



Belize Hotel Association's

OPERATIONAL MANUAL

BELIZE HOTEL ASSOCIATION

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1.0 Purpose of the Operational Manual

The Belize Hotel Association is no different from any other business in the hospitality industry in that we exist to showcase Belize, create a broad and well pleased customer base, protect the environment and to make a profit so that we can pay our bills, serve our members, be operational and all times to represent the interest of our association.

We can only be successful if we have a strong and coherent team of cooperative team players with the same zest and zeal as each other and within the frame work of the company's expectations and request. We are a process driven establishment and an organized group executing related activities that together create a result of value to association members. Put simply, our processes are what create the results that this company delivers to its association members.

We are a team. As any team leader would tell you, your chain is only as strong as the weakest link. We must all strive to excellence and delivery our services in the same consistent manner to all our Guests. This operational manual strives to list our procedures, ways of doing things and set the means that we will use to deliver these tangible assets to our members.

2.0 Organizational Structure

Responsibilities and Duties of the Board of Directors

The responsibilities and duties of the Board of Directors of the Belize Hotel Association include but are not limited to the following list:

- Marketing of the association to new members as a viable association that is best suited to take forward their collective aspirations, concerns and goals to the next level through dedicated principles and hard work
- Offer prompt and effective service to all association member enquires, concerns and comments
- Conduct survey among members on matters affecting their particular area, business or the entire hospitality industry in Belize
- Assist other tourism industry association to realize their goals if they are consistent with the goals of the Belize Hotel Association
- Planning development and promotion of ideas, projects and matters that are in the best interest of association members and the industry on a whole
- Encouragement of investment in training, leadership, monitoring and corrective measures in all aspects of tourism operations whether by government or private individuals of companies
- Establishing and implementing a strategic plan for the entire association that will encompass all the areas of concerns for the association
- Assisting the President to set and deliver general directions for the Executive Director or/and Administrator of the Association
- Appointment of the Executive Director or/and Administrator for the Association
- Developing, approving, monitoring and evaluating operational procedures and staff activities
- Review and approve the annual budget and work plan and ensuring that there is an overall compliance with all local regulatory requirements
- Maintaining good oversight of the affairs of the association, especially that of finances and financial commitments
- Establishing monitoring policies, programmes and activities
- **Responsibilities of the Executive Director**

The Executive Director is responsible for the day to day management of the association. The Director reports to the Board of Directors through the President on the work done thus far, work left to be

completed and all other initiatives of the association pending reports to the Board. The Executive Director attends the Board of Director's meetings at the invitation of the President and can be excluded from the meeting in the event that the Boar requests same.

The Executive Director should come to meetings prepared to deliver reports on the following items:

- The status in the finances of the Belize Hotel Association
- Progress reports on projects that have been undertaken by the board
- Government policies affecting the members of the association and those that need the board's response and consideration
- Changes in the amount of members in the association
- Matters that are emerging to be matters of importance in the hospitality sector such as new projects, recent news items, industry performance and overall projections for the region, country or on a global scale

The Executive Director should realize that the nature of some matters require daily communication to the President or/and the entire Board.

The President or/and the Board will decide on the information that goes out to the members simply to avoid the overkill of communication that sometimes occur in matters that could easily could be handled with minimal amount of communication and back and forth emailing.

The Executive Director is responsible for the day to day coaching of the staff members of the association. The Executive Director must challenge the capabilities of each staff members to ensure that the association is achieving the maximum level of production from each employee.

All staff members should be coached to achieve a high degree of competency with the least amount of oversight. This is the Executive Director's greatest challenge on a day to day basis. When this is achieved, the Executive Director can delegate responsibilities for activities and allow efficient time management to deliver a superior product and thus raising staff morale and confidence.

Responsibilities of the Office Administrator

The Office Administrator is responsible for assisting the Executive Director and acting in that capacity in the absence of the Executive Director from time to time. If an Executive Director is not presently employed, the Administrator takes on the functions to lead the Office matters of the Association and

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represents at the Board of Director's meetings as the authority in charge of the Association's office and day to day matters in the interim.

The Administrator reports directly to the Executive Director or to the President in the absence of an Executive Director. The Administrator must also be prepared to field questions from any member of the Board of Directors at any time as it relates to the dealings, finances, membership of the association.

Other duties might be assigned by the Board of Directors or the President that are consistent with the post of Administrator from time to time in fulfilling the mandate of the Board to serve members at the highest and most proficient level at all times.

The Administrator must be prepared to report on or execute the following at all times:

- The status in the finances of the Belize Hotel Association
- Progress reports on projects that have been undertaken by the board
- Government policies affecting the members of the association and those that need the board's response and consideration
- Changes in the amount of members in the association
- Matters that are emerging to be matters of importance in the hospitality sector such as new projects, recent news items, industry performance and overall projections for the region, country or on a global scale
- Leg work associated with all functions administered by the association for members
- Disseminating information to members in a timely basis that might affect their business, region or particular area or city
- Administer stakeholder's needs analysis on a yearly basis to ascertain the true needs of the members and provide a comprehensive report of those needs to the Executive Director
- Field questions and calls from members regarding trade shows, events, workshops, meetings that might be of interest to the membership
- Keeping membership data base accurate and orderly at all times
- Getting information to new hotels about the association in an effort to build membership at all times
- Maintaining a system of record keeping to facilitate continuity in the information held at the office for ease of access at all times
- Attend and report on meetings, trade shows, symposiums, workshops and events on the associations behalf and be prepared to submit a written report to the membership on attendance and particulars discussed at same
- Innovative steps to sell the association in a positive light to present and prospective members

Responsibilities of the Membership Officer

The Membership Officer is responsible for assisting the Executive Director and Office Administrator in the day to day assigned matters in the office. The Membership Officer's job is a result and task oriented function with duties to be assigned directly by the Executive Director the Administrator.

The Membership Officer should be in charge of the following:

- Leg work associated with all functions administered by the association for members
- Disseminating information to members in a timely basis that might affect their business, region or particular area or city
- Administer stakeholder's needs analysis on a yearly basis to ascertain the true needs of the members and provide a comprehensive report of those needs to the Executive Director
- Field questions and calls from members regarding trade shows, events, workshops, meetings that might be of interest to the membership
- Keeping membership data base accurate and orderly at all times
- Getting information to new hotels about the association in an effort to build membership at all times
- Maintaining a system of record keeping to facilitate continuity in the information held at the office for ease of access at all times
- Attend and report on meetings, trade shows, symposiums, workshops and events on the associations behalf and be prepared to submit a written report to the membership on attendance and particulars discussed at same
- Innovative steps to sell the association in a positive light to present and prospective members

Articles of Association of the Belize Hotel Association

ARTICLES OF ASSOCIATION OF BELIZE HOTEL ASSOCIATION

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**PRELIMINARY
INTERPRETATION**

1. In these Articles, unless the subject or context otherwise requires, the words standing in the first column of the table next hereinafter contained shall bear the meaning set opposite to them respectively in the second column thereof:

<u>WORDS</u>	<u>MEANING</u>
The Association	BELIZE HOTEL ASSOCIATION
The Act	The companies Act (chapter 250) as amended by the companies Act (2000) and every other Act for the time being in force containing joint stock companies and affecting the company .
The Articles	The Articles of Association as now framed or as from time to time altered by special Resolution.
The Directors	The directors for the time being of the association.
The Office	The Registered Office for the time being of the association.
The Seal	The common Seal of the association.

