

HEC Bylaws-Addenda



HELLENIC ELECTRONIC CENTER (HEC), Inc.

A NON-PROFIT 501(c)(3) CORPORATION

Federal Identification Number: 51-0377653

Determination letter issued by Internal Revenue Service (IRS) in April 1997
granted exemption from US Federal income tax under section 501(c)(3).

www.Greece.org

www.ehk.gr

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The Addenda are meant to supplement the Bylaws. Their function is to further explain and provide procedural functionality for performing various functions of the Center based on the By-Laws.

Executive Council:

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ADDENDUM 1 – THE HEC ORGANIZATION STRUCTURE



There are three distinct layers that constitute the Center's structure:

- 1) **Executive Council (EC)** – governing body of HEC comprised of Directors and Council Members.
- 2) **Services**
 - a. Web Hosting – x xxxxx write....
 - b. Forums & Mailing Lists – x xxxxx write....
 - c. Projects – x x xxxxx write...
- 3) **Membership**
 - a. Members – accepted individuals, who maintain their good standing as required by the Center (volunteers and monetary contributors).
 - b. Business Associates – Accepted Organization members that are essentially associations and organizations.
 - c. Sponsors – x x xxxxx write...

ADDENDUM 2 – MEMBERS & MEMBERSHIP

Anyone can apply to the Center in order to become a Member by selecting the type of membership he or she likes to participate. The applicant must demonstrate dedication to and support of the advancement of the Hellenic civilization, and must provide evidence of service consistent with the purpose of the Center as specified in Article 2 of these By-Laws.

You can be part of the HEC's family as an organization or an individual by completing the registration form <http://www.greece.org/membership.html>

There are two distinct types of Members classified as follows:

1. Members

- a. Apply as a HEC Member
- b. Volunteer consistently their time for HEC – and/or,
- c. Make an annual monetary contribution
- d. Receive HEC mailings
- e. Qualify for HEC positions (as per Bylaws)

2. Business Associates

- a. Apply as an Business Associate, organization
- b. Collaborate with HEC on projects and other co-operations
- c. Receive HEC mailings

Part 1. Members

There are many ways a Member can volunteer his or hers time. Besides working on a specific project, Members could provide their technical skills in designing and maintaining the HEC web site, provide administrative support in Communications, Financial, Human Resources, Legal, Marketing and Public Relations Departments. The HEC Executive Council coordinates the efforts of all HEC Member volunteers.

A HEC Member is defined as any individual, irrespective of sex, age, race, color or creed. A notification of acceptance, or rejection, will be sent to each applicant upon review of each application.

Members of the Center, as defined herein, have certain rights and obligations.

All persons may apply to the Center (HEC) by forwarding a current Curriculum Vitae electronically, in order to become a HEC Member. A HEC Member is defined as any individual, irrespective of sex, age, race, color or creed whose application for HEC Membership has been approved by the majority (51%) of the Executive Council. Notification of acceptance, or rejection, will take place after the Executive Council, or a committee designated by the EC, votes on the applicant's request. HEC Members are volunteers who dedicate their technical skills in designing and maintaining the HEC web site and services, or their administrative skills for the competent organization of the Communications, Financial, Human Resources, Legal, Marketing and Public Relations Departments. The HEC Executive Council coordinates the efforts of all HEC Member volunteers. All HEC Members are expected to collaborate with the HEC Executive Council in maintaining the HEC web-site that supports the advancement of Hellenism in relation to the world community. This entails a vigilant watch over Hellenic tenets, the history of Hellenic civilization, the Hellenic peoples and Hellas' current affairs. Therefore, upon examining an applicant's C. V. for HEC Membership, the HEC Executive Council will be considering the following:

- a. A willful participation in one, or more, Projects hosted by HEC (www.greece.org/projects).
- b. Substantial evidence of previous experience with respect to the subject matter of the Project(s) the applicant for HEC membership wishes to participate in.

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- c. A statement by the applicant for HEC Membership that the HEC Bylaws in this Guide have been read and will be respected.

Part 2. Business Associates

Organizations or Associations are those which wish to be associated and collaborate with HEC's Mission Statement (Bylaws Article 13: Associate Organizations).

