



Section 1

Preface

NUMBER 1.1 POLICIES AND PROCEDURES

EFFECTIVE: AUGUST 2003

POLICY

The INFORMS Board believes in and advocates the use of published policies and procedures to promote good business practice and efficient operation of the Institute.

A *policy* statement presents the position, philosophy, and thinking of the governing bodies of INFORMS on a particular subject. Policy wording is intentionally formal, broad, and in general terms. By the same token, it is concise and brief so that the normal policy length is short. Policies are meant to answer the questions “what” and “why”.

A *procedure* provides detailed coverage of a particular subject. A procedure defines and specifies the necessary steps for accomplishing a given task. Procedures are worded in clear, precise, and specific terms to provide the reader with all necessary details and information. Wording is informal with emphasis on clarity and complete subject coverage, thereby making normal procedure length longer than a policy. Procedures are meant to answer the questions “how” and “when”.

The Policies and Procedures Manual contains official policies of the Institute and those procedures of general interest to persons conducting business within or for the Institute. Changes to the body of the Manual must be approved by the Executive Committee, which will seek Board discussion and approval of any major policy changes. No Policy or Procedure may contravene the INFORMS Constitution and Bylaws. The Board has final authority to determine whether a particular policy or procedure is in conflict with the INFORMS Constitution or Bylaws.

Specialized procedures, documented in other sources, may be included as Appendices to the Manual. Except for Appendix I, which contains the INFORMS Constitution and Bylaws, an Appendix may be modified at the sole discretion of the INFORMS Board member(s) identified in Section 4.5 as the Board Liaison(s) for the activity represented in the Appendix.

The Secretary will ensure that the master copy of the Manual and its appendices maintained at the INFORMS office reflects all approved changes, and will inform the Board of any changes made by the Executive Committee.

While policies belong in the body of the Manual, procedures will usually be appropriate for an Appendix. Board members are encouraged to periodically review the Policies and Procedures in their areas and recommend needed changes, including relocation of the material between the body of the Manual and its Appendices.

NUMBER 1.2 ETHICAL GUIDELINES

Effective: November 2016; Fall Board Meeting

POLICY

Ethical conduct is an important consideration for experts in all fields. The following Guidelines were developed to further the Institute's purpose to promote high professional standards and integrity (Constitution, Article 1.2.v). The Guidelines are available to all members to encourage pursuit of the highest level of ethical practice.

Members of the Institute for Operations Research and the Management Sciences (INFORMS) advance the science and practice of quantitative decision-making via operations research and analytics. We recognize a responsibility to uphold high ethical standards on behalf of society, our organizations, and the profession. The following ethical guidelines are intended to be aspirational, something INFORMS members should attempt to follow throughout their career.

1. Society

Whereas operations research and analytics can have a deep impact on society, with applications ranging from medical decisions to national defense, business strategy, public policy, and many other contexts, we aspire to be:

- **Accountable** for our professional actions and the impact of our work.
- **Forthcoming** about our assumptions, interests, sponsors, motivations, limitations, and potential conflicts of interest.
- **Honest** in reporting our results, even when they fail to yield the desired outcome.
- **Objective** in our assessments of facts, irrespective of our opinions or beliefs.
- **Respectful** of the viewpoints and the values of others.
- **Responsible** for undertaking research and projects that provide positive benefits by advancing our scientific understanding, contributing to organizational improvements, and supporting social good.

2. Our Organizations

Whereas our work influences the success and standing of our organizations (universities, businesses, government and nonprofit agencies) as well as our constituencies (students, clients, customers, and suppliers), we aspire to be:

- **Accurate** in our assertions, reports, and presentations.
- **Alert** to possible unintended or negative consequences that our results and recommendations may have on others.
- **Informed** of advances and developments in the fields relevant to our work.
- **Questioning** of whether there are more effective and efficient ways to reach a goal.

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- **Realistic** in our claims of achievable results, and in acknowledging when the best course of action may be to terminate a project.
- **Rigorous** by adhering to proper professional practices in the development and reporting of our work.

3. **The Profession**

Whereas we are part of the profession of operations research and analytics and have an obligation to help advance the profession and to uphold high standards on behalf of our colleagues and future generations, we aspire to be:

- **Cooperative** by sharing best practices, information, and ideas with colleagues, young professionals, and students.
- **Impartial** in our praise or criticism of others and their accomplishments, setting aside personal interests.
- **Inclusive** of all colleagues, and rejecting discrimination and harassment in any form.
- **Tolerant** of well-conducted research and well-reasoned results, which may differ from our own findings or opinions.
- **Truthful** in providing attribution when our work draws from the ideas of others.
- **Vigilant** by speaking out against actions that are damaging to the profession.

NUMBER 1.3 DIVERSITY, EQUITY & INCLUSION COMMITTEE

Effective: 2017 Summer Board Meeting

POLICY

The Diversity, Equity, and Inclusion Committee shall provide insight and advice into promoting diversity and inclusion in INFORMS and the profession. The committee will consider and develop strategies for Board consideration that foster greater participation and make INFORMS more accommodating and reflective of members from diverse backgrounds, perspectives and abilities. The Committee will be aware of and ensure coordination and collaboration of diversity, equity and inclusion efforts throughout INFORMS.

PROCEDURES

Membership

The committee shall consist of a chair, a vice-chair, and up to eight additional members, three of whom shall be representatives from Women in OR/MS, Minority Issues Forum, and Junior Faculty Interest Group, with the remainder being At-Large. All members, including the chair and vice-chair, serve for a 2-year term with the potential for a second term if justified. The chair and vice-chair shall be appointed by the President with the approval of the Board. At-large members shall be appointed by the chair with review by the Executive Committee. A headquarters staff representative, appointed by the Executive Director, shall serve as an *ex-officio* member of the committee. Where there is majority approval from all committee members, the committee can for a single 2-year term, consist of two co-chairs and up to eight additional members, as specified above.

Relation to the Board

The Committee reports to the Board through the President-Elect. Reporting is by written reports submitted prior to the INFORMS annual fall meeting.

Meetings

The committee will meet as-needed throughout the year, primarily by conference call, but also in person as needed at one or more of the INFORMS meetings.

Review & Evaluation

Every two years the committee will make a report to the Board to review its mission and provide an update on the impact of diversity efforts on INFORMS and the profession.

NUMBER 1.3 DIVERSITY, EQUITY & INCLUSION COMMITTEE

Effective: 2017 Summer Board Meeting

FUNCTION

The committee shall undertake programs and activities that achieve its purpose (above) and monitor impact. For example:

- Measure and monitor levels of diversity within INFORMS and the profession.
- Create and recommend opportunities for under-represented groups to fully participate in the profession.
- Encourage INFORMS subdivisions to promote diversity and inclusion by highlighting and rewarding those that demonstrate the positive impact of under-represented groups with their subdivision.
- Create and maintain best practices for INFORMS to improve diversity and inclusion-related performance.
- Support efforts to increase the profile and impact of under-represented groups within INFORMS and the profession, thus increasing the quantity and value of their work to organizations and to society.
- Make best diversity practices and data available to serve as a model for other institutes, societies, universities, and organizations.
- Advocate for and recognize scholarly research on diversity, equity and inclusion to build evidence on which best practices may be identified and evaluated.
- Enable members to identify activities in conflict with INFORMS' diversity and inclusion statement.