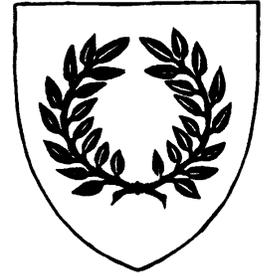


the society for creative anachronism, inc.



Society and Corporate Officers Handbook

July 2004 Edition

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Introduction

Welcome to the ranks of the Corporate and Society Officers of the SCA! If you've served in a Kingdom office in the past, you'll find the work up at the rarefied heights of Corporate to be similar, but not exactly the same. The work is, perhaps, less hands-on. The responsibility is greater. Your decisions affect a greater number of people. The problems are more diverse – and sometimes very unusual. Sometimes you will be frustrated. Sometimes you will be delighted. You're sure to find it interesting!

The purpose of this manual is to guide you through the complexities of working at the Corporate level.

General Introduction to the SCA as a Corporation

You are of course very familiar with the SCA as a club engaged in medieval re-creation activities. But it is important to remember that it is also a corporation. The Society for Creative Anachronism Inc. is a nonprofit educational corporation (of the type the IRS designates as 501(c)3). It was incorporated in the State of California in 1968.

I. Terminology

- A. The **Corporate Officers** are those officers we must have according to California Corporation law: the President, the Secretary, and the Treasurer. These offices may be held by members of the Board of Directors, or may be filled by other individuals. At this writing the President and Treasurer are separate offices, while the office of Secretary is held by a Director. In addition, other officers whose jobs deal with the real-world operations of the organization are also referred to as Corporate Officers: the Vice-President of Corporate Operations, the Vice-President of Operations (Society Seneschal), the Executive Vice-President for Legal Affairs, the Chief Information Architect, and the Corporate Development Officer.
- B. Those officers whose roles relate to the medieval re-creation game we play, and/or who have Kingdom-level subordinates, are referred to as the **Society Officers**: the Society Seneschal, Society Chancellor of the Exchequer, Society Chronicler, Society Marshal, Laurel Sovereign of Arms, Society Minister of Arts and Sciences, and Society Surgeon General. Note that the Society Seneschal wears two hats: he or she is a Society officer, but also, under that office's other title of Vice President of Operations, a Corporate officer.

- C. All warranted officers at all levels – Corporate, Society, Kingdom, and local – are considered **Officers of the Corporation**. In addition, this includes Crowns, Principality Coronets, Heirs, territorial Barons and Baronesses, and event autocrats.
- D. Because the real-world Corporate environment in which we operate has changed dramatically in recent years, the terms “SCA” and “Society” are defined in the Glossary of our Governing Documents, and they are not interchangeable. “**SCA**” refers to the SCA, Inc., a nonprofit educational corporation. “**Society**” refers to the worldwide family of participants engaged in medieval re-creation activities. The difference is important because not all members of the Society are members of the SCA – we now have separate, affiliated corporations in Australia (SCAA) and Finland (SKA), with more to come in the future. People in those countries pay membership fees to their local corporation, rather than to the SCA, Inc. The local corporation provides registry services, insurance, and all the other real-world things provided by the SCA, Inc. in most of the world. Members of those corporations are just as much members of the Society as are members of the SCA, Inc.

II. Organizational Structure

- A. The SCA has a unique organizational structure. At the Kingdom and local levels, there are two separate but intertwined chains of command – the “game-side” chain from the Crown through the Barons and Baronesses and the Peers to the people, and the other chain through the officer corps. At the Corporate level, we work primarily on the officer-chain side of things, though you are likely to have interactions with the Crowns of the Kingdoms from time to time as well.
- B. At the top of the SCA, Inc. organizational structure is the Board of Directors, headed by the Chairman of the Board. These seven people have the “buck stops here” job. All of the Corporate and Society officers ultimately report to them, and it is the Directors who have final say over policy and game rules.
- C. The Corporate Officers report directly to the Board, in most cases. The Society Seneschal, Society Chronicler, Society Marshal, Laurel Sovereign of Arms, Society Minister of Arts and Sciences, and Society Chirurgeon General all report to the President. The Society Chancellor of the Exchequer reports to the Society Treasurer. Many Society officers have deputies who report to them. A graphic depiction of the Organizational Chart of the SCA is included as Appendix A.
- D. What does it mean to “report” to a Corporate officer? This is less straightforward than one would think. “Reporting” to an officer does not mean your written quarterly report goes to that officer. All non-deputy officers’ (and a few at the deputy level, such as the Tournaments Illuminated and Compleat Anachronist editors) quarterly reports are submitted directly to the Board of Directors. The superior officer, instead, is the “go-to” person with questions and problems. He or she is the person the officer will be conferring with the most on a day-to-day basis. He or she, in effect, is the supervisor for that officer. Do not hesitate to contact your supervising officer at any time with questions.
- E. Each officer also has an Ombudsman on the Board of Directors. This is the Director you should go to if you need to speak directly to the Board. This Director’s job is to be familiar with your office and be able to present your reports, your concerns, and your questions to the Board, and to represent your office in Board meetings. Your Ombudsman may contact you before Board meetings to see if there is anything he or she needs to know about matters concerning your office, and may also contact you after the meeting to discuss any Board actions that concern your office. Your Ombudsman is also the person to call if you just can’t get the help you need from your supervisor, or if you need to complain about your supervisor.

- F. If a crisis comes up related to your office's area of responsibility, be sure your supervising officer and your Ombudsman are kept informed.