XXXXXXX write more text

Part 3. Notification

Depending on the type of Membership, notification is handled as follows:

- 1) Members will receive notification of acceptance or rejection after the Executive Council evaluates their membership application.
- 2) Business Associate Organizations will receive notification of acceptance or rejection after the Executive Council evaluates their membership application.

Part 4. Scope of Duties

Depending on the type of Membership, the scope of Members duties are as follows:

- 1) Members are expected either to:
 - a. pay yearly membership, or
 - b. make an annual monetary contribution, or
 - c. volunteer their services and expertise to the Center to the best of their ability and without payment for labor, overhead or other voluntary expenses associated with membership. Assignment of tasks shall be made with mutual agreement between the Member and the Directors or other designated official of the Center. Full Members are expected to provide a reasonable amount of labor to ensure the normal operation of the Center, or participate in project(s) and activities carried out by the Center, and to comply with the decisions of the Executive Council and the Directors. Full Members participation as stated above is crucial for the center.
 - i. Once per calendar year, a notification will be sent to the Full Members to re-affirm their Membership status.
 - ii. Chronic non compliance with the Council's decisions or the letter and the spirit of the By-Laws, can lead to the expulsion of the Member from the Center regardless of rank.
- 2) Business Associates – Organization Members duties are those in support of the scope and purpose of the Center, and in support of the funding of the Center.

Part 5. Scope of Authority

Full Members can hold office in the Council of the Center and can nominate themselves for such position in accordance to these By-Laws and the regulations of the Center. Any

Member can submit a proposal for a project to the Executive Council to be examined and voted for approval. A Member cannot represent the Center without the explicit consent of the Directors, and cannot publish in any form material belonging to the Center without the explicit consent of the Directors.

Part 6. Term of Membership

Membership to the Center has no term limits, unless a Member is expelled from the Center or resigns.

ADDENDUM 3 – FUNDING

HEC is a non-profit organization registered in the USA and is funded by individuals and sponsor companies. Funding is provided mainly by the following methods:

Part 1. Donations

Donations can be received by sponsor companies or individuals.

1. **Members** – HEC Members are either participating as volunteers on various tasks of the Center, or provide an annual contribution:
 - a) The annual minimum contribution of a Full Member is 27€ or \$37
 - b) Or, elect to participate in assigned tasks as a volunteer.
2. **Sponsors** – Any entity (company or organization) which donates money, goods, or services, is recognized in HEC’s website www.greece.org by displaying the company’s logo for a particular time period. Logo display guidelines are as follows:
 - a) Donation of \$250 – One week display of logo
 - b) Donation of \$500 – Two weeks display of logo
 - c) Donation of \$750 – Three weeks display of logo
 - d) Donation of \$1,000 – Logo is displayed as: Sponsor of the Month.

Part 2. Internet Services

Internet Services are provided for Associate Organizations and non-HEC Projects

The Center is committed in providing **free services** to non-profit Hellenic Organizations and any other individual(s) who are developing a project. However, depending of the financial situation of Associate Organizations or Projects applying for hosting and other web services, the following guidelines apply:

- a) Hosting of an Associated Member, or Project website: \$150 per year.
- b) Dedicated Blog: \$200 per year.
- c) Mailing list for an Association: \$50 per year, per mailing list.
- d) A Federation with several chapters: \$200 per year.

- e) An Organization with several chapters: \$100 per year.

The above are just guidelines. The annual donations for the services will be determined by the Center's Executive Council in discussions with each organization or project.

ADDENDUM 4 – EC MOTION PROCESS & PROCEDURES

Part 1 – General

This addendum specifies the rules and process within the EC (see Process Diagram below).

Part 2 – Intent of Motion

A Motion in EC is required for performing HEC's operations, resolving issues as they arise based on the Bylaws. A Motion is a "Proposal" for a suggested action.

Part 3 – Procedures

1. The Proposal – A Proposal is presented on the floor with the subject "*Proposal – Name of Proposal – Submitted by (author)*" and time-stamped with the email's date/time. The proposal should:

- a) Formulate and articulate thoroughly the needs for the proposed subject (Body of proposal)
- b) Identify the benefits of the proposal (Pros of proposal)
- c) Identify the shortcomings of the proposal (Cons of proposal)
- d) The Secretary should validate the above (including grammar), Log the document and own it for the duration.