Writing shall include printing, lithography, photography and other modes of representing or reproducing words in a visible form.

Words importing the singular number only shall include the plural number, and vice versa.

Words importing the masculine gender only shall include the feminine gender; and Words importing persons shall include bodies corporate

Save as aforesaid, the words or expressions defined in the ordinances shall, except where the subject or context forbids, bear the same meaning in these Articles.

Members

2. The number of members with which the association proposes to be registered is 100, but the directors may from time to time register an increase of members.
3. The subscribers to the memorandum of association, and such other persons as the director shall admit to membership shall be members of the association.
4. The membership of the Association shall be divided into destinations, to wit, Belize City, Corozal, Orange walk, Cayo, Stann Creek, Toledo, Ambergris Caye, Caye Caulker, Belmopan, and Placencia based on the Locus of operation of each number. No Destination shall be independent of the Association nor shall any Destination treat directly with the government without the previous consent of the Board.
5. The Association shall charge an annual subscription fee to be paid by each member and the amount of such fees shall be determined from time to time by the Board of Directors.

GENERAL MEETINGS

6. The Association shall in each year hold a general meeting as its annual general meeting in addition to any other meetings in that year, and shall specify the meeting as such in notices calling it; and not more than fifteen months shall elapse between the date of one annual general meeting of the association and that of the next year. Provided that so long as within the following year. The annual general meeting shall be held at such time and place as the directors shall appoint.
7. All general meetings other than annual general meetings shall be called extraordinary general meetings.
8. The directors may, whenever they think fit, convene an extraordinary general meeting shall be convened by such requisites, as provided by section 66 of Act. If at any time there are not within Belize sufficient directors capable of acting to form a quorum, any director or any members of

the association may convene an extraordinary general meeting in the same manner as nearly possible as that in which meetings may be convened by the directors.

NOTICE OF GENERAL MEETINGS

9. An annual general meeting and a meeting called for a passing of a special resolution shall be called by a fourteen days notice in writing at least, and a meeting of the association other than an annual general meeting or a meeting for the passing of special resolution shall be called by seven days' in writing at least. The notice shall be exclusive of the day on which it is served and of the day for which it is given, and shall specify the place, the day and the hour of meeting and, in the case of special business the general nature of that business shall be given, in manner hereinafter mentioned of in such manner, if any, as may be prescribed by the association an general meeting, to such persons as are, under the articles of the association entitled to receive such notices from the association. Provided that a meeting of the association shall, notwithstanding that it is called by shorter notice than that specified in this article be deemed to have been duly called if it is so agreed.
- (a) In the case if a meeting called the annual general meeting, by all the members entitled to
- (b) In the case of any other meeting, by a majority in number of the members having a right to attend and vote at the meeting representing not less than fifty-one per cent of the membership.

PROCEEDINGS AT GENERAL MEETINGS

10. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive shall not invalidate the proceeding at that meeting.

11. All business shall be deemed special that is transacted at an extraordinary general meeting, and also all that is transacted at an annual general meeting, with the exception of the consideration of the

accounts, balance sheets, and the reports of the directors and auditors, the election of the directors in the place of those retiring and the appointment of, and the fixing of the remuneration, of the auditors.

12. No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business, save as herein otherwise provided, members present in person shall be quorum.

13. If within half a hour from the time appointed for a meeting the quorum is not present, the meeting, if convened upon the requisition of the members shall be dissolve; in any other case it shall be adjourned to the same day in the next week, at the same time and same place, or to such other day and such other time and place as the directors may determine, and if at the adjourned meeting a quorum is not represented within half a hour from the time appointed for the meeting the member s present shall be a quorum.

14. The President, if any, of the board of directors shall preside as chairman at every general meeting of the association, or if there is no such chairman, or if he shall not be present within fifteen minutes after the time appointed for the holding of the meeting of Is unwilling to act the directors present shall elect one of their number to be chairman of the meeting.

15. If at any meeting no director is willing to act as chairman to if no director is present within fifteen minutes after the time appointed for holding the meeting, the members present shall choose one of their numbers to be chairman of the meeting.

16. The chairman may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting at which a quorum is presented (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjournment for thirty days or more, notice of the adjourned meeting shall be given as in the case of original meeting.

Save as aforesaid it shall not be necessary to give any notice of an adjournment or of a business to be transported at the adjournment or of a business to be transacted at the adjourned meeting.

17. At any general meeting a resolution put to the vote of the meeting shall be decided on shown of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded

(a) by the chairman; or

(b) by at least three members present in person or by proxy; or

(c) by any member or members present in person or by proxy and representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting.

Unless a poll be so demanded a declaration by the chairman that a resolution has on a show of hands been carried or carried unanimously, or by a particular book containing the minutes of the proceedings of the association shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favor of or against such resolution.

The demand for a poll may be withdrawn.

18. Except as provided in article 20, if a poll is duly demanded it shall be taken in such manner as the chairman directs, and result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.

19. In the case of an equality of votes, whether on a show of hand or on a poll, the chairman of the meeting at which the show of hands takes place or at which the poll is demanded, shall be entitled to a second or casting vote.

20. A poll demanded on the election of a chairman, or on a question of adjournment, shall be take forthwith. A poll demanded on any other question shall be taken at such times as the chairman of the meeting directs, and any business other than that upon which a poll has been demanded may be proceeding with pending the taking o the poll.

21. Subjects to the provisions of the Act a resolution In writing signed by all the members for the time being entitled to receive notice of and to attend and vote at general meetings (or being corporations by their duly authorized representatives) shall be as valid and effective as is the same had been passed at a general meeting of the association duly convened and held.

VOTES OF MEMBERS

22. Every member shall have one vote.

23. A member of unsound mind or in respect of whom an order has been made by any court having jurisdiction in lunacy, may vote, whether on a show of hands or on a poll, by his committee, receiver, curator, or other person in the nature of a committee, receiver, curator, or other person may, on a poll, vote otherwise than by proxy.

24. No member shall be entitled to vote at any general or extraordinary general meeting unless all monies presently payable by him as dues or other wise to the association have been paid.

25. On a poll votes may be given personally or by proxy.

26. The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorized in writing, or, if the appointer is a corporation, either under seal or under the hand of an officer or attorney duly authorized. A proxy need not be a member of the association.

27. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarized certified copy of that power or authority shall be deposited at the registered office of the association or at such other place with in Belize as is specified for that purpose in the notice convening the meeting, not less than forty-eight hours before the time for the holding of the meeting or adjourned meeting for which the person named in the instrument

proposed to vote, or, in the case of a poll for registration and approval by the board and in default the instrument of proxy shall not be treated as valid.