III. The Governing Documents

- A. The Governing Documents of the SCA is a poorly understood collection of documents. This book, titled the Organizational Handbook, is frequently referred to as "Corpora", though that is only one of the four documents it contains. As a Corporate or Society officer, you should have a solid working understanding of all of these documents.
 1. **Corpora** is the Rules of the Game. It applies across the entire Society, regardless of country or Corporate affiliation. Thus it is as meaningful in Australia as it is in the United States. Society officers will have need of this document more than any other.
 2. The **By-Laws of the SCA, Inc.** is the basic rules that we are required to have as a California corporation. It defines our corporate structure and the operations of the Board of Directors, explains our contracts policies, and addresses other real-world matters. This document applies only in countries that are part of the SCA, Inc. In countries governed by affiliate Corporations, this document is replaced by that Corporation's equivalent document.
 3. The **Corporate Policies of the SCA, Inc.** defines real-world-related policies that apply to the SCA, Inc. and not to affiliate corporations. These include waiver policy, alcohol policy, policy on revocation and denial of membership, and other topics of that nature.
 4. The **Articles of Incorporation** is the SCA, Inc.'s actual incorporation filing. It is the only part of this collection of documents that is not subject to frequent updating.
- B. The Organizational Handbook is available online at www.sca.org. It can also be obtained in hardcopy from the SCA Stock Clerk. If you are not already very familiar with all of the documents contained therein, please study them thoroughly.

Warrants and Appointments to Office

I. Your Warrant

When you are appointed to office, you will receive a Warrant. This document confirms that you are the duly appointed holder of your office. Warrants for Corporate and Society officers must be signed by three members of the Board of Directors. You should receive a copy of your warrant after it is signed at a Board meeting; the President will also keep a copy for the Corporate files. If you do not receive a copy of your warrant soon after you take office, please contact the President. The term of a warrant is most commonly three years. The first six months are considered a probationary period.

II. Warranting Your Deputies and Kingdom Officers

- A.** You may have as many deputies as you wish. You may appoint them freely. However, they must be warranted in their positions once you have selected them. Warrants for Corporate/Society-level deputies must be signed by the Corporate or Society officer appointing that person, as well as by two members of the Board of Directors. Please complete a warrant form for each deputy you wish to appoint, sign each one, and send them to the President, who will ensure that this item of business is added to the agenda for the next Board meeting and bring the warrant forms to the meeting for the necessary Board members' signatures. After the meeting, the President will return the original warrant(s) to you, and will also keep a copy for the Corporate files.
- B.** Deputies are of two types. Some are "special projects"-type deputies appointed at an officer's discretion. In general these officers' terms expire when the term of the appointing officer expires, in order to give the incoming officer the freedom to staff his or her positions as he or she sees fit. The other type of deputy usually has Kingdom-level equivalents, such as the Society Rapier Marshal, Equestrian Marshal, Webminister, and Chatelaine, among others. These officers are warranted as other deputies are, but for standard three-year terms. Their terms may or may not expire when their corresponding Society officer's term expires.
- C.** If your office oversees a Kingdom-level equivalent office, you have a say in the appointment of those Kingdom officers. Note that the decision is not solely yours, but must be jointly agreed upon between you and the Crown of the Kingdom in question. You and the Crown must both sign the officer's warrant. Kingdom officers' terms are defined by Kingdom law and custom, and are commonly for two or three years. Some Kingdoms permit extension of terms. It is wise to familiarize yourself with the Laws on this matter of a Kingdom in which you are about to appoint an officer. (Please see section VIII.B. of this Handbook for information on suspension and removal of officers.)
- D.** The standard warrant form for officers at all levels may be found in the SCA Organizational Handbook as Corpora, Appendix B, and is also included as Appendix B to this Handbook.

III. Leaving Office

- A.** When the end of your term of office draws near, it is time to advertise for a successor. Position openings are placed on the SCA website and in all the Kingdom newsletters. Some pre-planning is needed in order to meet newsletter publication deadlines. Time also needs to be allowed for applications to be received and reviewed and for the Board to make an appointment at a Board meeting. Add in some training time, and it's easy to see that an office changeover cannot happen overnight. Contact the President at least NINE MONTHS before the end of your term of office about advertising the position opening.
- B.** If you wish to continue in office, it is possible that the Board will simply extend your warrant. However, it is more likely that they will want to take applications for the position. You are welcome to be one of the applicants. How this is handled is decided on a case-by-case basis, and is the Board's choice.
- C.** The Board will want your recommendation on which of the applicants would be your choice for your successor. They have the responsibility for making the selection, however. It is suggested that you conduct interviews, probably via telephone, of the applicants before making a recommendation. For Corporate officers, as well as for the offices of Society Seneschal and Society Exchequer, members of the Board will conduct telephone interviews with the finalist candidates.

- D. When your successor is appointed, you will be notified of the Board's choice, as will the successful applicant. It is suggested that you contact the new officer-elect personally as soon as possible – if the new officer hears of their appointment from you instead of from a Director, that's fine. The other applicants will receive a letter from the President notifying them that they were not selected for the office. Spend a great deal of your remaining time in office training the new appointee in the ins and outs of your job, so that when the time comes, the transition of office is smooth and painless.
- E. The process for selecting deputies who have corresponding Kingdom-level officers is both less well defined and less complex. The position may be advertised as for Society officers, but often is only publicized within the affected community, via email lists. The outgoing officer recommends his or her replacement from the applications received, and the Society officer to whom that deputy reports makes the actual appointment. Please ensure that the President and Board Ombudsman are kept informed about these office changeovers so that officer listings are kept up to date and warrants are signed appropriately.

