

THE TOVARISHCH BULLETIN

OFFICIAL DOCTRINE – NOVEMBER 2014

Part One: Management

Definitions

1. Henceforth, “the Bulletin” will refer to the product known as the *Tovarishch Bulletin* or the Society that publishes the *Tovarishch Bulletin*, depending on the context.

Branding Terminology

1. The name *The Tovarishch Bulletin* must have all three words capitalised and italicised when used by itself (i.e. when not part of a sentence).
 1. For example, headers and titles.
2. When used in a sentence, only *Tovarishch Bulletin* must be capitalised and italicised.
 1. For example, “The story appeared in the *Tovarishch Bulletin*.”
3. When the name is shortened, the word “Bulletin” is not italicised but is capitalised.
 1. For example, “This document pertains to the Bulletin.”
4. The Bulletin is to be described as a *news journal* rather than a *newspaper*, *newsletter*, or *magazine*. This replaces the previous terminology (*news source*).
5. The standard form of English spelling used is British spelling (as opposed to American spelling).
 1. For example, “grey” rather than “gray”.
 2. For example, “colour” rather than “color”.

Aims of the Bulletin

1. *Primary aim* - World domination.
2. *Secondary aim* - Fair and accurate reporting of news and discoveries that may not have been covered by “mainstream” media.

Staff Structure

1. The Bulletin staff is headed by an Editor or Deputy Editor. These positions make up the Office of the Editor. The Office of the Editor has responsibility for the management and direction of the Bulletin and the successful implementation of the Aims outlined above. This office is also responsible for convening General Meetings and filling director-level posts.
2. A series of Offices will be created, each one headed by a Director reporting to the Office of the Editor, to oversee particular parts of the creation of the Bulletin.
3. The following Offices are created:
 1. The Finance Office headed by the Director of Finance has responsibility for the budget of the Bulletin, as well as fundraising, purchasing, and other financial matters.
 2. The Archival Office headed by the Director of Archives has responsibility for archiving old issues of the Bulletin and other materials of historical interest. These may include old issues of the Gazette and other staff memorandums, images that were unused in older issues, images that may be used in newer issues and any other documents that were used by the Bulletin.
 3. The Technology Office headed by the Director of Technology has responsibility for running any computer systems used by the Bulletin, including the public and staff websites.
 4. The Journalism Office headed by the Director of Journalism (generally the Editor or Deputy Editor) has responsibility for researching, writing and designing the Bulletin. This involves liaising with researchers and writers, designing and typesetting the Bulletin templates, and releasing each issue to printing and distribution.
 5. The Personnel Office headed by the Director of Personnel has responsibility for recruiting new members, managing current members, and liaising with former members. This involves designing and implementing the recruitment process, administering members, managing promotions, and staying in contact with former members.

6. The Marketing Office headed by the Director of Marketing has responsibility for global marketing. This includes the management of social media accounts and liaison with Area Office Marketing Managers.
7. The Competitions Office headed by the Director of Competitions has responsibility for all competitions created by and/or distributed under the name of the Bulletin.
8. The Covert Activity Office headed by the Director of Covert Activity has responsibility for managing all activities that may be disadvantageous to the reputation of the Bulletin if they were linked to the management. This Office also has responsibility for the Primary Aim of the Bulletin as outlined above.
4. Each area that the Bulletin is actively involved in will be managed by an Area Office, headed by an Area Director reporting to the Office of the Editor. These offices are responsible for managing the printing, distribution, and marketing of the Bulletin in that particular area.
5. The following Area Offices are created:
 1. The Upper Hutt Area Office headed by the Upper Hutt Area Director has responsibility for printing, distribution, and marketing in the Upper Hutt City area (especially Upper Hutt College).
 2. The Wellington Area Office headed by the Wellington Area Director has responsibility for recruitment and management in the Wellington City area, with a focus on attempting to gain a foothold in the Wellington City market.
6. The Directors, Editor and Deputy Editor together make up the Management of the Bulletin and must meet together in a General Meeting at least once a year.
7. Any changes to this Doctrine document must be agreed by an absolute majority of the Management, including at least one of the Editor and Deputy Editor.