2. Proposal Refinement – This period will last no more than 48 hrs.

- a) Any member of the EC could add Pros/Cons
- b) Any EC member could suggest changes to the proposal body, but only the author can modify the proposal body during this period
- c) The Secretary updates the proposal and its verbiage is locked.

3. Debate (Clearance Period) – The Secretary posts the proposal, and the socialization and debate takes place for 48 to 72 hrs.

- a) All EC members shall participate in the debate.
- b) In case of important issues, any EC member can request an extension of 24hrs.
- c) There will be no more than one time extension.

4. Motion – Upon the conclusion of the debate:

- a) Within 24hrs, the Secretary works with the author to finalize the proposal and submits it as a Motion on behalf of the author and requests for "second" the proposal.
- b) The Motion must be Seconded within 24 hrs, otherwise will be declared Null by the Secretary and will be withdrawn.
- c) At the time the Motion is seconded, it becomes active.

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5. Ratification Period – The Motion is been brought to a vote. The voting period will be exactly 2 days (48hrs) from the time the Secretary submits the complete Motion after it is seconded.

- a) The author of the Motion casts automatically a YES vote
- b) The person who seconds the Motion casts automatically a YES vote
- c) EC members who did not participate in the debate cast automatically a NULL vote
- d) A casted vote, it can only be changed prior to Vote Closing time
- e) The Secretary keeps a tally of the votes and updates the voting list

6. Vote Certification & Recording – Upon completion of the voting period:

- a) The Secretary will tally the results and will certify the Vote.
- b) The Secretary will archive the Motion, including each EC member's reasoning for his/her vote.
- c) The completed Motion package will be archived in EC records

Part 4 - Vote Requirements and Compliance

- a) All EC members must participate in the Debate process and exercise their duty to Vote as per Article 7, Section 2 of the bylaws.
- b) If an EC member does not participate in the Debate process he/she CANNOT cast a Vote.
- c) Any single vote must be accompanied by a reason for voting Yes or No
- d) Simple majority vote ratifies a Motion except on matters of extreme importance where two thirds (2/3) majority vote is required by the Council. Two thirds vote depends on the number of Council members as follows:
 - a. 9 Member Council: 6 votes are required
 - b. 10 Member Council: 7 votes are required
 - c. 11 Member Council: 8 votes are required
 - d. 12 Member Council: 8 votes are required
 - e. 13 Member Council: 9 votes are required

Part 5 - Bylaws Revisions

- a) The Bylaws is the Constitution. Since 1995, the ByLaws have only been changed three times. There must be compelling reasons for the organization as a whole to change this document, unless there is a need to correct spelling and grammatical errors.
- b) A Motion by itself is not enough to change the Bylaws.
- c) Bylaws revisions require a special process and much longer time of debate.
- d) The Bylaws revision process has been established in the past and the process requires the "actual bylaws MSWord document" to be revised and reworked by the EC via a reiterative process.
- e) After the reiterative process is completed and the text is finalized in agreement, then proceed to ratify.