28. An instrument appointing a proxy shall be in the following form or a form as near hereto as circumstances admit:

“I (we).....ofin the country of....., being a member (members) of, hereby appoint.....ofor failing himof.....,as may (our) proxy to vote for me (us) on my (our) behalf at the annual (extraordinary) general meeting of the association to be held on theDay of, and at any adjournment thereof.

Signed thisday.....of”

29. Where it is desired to afford member s an opportunity of voting for or against a resolution instrument appointing a proxy shall be In the following form or a form near thereof as circumstances admit:

‘I (we)ofin the country of....., being a member (members) of, hereby appoint.....ofor failing himof, as may (our) proxy to vote for me (us) on my (our) behalf at the annual (extraordinary) general meeting of the association to be held on the.....Day of....., and at any adjournment thereof.

Signed this.....day of.....”

This form is to be used *in favor of the resolution.

Unless otherwise instructed, the proxy will vote as he thinks fit.

*Strike out whichever is not desired.”

30. The instrument appointing a proxy shall be deemed to confer authority to demand a poll.
31. A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death or insanity of the principal or revocation of the proxy or of the authority under which the proxy was executed, provided that no intimation in writing of such death, insanity or revocation as aforesaid shall have been received by the association at the office before the commencement of the meeting or adjournment meeting at which the proxy is used.

CORPORATIONS ACTING BY REPRESENTATIVES AT MEETINGS

32. Any corporation which is a member of the association may be represented by its directors or other governing body authorized such person as it thinks fit to act as its representatives at any meeting of the association and the person so authorized shall be entitled to exercise the same powers on behalf of the corporation which he represents as the corporation could exercise if it were an individual member of the association.

DIRECTORS

33. The number of directors shall be determined in writing from time to time by the Association at the General Meeting. Provided that there shall be a president, two Vice Presidents, Secretary, Treasurer, at least two officers and not more than five officers of the Association on the board of Directors and one ex officio director who shall be a resident in good standing and must not hold political office in Belize or elsewhere.

33A. The President of the Association shall be a resident in good standing and must not hold otherwise re-elected to a second term on the board.

34. The directors may also be paid all travelling, hotel and other expenses properly incurred by them in attending and returning from meetings of the directors or the committee of the directors or general meetings of the association or in connection with the business of the association.

BORROWING POWERS

35. The directors may exercise all the powers of the association to borrow money, and to mortgage or charge its undertaking and property, or any part thereof, and to issue debentures, debenture stock and other securities, whether outright or as security for any debt, liability or obligation of the association or of any third party.

POWERS AND DUTIES FOR DIRECTORS

36. The business of the association shall be managed by the directors, who may pay all expenses incurred in promoting and registering the association, and may exercise all such powers of the association as are not, by Act or by these articles, required to be exercised by the association in general meeting, subject nevertheless to the provisions of the Act or to these articles or to such regulations, being not inconsistent with the aforesaid provisions, as may be prescribed by the association in general meeting; but no regulation made by the association in general meeting shall invalidate any prior act of the directors which would have been valid if the regulation had not been made.

37. The Directors may from time to time by power of attorney appoint any company, firm or person or body of persons, whether nominated directly or indirectly by directors, to be the attorney or attorneys of the association for such purpose and with such powers, authorities and discretions (not exceeding those vested in or exercisable by the directors under these articles) and for such period and subject to such conditions as they may think it fit, and any such attorney as the directors may think fit and may also authorize any such attorney to delegate all or any of the powers, authorized and discretions vested in him.

38. All cheques ,promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for moneys paid to the association, shall be signed, drawn, accepted, indorsed, or

otherwise executed, as the case may be, in such manner as the directors shall from time to time by resolution determine.

39. The directors shall cause minutes to be kept and verified for the purpose:

- (a) Of all appointments of officers
- (b) of the names of the directors present at each meeting of the directors and any committee of the directors;
- (c) Of all resolutions and proceedings at all meetings of the association, and the directors, and committees of directors.

DISQUALIFICATION OF DIRECTORS

40. The office of the director may be vacated if the director

- (a) without the consent of the association in general holds any other office of profit under the association; or
- (b) becomes bankrupt or makes any arrangements or composition with his creditors generally;
- or
- (d) becomes of unsound mind; or
- (e) resigns his office by notice in writing to the association; or
- (f) Office of director may be vacated if the director absents himself from three (3) consecutive meetings of the Board without and excuse acceptable to the Board.
- (g) Is directly or indirectly interested in any contact with the association and fails to declare the nature of his interest in manner required by the Act.

A director shall not vote in respect of any contact in which he is interested or any matter arising there out and if he does so vote his vote shall be counted.

41. At the first annual general meeting of the association and at the annual general meeting in every subsequent year all the directors for the time being, shall retire from office BUT the President shall be an ex officio director for a further term in the event he is not re-elected to serve a second.

44. A director returning at the meeting shall be eligible for election to office of the director at any general meeting. Other persons shall be eligible for election to office of the director only if recommendation in written by the directors and such notice is left at the registered office of the meeting. Such notice shall have been signed by a member duly qualified to attend and vote at the meeting for which such notice is given, of his intention to propose such person for election and also a notice signed by that person of his willingness to be elected.

45. The association may from time to time by ordinary resolution increase or reduce the number of directors.

46. The directors shall have power at any time, and from time to time appoint any person to be a director, either to fill a casual vacancy or as an addition to the existing directors, but so that the total number of directors shall not at any time exceed the number fixed in accordance with these meeting, and shall then be eligible for re-election.

47. The association may by ordinary resolution, of which special notice has been given, remove any director before the expiration of his period of office notwithstanding anything in these articles or in any agreement between the association and such director. Such removal shall be without prejudice to any claim such director may have for damages for breach of any contract of service between him and the association.

48. The association may by ordinary resolution appoint another person in place of a director removed from office under the immediate preceding article. Without prejudice to the powers of the directors under article 47 the association in general meeting may appoint any person to be a

director either to fill a casual vacancy or as an additional director. The person appointed to fill
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such vacancy shall be subject to retirement at the same time as if she had become a director on the day on which the director in whose place is appointed was last elected a director.

PROCEEDINGS OF DIRECTORS

49. The directors may meet together for the dispatch of business, adjourn, and other wise regulate their meetings, as they think of it. Questions arising at any meeting shall be decided by a majority of votes the chairman shall have a second casting vote. A director may, and the secretary on the requisition of a director shall, at any time summon a meeting of the directors. It shall not be necessary to give notice of a meeting of directors to any director for the time being absent from Belize.

50. The Quorum necessary for the transaction of the business of the directors may be fixed by the directors and unless do fixed shall be two-thirds.

51. The continuing directors may act notwithstanding any vacancy in their body, but, if and so long as their number is reduced below the number fixed by or pursuant to the articles of the association, but for no other purpose.

