approval to reactivate.
 - b. Chapters that have been declared inactive for administrative reasons and have rectified all issues may be reactivated upon finding the Chapter operating in

accordance with the purposes of MAsT. That Chapter may retain their status if the inactivation period is less than 30 days. If the Chapter is inactive more than 30 days before reactivation, they will revert to Provisional Chapter status and will be monitored for six months.

K. Administrative Warning

When a Chapter is approaching a situation of concern, the Regional Representative will send the Chapter Director a "friendly reminder" of the current situation. That reminder usually helps the Chapter Director take care of Chapter business. However, if the Chapter continues to be found in violation of the provisions in Section I, Operational Expectations, they may be placed on Administrative Warning by action of the Board of Directors. A Chapter on Administrative Warning will remain so for a period of 1-14 days at the discretion of the Board of Directors.

Prior to the end of the period, a Chapter must demonstrate that it is no longer in violation of the applicable provisions/policies. Failure to do so may result in Administrative Probation or Charter Revocation.

L. Administrative Probation

Chapters found to be in serious or habitual violation of the provisions in Section I, Operational Expectations, may be placed on Administrative Probation for a period of 1-14 days at the discretion of the Board of Directors. Prior to the end of the period, a Chapter must demonstrate that it is no longer in violation of the applicable provisions/policies. Failure to do so will result in automatic Revocation.

M. Charter Revocation

The Board of Directors will terminate recognition of a Chapter that has failed to fulfill all conditions imposed as a condition of Administrative Probation under Section L, Administrative Probation above.

It is important to consider that with the Chapter Director's access to their Chapter Database from almost anywhere in the world, in most cases, it only takes the will and a few minutes to bring any Chapter back into compliance with MAsT International's Policies and Procedures.

VIII. MAsT International Business Tools

A. MAsT International Chapter Database

1. The MAsT International Chapter Database shall be the official record for all Chapter actions across the MAsT organization.
2. Full access to this Chapter Database shall be restricted to current Board of Directors and Regional Council members. Limited access, including the ability to edit Chapter contact information and submitting meeting reports shall be provided to the Chapter directors.
3. This Chapter Database shall be kept current and accurate.

B. MAsT International Chapter Meeting Reporting

1. The Chapter Meeting Report shall be the official record for all Chapter meetings.
2. The Chapter Director is responsible for ensuring that complete and accurate Chapter meeting information is submitted in accordance with MAsT International Policies.

C. Chapter Renewal Application

1. The Chapter Renewal Application shall be the official method for MAsT Chapters to submit their annual renewal Chapter in Good Standing Charter.
 2. The Chapter Renewal Application shall be due on or before January 1, of each year.
- D. Annual Charter Renewal Processing Fee
1. The annual Chapter's Charter Renewal processing fee shall be submitted electronically on or before January 1, of each year. Any Chapter that has not renewed by April 1 (three months overdue), shall be considered "not intending to renew" and the Chapter will be placed in Inactive status. Regional Representatives will notify the Chapter Director each month that the Chapter is overdue.
 2. The Regional Representative shall notify the Director of Regional Representatives when a Chapter's renewal is three months overdue. The Director of Regional Representatives may then, on behalf of the Board of Directors, authorize the Chapter in default to be placed in Inactive status.
- E. MAsT International Management Selection
1. As MAsT International grows and serves more people living around the world, it is critical that all volunteers for management positions have demonstrated qualifications for those jobs. The three levels of MAsT management include Board of Director and Assistants positions, Regional Representatives and Assistants, and Chapter Directors (manages day-to-day operation of their Chapter). At times, the Board may authorize Committees; the members of such committees may also be required to provide information regarding their past experiences, skill sets, and competence.
 2. The MAsT Management Qualification Questionnaire shall be required as one part of the selection process for anyone applying for a MAsT management position. This Questionnaire may be submitted in e-mail form or as an electronic document. Those that desire to form a new Chapter will submit their Questionnaire as part of their New Chapter Formation Petition Form
 3. An electronic version of this questionnaire will be accessible at www.mast.net.
 4. This questionnaire is located at Addendum II, MAsT Management Qualification Questionnaire.
- F. All MAsT International Business Tools shall be located and maintained at the MAsT International website.