Reporting to the Board

I. Deadlines

- A. All Corporate and Society officers must write a report to the Board four times per year summarizing the quarter's activities and the status of their offices. These reports are due to the Corporate office no later than the first day of the month of the Board meeting: January 1, April 1, July 1, and October 1. Please also email your report to directors@sca.org. The Directors have very little time to review the entire packet of material they receive before each meeting; being able to review your report electronically in advance is extremely helpful to them. An attachment in the form of a Word document is preferred, as elements of your report must appear in the meeting minutes, and cut-and-paste is the easiest way to get your words transferred.
- B. Deadlines for reports are FIRM. The hardcopy needs to be in the Vice President of Corporate Operations' hands NO LATER THAN the first of the month of the meeting. Earlier is fine, and in fact preferable. If anything really critical happens after your report is filed that the Board absolutely needs to know about, you can file an addendum to your report. But reports received after the deadline will not be accepted. You will simply go down as not having reported that quarter. Emails to the Board are NOT a substitute for hardcopy sent through proper channels – that is, to the Corporate office.
- C. If you have deputies with Kingdom-level subordinates, they too must report to the Board quarterly. However, they do not report to the Board directly, but rather through the Society officer to whom they report. Therefore, you must include their reports within your own.

II. Report Contents

There are several sections to your report:

1. Requested Board Actions
2. Policy Interpretations
3. New Policies
4. Commendations
5. General Status Report
6. Publishable Summary
7. Confidential

Each of these shall be discussed in detail below. A sample report is included as Appendix C of this Handbook.

A. Requested Board Actions

1. These are items upon which you are requesting the Board to take action. Generally, this will require them to make a motion and vote. This is not the place to report on a change in internal operations of your office, as the Board does not need to act on such things. Some examples of requests for Board action are the selection of your successor, requesting authorization for expenditures beyond your approved budget, or proposing a change in Corporate policies. Selecting deputies does not require Board action, since you may appoint your own deputies as you see fit; signing their warrants does require Board action. Note that the name of your recommended successor should not appear in this section of the report - only your request that the Board make the appointment belongs here. The name of the person you are recommending is a personnel matter, and is therefore confidential. This information belongs in the final section of your report ("Confidential").
2. This section of your report, and the Board's actions concerning it, will appear in the minutes and be read in the meeting.
3. If any of your deputies have requests for Board action, be sure to include them in this section of your report.

B. Policy interpretations/decisions

1. These are situationally based clarifications of something in the policies of your office. In the case of the Society Seneschal, policy interpretation also includes interpretations of Corpora or a Kingdom's Laws, but he or she is the only officer for whom that is true. Other officers requiring a Corpora interpretation need to consult with the Society Seneschal. For example, if the Marshal wants to interpret the Rules of the Lists, he needs to work with the Society Seneschal on that.
2. Since your office's policies are approved by the Board and are part of the SCA Precedence of Law (ranking below Corpora but above Kingdom Law), the Board must vote to uphold or overturn your policy interpretations. Such interpretations/changes are in effect from the minute you make the ruling and let your subordinates know about them, and they remain in effect until and unless the Board overturns them.

3. This section might include changes to be made to your policy handbook. Suppose, for example, that you've discovered that wording in a section of your office's handbook is unclear and leading to confusion. You have found it necessary to decide what that confusing section really means (interpretation), and, to clear up the confusion in the future, you wish to change the wording of your policy (change). The Board must vote to uphold or overturn your interpretation and proposed policy change, or return it to you for reworking if they have problems with the interpretation or the change wording. The Board will not approve a change to a policy manual without knowing exactly where in the handbook it is to go, so be sure to state that information clearly.
4. Note that no officer is empowered or qualified to interpret real-world law or policy. If you need to report on a change in law that affects your office, such a report does not constitute a policy interpretation. It should be in the "General Status Report" section, not in the "Policy Interpretations" section.
5. This section of your report, and the Board's actions concerning it, will appear in the minutes and be read in the meeting.
6. If any of your deputies have Policy Interpretations, be sure to include them in this section of your report.

C. New policies

1. These are additions to your office's policies. Again, these are items upon which the Board must take action. New policies are in effect from the moment you announce them, and remain in effect until and unless the Board overturns them. It is very important that you work with the affected community before putting any new policies in place.
2. The Board will not accept new policies that are not assigned a place to "live". Please specify exactly where this policy is to be added to your office's handbook.
3. This section of your report, and the Board's actions concerning it, will appear in the minutes and be read in the meeting.
4. If any of your deputies have New Policies, be sure to include them in this section of your report.

D. Commendations

1. This is the place for kudos to people who have been of assistance to you, or who have done a fine job in a Kingdom office, or who for whatever reason merit public recognition from you. This section will not appear in the minutes, but will be read aloud in the meeting.
2. If any of your deputies have Commendations, be sure to include them in this section of your report.

E. General status report

1. Report here on what is going on in your office. Include a brief summary of the status of each Kingdom as far as your office's area of responsibility is concerned. If you have deputies, include a section covering each of them in this part of your report.
2. This is for the Board's information. This section will not appear in the minutes.

F. Publishable summary

This is the brief summation of what you have reported in your General Status report - a digest for public consumption. It's a good idea to summarize the other sections of your report (except Confidential), especially the Commendations section, here. It will appear in the minutes and be read in the meeting.

G. Confidential

1. This should be a separate page. This is confidential information for the eyes of the Directors and senior staff only. This is where you give heads-ups on potential problems, personnel/people issues, legal matters, and so on. Information included here is definitely NOT for public consumption. This section will not appear in the minutes, nor will it be read in the meeting.
2. If any of your deputies have Confidential Items, be sure to include them in this section of your report.