52. The directors may delegate any of their meetings and determine the period for which he is to hold office; but, if no such chairman is elected, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the same, the directors present may choose one of their number to be chairman of the meeting.

53. The directors may delegate any of their powers to committees consisting of such member or members of their body as they think fit; any committee so formed shall in the exercise of the powers so delegated conform to any regulations that may be imposed on it by the directors the quorum of such committee shall be not less than two. PROVIDED that the president shall be an ex-officio, a member of such committee.

54. A committee may elect a chairman of its meetings; if no such chairman is elected, or if any meeting the chairman is no present within five minutes after the time appointed for holding the same, the members present may choose one of their number to be chairman of the meetings.

55. A committee may meet and adjourn as it thinks proper. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in the case of an equality of votes the chairman shall have a second or casting vote.

56. All acts done by any meeting of the directors or of a committee of directors, or by any person acting in the appointment of any of such director or person acting as aforesaid or that they or any of them were disqualified, be as valid as every such person has been duly appointed and was qualified to be a director.

57. A resolution in writing, signed by all directors for the time being entitled to receive notice of a meeting of the directors duly convened.

SECRETARY

58. The secretary shall be appointed by the directors or such term, at such remuneration and upon such conditions as they think fit; and any secretary so appointed may be removed by them.

59. A provision of the Act of these articles requiring or authorizing a thing to be done by or to a director and the secretary shall not be satisfied by its being done by or to the same person acting both as director and as or in place of the secretary.

60. The directors shall provide for the safe custody of seal, which shall only be used by the authority of the directors or of a committee of which the seal be affixed shall be signed by a director and shall be countersigned by a secretary or a second director by some other person appointed by the directors of the purpose.

ACCOUNTS

61. The directors shall cause proper books of account to be kept with respect to

(a) all sums of money received and expended by the association and the matters in respect of which the receipt and expenditure takes place.

- (b) All sales and purchases of goods by the association; and
- (c) The assets and liabilities of the association.

Proper books shall not be deemed to be kept if there are not kept such books of accounts as are necessary to give a true fair view of the state of the association's affairs and to explain its transaction.

62. The books shall from time to time determine whether and to what extent and at what times and places and under what conditions and regulation the accounts and books of association or any of them shall be open to the inspection of the members not being directors, and no member (not being a director) shall have any right of inspecting any account or book or document of the foundation except as conferred by statute or authorization by the directors or by the association in general meeting.

64. The directors shall from time to time cause to be prepared and be laid before that association in general meeting such as profit and loss accounts balance sheets, group accounts (if any) and reports.

65. A copy of every balance sheet (including every document required by law to be annexed thereto) which is to be dispatched to every member of, and every holder of debentures of, the association. Provided that this article shall not require a copy of those documents to be sent to any person of whose address the association is not aware or to more than one of the joint holders of any debentures.

AUDIT

66. Auditors shall be appointed and their duties regulated in accordance with the Act.

NOTICES

A notice may be given by the association to any member either personally or by sending it by post to him or to his registered address, or (if he has no registered address within Belize) to the address, if any, within Belize supplied by him to the association for the giving of notice to him.

Where a notice is sent by post, service of the notice shall be deemed to effect by properly addressing, prepaying and posting a letter containing a notice, and to have been effected in the case of a notice of a meeting at the expiration of twenty-four hours after the letter containing the same is posted, and in any other case at the time at which the letter would be delivered in the ordinary course of post.

68. Notice of every general meeting shall be given in any manner herein before authorization to
- (a) every member except those members who (having no registered address within Belize) have not supplied to the association an address within Belize for the giving of the notices to them;
 - (b) every person being a legal personal representative or trustee in bankruptcy of a member where the member but for his death or bankruptcy would be entitled to receive notice of the meeting;
- and
- (c) The auditors for the time being of the association.

No other person shall be entitled to receive notices of general meetings.

NAMES, ADDRESSES, DESCRIPTION, AND SIGNATURE OF SUBSCRIBERS

Lucy Flemming

Hotelier

Signature: _____

Chaa Creek Cottages

P.O. Box 53

San Ignacio, Cayo

Belize

Telephone: 02-77400

Marina Otero

Hotelier

Signature: _____

Radisson Fort George

P.O. Box 321

Belize City

Belize

Telephone: 02-77400

Ben Ruoti

Hotelier

Nautical Inn

P.O. Box 202

Belize City

Belize

Telephone: 06-23595

Signature: _____

Dana Krauskopf

Hotelier

Hamanasi Resort

P.O. Box 265

Dangriga Town, Stann Creek District

Belize

Telephone: 05-12073

Signature: _____

Miriam Roberson

Hotelier

San Ignacio Resort Hotel

P.O. Box 33

San Ignacio, Cayo

Belize

Telephone: 09-22043

Signature: _____

Leisa Cenna

Hotelier

Signature: _____

Banana Bank Lodge

P.O. Box 48

Belmopan, Cayo

Belize

Telephone: 08-1202

Wayne MacNab

Hotelier

Signature: _____

Belize Biltmore Plaza

3 Miles Northern Highway

Belize City

Belize

Telephone: 02-32302

Date this ____ day of _____, 2007

Witness to the above signatures:

SIGNATURE: _____

PRINT NAME: _____

ADDRESS: _____

3.0 Equal Employment Policy

Operational Manual of The Belize Hotel Association
Prepared by Mr. Kenrick R. Theus, June 2008

The President and the Board of Directors of the Belize Hotel Association affirms that its philosophy of equal employment opportunities for any person regardless of sex, race, religion, national origin, handicap, color, political affiliation is the guiding principle that will steer the Board of Directors and the President when selecting, hiring, promoting, training, promoting or retaining any employee of the Association.

4.0 Greening Policy for the Belize Hotel Association

The entire hospitality industry is desirous of lessening the negative impact that the sector perpetuates on the environment and the Belize Hotel Association joins the international endeavor by adopting certain policies that will start the Association down the road of an unrelenting effort towards an ever increasing quest for the ultimate sustainability and responsible stewardship of our environment.

The Belize Hotel Association Board of Directors, the Association's President, the Administrator and our Membership Officer are all pleased to work in accordance with our prescribed guidelines and will attempt to live by the tenets set out in our policy on a day to day basis.

We realize that our efforts are but a small contribution to the overall agenda of lessening the negative environmental impacts faced by Mother Earth, but the Belize Hotel Association is proud to be contributing to the cause. We are committed to adopting the below listed guidelines as we work towards the greening of our office.

