



Policy on Corporate Governance

Responsibilities of Elected Officers and Regional Vice Presidents

and Organizational Focus

INTRODUCTION

In accepting the position as an elected officer or regional vice president of the Caribbean Hotel & Tourism Association (CHTA), we are duty bound and committed to uphold the corporate governance rules of the Caribbean Hotel & Tourism Association as outlined in the Articles of Association. Foremost among our responsibilities is the important issue of corporate governance of CHTA and in this regard, the issue of collective responsibility is fundamental for our group to become an effective team and supportive of each other.

In regards to corporate governance, it must be recognized that there is no one umbrella that applies to all organizations. One of the better definitions of corporate governance is:

- Corporate governance is the system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as the board, executive committee, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, and the means of attaining those objectives and monitoring performance.

The elected officers (President, 1st-5th Vice Presidents, Treasurer) and appointed regional vice presidents, as members of the CHTA Executive Committee, undertake a critical role in working together as a team with the President to ensure that the objectives of the Caribbean Hotel & Tourism Association are achieved. The Executive Committee provides the forum for open and full discussion on matters relating to CHTA and the tourism industry in order to arrive at a common position to move forward under the guidelines of collective responsibility.

1. BACKGROUND

Under the Articles of Association of the Caribbean Hotel & Tourism Association, the President is authorized to appoint five regional vice presidents to serve as officers of the corporation. The elected officers and the regional vice-presidents are also members of the CHTA Executive Committee.

2. RESPONSIBILITIES

The main duties of the elected officers and the regional vice presidents are:

The elected officers and regional vice presidents will assist and support the CHTA efforts to increase and retain members of the association.



Each elected officer and regional vice president may be assigned specific responsibilities by the President. Each officer will be responsible for not only their country of origin, but may also be responsible for other countries as assigned by the President.

The elected officers and the regional vice presidents will be CHTA's primary liaison and linkage in assigned countries with the national associations and the CHTA members therein. As such, they will be a very important point of contact, coordination and communication between the members in each country and CHTA.

The elected officers and the regional vice presidents will make every effort to represent CHTA at the annual meeting, special meetings, and other requests of the national associations in their jurisdiction.

The elected officers and regional vice presidents will have a critical role in the promotion of CHTA's membership programs and will promote the policies and agenda of CHTA in the region as agreed with the President and the Director General. As advocates for CHTA, they will be expected to meet with government officials and other organizations including civic groups, trade associations, industry partners, and also attend industry events. In certain instances, this may require presentations outside of the Caribbean following discussions with the President. They may also be asked under guidance from the President and Director General to make contact and liaise with media outlets, such as television, radio, on-line media, and newspaper editorial boards in relation to CHTA's policies and agenda.

It is important to note that only the President and the Director General are authorized to issue statements to the press on behalf of CHTA.

3. CHTA SUPPORT

The elected officers and regional vice presidents will be supported by CHTA through the provision and development of the following: On-boarding document, strategic plan, annual report, organization talking points, and other related support as needed.

Ongoing support will also be provided by the CHTA staff, specifically the CEO/Director General and the Chief Operating Officer.

4. RESOURCES

CHTA has a limited budget for approved travel by the elected officers only in support of CHTA's programs and membership development. All such travel must have the prior approval of the President.

5. ORGANIZATIONAL FOCUS

CHTA's work is guided by a strategic plan, which typically covers a three-year period. The core work of the organization is ongoing, with priorities and areas of focus within those core pillars of activity changing based upon current needs. Presently, six primary areas of focus guide the organization's work:

- Capacity Building



- Marketing
- Sustainable Growth
- Situation Management
- National Hotel and Tourism Associations
- Operations and Governance

The abovementioned focus areas must be enabled and underpinned by:

- **Financial and Human Resources – Realign, Grow and Diversify**
- **Communications – Strengthen and Expand Internal and External**
- **Engagement – Leadership, Membership, Partners and Industry Stakeholders**
- **Advocacy – Representation and Voice**