III. Distribution

You are encouraged to share your report with your Society and Corporate colleagues, and also with your Kingdom officers. Remember to REMOVE the Confidential section of your report before sending it to anyone but the Board!

Board Meetings

I. Overview

- A.** Board meetings happen four times per year, in January, April, July, and October. Meetings normally take place on the third weekend of the month, but this is sometimes changed to accommodate such things as holidays (for example, Easter occasionally creates a conflict with the April meeting) or other significant special occasions. The Board meetings rotate among the Kingdoms so that more people have an opportunity to attend a meeting and watch the Board in action. The only Kingdoms which probably cannot expect a Board meeting to come to them are Lochac, which is governed by a separate Corporation with its own Board of Directors, and Drachenwald, simply because the cost is prohibitive. Meetings are held in cities with hub airports, ideally, and usually take place in a hotel near the airport.
- B.** Board meetings are two-day affairs. On Friday the Board members and senior staff meet in an informal session. Topics on this day may include long-range planning, budget planning, current problems, and other topics not on the formal agenda for the meeting. Formal agenda topics may be discussed briefly to provide additional background or information, but no decisions are made on agenda items. That decision-making is done in the public meeting. Members may attend the Friday session as spectators with the permission of the Chairman of the Board. Anyone who wishes to attend simply needs to contact the Chairman and request permission. In practice, permission is rarely, if ever, refused. Any refusal would most likely be because of space restrictions in the meeting room.

- C. The Saturday meeting is the formal business meeting of the Board of Directors. It is open to the public, with the exception of the Executive Session portion of the meeting, where personnel matters, including officer appointments, banishments, and revocations of membership, along with other matters not for public consumption, are discussed. This is usually done over the lunch break. Since Executive Session is invariably a large section of the agenda, the Board will often do as much of this portion of the meeting as possible on Friday night, in the interest of saving time on Saturday.

II. Attendees

- A. Officers are not required to attend Board meetings. The exceptions are the Vice-President of Corporate Operations, the President, and the Society Seneschal, who attend every meeting. The Treasurer attends the budget-planning meeting, generally in October. If there is an issue of pressing urgency affecting the jurisdiction of a particular officer, that officer may be invited to attend the meeting at Corporate expense, but this is uncommon. Officers are always welcome to attend Board meetings, but they do so at their own expense, and are in no way required to do so.
- B. Should you choose to attend a Board meeting and wish to attend the Friday session, please request permission of the Chairman of the Board. Dress for Friday is modern casual. Dress for the Saturday session is modern business attire. There is often, but not always, an in-garb revel hosted by the local group on Saturday night after the meeting. Check with the President or your ombudsman to learn whether you should plan to bring garb if you are traveling to a meeting.
- C. Your Ombudsman on the Board of Directors usually reads your report in the meeting. However, if you are present, you will (space permitting) be invited to sit at the "big table" with the Directors and senior staff, and you will be asked to present your own report in the meeting. Consult with the President or your Ombudsman before the meeting for tips on what to read and what not to read in the public meeting. You may be invited to join the Directors for lunch, but will be asked to leave the room when the meeting resumes in Executive Session after everyone has finished their meal.

Budgets and Travel

I. General

- A. Each officer has a budget within the SCA, Inc. budget for the operation of his or her office. The exception is the office of Laurel Sovereign of Arms, which has a completely separate bank account and budget. The budgeted amounts are not large, but are there to assist you in fulfilling your duties.
- B. The Treasurer will come to you once per year at the appropriate point - normally August to September - in the SCA budget planning process to ask for your budget requests for the next year. Unless you request a different amount, and present a case for it, your budget for the next year will probably be the same as it was this year.
- C. If something unusual, such as a major crisis involving your office, occurs, and your budget proves inadequate, you will need to request additional funds from the Board. Any such request must be included as an Action Item in your quarterly report.

- D. If the Board asks you to attend a Board meeting as an Invited Guest, the funds for that trip need not come out of your budget. Those expenses will be covered by funds in another general ledger account of the SCA, Inc. budget. Should you be invited to a meeting, please contact the Vice President of Corporate Operations for information on how to make your travel arrangements.

II. Uses

- A. Your budget may be used for necessary office expenses, phone expenses, and travel. Office expenses may include postage, photocopying, and basic office supplies. You may use your budget for reasonable travel expenses related to events of particular concern to your office. Examples might include major wars, if your presence there is important, such as may be true for the Marshal, or symposia related to your office, such as the Known World Arts and Sciences Symposium.
- B. You may use the funds allotted to you as you see fit, within reason. Money will not normally be advanced. You must pay the costs up front and file for reimbursement. You must present receipts in order to be reimbursed. In the case of a large expenditure, it may be possible to have Corporate pay for the expense directly. Please contact The Vice President of Corporate Operations in the Corporate office if you have such a situation. Each such situation will be handled on a case-by-case basis.

III. Expense Report

An Expense Report form is included as Appendix D to this handbook. Please complete the form and send it, along with copies of all applicable receipts, to the Vice President of Corporate Operations in the Corporate office. You will be reimbursed for your expenses as long as they do not exceed the amount available in your budget.