- The Offices of the Belize Hotel Association will be adorned with live plants. The plants are carefully chosen for their ability to live indoor, survive on minimum lighting, and the fundamentally lessened need for their abundant watering and constant care.
- The Offices of the Belize Hotel Association has purchased actual glassware, metal flatware, glass pitchers and ceramic coffee mugs for the service of beverages to staff, visitors and clients. This simple purchase has eliminated the need to purchase plastic or Styrofoam disposable wares for use in the office thus lowering the amount of garbage and refuse that the office creates and needs to dispose off on a weekly basis.
- The Offices of the Belize Hotel Association has now resorted to significantly cut the amount of printed materials distributed at Board meetings by at least 90%. A noteworthy amount of paper was previously used at each Board meeting to print memorandums, minutes of previous meetings, financial reports, emails and documents and this practice has been discontinued. The Offices of the Belize Hotel Association now uses a LCD Projector to illustrate all previously printed materials and to do the correction in real time and will only print a document if it is seriously required or needs a particular signature or group of signatures and will later form part of the Association's permanent hard copy record and filing system. Board members are asked to bring along flash drives to actual meetings for materials they would like a copy of if it cannot be emailed to them due to file size.

Greening Policy of the Belize Hotel Associationcontinued

- The Offices of the Belize Hotel Association is committed to the timely posting of more information, documents, reports, correspondence and important matters on the Association's website for general consumption and perusal. Members will be directed to the website if the information exists at that time on the site.
- The Offices of the Belize Hotel Association has switched to "green" cleaning products.
- The Offices of the Belize Hotel Association is committed to minimizing unnecessary meetings of the Board of Directors which will hopefully lead to an individual savings on gas, travel expenses and wear and tear on our members' cars. The members of the Board of Directors of the Belize Hotel Association are ever hopeful that this leads to an increase in participation and productivity due to the fact that most members find it most easy to comment, liaise, establish rapport, correspond and debate any article or matters using the internet and email to other members in the loop.
- The Offices of the Belize Hotel Association is committed to using recycled paper only for all correspondence that absolutely needs to be printed. The Association is also committed to only having its brochure, pamphlets and posters be printed on recycled paper.
- The Offices of the Belize Hotel Association is committed to printing on both sides of regular typing sheets to double the effective use of the commodity. The Association Office will also only use old paper that has been used on one side to make scrap books for day-to-day scribbling and note taking in the office. The Association will endeavor to send in to the recyclers any large amount of paper for eventual recycler if a general clean up at the end of the fiscal period necessitates this delivery.
- The Offices of the Belize Hotel Association is committed to buying only water in five gallon containers for office use. Only soft-drinks in glass bottles will be served to our clients or guests when visiting the offices. Since the selection of bottled drinks in glass bottles is a small one, the Association will only buy drinks in other forms of bottles or packaging if absolutely necessary and another direction is not apparent.
- The Offices of the Belize Hotel Association has changed all bulbs to energy savers. The Association is committed to turning off all lights when not in use. Oscillating fans have been purchased for the entire building with the hope that the air conditioners are used only when absolutely necessary, extremely hot weather or official visitors dictate otherwise.
- The Offices of the Belize Hotel Association has committed keep all machines, apparatus, computers and electrical accessories that are the property of the Association in optimum working order through an effective maintenance plan that entails constant monitoring and adjustment of faults and the retiring of such machines should they become no longer useful to the Association and begin to harm the environment.
- The Offices of the Belize Hotel Association is committed to undergo a full environmental audit by external experts in the field on a yearly basis and to making the results of the audit public via the Association's website.

5.0 Employee Responsibilities

Prompt, efficient, reliable customer service is everyone's job at the Belize Hotel Association. All employees must behave in manner that allows others to respect them and the work of the association. The areas listed below are areas that could result in disciplinary measures against any employee:

Work expected and delivered

All work assigned to any employee of the association is to be done in a timely manner and to the best of their ability. Errors due to neglect or carelessness will be deemed as the full responsibility of the employee and if a cost is involved, will be paid by the employee through salary deductions in line with the prescribed Laws of Belize relating to same

Drunkenness on the property and in public

Employees are not allowed to consume alcohol during working hours or on the property. The excessive consumption of alcohol during lunch break not allowed as well since the employee would be returning to work in a manner that unsuitable for production at the office. Public display of drunkenness will lead to suspension

Illegal drug use

Illegal drug use or controlled substances are not allowed on the premises of the BHA at any time. Employee found buying, selling, possessing or using drugs on the premises will be released forthwith

Internet use and abuse

The home page of every browser must not an internet chat site but instead be the webpage of the association or another suitable site. Excessive time chatting online will lead to disciplinary action. Any work on the internet that is not productive to the association should be avoided at all times

Telephone calls

Personal calls and calls to cell numbers will be charged to the employee if they were not made on the behalf of the association. Keep your personal calls to a minimum since the line is primarily for our industry stakeholders to make contact with the Office. The use of personal cell phones should be kept to a minimum at all times. Excessive use of personal phones will be brought to the attention of any employee. All personal cell phones of employees are be turned off when attending official Board meetings so as to give their undivided attention to the Board members in attendance.

Appearance and Dress Code

All employees must maintain a neat appearance at all times. Employees should be properly attired at all times and in the assigned uniform of the association every day of the week. Casual and revealing attire at work are inappropriate and will lead to employee been sent home to make necessary changes

Employees Responsibilities.....continued

Attendance and Punctuality

All employees are expected to be at their work station at the time specified by the association. Any constant tardiness must be reported by the Executive Director to the Board during normal sessions. Any employee who is ill and is unable to attend work must call his/her immediate supervisor or the President and inform him/her of the situation. Just not showing up and claiming illness will lead to disciplinary actions if a call was not made. Punctuality is also important and will be monitored from time to time.

Theft

Any employee found to be stealing from the association will be dismissed immediately. Any employee found to be aiding others to steal from the association will be dismissed immediately. Criminal proceedings will also be instituted against any employee found to be stealing from the association.

Visitors

Keep personal visitors to minimum. We are in a working environment and can only accommodate visitors to do business with the association. Avoid the embarrassment of been asked to have your visitor leave the establishment and simply do not entertain them while you are at work.

6.0 Human Resources Issues at the Work Place

Disciplinary procedure

Any staff member who fails in the execution of his duties will firstly be:

- warned verbally of same in the first and second instance
- given written or verbal warning in the second and/or third instance
- suspended in any instance that follows
- terminated in any instance that follows suspension

A meeting between the staff member and either the President of the Board, two members of the board or the entire Board should follow any second warning in which the employee would be given a set period of time to correct the performance issue. If there is no improvement as deemed by the President of the Board, two members of the board or the entire Board, the employee could be terminated forthwith.

The proceedings from the above mentioned meeting must be documented and sent to the employee within three working days.

Sick leave

The Belize Hotel Association's policy on sick days is in accordance with the National Policy established and paid through the Belize Social Security Board.

Human Resources Issues at the Work Placecontinued

Uniform allowance

Operational Manual of The Belize Hotel Association
Prepared by Mr. Kenrick R. Theus, June 2008

All staff members will be allowed \$200.00 per year uniform allowance after they have served their initial four months of probation at the Association. The staff member must be in uniform at all times in the office or when attending day time functions on the behalf of the Board.