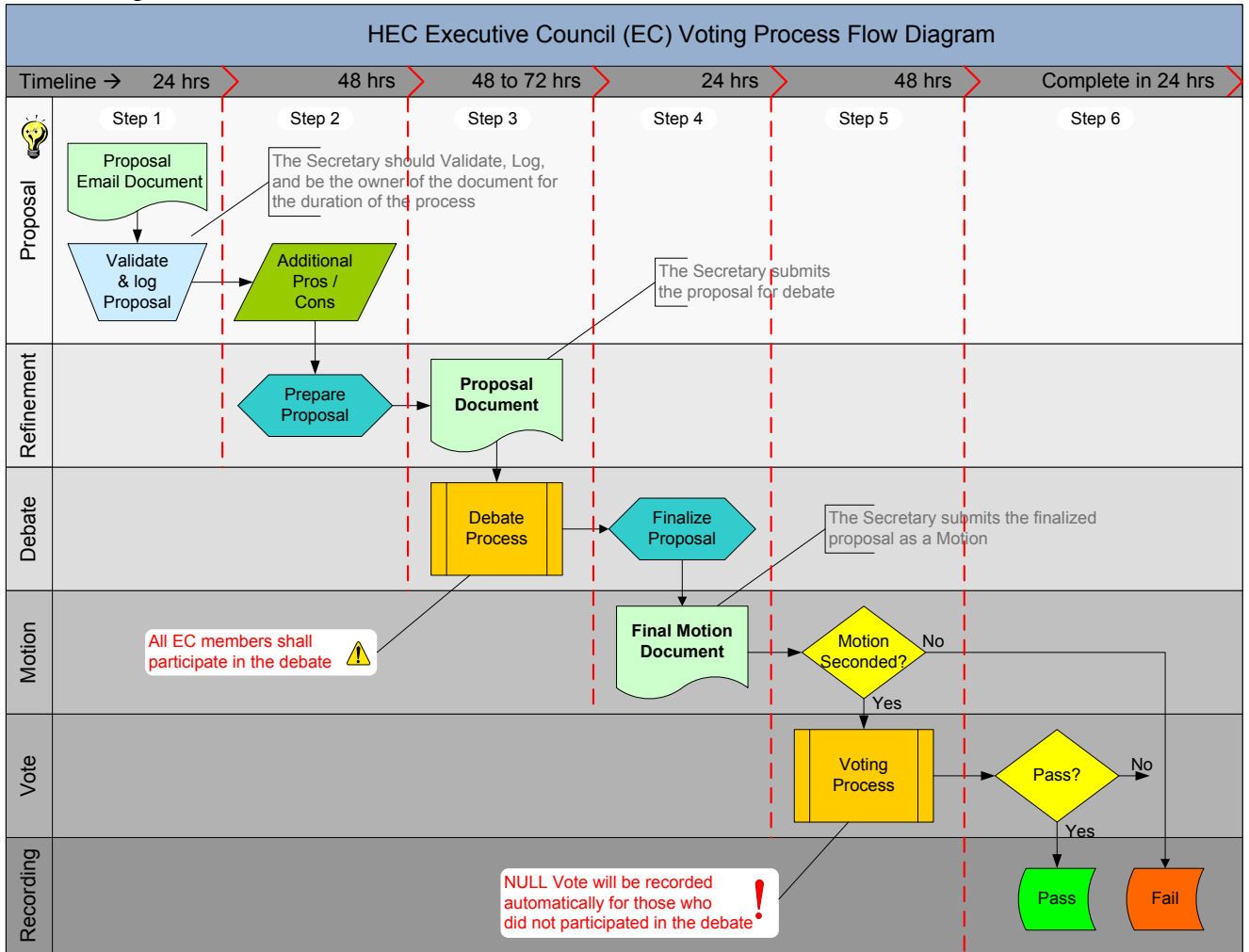
Part 6 - Technical

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- a) Vote is carried out through email.
- b) At a later time, voting may be carried out via web-based vote application.
However such a change must be approved via this voting process.

Part 7 – Other Considerations

- a) Any Motion which has failed to pass, can only be brought back for voting after one calendar year from the initial Motion, unless there is a unanimous consensus to pass the Motion.



ADDENDUM 5 – EXECUTIVE COUNCIL INVITATION & ACCEPTANCE

Invitations to be made when there are vacancies on the Council.

Part 1. Eligibility

Anyone who has been a registered Member for at least 12 months and has shown proven consistent support in the form of volunteering and/or regular donations is eligible to be nominated as a Council member by the EC or any Full Member in good standing. The reason for the requirement of proven service is that Council members are not only responsible for all areas of HEC but also are expected to do more volunteer work and attend regular online meetings.

Part 2. Invitations

When there are vacancies on the Council it searches for eligible volunteer members who qualify. These people can be recommended by both Council Members and HEC Members. After Council approval the nominee is invited to join the Council, initially for a 6 month probationary period. After the successful completion of probation the person becomes a full Council member.

Write something here what happens at 6 months, re-vote for a full acceptance?

Part 3. Appointments

The Council appoints Council members under the following conditions:

- 1) The Council receives a nomination and checks eligibility.
- 2) A two thirds majority Council vote is required for approval of a nomination.
- 3) HEC Members are notified of the proposed appointment and asked if they have any reason to object or to recommend that person. If there are any objections the Council will further review the information and then take another vote.