Complaints procedure

1. Complaints are to be made to one of the following people:
 1. Editor,
 2. Deputy Editor,
 3. Director responsible for the relevant Office (e.g. Competitions), or
 4. Area manager for the relevant area.
2. Complaints must be discussed and replied to within five days. This reply must include the action to be taken (if any) and a timeframe for any action to take place in.
3. The standard complaints form to be used is given as Appendix B.

Part Two: Journalism

Journalism Ethics and Standards

1. The Bulletin will follow the Society of Professional Journalist's Code of Ethics (available online at <http://www.spj.org/ethicscode.asp>). This is attached as Appendix A.
2. Breaches of this Code may result in public reprimand or dismissal.

Terminology

1. Ukraine is to be known only as *Ukraine*, not *the Ukraine*.
2. The Democratic Peoples Republic of Korea may be known as *North Korea*, *the DPRK*, or *the North* (in some cases especially when contrasting with *the South*).
3. The Republic of Korea may be known as *South Korea*, *the RoK*, or *the South* (in some cases, especially when contrasting with *the North*).

Structure of the Journalism Office

1. The Journalism Office, headed by the Director of Journalism, is partly responsible for carrying out the Secondary Aim of the Bulletin, outlined above.
2. To this end, the Journalism Office will be structured as follows:
 1. Each topic that will be covered will be managed by a Correspondent. This is because the current (pre-Doctrine) system is disorganized at best and highly inefficient at worst.
 2. The following Correspondents will hold responsibilities for topics:

1. A Middle East Correspondent will be responsible for covering the conflict(s) in the Middle East, from Turkey and Egypt in the West to India in the East. This includes coverage of ISIS (the Islamic state).
 2. A Health Correspondent will be responsible for covering diseases and disasters worldwide. This includes coverage of the Ebola non-crisis.
 3. A Russia Correspondent will be responsible for covering news from the Russian Federation, former Soviet states, and nearby countries, as well as international relations with these countries. This includes coverage of the crisis in Ukraine.
 4. A China Correspondent will be responsible for covering news from the People's Republic of China.
 5. A Korea Correspondent will be responsible for covering the conflict between North Korea and South Korea, as well as the internal states of the two nations (especially the North) and international relations of the two (especially the North).
 6. A Science Correspondent will be responsible for covering scientific papers and discoveries. This includes coverage of spaceflight.
 7. A Technology Correspondent will be responsible for covering advances in technology, as well as any technology-related news stories or articles.
 8. A History Correspondent will be responsible for historical coverage, including the *This Day in History* series and the *What Hasn't Happened Yet?* series.
 9. An Arts/Music Correspondent will be responsible for covering and reviewing real art and music, as well as frank coverage of modern trends.
3. In general, the Editor or Deputy Editor will also hold the position of Director of Journalism.

Part Three: Area Offices and Directors

Rationale

1. Area Offices and Directors are to be appointed to allow the Bulletin to expand to more markets. With the current (pre-Doctrine) structure (a single Printing and Distribution Department), this would be complex to manage.
2. This structure will also make it easier to manage pricing differently in different areas.
3. The intention is that Area Offices are to be basically autonomous.

Structure of an Area Office

1. The Area Office will be headed by an Area Director, reporting to the Office of the Editor. The Area Director will be responsible for liaising with other Offices, the financial affairs of the Area, and is responsible for the quality of the Bulletin in the Area.
2. Reporting to the Area Director will be at least the following Managers (note that all these positions must be filled, but they may be filled by less than three people – e.g. the Area Director could fill all three, or the Printing and Distribution Managers could be the same person):
 1. A Printing Manager has responsibility for printing the Bulletin from the files supplied by the Central Management (especially the Journalism Department). This may be done however the Area Office sees fit, within the guidelines set out in this document.
 2. A Distribution Manager has responsibility for distributing the Bulletin to subscribers in the Area and collecting subscription fees (in some cases). This may be done however the Area Office sees fit, within the guidelines set out in this document.
 3. A Marketing Manager has responsibility for marketing in the Area. This will include encouraging new subscriptions, managing advertising in that area (see below), and managing feedback (as delegated by the Area Director, who should be the recipient of complaints from the area as outlined above). This may be done however the Area Office sees fit, within the guidelines set out in this document.