Personnel file

The President will maintain files on each employee that will contain information on the following:

- emergency contact numbers
- copy of salary amount and benefits if applicable
- copy of all performance evaluations
- copies of certificates
- job description
- leave taken, maternity leave, vacation
- termination report
- participation record in training session
- information received from reference checks
- application and resume

The entire file of each employee can only be directly accessed by an elected board member or the President.

Job descriptions

Job descriptions for the three positions at the BHA (Executive Director, Administrator, Membership Officer) are attached to this Operational Manual

Staff Evaluation

The President and two members of the Board will perform staff evaluation for the staff of the Association the first week in November of each year.

Raises

Raises must be authorized by the entire Board and must be reflected in the minutes of the meeting in which they were approved. Any other such raise outside of these parameters will be considered null and void.

Human Resources Issues at the Work Placecontinued

Professional Development

Operational Manual of The Belize Hotel Association
Prepared by Mr. Kenrick R. Theus, June 2008

The Belize Hotel Association believes that each person must build his/her own capacity in the work or area of work in which he/she is employed. To that end, the Board wholeheartedly supports any efforts on the behalf of any staff member to attend any course, training or workshop that might help to edify his/her outlook, professional expertise or livelihood.

Staff members must simply apply through the President and arrangements will be made to fulfill this mandate. The Belize Hotel Association reserves the right to pay only partial salary while these workshops, training or courses are being held if they were not functions that were identified by the Board to be of vital importance to the Association but deemed by the employee to be of a personal nature that he/she would like to attend for personal reasons.

Project Management

Projects that are undertaken by the Board are to be directly administered by the Executive Director or the Administrator. These individuals must keep accurate records for the finances, day to day operation, feedback, support received and problems encountered for the perusal of the entire Board.

These records must be fully updated, ready for reading at all times and held in a secure manner so as not to breach confidentiality and established protocols.

Reports

The entire Board is to receive an update report on the finances, payables, receivables, cheques, membership and day to day functions during the previous week every Friday of each week from the Administrator or the Executive Director.

This report must be sent without fail. Failure to delivery consistently will lead to warnings been issued by the Board for dereliction of duties.

Cashier Policy/Petty Cash

All monies collected by any employee of the Association is in charge of making sure that the money remains safe and accounted while in his/her possession. Any employee who misplaces or misappropriates any funds belonging to the Association will be held responsible for same.

Any money collected on behalf of the Association must be deposited into the Association's bank account without delay. It is not the position of the Association to hold money in the office or any length of time so money collected should be deposited every week or thereabout.

The association has an established petty cash system that needs to be replenished every two weeks. The replenishment can only occur after the reconciliation sheet has been forwarded to the Association's President and the Association's Treasurer. Any replenishment outside of this protocol will not be tolerated. In the absence of any of the two assigned members, the Association Vice President or Secretary can be enlisted to review and authorize the replenishment of cash for the petty cash system.

Human Resources Issues at the Work Placecontinued

Staff loans

Operational Manual of The Belize Hotel Association
Prepared by Mr. Kenrick R. Theus, June 2008

The Belize Hotel Association operates on a very limited budget and cash flow. The Association is not able to supply staff loans to any staff member unless an extraordinary situation occurs and the entire Board votes otherwise.

Termination of employment

Any employee that the Association terminates is subject to the same rights and protections as afforded under the laws of Belize. If their employment was subject to a contract that has been previously ratified by the Board, their settlement would be honored as per the contract.

Vacation, holiday pay

Vacation pay is set at two weeks per year paid vacation. The Offices of the BHA closes on all public and bank holidays and payment to staff members will be in accordance with the establish Labor Laws of Belize pertaining to same.

Any employee can apply for unpaid leave if a situation makes it necessary for them to be away from the work of the association for any period greater than two days. Any other absences must be accompanied by a Doctor's Certificate. No exceptions.

Grievance procedure

Any employee who has a grievance against any other employee or member of the Board, must put that grievance in writing and submit to the President of the Association. If the grievance is against the President, the employee is asked to submit his/her letter of grievance to the Secretary of the Board and the Board is mandated to hold a special session within ten days to discuss the grievance and render a written response to the claimant.

Any grievance must not be of a malicious nature but be based on the feeling that obvious miscarriages of judgment, mal-aligned actions and divisive carrying-on have been perpetuated against the claimant over a period of time. The written response of the Board is binding upon the involved parties.

Health and safety

It is the job of the Administrator to ensure the following:

- all staff work stations are kept clean and free of danger at all times
- the offices are kept smoke free at all times
- first kit on hand in the office at all times
- fire extinguisher in working condition at all times
- safety inspection carried out of the entire office to make sure that mo area is a breeding ground for insects, pests, rodents and other animals

Human Resources Issues at the Work Placecontinued

Training policy

The Belize Hotel Association believes in the importance of developing the skills of each employee. The Belize Hotel Association will provide each employee with the following:

- Orientation for all new employees
- Professional development training
- Attendance at international events to help build exposure and self confidence of each employee
- On the job training at all BHA training sessions

7.0 Human Resources Issues Offsite

Meal allowance

The Belize Hotel Association will cover meal expenses for employees if the performance of their duties takes them out-district for any length of time. Meals will be reimbursed at the following rate:

- Breakfast \$10.00 BZ
- Lunch \$15.00 BZ
- Dinner \$15.00 BZ

Receipts must be provided for the meals taken. Any amount above the prescribed limits will be at the expense of the employee.

Exorbitant prices for meals while traveling are disallowed and will not be incurred by the association. Employees are asked to be conscious of the financial state of the association at all times and to not take abuses upon the situation.

Travel Allowance

The Belize Hotel Association will only cover transportation rates per public transportation in Belize. No employee is authorized to rent any vehicle or private motor car, boat or other vessel to do Association business without the expressed authorization of the President or the Board of Directors. Transportation cost will be covered by the association when travel abroad is necessary. The cost will be covered at coach only to and from the destination.

Confidentiality

It is expected that employees of the Association takes the confidential matters of the association seriously and do not cause the discussion, propagation, printing, circulation or misrepresentation of these matters in the public domain. Any staff member found to be breach of this sacred trust will be terminated after the entire board has deliberated and finds enough material for dismissal.

The employee will have the opportunity, if he/she so chooses, to defend themselves before the board. Their absence at the board meeting notwithstanding, a decision will be made at the meeting as to their future with the Association.

8.0 Day to Day Management

Procedures, systems and record keeping

The BOD of the BHA sets the general direction in which the BHA's Office will run for any period of time. It is the responsibility of the Executive Director and/or the Administrator to set policies as they relate to day to day running, execution and monitoring of the following:

- Filing
- Office procedure
- Petty cash
- Information gathering
- Information sharing
- Website upkeep
- Membership benefits
- Cost cutting measures
- Greening policy upkeep and monitoring
- Accounting
- Advocacy and GOB departmental relations
- Association marketing
- Product development
- In-house training
- Fund raising
- Public relations
- Overall finance
- Social responsibility initiatives

The BOD of the BHA has the ultimate say in what policies will be kept, adjusted or discarded but it is ultimately the Office staff that is responsible for putting a face to the matters on the agenda.