Once a prospective Council member has been approved that person will be issued with an invitation to the nominee, offering a seat on the Council.

ADDENDUM 6 – FORUMS AND MAILING LISTS

This Addendum provides the rules of engagement for Users and List Administrators.

Process Diagram follows on next page and on <http://www.greece.org/hec/admin/public/HEC-Lists-Guidance.pdf>

Part 1. 1st Violation

The List Admin will:

- 1) The List Admin will send a warning to the user for the Guidance # in violation (cc: HEC EC)
 - a. Identify the specific number of the List’s Guidelines that was violated
 - b. Warn user that a 2nd violation will result to a NOPOST

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- c. Request acknowledgement and acceptance of responsibility from the user

Part 2. 2nd Violation (within one calendar year)

- 1) List Admin will place user in NOPOST
- 2) Notify user with an explanation (cc: HEC EC)
- 3) EC will notify the user and request acceptance of responsibility and apology

Part 3. Probation

Upon user's acceptance of responsibility and apology,

- 1) EC will reinstate the user under probation for the remainder of calendar year

Part 4. Violation During a Probationary Period -or- No Apology

- 1) List Admin will notify EC
- 2) EC will engage with the user and deliberate
- 3) EC will place the user in NOMAIL from all HECs lists
- 4) EC will set a time for eligibility to re-apply for subscription (one year maximum)

Part 5. General

- 1) Anyone can re-apply for subscription after disciplinary time has expired
- 2) Recorded violations will not carry into the following calendar year
- 3) Notices with detailed explanation will be given in all cases
- 4) This procedure is in force immediately – Applies to everyone – Start with clean slate
- 5) Any grievances should be sent to EC hec@greece.org

Part 6. User's Responsibility

- 1) User's acceptance of responsibility, apology & commitment to HECs Bylaws and Lists Guidelines

Part 7. Responsibilities of the EC

- 1) The EC should monitor all the lists so as to ensure the By-laws are followed.
- 2) The HEC EC is the ultimate authority for enforcement of any violations.
- 3) Ultimately the EC is answerable to the Law of the United States of America where HEC is officially registered as a non-profit 501(c)(3) organization.

Part 8. HEC Mailing Lists Moderation

- 1) Lists Moderation should be handled by a minimum of three (3) moderators.