IX. Organization Name

- A. Name
1. The name "Masters And slaves Together" is owned by MAsT International, Incorporated, and its logos are registered Service Marks.
 2. Local MAsT Chapters in good standing (holding a valid, current MAsT Chapter Charter) may use the terms "MAsT" and "Masters And slaves Together" as set forth in this Section of the Policy Manual. Other groups, especially those in process of forming a new local MAsT Chapter, may, with the prior written approval of the Board of

Directors, use the terms "MAsT" and "Masters And slaves Together" as set forth in this Section of the Policy Manual.

3. Provisional MAsT Chapters that cease to progress toward receiving a MAsT Chapter Charter or if their MAsT Charter Application is denied, and local MAsT Chapters that have had their Charter revoked must cease the use of the terms "MAsT" and "Masters And slaves Together" as set forth in this Section of the Policy Manual.
4. When writing the name of the organization, the name is always to be presented exactly as:
 - a. "Masters And slaves Together" or
 - b. "MAsT" or
 - c. "MAsT: LOCAL CHAPTER NAME."
 - d. When referring to MAsT International, the name should appear exactly as "MAsT International" which does not make use of the colon.

X. Organization Logo

- A. The MAsT Logo is a key element in our brand identification program. It visually represents our commitment to the M/s lifestyle. The consistent presentation and use of the MAsT Logo fosters its visual impact, reinforces public awareness of Masters And slaves Together, International, and protects the legal status of the MAsT Logo as one of the Service Marks of the organization.
- B. Local MAsT Chapters holding a valid, current MAsT Chapter Charter may use the MAsT logos, but only within the guidelines set forth in this Section. Other groups, especially those in process of forming a new local MAsT Chapter, may, with the prior written approval of the Board of Directors, use the MAsT logos, but only within the guidelines set forth in this Section.
- C. Provisional MAsT Chapters that cease to progress toward receiving a MAsT Chapter Charter or if their MAsT Charter Application is denied, and local MAsT Chapters that have had their Charter revoked must cease the use of the MAsT logos.
- D. Local Chapters may use the logos provided to them from MAsT International only for business cards, member cards, Chapter web site graphics, stationary, ads, t-shirts and other printed or wearable items.
 1. All other MAsT items (pins, patches, rockers, flags, banners) must be purchased from the MAsT store on the MAsT International website. Chapters may not recreate these items.
 2. If Local Chapters find they need additional graphics or if an item is not available from the MAsT store, local Chapters should contact their Regional Representative.
 3. Use of the MAsT logo may NOT be combined with other logos or imagery from other groups or organizations (e.g., M/s flag, leather pride flag, NCSF logo, etc).
- E. Logo Specifications



1. The MAsT logo exists in two versions:
 - a. banner
 - b. oval
2. The banner form must always be created and presented according to the following specifications:
 - a. The banner MAsT Logo consists of the logotype "Masters And slaves Together" superimposed at the left on the image of a chain and lock, with or without a linked Chapter name below the logotype and to the right of the image.
 - b. Formats
 - (1) The logo "Masters And slaves Together," with or without Chapter name, is always to be presented utilizing the Charlesworth or Charlemagne Bold font with the capitalization style of an uppercase "M" in Master, an uppercase "A" in And, a lowercase "s" in slave, and an uppercase "T" in Together.