Policy Decisions

Officers will on occasion be called upon to make a policy decision or a new policy. Sometimes a policy ruling is necessitated by a safety or legal concern, and could be considered an emergency. Other policy changes are less urgent in nature. Following is the Board's policy concerning officer policy rulings (from the Board of Directors Policies and Procedures Manual, section V):

- A. When an officer's policy decision is NOT in response to an emergency or safety-related situation:
 - 1. The officer should ask for input regarding the proposed policy decision from the appropriate kingdom officers. The officer should copy the current Crowns so that they are aware of what changes may come. If the officer has any committee or sounding group for their office, they should also be notified. When appropriate, every effort should be made to ask for input from the general membership, either directly to the corporate officer or through the Kingdom Officers and Crown. The President of the SCA, Inc. should be included throughout the process. The officer's Board Ombudsman should also be kept informed.

2. After an appropriate commentary period has passed and input has been received, the officer should send a final draft copy of the policy to the same people for one last chance to comment. The President will work with the officer throughout the process to ensure that all proper steps are being taken, and that the policy is written properly.

3. The policy will then be enacted. The policy should be sent to the Board as soon as it is enacted, so that the Directors are aware of the change. It also must be included in the officer's next quarterly report to the Board, under "Policy Interpretations" or "New Policies", as appropriate.

4. If the Board has any questions regarding the policy, they should endeavor to clarify with the officer before the quarterly meeting.

5. Should the Board not wish to pass the policy as written by the officer, the Directors shall explain their concerns and direct the President to work further with the officer to modify the policy as needed.

6. The Board should not change the policy without consulting the officer.

7. After the quarterly meeting, the President shall notify the officer immediately of the Board's decision, and shall pass along any commentary from the Board regarding the policy.

B. When an officer's policy decision IS in response to an emergency or safety-related situation, or is necessitated by real-world law:

1. If it is determined that a real safety issue is at stake, an officer may immediately enact any policy changes necessary to ensure the safety of the participants of the SCA.

2. The officer must immediately notify the President and their Ombudsman of the decision.

3. The officer should then notify the appropriate Kingdom Officers and the current Crowns of the decision. They should be sure to explain the reasons behind the decision, the reasons for its emergency enactment, and what steps are being taken to inform the membership of the changes.

4. The officer should then follow the steps in section A above for working with the Board to ensure the policy is passed at the next meeting.

Remember that changes to your office's policies should not be made lightly, as your decisions may affect how the game is played for a large number of people. However, do not hesitate to make necessary decisions simply because someone will be upset by the change.

Office Handbooks

Most Society officers have a handbook for their office. This handbook details the policies of the office as well as offering helpful suggestions to Kingdom and/or local officers, as well as to participants in the activity covered by the handbook.

I. Policies

A. The policies of your office as detailed in your handbook appear in the Precedence of Law of the Society, which is found in Corpora, section I.A:

Despite the use of the word “law” to describe the operating documents of its regional branches, the Society recognizes the absolute precedence of law issued by civil authorities over any of its internal rules. The SCA, Inc. as a corporate person, along with all of its members as citizens, must obey the law of whatever jurisdictions apply to them in exactly the same fashion as all other corporations or citizens in those jurisdictions.

Within the Society, if there is any conflict among the provisions of the following types of rules, those higher on the list will govern over those lower:

- The By-Laws of the appropriate organization
- The Corporate Policies of the appropriate organization
- The Corpora of the Society
- Society Officers’ Policies approved by the Board
- Kingdom Law (within the kingdom that enacts it.)
- Decision of the Crown (within the kingdom and for the duration of the current reign.)
- Principality Law (within the principality that enacts it.)
- Decision of the Coronet (within the principality and for the duration of the current reign.)

B. Society officers’ policies come after Corpora in the precedence of law, but are more important than Kingdom Law. Therefore, in order to make it very clear what parts of your handbook are policy that must be enforced, and what parts are merely suggestions, your handbook should clearly delineate which is which. The Board only approves the portions of your handbook that are policy (“fighters must wear big toe armor meeting this standard”) versus suggestions (“here are some possible ways you can make big toe armor that meets the minimum standard”).

II. Updates

- A.** All Society officers' handbooks are available for purchase from the Stock Clerk, and are also available on the Web. Now that handbooks are maintained electronically, it is easy to add policy decisions made since the last full revision to the handbook as such changes are made, so that the membership has easy access to them. Nevertheless, Board policy requires that handbooks be reviewed and revised at least every five years. This update should incorporate any policy changes made since the last full update, as well as making whatever other changes are appropriate. Recently a standard Style Guide for officers' handbooks has been instituted in order to give a standard "look and feel" to these documents. A staff of editors reporting to the President is charged with the task of putting all handbooks into this standard format before they go to the Board for approval.
- B.** When your handbook comes up for renewal, these are the procedures you must follow (from the Board of Directors Policies and Procedures Manual, section VI):
- A. Society officer manuals are to be reviewed, updated, and re-submitted for Board approval at least every five years.
 - B. When an officer revises their office's manual, the affected community – the Kingdom Officers, at minimum – shall be consulted about changes. The President shall be involved in order to assist the officer in creating a manual that meets the Board's requirements.
 - C. Officer manuals may contain both policies and operational guidelines, and must clearly distinguish between the two. Policies are those issues that affect the SCA as a whole or any group therein. Guidelines are recommendations for the operation of the office.
 - D. The Office of the President shall review all manuals for spelling, grammar, and camera-readiness before they are presented to the Board. The President shall recruit and maintain a staff of on-call editors to assist in proofreading and formatting manuals to SCA, Inc. standards. In order to provide time for the editors to do their work, manuals must be submitted to the President in editable electronic format by the first of the month prior to the next quarterly meeting.
 - E. Any manual that is presented for the Board's consideration must be provided in a standard electronic document format via email to all Directors by the 15th of the month prior to the next quarterly Board meeting (for example, material to be considered at the July Board meeting is due by the 15th of June). Hardcopy shall be provided to the Vice President for Corporate Operations by the meeting materials submission deadline (generally the first day of the month of the meeting) so that it may be included in the Board meeting packets. Manuals presented for Board approval should be in final, printable form.
 - F. At the quarterly meeting, the Board shall review and approve the manual. The Board shall review both content and physical appearance (including layout, spelling, grammar, and camera-ready status). Should the Board find the manual unsatisfactory, it shall be returned to the officer for further work. The Board shall clearly explain what the problems are, and the President shall communicate this information to the officer. The President shall work with the officer to modify the manual as needed.
 - G. The Board shall ensure that the Corporate Office has clear instructions as to how this manual is to be published and made available to the membership.
 - H. An electronic copy of the manual must be provided to the Vice President for Corporate Operations within ten days of its approval. The Corporate Office will store this as the master copy for hardcopy production. An electronic copy shall also be provided to the President within the same time frame. The President shall ensure that it gets to the SCA web administrator to be posted on the sca.org website.