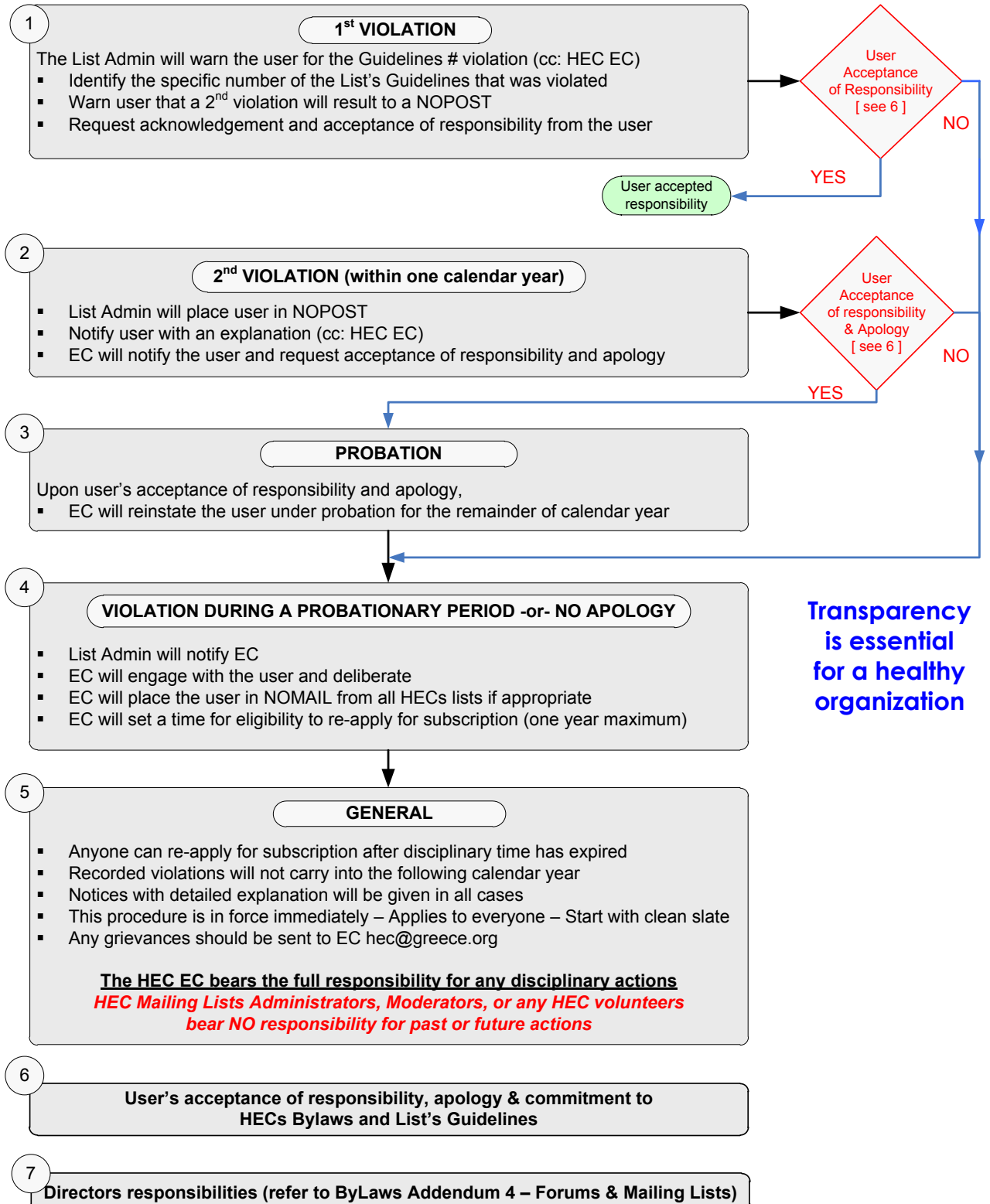
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- 2) If at any given time the number is below 3 moderators, then the List will be placed on HOLD until the number is 3 moderators or greater.
- 3) The listserv technical operation will be either a) in a round-robin List configuration or b) in time-slot assignments moderation via the web interface (e.g. 24:00 to 08:00 Moderator A, 08:00 to 16:00 Moderator B, 16:00 to 24:00 Moderator C).
- 4) In case of controversial email, the moderators shall convene and decide of approval/disapproval. In case of disapproval, an email shall be sent to the user and EC detailing the decision.
- 5) All moderators will be assigned and supervised by the EC.
- 6) The intend of this (Part 8) requirement is to protect "sole" moderator/volunteer from accusations of censorship, assure freedom of speech and follow a democratic process of approvals for controversial emails.

The HEC EC bears the full responsibility for any disciplinary actions
HEC Mailing Lists Administrators, Moderators, or any HEC volunteers
bear NO responsibility for past or future actions

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Rules of Engagement for Users and List Administrators – Structure, Transparency, Integrity



Transparency is essential for a healthy organization

Hellenic Electronic Center (HEC) – Rules of engagement for Users and List Administrators

[Http://www.greece.org](http://www.greece.org)

31Mar2012

The HECs Executive Council

ADDENDUM 7 – EXECUTIVE COUNCIL MEETINGS

This Addendum elaborates on the Article 4 of the Bylaws, and specifically to the sentence “Meetings will be conducted via the Internet”.

Part 1. Teleconference Option

HEC has acquired the GoToMeeting application; a teleconferencing software widely used in the businesses with audio/video and share-desktop capabilities. EC approved its procurement in 2011 and it was first used successfully in a HEC Board Meeting 04-Dec-2011. Since then, the application has been used consistently for meetings and training purposes in conjunction with the share-desktop capability. GoToMeeting has been proven to save time and provide the right medium for effective communications; therefore this Addendum identifies on record the usage requirements.

Available technologies: GoToMeeting, Skype, or any other modern communications platform.