Subscription Process

1. The Subscription Process is to be decided by the Distribution Manager for each area.
2. It must conform to the following guidelines:
 1. The Process must allow Subscribers to subscribe for a single issue only as a trial if they are a

- new subscriber.
- 2. The Process must allow Subscribers to subscribe for an entire season.
- 3. The Process must allow Subscribers to subscribe for a single issue.
- 4. The Process must allow Subscribers to cancel a subscription at any time – however, a refund is not required to be given (this may be decided by the Area Office).
- 3. Distribution Managers may apply to the Office of the Editor to use a non-conforming Subscription Process through the Area Director.
- 4. The Process may allow subscribers to subscribe for a colour issue or a greyscale issue, but it is not required that both of these are available (e.g. subscribers may only be given a greyscale option).

Subscription Fees

- 1. Areas have the option to charge subscription fees. In this case, the Subscription Process guidelines are even more important.
- 2. Subscription fees will be decided by the Distribution Manager and Area Director for the Area.
 - 1. For example, an individual issue might cost \$0.40 and a seasonal subscription \$5.00 (a per-issue discount for the seasonal subscription was applied in this case, and is probably a good idea, although it is not required).
 - 2. In many cases, a pricing model could include greyscale issues for free and only subscribers who want colour issues would be required to pay.
- 3. The subscription fee schedule must be published by the Area Office in each issue of the Bulletin that they distribute (although this might be done by the Journalism Office in an Area-specific issue change).
- 4. The subscription fee schedule must be approved by the Finance Office before fee collection may commence.
- 5. 50% of revenue from subscription fees must be paid back to the Finance Office. If this does not occur, the Area may lose access to the Bulletin until the full amount is paid.
- 6. The Marketing Director may decide that Area Offices must not charge for a particular issue or set of issues.
 - 1. This allows the implementation of an item discussed at the November 2014 General Meeting (lack of charge for special issues) but also allows flexibility (not all special issues need to be free, and standard issues may be exempt from fees if desired).

Advertising

- 1. Areas have the right to charge people (who may or may not be subscribers) to advertise in the Bulletin. Advertisements may be added to the Bulletin through the Area-specific Issue Changes process.
- 2. 50% of revenue from advertising must be paid back to the Finance Office. If this does not occur, the Area may lose access to the Bulletin until the full amount is paid.
- 3. Advertising must be clearly marked as such, and must not comprise more than 10% of the total length of the issue without permission from the Marketing Office.

Area-specific Issue Changes

- 1. Areas may apply to the Journalism Office (in particular, the Director of Journalism) to add Area-specific changes to their copies of the Bulletin. In most cases, permission will be granted and the digital copy that the Area receives will incorporate the changes.
- 2. A fee will not apply for changes. The changes will only appear in the copies of the Bulletin that the individual Area prints (unless the Journalism Office decides that the changes could be useful in other Areas and the Area agrees).
- 3. Additions could include per-Area advertising, a subscription fee schedule, or local news.
- 4. The Journalism Office has the right to refuse a change to the Bulletin.
- 5. An Area Office does not have the right to change the Bulletin without applying to the Journalism Office beforehand.
- 6. Areas may also apply to the Journalism Office to request a deletion of a particular section from their copies of the issue. There must be adequate justification for the change, and the Journalism Office

- must have the approval of the Office of the Editor for this to occur.
7. The Area may not change the copies of the Bulletin that they have received for distribution in any way, without the express prior permission of the Office of the Editor. Changes must be made through the Area-specific Issue Changes process.
 8. However, in drastic cases (e.g. a literal life-or-death situation) then changes may be made. If this occurs and the reason is not considered justifiable by the Office of the Editor and Journalism Office, the Area may lose access to the Bulletin.
 9. Any material published and/or distributed under the name of the *Tovarishch Bulletin* or any derivative names must be approved by the Journalism Office or the Marketing Office beforehand.