XI. MAsT International Complaint Resolution Committee

- A. MAsT and its Chapters' main purpose is to provide a safe place to learn about and practice the knowledge and skills associated with consensual Master/slave relationships. The MAsT organization's most important responsibility is to protect both the individual MAsT member and the reputation of MAsT International, Inc. as an organization.
- B. The MAsT Board of Directors has determined that there is need to establish guidelines for conducting inquiries into allegations of misconduct by MAsT members or by individuals whose conduct could injure the MAsT organization. To facilitate the inquiry process, the Board of Directors (BoD) has created a Complaint Resolution Committee (CRC). Members of the CRC will be MAsT members in good standing and will be appointed by the Board of Directors. At the Board's discretion additional CRCs may be created to serve in various geographic areas. The procedures and processes for these actions can be found in the MAsT Guidelines of Complaint Resolution.
- C. The Complaint Resolution Guide is located in Appendix I.

XII. MAsT International Contact Information

Official email address: info@mast.net

Official mailing address:

MAsT International

PO Box 19636
Portland, OR 97219

XIII. MAsT Calendar

Regional selections and Board appointments are held according to the following calendar schedule:

October 1 through December 31	Regional Representatives identify and recommend their potential Assistant Regional Representatives. The Board of Directors has approval responsibility which may include Chapter Directors' references and comments.
December 31	New Regional Representatives and Assistant Regional Representatives provide the Regional Representative Director with their contact information.
January 1	New Regional Representatives and Assistant Regional Representatives assume responsibilities for their regions.

Annually:

January 1	Chapter renewals and fees are due.
January 31	Board of Directors appointments can be made.
February 1	Chapter annual renewals are due

XIV. Historical Record of Revisions to this Policy

- A. 02-17-2001 - This MAsT Policy Manual was adopted by the Executive Committee of Masters And slaves Together, International, on February 17, 2001.
- B. 04-26-2009 - The Executive Committee amended this MAsT Policy Manual on April 26, 2009. Section 2.3 was amended to change the names of Officers. Section 3.3 was amended to allow the use of the MAsT Logo, with written permission, by Chapters in formation and other groups. Section 3.4 was added to protect the Service Marks of the term "MAsT" and the MAsT Logo.
- C. 02-21-2010 - The Executive Committee amended this Policy on February 21, 2010. The update was extensive and restructuring combined two existing manuals (MAsT Policy Manual and the MAsT Brand Identification Manual). Additional major changes included:
 - 1. Executive Committee of Directors expanded to five members;
 - 2. Regional Representatives organized into Regional Committee;
 - 3. Chapter status procedures specifically related to Administrative Warning, Administrative Probation, and Revocation;
 - 4. Addition of Operational Expectations for Chapters.
- D. 01-19-2012 - The Executive Committee amended this Policy on January 19, 2012. Changes included the addition of Webmaster and Graphic Designer to the EC, merging of information

from branding manual into this guide, other revisions to comply with the way MAsT is actually doing business, and removed the Deputy Director position.

- E. 01-12-2012 - The Executive Committee amended the Policy on January 12, 2012. The update was extensive and addressed significant changes to enhance the business practices of MAsT and streamline communication across the MAsT International community. These major changes included the following Sections:
1. II. Purpose, Includes a Master/slave lifestyle advocacy statement to the MAsT Purpose;
 2. V. Executive Committee, Refines Executive Committee descriptions;
 3. VI. Amends Regional Council to include:
 - a. Defining three international Regions;
 - b. Specifying responsibilities of Regional and Assistant Regional Representatives.
 4. VII. Clarifies expectations and actions that include:
 - a. adding a MAsT Chapter's main purpose statement;
 - b. specifying Chapter Reporting requirements;
 - c. introducing a revised policy that collapses the old nine month Forming to MAsT Chapter procedure to a six month Provisional period for new Chapters to form and develop within a structured, chartered process.
 5. VIII. MAsT International Business Tools, Defines the business tools and introduces the MAsT website as the "one-stop-shop" for all MAsT business transactions from starting a Chapter to meeting reports, monetary transactions, and renewing Charters;
 6. X. Organization Logo, Relocated some highly detailed product designer specifications to a separate folder located on the MAsT International website;
 7. XII. MAsT Calendar, Clarified specific time frames and limits for Regional Representatives' and Executive Committee actions.
- F. 09/30/2015 - The Executive Committee voted to change the title of the body to Board of Directors in keeping with MAsT International becoming MAsT International, Inc., an independent non-profit no longer a part of Butchmanns, Inc. Titles and responsibilities will be published in the of MAsT International, Inc. Policy and Procedures Manual.