Accounting

Established principles of accounts are used in managing the accounts of the Association. The treasurer is ultimately responsible to oversee the accounts and to get monthly reports to the Board regarding same. The Administrator does the day to day running of the accounting system.

The BOD has to authority to ask for a full audit at any time and the office staff is required to execute that order if it is within their capabilities or to suggest that it be contracted outside if the audit is of such a nature that an outside perspective is needed and preferred.

Petty cash

The Office maintains a petty cash of \$200.00 BZ which is replenished every two weeks. No expense in the petty cash is to be over \$50.00 BZ at any time. Expenses over \$50.00 BZ will be paid via cheque.

The petty cash system is not be used to cash cheques for employees or clients. A report is due to the entire Board on the replenishing of the fund every second Friday. The Administrator is ultimately responsible for the petty cash system's safe keeping.

Day to Day Management.....continued

MOU

The BOD of the BHA has entered and will continue to enter into special arrangements with different organizations, groups, bodies, departments and individuals and certain understandings have been reached between the BHA and the other parties. It is the job of the Administrator to monitor the effectiveness of the partnership, make recommendations to the Board regarding same and work in partnership with parties to make sure that the relationship and expected outcomes from the relationships are fruitful and beneficial to the BHA and its members.

Sponsorship Functions and Association Events

All office staff and interns are expected to work all Sponsorship Functions and Association Events. The association makes this partnership with sponsors in the hope to cement lasting relationships that will guarantee the viability of the association and its abilities to pay its bills and employees. Work done at these functions, if outside of the regular working hours, are not subject to overtime rate or payment of any sort.

Newsletter

The entire Office crew is responsible for the production of the Association newsletter. The newsletter should be published at least four times per year: November, January, May and September. BHA has forged certain linkages with certain organizations and businesses and these should be honored in the newsletter on a regular basis. It is the practice of the Association to feature a different destination in each issue and to make sure that the work of the Association since the last issue are highlighted.

Website update

It is the work of the Administrator to make sure that the website is updated with recent news, undertakings, projects and functions of the Association.

It is the work of the membership officer to make sure that the members listed on the site are all paid up members and that their information is current. It is also the work of the office team to make suggestions on the improvement of the website to the Board through the Administrator from time to time.

Membership issues

All membership issues must be responded to within 48 hours. All membership enquiries must be researched and the member given an adequate answer. If the answer cannot be found within the association, the member should be pointed to the right direction if our efforts have failed after many trials.

We must go the extra step for the members. The Association should have copies of laws, rules and regulations that affect the members on file and ready to be emailed to them if requested. Pertinent details about current trends should be a part of our library as well. A well researched member-to member benefit package is on hand to all members of the Association and that package will be reviewed yearly and upgraded.

Members will have access to recent details via the website and the office personnel. Members have access to direct training via the Service Excellence Commission of the BHA as well.

Membership benefits

A complete list of membership benefits as well as member-to-member benefits is listed on the website and reviewed and updated regularly

Recruitment of new members

No office staff allowed to hire any new employee without the agreed process of advertisement of position, selection, interview, orientation and probation period. The Board has the final say as to the accepted candidate or a smaller committee that has been nominated to do same by the board.

Office Training

The training of any new employee is an ongoing thing but will be closely monitored during the first four months of employment or the probation period.

Staff members are advised to pay attention to detail, report to work on time, adhere to policies at all times, maintain discipline at the work place and play the role of a good team member always.

End of week Office Report to BOD and the President of the Association

The Executive Director, the Administrator and the Membership Officer are all expected to submit written reports to the entire Board every Friday without delay of the week's activities, challenges and functions.

Delay in the submission of the report will lead to disciplinary action.

9.0 Conflict of Interest

No employee is allowed to accept gifts, contracts or outside work from any outside individual, company or organization which could prove to be a problem in the future. No employee allowed to accept any

offer of work in an organization similar in nature as the Belize Hotel Association due the fact that information from one might contend with, conflict or cause serious issue of breach of confidentiality if used in a manner not consistent with their expressed loyalty to one organization over or against another.

No employee must use confidential information gained from the files or operations of BHA for personal gain. This obvious violation will lead to the termination of the employee. The confidential information of the Association must not be divulged to any unauthorized source without the approval of the President and the entire Board of Directors.

10.0 Advocacy

Advocacy refers to any action that the Belize Hotel Association takes on behalf of or in the interest of the members of the BHA in direct response to any planned, announced, foreseen action that might affect the BHA members in and adverse way.

The advocacy of the BHA on behalf of its members to the Government of Belize has been and will continue to be based on the following principles:

- Greater support for and assistance to the industry
- Greater consultations with private sector in planning and undertaking all marketing initiatives
- The need for effective planning and management of the industry in a manner that is conducive to the financial sustainability and realities of the existing businesses in the industry
- Equity and fairness in the application of fiscal incentives given to the industry
- Establishment of functional and effective channels for discussion and resolution of constraints to the operation of business in the industry
- Undertaking research that will bolster or reject claims of and about the industry from outside sources not fully acquainted with the inner workings of the industry
- Use the Association's newsletter as a forum to inform and promote ideas on the issues affecting the Association and the industry on a whole
- Use good public relation to gain a wider coverage in advancing issues and putting forward the position of the members on certain topics, issues or agendas
- Establish and maintain partnerships with local, regional and international development institutions who can become resourceful in regard to operational, funding and regulatory matters that may affect members in the association
- Conduct one on one meetings with key officials of Government and try to build up a degree of respect, trust and understanding between the Association and Government
- Association will always attempt to influence and ensure that the agenda of the Association is at the forefront of interest to those in power
- Establish and maintain strategic partners in the Ministries of Health, Finance, Tourism, Environment, Works, Culture, Natural Resources and Education.

11.0 Marketing

The Belize Hotel Association operates on the dues collected from members. The alone is a small budget that cannot really make any large amount of money available to marketing but a lot can still be achieved by using the resources on hand wisely and effectively.

The Belize Hotel Association undertakes the following:

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Prepared by Mr. Kenrick R. Theus, June 2008

- Arranges familiarization trips and visits by media personnel and travel writers
- Manages the Belize Hotel Guide which gives exposure to members
- Lobbies the Government and try to influence the areas in which marketing dollars will be spent
- Arrange the participation of the Association CHA events and other regional or international tradeshows or functions
- Arrange the participation of members in promotional tours and events
- Provide information and access to members' hotels through the BHA website

12.0 Product Development

The Belize Hotel Association will lead the work on product development in member hotels as it relates to environmental matters and assessment. The Association has undertaken a Hotel Best Management Practices Project that will assist hotels to find ways to lower their operational cost, save resources and lessen their impacts on the environment all at the same time.