Donations to the Bulletin Paid Through Area Offices

1. If a donation is paid to the Bulletin through an Area Office, it must be documented and sent to the Finance Office as soon as possible, along with any instructions by the donator as to what it will be used for.
2. The Finance Office will decide how to divide the donated amount. In most cases, the Area Office will receive a portion.

Funding of Area Offices

1. Printing and distribution costs are expected to be covered almost entirely by the Area Office. This could be done through subscription fees, although it is preferred that these are kept as low as possible. In many cases, printing can be done for free (e.g. through printing credit donations in schools).
2. The Finance Office can provide guidance for how this may be done for a low price.
3. Area Offices can ask for funding from the Finance Office. There is no limit on what can be asked for, and the Finance Office must try to provide what is asked for (within reason). If a request can not be satisfied, justification should be given.

Part Four: Finances

The Budget

1. The Finance Office must publish an annual budget document which states the income and spending of the previous year.
2. The budget must also provide funding allocation projections. Offices should liaise with the Finance Office to ensure that they are allocated enough funds. They can also apply for more funding throughout the year.

Non-profit Body

1. The Bulletin is a non-profit organisation. However, Area Offices may use the profit they generate from advertising and subscription fees for any purpose, including the payment of staff. Any staff payments must be documented and the Finance Office must be made aware of them.
2. Non-Area staff members will not be paid in money, but may receive other forms of payment. This will include free subscriptions to the Bulletin in their local Area. This does not automatically apply to Area staff – the Area Office will decide this.

Fundraising

1. The Finance Office will manage any fundraising done, including at the Area level.
2. Reports on any fundraising performed should be published publicly (although probably not distributed to all subscribers – merely making it available is required). This is to encourage transparency with the finances.

Part Five: Marketing & Competitions

Rationale

1. The main reason that the Marketing and Competitions Offices are managed as a single Marketing Office is that the competitions generally form a large part of the Bulletin's marketing.

Structure of the Marketing Office

1. The primary role of the Marketing Office (headed by the Director of Marketing) is to run the competitions that are frequently published with the Bulletin. However, it also has responsibility for any paid advertising in the Bulletin.
2. To this end, the following Managers will be part of the Marketing Office:
 1. The Quizmaster-General has responsibility for writing and marking the quizzes that often form part of the competitions.
 2. The Art Competition Curator has responsibility for the drawing and art competitions that occasionally are released. In the future, these are projected to become more important.
3. All other roles (e.g. liaison with Area Offices) are to be performed by the Director of Marketing. If a particular role begins to become more important (e.g. non-competition marketing strategies) then new Manager positions may be created.

Competition Rules

1. The standard competition rules are attached as Appendix C.
2. These rules are to be used for all competitions, and must be distributed with each competition.
3. When interpreting the rules, the quiz-master is the Director of Marketing, and the specified delegates are the Editor, Deputy Editor, and the relevant Manager for the competition (either the Quizmaster-General, the Art Competition Curator, or another Manager of the Marketing Department).
 1. Rule 0-3 is therefore to be rewritten as “The quiz-master is X or a specified delegate(s)” where X is to be replaced with the name of the Director of Marketing.

Global Advertising

1. Members of the general public (both subscribers and non-subscribers) may apply to the Marketing Office to position an advertisement in all Areas of the Bulletin.
2. Advertisement prices will be negotiated with the advertiser, and will cost no less than \$5.00.
3. The Bulletin may be able to provide an advertisement creation service if this is in demand – prices will be fixed by the Director of Marketing.