Addendum I

Complaint Resolution Guide

MAsT and its Chapters' main purpose is to provide a safe place to learn about and practice the knowledge and skills associated with consensual Master/slave relationships. The MAsT organization's most important responsibility is to protect both the individual MAsT member and the reputation of MAsT International, Inc. as an organization.

The MAsT Board of Directors has determined that there is need to establish guidelines for conducting inquiries into allegations of misconduct by MAsT members or by individuals whose conduct could injure the MAsT organization. To facilitate the inquiry, process the Board of Directors (BoD) has created a Complaint Resolution Committee (CRC). Members of the CRC will be MAsT members in good standing and will be appointed by the Board of Directors. At the Board's discretion additional CRC's may be created to serve in various geographic areas.

The procedures outlined will provide members of the CRC guidance in conducting inquiries referred to them by the Board of Directors. It must be remembered that neither the CRC nor the individual CRC members have any authority to investigate criminal matters. Complaints involving alleged criminal conduct should be referred to law enforcement agencies, especially when there is any suggestion that the victim in the situation may have been injured or may be in physical danger.

All CRC personnel must execute their duties and responsibilities in an objective manner without regard to political affiliation or personal bias. If, for any reason, any CRC personnel believes they are incapable or unwilling to act impartially, they must notify the Board of Directors immediately so that an appropriate replacement may be made.

Complaint Initiation

Complaints involving misconduct on the part of existing MAsT Chapters, MAsT members or nonmembers may originate from within the Chapter itself or from a member of the public. Regardless of the origin, all complaints will be forwarded to the Board of Directors through the Office of Complaints. Any person may file a complaint with MAsT International, Inc. by:

1. Submitting a completed complaint form via e-mail at www.mast.net/complaints;
2. Mailing a completed complaint form to the following address:

Office of Complaints
MAsT International, Inc.
PO Box 19636
Portland, OR 97219

Following an initial review of the complaint, the Board of Directors may take no further action, or refer the matter for further inquiry by a CRC. If referred, the complaint will be given a unique file number to facilitate tracking through the process. Upon receipt of a complaint from the Board, the CRC will be responsible for the following action.

Within 30 calendar days after receipt of a case initiation form, the CRC shall take the following steps:

1. Conduct a comprehensive review of materials submitted with the complaint; and
2. Determine that no further inquiry is appropriate; or
3. Commence an inquiry; or

4. Refer the case initiation form to the proper law enforcement authorities and take no further action; or
5. Refer the investigation to the Chief Executive Officer (CEO) for consideration of appointment for a Special Executive Investigator.

Inquiry Procedures

If the CRC initiates an inquiry, it will likely involve either the collection of additional documents and/or individual interviews. Since the CRC has no investigative authority of any kind, all steps in the inquiry MUST be handled with great tact and discretion. All materials which come into the possession of the CRC, either in document form or interviews, must be maintained in strict confidence. The granting of an interview or furnishing written documentation is entirely voluntary with all parties involved. Should a CRC request for documentation or interview be declined, the only course of action the CRC has is to include the refusal in its final report to the Board of Directors.

Interviews shall be conducted in a professional manner. The interviewer shall avoid any personality clashes, acts of undue familiarity, abuse, or use of profanity. Keep in mind that inappropriate conduct during an interview by the interviewer may result in a separate complaint being filed by the subject of the inquiry. Ideally, all interviews will be conducted with two members of the CRC present. A written "Memorandum of Interview" should be completed by the CRC member at the conclusion of the interview and made a part of the inquiry file. Persons interviewed should also be encouraged to submit written statements in their own words as that will provide the best evidence. Telephonically or visually recorded interviews, agreed upon by the interviewee, shall be considered direct interviews.