The BHA promotes programmes implemented by CAST, CHA and other regional organizations that are designed to improve the environmental efficiency of hotels and lead to their certification over time. The Association has signed MOU with the International Centre for Responsible Tourism – Belize that is designed to act as a mentoring guideline for the BHA as it slowly assimilates the Hotel Best Practices Project and takes it to all members in the country.

The BHA has undertaken to monitor all product development that potentially could affect members and the industry such as the following:

- Physical product development
- Infrastructural changes
- Regulatory and administrative changes

As a result of the monitoring of the above listed areas, BHA finds that it must take positions pro or con to different decision, argument, issue, debate, suggestion, action or comment. The BHA has undertaken to write position papers on some areas but reserve the right to write new positions on new topics as time passes. Product Development for the Belize Hotel Association focuses on the below listed areas as well:

- Customer service, destination offering and management of all aspects of the destination experience
- Product and service quality, including incentives and support for the improvement of products
- Standards, regulations and product management
- Human resources development and training
- Energy conservation, waste reduction, recycling programs in member hotels
- Disaster preparedness and recovery

13.0 Research

The Belize Hotel Association pledges to undertake research in the area of marketing, product development and advocacy as much as the limited budget that it works on supports. The BHA pledges to try to gain more money for research through lobbying Government and other regional and international organizations and to share the information gained from these research with the entire industry in Belize.

14.0 Managing Financial Operation

Ongoing in house training will have all members of staff trained in the use of the financial soft ware used by the BHA. The ultimate access and control sits with the Executive Director or the Administrator at all times.

A system of back up has been effected which has information on external hard drives with the property. A fire proof safe has been purchased which houses another back up of information for the organization's financial records.

All cheques for the association require two signatures from assigned members of the Board at all times. A chequing reporting system has been established whereby the entire board receives a report of list of cheques written in a given week and the balance of the account is given to them as well.

A petty cash system exists that is replenished every two weeks and the full balance on that system is \$200.00 BZ. No payment over \$50.00 BZ is to come from the Petty Cash system.

The audited statements of the Association are done at least yearly and presented to the Board for review. The BOD of director receives quarterly reports in April, July, October and January. Monthly reports are also issued to the entire Board.

The Office and the Board are constantly challenged to raise funds through the following means:

- Raising revenue through event
- Conceptualizing new fund raising initiatives
- Preparing proposal for funding from agencies in Belize
- Identifying opportunities for branding and sale

15.0 Social Responsibility

The members of the BHA are all part of a larger community and as such play a role in the development of the community and the country.

The Belize Hotel Association encourages its members to assist the communities in the areas of:

- Health and safety

- Environmental protection
- Labour practices
- Relation with other social partners
- Integration with local communities
- Human resources management

The Belize Hotel Association stands ready to assist any member property who takes the additional initiative to adopt a school, a park, a playground, a field, a building or a community.

The Belize Hotel Association will also:

- Participate in school career days for schools organized by other Departments or organizations
- Honour deserving hotel owners with a Hotelier of the Year Award based on criteria set out by the Board of Directors
- Undertake a public campaign against litter in the environment and challenge Belizeans to keep the city, country, roads and streets clean
- Sponsor cultural event for the good of small communities
- Partner with Government of Belize and non-governmental organizations in implementing community projects
- Work to improve general perception of the hospitality industry and educate people about the industry through news article and press releases
- Review and provide feedback to the Government of Belize on proposed initiatives, policies and administrative changes
- Support for road sign improvements to provide proper guide to visitors and locals alike and offer safety and thus making all our destinations more enjoyable
- Attempt to be on pertinent boards of other educational institutes to influence the curriculum that they have establish to better serve the needs of the country and the industry

16.0 Public Relations

Public relations is a very specialized discipline that must be managed properly if it to bear good fruits for the Association and all its members.

No Staff of the Association can speak on the behalf of the association on matters that the association has before its BOD such as ongoing negotiations, sensitive issues or issues related to the organization that is under review or before a committee.

The Executive Director and/or the Administrator should feel no qualms about referring questions to the President if a matter is not clear to them.

It is the job of the Executive Director and/or the Administrator to make sure that the President and/or the entire Board of Directors is always up to speed on pertinent topics and situations that members or the press might ask questions about. Any Board member might be questioned about a certain topic and they need to be current and informed on the subject area especially if it is a current issue affecting some of the members of the Association.

17.0 Exit Interviews

Any person whom is terminated, resigns or finishes internship or a short term contract at the Belize Hotel Association will be afforded an Exit interview to be conducted by two members of the BOD of the BHA.

The exit interview will be done to simply ascertain what areas of improvement exists in the Association, what were the areas of contention within the association, what factors limited the individual's ability to do his work, what suggestions would be forthcoming from the person about overall improvement about the Association.

18.0 Death

Death is a natural part of life. In the event of the death of a close member of family of any of the Association' staff occurs, the member of staff is entitled to three days paid bereavement benefits. Any other days taken will be without salary. A close member of family is assigned as any of the following:

- Child or grandchild of the employee
- Birth parent or childhood guardian of the employee
- Spouse or present significant other of the employee
- Brother or sister of the employee

In the event that an employee passes while in the employ of the Association, full payment of salary, vacation pay and any other outstanding monies will be paid to the immediate next of kin of the individual or to any other assigned person or organization as assigned by the employee via a signed letter asking for same. The Belize Hotel Association will also make a donation of \$200.00 to the family of the deceased employee to assist with any additional expenses.

19.0 Hurricane Preparedness

The procedures of the Hurricane Preparedness for the Belize Hotel Association are integrated into the overall management plan for the organization in terms of policy, operational budget, training, and job descriptions. Training is vital to the success of hurricane preparedness and disaster management and the BHA seeks to communicate requirements to the respective staff and to implement training programmes for the relevant procedures.

Testing of the Plan Should:

- Confirm that ALL personnel understand their responsibilities and can successfully carry them through.
- Serve as training for personnel.
- Be conducted on an annual basis, preferably before the onset of the hurricane season.
- Include consideration and review of the plan, incorporating changes as these are found necessary.
- Evaluate vulnerability assessments and requirements for changes to the plan

Before a Hurricane:

This phase should be ongoing throughout the year. Full preparation is the key to ensuring speedy resumption of business. Leadership of this plan is given to the President of the Association.

- Creation of the Emergency Coordinating Committee
- Vulnerability Assessment
- Emergency supplies for immediate office staff and families
- Mutual aid agreements
- Vital records protection
- Protection of computer systems and business machines
- Obtaining up-to-date weather information
- Training of staff
- Insurance Coverage for Association's properties

After the Hurricane

The Belize Hotel Association must play a role in getting out information to our international partners as to damage sustained and the overall situation in the country. Safety of guests, communication with the outside world, and prompt resumption of business are the major considerations in the period following the hurricane. Therefore the following elements require attention immediately after the hurricane:

- Activate communications as soon as possible between member hotels and the Association
- Ascertain a brief assessment of damage for emailing to outside sources
- Documentation of damages of individual properties (photograph).
- Assist hotels to liaise with travel services concerning arrangements for guests in country