Part Six: Covert Activity

Purpose

1. As outlined above, the purpose of the Covert Activity Department is to manage activities that may have a negative impact on the reputation of the Bulletin if exposed as performed by Bulletin staff or those associated with the Bulletin.
2. To this end, the Covert Activity Department will have minimal oversight from the Management of the Bulletin. However, the Department may be required to release records to the public in some cases. This will be done with the permission and under the authority of the Office of the Editor.

Guidelines for Use of the Department

1. The single point of contact with the Department is the Director of Covert Activity. The relevant Director must liaise with the Director of Covert Activity if the use of the Department is required.
2. The Department may be used in the following circumstances:
 1. If the source of information is sensitive,
 2. If the method(s) used to gather the information is/are sensitive,
 3. If the information itself is sensitive,
 4. If the existence of the information is sensitive, or
 5. If the action to be taken may be perceived by others as unethical/illegal.
3. The Department is not to be used for illegal activity. If any staff member or member of the public suspects that this is the case, then an application for an inquiry should be made to the Office of the Editor. The Office of the Editor is the sole source of oversight for the Covert Activity Department.

Part Seven: Recruitment

Recruitment Process

1. All current staff members in all Offices must be registered with the Personnel Office.

2. If an Office wishes to take on a new staff member, they must conduct the interview process outlined here, and send all relevant documentation to the Personnel Office.
 1. The first stage of the process is the publishing of the job description and requirements.
 2. All candidates should submit an application form.
 3. The recruiting Office will either accept or reject each application, and notify the candidates within one week.
 4. Candidates who continue on to the interview stage will be sent an interview appointment form and should return it with the date and time that would suit them.
 5. The interview should be conducted by a senior (manager-level or higher) staff member in the recruiting Office. The interviewer should be briefed beforehand about their responsibilities and purpose as an interviewer.
 6. The opinions of the interviewer will be recorded and a decision made by the Director of that Office (or a higher position) about the candidate(s). This decision must be signed off by the Personnel Office.
 7. All candidates will be notified about whether their interview was successful within one week of the interview taking place. The Director of the Office, or another staff member, will then brief them on their responsibilities.
3. The interview forms are given as Appendix D.

Dismissal of Staff Members

1. Dismissal of a staff member is not to be taken lightly. However, in cases where it is required, justification must be submitted to the Personnel Office.
2. If the Personnel Office decides to dismiss the staff member, they will be told in person and an adequate reason given.
3. Any problems with the process should be referred to the Director of Personnel, and beyond to the Office of the Editor.

Part Eight: Timing of Distribution

Issue Timing

1. An issue is to be released every week at a standardised time. A digital copy of all issues is to be sent to the Area Offices (with each Area Office receiving any Area-specific Issue Changes as part of their issue) at that time for printing and distribution.
2. Notifications of late or cancelled issues must be given at least two days in advance.

Special Issues

1. Special issues are to be distributed in the same way as normal issues.
2. However, the seasonal “Best Of” limited edition specials will be physically delivered to the Area Directors. This is to protect the issues from overdistribution.

Issues

1. A standard issue is at least 10 numbered pages in length.
2. Issues are numbered in the format “#XXX” where XXX is the zero-padded issue number.
3. If supplements to an issue are released, a single lower-case Roman alphabet character is to be appended to the issue number.
4. Subsequent versions of an issue have the extension “-Y” where Y is the revision number.
5. All issues must be dated.
6. Each numbered issue (including all supplements and versions) will have a unique cover image. The current list is given as Appendix E.
7. Issues are to be released on a Friday if possible.

Seasons

1. A standard season is 15 issues in length.
2. Seasons are numbered consecutively.
3. A “Best Of” issue for each season will be issued with limited circulation. A set of these will be

issued to each Area Office.

Appendix A:
The Society of
Professional
Journalist's Code
of Ethics

Appendix B: **Standard** **Complaints Form**

Appendix C:
Standard
Competition Rules
(as of Issue #028)

Appendix D:
Standard
Interview and
Recruitment
Forms

Appendix E: **Current List of** **Issue Covers**