Final Inquiry Reports

Upon completion of an inquiry, the CRC or designee shall write a final report summarizing the background of the inquiry, the allegations, inquiry steps taken and conclusions drawn. The final report shall include a recommendation regarding appropriate action to be taken, if any, by the Board of Directors. The final report need not be limited to reporting findings regarding issues raised in the original complaint. If additional misconduct is discovered during the inquiry, it should be included as part of the report.

The final report should also include the last known mailing addresses for all subjects or, if the subjects are represented by counsel, the mailing address for their counsel. This will facilitate notification of the parties of action, if any, taken by the Board of Directors.

Board of Directors Action

1. If the Board of Directors believes that further inquiry is warranted, the BoD may request that the CRC provide additional information or conduct further inquiry, or appoint a Special Executive Investigator.
2. If the Board of Directors determines that corrective action is warranted, the BoD will notify involved parties by letter of its decision.
3. If the Board of Directors concludes that there is insufficient evidence that corrective action is warranted, the BoD shall notify the CRC and the inquiry will be closed.
4. There is no appeal from a Board of Directors action.

Please use the MAsT Complaint Form to describe the details of your complaint.

MAST COMPLAINT FORM

Please type or print clearly below. You may file a complaint with the MAST International, Inc. by:

- 1. Submitting a completed complaint form via e-mail at www.MAST.net/complaints; or
- 2. Mailing a completed complaint form to the following address: Office of Complaints
MAST International, Inc.
PO Box 19636
Portland, OR 97219

(Your) Contact Information

Date: _____

Name: _____

Age: _____

Sex: M F

Address: _____
Street Address

City

State

Zip Code

Home Phone: _____

Business Phone: _____

Other Phone: _____

E-Mail Address: _____

What is your preferred method of contact? _____

Complaint Information

Is your complaint against a Chapter, Chapter Director, representative of MAST International, or someone else?

Yes No

If yes, which Chapter or person? _____

Please provide as much detailed information about the individual(s) and the complaint issues as possible.

Use additional paper as necessary.

Addendum II

MAST Management Qualification Questionnaire

This electronic questionnaire provides you with the opportunity to explain some of your personal qualities and what knowledge and skills you can offer for the job. All positions above Chapter Director require at least two years of MAST experience. In addition to your basic resume information, the selection will be based on your responses on the questionnaire and any potential interview.

The Personal Qualities desired are:

1. being respected by the M/s community,
2. reliable and trustworthy,
3. respects policies and procedures,
4. forthright, authentic, and
5. willing to contribute as a team member.

Example of potential response box that may allow extended listing of personal qualities

Competencies are all of the knowledge, skills, and other attributes (e.g., willingness) that is required to perform an activity.

Competence is the developed skills to accomplish various levels of the activities.

A five point competence scale from 1 (Low) to 5 (High) can include:

Level 1, learning basic knowledge and skills that allow safe, reliable work with direct oversight;

Level 2, understands all knowledge and can complete all basic skills with less direct oversight and is learning more complex knowledge and skills;

Level 3, understands all knowledge and skills for accomplishing complex requirements of the job with minimal oversight;

Level 4, continually exhibits highly developed skills and provides insight for new knowledge or highly complex procedures and is included in expert discussions;

Level 5, provides expert advice and understanding, develops new complex thoughts and activities, recognized by others as the "go to" person for designing, developing, and implementing new processes or procedures.

The Competencies considered important include:

1. experience coaching and influencing others,
2. communicating effectively,
3. resolving conflicts,
4. networking,
5. leading by example,
6. thinking politically (the need to give and take for the sake of organizational success),
7. being approachable, and
8. evidence of consistent positive outcomes over an extended period.

Explain your experiences for each of the competencies and add your estimated competence (Level 1-5) for each competency.

Example of potential response box that may allow extended listing of competencies with numeric competence estimate.