Working with Kingdoms

We live in a big Society. Each Kingdom is in many ways unique, and has its own ways of doing things within the broad framework and reasonably loose guidelines set forth by the Governing Documents and Society officers' policies. This diversity is part of what makes the Society special. When working with Kingdoms, or when considering policy changes, always remember that there can be more than one "right" way to do something, and accept that different is not necessarily wrong or bad.

I. Appointing Kingdom Officers

- A.** Kingdom officers are appointed jointly by the Crown and the corresponding Society officer. Either of you has the right to object to a candidate for office. If a candidate is not agreeable to both, then another, more acceptable candidate must be found.
- B.** You and the Crown must both sign the officer's warrant. The officer should receive the original copy of his or her warrant. Be sure to keep a copy for your files as well.
- C.** If an officer wishes to renew their warrant or extend their term, you and the Crown must decide jointly whether or not to do this. Many Kingdoms' Laws specify limits to terms or term extensions. You must accede to Kingdom Law in extending warrants.

II. Suspending and Removing Kingdom Officers

- A.** If an officer is not performing acceptably in office, he or she may be suspended or removed. Either the Crown or the Society officer may suspend an officer. The term of the suspension cannot exceed the remainder of the reign if the Crown suspends, or six months if the suspension comes from the Society officer. The emergency deputy for the office normally fills in for the term of the suspension.
- B.** If both the Society officer and the Crown agree, they may jointly remove the Kingdom officer from office. Neither party may do this unilaterally.
- C.** If there is a problem with an officer, first discuss it with that officer directly. If this produces no result after sufficient time to correct the situation has passed, contact the Crown about the problems. It is also advisable to contact the Kingdom Seneschal (unless the Seneschal is the "problem officer").

III. Working with Kingdom Officers

- A. Kingdom officers must report to their Society superior at least quarterly. Many Kingdoms' Laws mandate more frequent reporting by Kingdom Officers, and you may require more frequent reporting at your discretion. Set due dates for reports such that you have them in hand when you need to write your quarterly report to the Board.
- B. Reporting is a two-way street. Kingdom officers need to know that their reports are not going into a black hole. You, as the Society officer, need to be more than a name and address in a newsletter to your subordinates. Your prime responsibility as a Society officer is to educate and assist the Kingdom officers in any and all ways you can. One way to do this is to report back to the Kingdom officers regularly. It is suggested that you report back to the Kingdom officers no less often than you require reports from them. These reports can include news of importance to the officers regarding changes in policies, new developments in "technology" pertinent to your area of expertise, educational articles, and other items of interest. Another thing you can do is to summarize the reports you have received from each Kingdom officer, and report this back to the entire group. This is a good way to share information and build a sense of community.
- C. Your reports can be disseminated via an email list, if you have one. This is a really good way to build communication between and among the Kingdom officers and their Society superior.
- D. Keep the lines of communication open with other officers in the Kingdom as well. If there is a problem with your officer, discuss it with the Crown. It is also suggested that you bring it to the attention of the Kingdom Seneschal.

IV. Problems

- A. The best way to ensure that you are not blindsided by a problem in a Kingdom is to establish regular communication with the Kingdom officer who reports to you. Ensure you receive reports regularly, and review them carefully. Foster an atmosphere of open communication with your officers so they will have no hesitation about coming to you with questions, concerns, and crises.
- B. If there is a crisis, be sure your Corporate superior and your Board Ombudsman are made aware of what is happening as soon as possible.

Working with Affiliate Corporations

I. Affiliates

- A.** Currently the SCA, Inc. has affiliation agreements in place with SCAA-Australia, SCA-New Zealand and SKA-Finland, its sister Corporations in those countries. More international incorporations will no doubt come into existence as time goes on.
- B.** Finland is a single Barony within the Kingdom of Drachenwald. However, the Kingdom of Lochac, encompassing Australia and New Zealand, is entirely subject to the jurisdiction of affiliate Corporations (SCAA and SCANZ). The rules for working with the Kingdom of Lochac are a little different from those governing all the other Kingdoms of the Society.

II. SCA-SCAA (Australia/New Zealand)

Section VII of the SCA-SCAA Operating Agreement, reproduced in full below, spells out the relationship between the Society officers, who are appointed by the SCA, Inc. Board of Directors, and the Kingdom Officers of Lochac. Be sure to follow the procedures set forth here in your dealings with Lochac.