1) Board Meetings

- a) Board Meetings shall be scheduled giving enough time for reply by the EC Members along with alternative dates/times.
- b) Meeting Agenda shall be presented prior to the meeting including any Motions to be discussed.
- c) Meeting minutes must be scripted by the secretary within 24 hrs after the conclusion of the meeting, or by an assigned substitute.
- d) Audio recording may be enabled as required and if requested during the meeting by any participant.
- e) Resolutions made during the meeting are binding when simple majority is present at the meeting, excluding those matters which require a 2/3 majority.

Part 2. Email Option

This option served the HEC EC well since 1997. Discussions, Motions and Votes were archived by subject. In the absence of HEC EC Members to the monthly Board Meeting, Motions will be forwarded into EC by email and a Vote is to be collected by email. A Motion is required to complete the Board Meeting when a change or deviation from standard operational procedure is deemed necessary.
See Addendum 4 for details.

ADDENDUM 8 – PROJECTS

There are certain rules of engagement for the interaction between the Center and its Members and Projects.

Part 1. Preamble

- 1) The Center was created as a non-profit, non-political organization, without any preference for, or affiliation with politically motivated ideology, i.e., non-partisan.
- 2) HEC was created with the objective of acting as a major facility to disseminate information about Hellenism through the Internet. The nature and scope of the Internet makes it an ideal environment to promote the rich culture, the vast civilization, past and modern history of Greece.
- 3) HEC promotes and supports Projects (www.greece.org/projects) that represent one of the countless subjects pertaining to the Hellenic Civilization.
- 4) HEC provides technical support and administrative management of Projects. The support depends on the requirements of the Project coordinators and at the ultimate discretion of the Executive Council.

Part 2. Definition of Projects Considered by HEC

- 1) Projects related to the Hellenic culture, and civilization.
- 2) Projects directed to Greek history, past and modern.
- 3) Projects focusing on issues of concern to the modern Hellenic Diaspora.

Part 3. Administrative Status of Projects

- 1) HEC Projects Initiated by the HEC EC: Projects initiated by the HEC Executive Council are assigned to a core of HEC Members who administrate and maintain the Project. The HEC EC actively monitors these Projects.
- 2) HEC Independent Projects: Projects may be initiated by an individual HEC Member, or HEC Associate Member. These projects must first be submitted to the HEC Executive Council for consideration and approval. The HEC Executive Council does not actively monitor these Projects. Hence, the HEC EC relies on the petitioning HEC Member, or HEC Associate Member, to successfully carry out the objectives of the Project as approved by the HEC Executive Council

Part 4. HEC Projects

- 1) HEC Executive Council Members may submit to the entire HEC Executive Council an idea and propose a project for consideration.
- 2) The HEC Executive Council will appoint a Coordinator from the pool of Full HEC Members to actively monitor and manage the Project initiated by the Center.
- 3) Upon completion and publishing on the Web, and following consent between Coordinator and HEC Executive Council, the Center maintains final authority in assuming full property and intellectual rights for the work, or releasing authority and responsibility to a Coordinator from the pool of Full HEC Members.

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- 4) The HEC Executive Council may also choose to select what aspect of the Project it will retain property and intellectual rights to and what aspect of the Project it will release to a HEC non Executive Member. In the instance of retention of all property and intellectual rights, the Center's name appears as the creator of the Project and appropriate credits will be given to the participants of the Project.

Part 5. Individual Projects

- 1) Individual projects are those submitted by individuals who would like to publish their work on the Web.
- 2) A HEC Member will be assigned to work with the author in order to convert the work to a web-based presentation.
- 3) The Center is credited for publishing, and the author for the original work.

Part 6. HEC Independent Projects

- 1) Independent HEC Projects are those conceived by an individual HEC Member, who is not part of the HEC Executive Council, or by an Associate HEC Member.
- 2) These projects are independent of the Center, are responsible for their administration and are not controlled by the Center. The Center offers the hosting facility, tools and technical help. Similar to the functions of Associate HEC Organizations, or a hosted entity, an independent project could request from the Center technical help, in which case the Center will assign a Full HEC Member to a specific task.
- 3) The Center does not interfere with the administration of the independent project nor do the Independent HEC Project Administrators and Owners interfere with the Center's administration.
- 4) The same rules as those of an Associate Organization apply to the Independent HEC Projects.

Part 7. Center's Responsibilities to Accepted Projects

- 1) To seek individuals to coordinate the Projects
- 2) To seek financial support for the realization of the Projects
- 3) To finance, operate and manage an information center for the Projects

Part 8. The Center and Project Leaders

- 1) The Center operates by first assigning Full HEC Members to one of the Projects that is being facilitated. It is understood that the Full HEC Member must accept the appointment.
- 2) The Projects, or groups developing a Project, work independently on their assigned task and report, periodically, their progress to the HEC EC.
- 3) Various committees and subcommittees are implemented within each Project, either by the Coordinator, or by the HEC Executive Council. The purpose of the committees and sub-committees is to for the better administration of the Project.

ADDENDUM 9 – EXTERNAL COMMUNICATIONS

Due to past experiences “lessons learned”, HEC shall have one professional external facing voice for absolutely all communications that involves:

- Mass postings – Only the EC shall authorize posts to any HEC mailing lists.
- Governmental entities – Only the EC shall authorize such external communications
- Other organizations and businesses – Only the EC shall authorize such external communications

Measures have been put in place, and they are required to protect HEC’s reputation, professional conduct of business, and transparency. In addition, there is a great risk for being blacklisted for mail SPAM, as we manage over 200,000 email addresses, and this alone is an enormous responsibility to carry.

Therefore, the following measures and rules apply:

- 1) All HEC external communications shall be sent only via one mailbox hec@hec.greece.org set up with the appropriate format and letterhead.
- 2) The Bulk posting of messages to the HEC email Lists, shall be exclusively carried out under the authority of the EC who has the sole mandate to conduct these communications.
- 3) The communications sent to any Government or Businesses and their Legal Entities shall be exclusive to the EC who has the sole mandate to conduct these communications.
- 4) HEC individual members and HEC member associations or organizations, who wish to use HEC networks for mass email distribution, shall obtain EC approval prior to mass distribution.
- 5) The EC or a designated committee shall review all newly developed content for www.greece.org, www.ehk.gr and all of websites under the Greece.org and ehk.gr domains.
- 6) If an EC member posts anything, anywhere about EC business without obtaining a prior approval from the EC, that member shall be placed in NOPOST for a month the first time and 3 months the second time, dismissal from the EC and HEC the third time.
- 7) EC members can post personal emails to any list, provided the communication is not related to the EC business, and conform to the rules of the lists.
- 8) All HEC related matters bound for posting, shall be sent from the hec@greece.org account, NOT a personal one. The 24 hour approval rule applies once the draft letter/email is posted in the EC list. If no objections or changes, then it could be sent via the hec@greece.org account.

ADDENDUM 10 – INTERACTION

There are certain rules of engagement for the interaction between the Center and its Members and Projects.

Part 1. Interaction with Members

Conflict of Interest Resolution Procedures Pertaining to Members:

- 1) Experience has revealed that HEC Members may reveal political colours especially during election years or during a crisis of political, financial or other nature; thus resulting in intense and divisive interaction. The EC must be vigilant to apply HEC Discipline Rules as early as possible.

Part 2. Interaction with Projects

Conflict of Interest Resolution Procedures Pertaining to Projects:

- 1) Occasionally, HEC Executive Council Members may propose Projects that concurrently reply to both the criteria of a HEC project and an Independent HEC Project.
- 2) Such Projects that would reply to both criteria are Projects that could be perceived by some as being of an advocacy nature. Usually, such examples result from a lack of unanimity in public opinion and not necessarily from the actual description of the Project.
- 3) In such instances, a 2/3 binding majority vote by the HEC Executive Council will determine the classification of the Project as being either a HEC project or an Independent HEC Project. In addition, in such an instance, a disclaimer will be published indicating that the Project need not reflect the views of the entire HEC Executive Council

ADDENDUM 11 – EXECUTIVE COUNCIL POSITIONS & COMMITTEES

Write here and expand on the positions.... ***TBD... in process***

Part 1. Secretary

xxxxxxx

Part 2. Treasurer

XXXX

Part 3. Communications

XXXX

Part 5. Committees

Xxxx

ADDENDUM 12 – REFERENCES

- 1) HEC Guide and Center Regulations document