- A.** The SCAA and/or the Crown of Lochac shall warrant the Kingdom Officers of Lochac in a manner to be determined internally. Per Corpora, both the Crown and the corresponding Society officer retain the authority to suspend Kingdom officers; both working in concert may remove an officer.
- B.** All Society officers shall explicitly solicit comment from the corresponding officers of Lochac before imposing Society-wide policy decisions.
- C.** The Kingdom Officers of Lochac shall report as follows:
 - 1.** The Kingdom Seneschal shall report to the Crown, the SCAA Committee, and the Society Seneschal on a regular basis. The Society Seneschal shall determine the frequency and exact requirements of reports due to him or her; the Crown and the SCAA Committee may impose different requirements for reports due to them if they so desire. This officer may fill the dual role of Kingdom Seneschal and Corporate officer of the SCAA at that body's discretion.
 - 2.** The Kingdom Exchequer shall report to the Crown and the SCAA Committee on a regular basis. The frequency and exact reporting requirements are to be determined by the above-mentioned entities in cooperation with each other. An annual summary report shall be provided to the Treasurer of the SCA, Inc. by the Treasurer of the SCAA regarding the financial health of the Kingdom and the Corporation. Should the SCAA and the Kingdom so determine, the duties of Exchequer may be fulfilled by the Treasurer of the SCAA.

3. The Kingdom Chronicler shall report to the Crown and the SCAA Committee on a regular basis. The frequency and exact reporting requirements are to be determined by the above-mentioned entities in cooperation with each other. The Kingdom Chronicler shall provide a copy of the monthly newsletter to the Society Chronicler. This shall constitute that officer's report to the Society officer. An annual financial summary report shall be provided to the Treasurer of the SCA, Inc. This may be part of the annual report of the SCAA Treasurer at that officer's discretion and with the agreement of the Treasurer of the SCA, Inc.
4. The Kingdom Earl Marshal, Principal Herald, and Arts and/or Sciences Minister(s) shall report to the Crown and to the corresponding Society officer on a regular basis. Each Society officer shall determine the frequency and exact requirements of reports due to him or her. Copies of these reports may be required by the SCAA Committee at that body's discretion.
5. The Kingdom Chirurgeon shall report to the Crown, the SCAA Committee, and the corresponding Society officer on a regular basis. The Society Chirurgeon General shall determine the frequency and exact requirements of reports due to him or her; the Crown and the SCAA Committee may impose different requirements for reports due to them if they so desire. The SCAA Committee is encouraged to research Australian Law regarding the advisability of offering or not offering Chirurgeonate services in Australia. Should they determine that such an officer is not desirable in Australia, the Committee shall notify the SCA, Inc. Board of Directors so that an appropriate exemption to Corpora requirements may be granted.

Summary: Operation of your Office

I. Introduction

This handbook does not delineate any of the details of running your particular office. You are the subject matter expert in your area of authority. The suggestions in this section pertain to all offices, regardless of area of expertise.

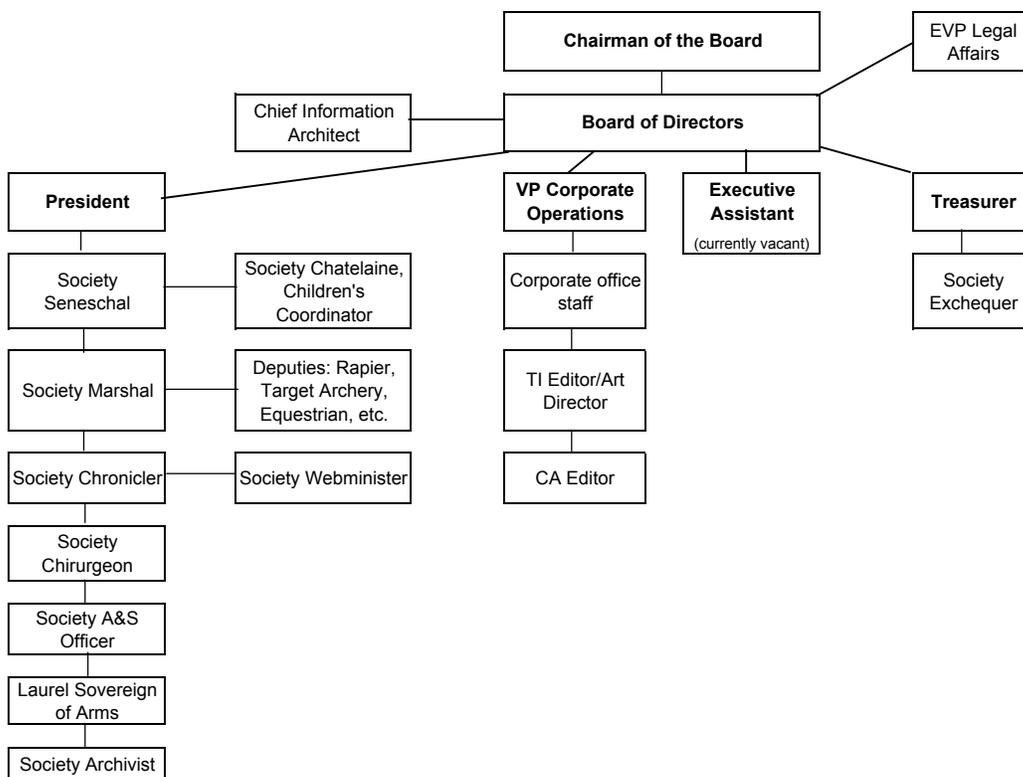
II. Suggestions

- A. Appoint whatever deputies you need for the running of your office, but be sure you have a job for them to do.
- B. Maintain close contact with the Kingdom officers who report to you. A feeling of collegiality among your officer corps is a good way to help ensure that life goes smoothly in your corner of the Society. You can do this through a variety of methods: two-way reporting (they report to you; you reciprocate), regular telephone calls, an email list, meetings at major events, or, ideally, via a combination of channels.

- C.** Keep in close contact with the wider community of your particular area of interest (the fighters, the heralds, or whatever it may be). Publicize proposed rules changes to that community, and solicit their input. Again, building a sense of community is a positive force in the smooth operation of the Society. Respond to communications from the membership promptly and courteously, and in the same medium in which you received them. If you receive an email, respond via email; if you receive a postal letter, respond with a postal letter. Return telephone calls promptly.
- D.** Work with your fellow Society and Corporate officers on matters that cross multiple areas of interest. All Society and Corporate officers are subscribed to an email list: officers@sca.org. This forum is there for you to use to contact one another to discuss problems, ask for advice, communicate successes, advise each other of potential areas of concern, and so on. This is also the primary vehicle by which the President communicates news from the Board. Take full advantage of this list. Building collegiality among the uppermost levels of Society governance is good for the Society.
- E.** The prime responsibility of a Society officer is to help the Kingdom officers to do their jobs. Do whatever you can to educate and assist the Kingdom officers.
- F.** The Society Seneschal, Society Chronicler, and Society Exchequer must notify the Corporate Office immediately whenever a Kingdom office changes hands. Please provide the new officer's name and contact information as soon as you have it. The Society Seneschal must also provide this information regarding Kingdom Seneschals to the President for inclusion in the Inter-Kingdom Directory (IKD).
- G.** If you should move or otherwise have a change in contact information during your term of office, please notify the Corporate Office and the President of your new contact information as soon as you are able.

Appendix A: Organization Chart of the SCA

SOCIETY FOR CREATIVE ANACHRONISM, INC.
ORGANIZATIONAL CHART



Appendix B: Standard Warrant Form

WARRANT OF APPOINTMENT TO OFFICE

Society for Creative Anachronism, Inc.

Let it be known that _____ (Legal Name)
of _____ (Full Address)
_____ (Telephone and Email)
known within the Society as _____ (Society Name)
is hereby appointed as _____ (Office/branch)
for a period of _____ (Term of Office or Equivalent) or until _____ (Date).
This Warrant shall become effective upon _____ (Date) and
supersedes any existing or previous Warrant for this office.

SIGNED:

DATE:

Required signatures – please sign with legal name only:

Corporate or Society Officers: three Board members.

Deputy Corporate or Society Officers: two Board members and the appropriate Corporate or Society Officer.

Kingdom Officers with Society superiors: Crown and the appropriate Society Officer.

Great Officers: Crown/Coronet and the appropriate kingdom/principality officer, if any.

Lesser Officers: Crown/Coronet and the appropriate kingdom/principality officer, if any.

Other officers: as established by kingdom law and custom, but must include more than one signature, and must include royalty.

This warrant supersedes all previous warrants for this position. Once it has been completed, copies must be sent to all parties involved in the execution of the warrant. It will serve as formal proof of appointment for any officer.

This form may be photocopied or reproduced in any mechanical medium that preserves the complete text. No alterations are permitted, except for the establishment of consolidated warrants prepared as described in Corpora VII.K.1.

Appendix C: Sample Report

SOCIETY FOR CREATIVE ANACHRONISM

[President's] QUARTERLY REPORT

NAME: Her Grand Omnipotence
ADDRESS: East 125 Boulevard Northwest Forty
CITY STATE ZIP: Gambulu, CO 00666
PHONE: 1-(900) – 1el-jefe
EMAIL ADDRESS: HGO@sca.Org
DATE: **[it is VERY IMPORTANT to date your report]**

A. REQUESTED BOARD ACTIONS

1. Please select my replacement, who will succeed me when I step down in six months.
2. Please approve an increase of \$1000 to my office's budget so that I may travel to the Known World Shopping Symposium.
3. In an effort to feel and present an image that is more Presidential, I request that the Board approve a budget increase of \$1000 for an appropriately beaded Sedan Chair and 6 Cabana Boys for travel down the hallways at Events, Symposia, Pennsic shopping trips, and Board Meetings.

B. POLICY INTERPRETATIONS

The Shire of Incipient Vapor, located in Ya'llCombacknowyahear, Arkansas, recently began taxing the firstborn children, squires, apprentices, and protégés with a fee of 1 pound of Chocolate or 17 ounces of Grand Marnier. While their interpretation of community interaction is in and of itself interesting, I was compelled to rule that this tax as a violation of Corpora, since Grand Marnier and Godiva Chocolate—however lovely creations they may be—fail entirely to fall within the period of our studies. And they did not include a cut...erm...tithe to my office.

C. NEW POLICIES

Effective immediately, Chocolate and Grand Marnier are considered period when presented to persons traveling in a beaded sedan chair borne by six svelte cabana boys.

D. COMMENDATIONS

The Shire of Incipient Vapor is commended for their recent studies into period business tactics and strategies, when they provided a live demonstration of advanced bribery with the presentation of certain delectables to a person traveling via the comfort of a beaded sedan chair, borne by six svelte and affectionately adorable cabana boys.

CONFIDENTIAL [PUT ON A SEPARATE PAGE!]

1. I recommend that Lord Bubba macGoodolboy, current Seneschal of the Shire of Incipient Vapor, be selected as my successor.
2. My policy interpretation has caused some furor in the Shire of Incipient Vapors. You may be receiving some complaints and calls for my head.

