



**X12 Corporate Administrative
Policy and Procedure**

**X12 Liaisons
(CAP17)**

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X12 Liaisons

1 Introduction

The X12 Board of Directors (Board) is responsible for this policy and associated procedures.

Members agree to be bound by these policies and to follow the associated procedures as a condition of membership. Non-member participants afforded specific collaboration privileges agree to be bound by these policies and to follow the associated procedures as a condition of those privileges.

Suggestions for improvements to this document are welcome. They may be submitted at <http://changerequest.x12.org>.

2 Authority

The corporate rules of order and standing rules detailed herein supplement the **X12 Bylaws (CAP01)**. In the case of any inconsistency between corporate rules and the Bylaws, the Bylaws prevail.

Corporate rules of order and standing rules may be augmented by more detailed or more restrictive committee rules; however, such rules shall not duplicate, supersede, contradict, countermand, or overrule the corporate rules. In the case of any inconsistency between corporate rules and committee rules, the corporate rules prevail.

3 Background

The X12 board chair, executive director, and committee chairs are tasked with responsibilities related to external communications. In certain circumstances, X12 executes a formal agreement with another organization, referenced herein as a partner, to clarify how the two organizations will interact. These agreements are often identified as a Memo of Understanding (MoU). As part of this agreement, X12 appoints representatives with specific responsibilities related to communication and coordination. These representatives are known within X12 as external liaisons.

X12 also appoints internal liaisons with specific responsibilities related to communication and coordination between two X12 groups.

While liaisons are appointed by both organizations in an MoU, this policy is specific to internal liaisons and the liaisons established by X12 to represent X12 interests within the partner organization.

4 Internal Liaisons

X12 recognizes internal liaisons with specific responsibilities related to communication and coordination between two X12 groups, including two groups within the same committee and two groups in different committees. Internal liaisons are advisory, that is to say they share information bilaterally but have no authority to act on behalf of either group in any matter. Internal liaisons do not speak or act on behalf of X12.

X12 policy requires some subcommittees to name a constituent to represent the subcommittee to another group, such as ASC|X12J or ASC|PRB. These are formal positions within X12 and are not considered to be internal liaison positions. See the appropriate committee's *Operating Manual* for more information on these subcommittee representative positions.

5 External Liaisons

X12 recognizes three types of external liaisons, formal, informational, and operational. A formal liaison shares information bilaterally and has authority to speak and act on behalf of X12 on certain matters related to the partner organization. An informational liaison's responsibility is limited to collecting information from the partner organization and disseminating it within X12. An informational liaison does not have authority to state positions, speak, or act on behalf of X12. Formal and informational liaisons are only established based on a formal agreement between X12 and another organization. An operational liaison is an X12 staff member with authority to enter into agreements, identify X12's liaisons, commit X12 resources, and speak on behalf of X12 in matters of corporate and operational interest.

Some MoUs recognize subject matter experts related to specific tasks and activities. These subject matter experts are not considered to be X12 liaisons.

6 Communication Authority

Internal liaisons have authority to speak to an X12 group on behalf of another X12 group. Excepting the group's chair, an internal liaison is the only member representative empowered to speak on behalf of the group to the other X12 group.

Formal liaisons have authority to speak to the partner organization on behalf of X12 related to ongoing or planned standards development processes or activities. Excepting the committee's chair, they are the only member representatives that have such authority. Formal liaisons do not have authority to speak on behalf of X12 on any other matter.

Other individuals who may be X12 member representatives and members of the partner organization may lend their expertise within the partner organization as requested by the formal liaison but are not empowered to speak on behalf of X12 on any matter.

The chair of a committee has authority to speak on behalf of the committee as related to standards development plans, processes or activities and is free to contact the equivalent chair of the partner organization at any time to discuss such matters. The formal liaison shall be notified of such communication, unless the chair deems the communication to be of a confidential nature.

The Board has ultimate responsibility for X12's activities and has vested the executive director with authority to speak on behalf of the organization, contact leadership of other organizations, approve joint projects, and enter into financial or legal agreements with partner organizations.

7 Reporting Requirements

All liaison reports shall be submitted using the online Liaison Reporting form. In addition, a liaison may contact the chair of the group they are representing, the committee chair, or the executive director directly to discuss a time-sensitive or critical item.

7.1 Internal Liaison Reporting Requirements

Internal liaisons shall adhere to the following requirements:

- Internal liaisons shall report to the chair of the group they are representing as necessary to ensure the chair is apprised of relevant information, timely completion of tasks, and smooth resolution of cross-group issues.
- Internal liaisons shall report to the committee chair any matter that affects the overall committee or impacts more than one of the committee's subordinate groups.
- Internal liaisons shall report to the executive director any matter that affects the overall X12 organization or X12 operations.
- Internal liaisons shall respond to requests for updates or information from the chair of the group they are representing, the committee chair, or the executive director.
- Internal liaisons shall report to the full group they are representing in accordance with group policy or upon a request from the group chair.

7.2 Formal Liaison Reporting Requirements

Formal liaisons shall adhere to the following requirements:

- Formal liaisons shall file a report to the committee chair, and the subcommittee chair identified by the committee chair, after attending any meeting of the other organization, when a joint project is completed, and when an issue has arisen or been resolved. Regardless of the level of activity between X12 and the partner organization, the formal liaison shall file a report at least twice per year.

- Formal liaisons shall report to the committee chair any matter that affects the overall committee or impacts more than one of the committee's subordinate groups.
- Formal liaisons shall report to the executive director any matter that affects multiple committees, the overall X12 organization or X12 operations.
- Formal liaisons shall respond to requests for updates or information from the committee chair or the executive director.

7.3 Informational Liaison Reporting Requirements

Informational liaisons shall adhere to the following requirements:

- Informational liaisons shall file a report to the committee chair, and the subcommittee chair identified by the committee chair, after attending any meeting of the other organization, when a joint project is completed, and when an issue has arisen or been resolved. Regardless of the level of activity between X12 and the partner organization, the formal liaison shall file a report at least twice per year.
- Informational liaisons shall report to the committee chair any matter that affects the overall committee or impacts more than one of the committee's subordinate groups.
- Informational liaisons shall report to the executive director any matter that affects multiple committees, the overall X12 organization or X12 operations.
- Informational liaisons shall respond to requests for updates or information from the committee chair or the executive director.

8 Liaison Qualifications

All internal, formal, and informational liaisons must have the following qualifications.

Qualifications specific to one or more types of liaison are detailed in the sub-sections below.

1. A liaison shall be an eligible X12 member representative as identified in X12 Membership (CAP04) who is recognized as a constituent of the group to be represented. If there are no willing or qualified member representatives, an X12 staff member may be appointed to serve in the interim until a member representative can be identified to fill the position.
2. A liaison shall be well-organized with strong written and verbal communication skills.
3. A liaison shall have a clear understanding of the overall X12 organization.
4. A liaison shall have a keen understanding of applicable X12 policies and procedures.
5. A liaison shall have the knowledge and experience necessary to operate as an effective liaison.

8.1 Internal Liaison Qualifications

There are no additional qualifications for an internal liaison.

8.2 Formal Liaison Qualifications

A formal liaison shall have the following additional qualifications.

1. A formal liaison shall have a clear understanding of the partner's overall organization.
2. A formal liaison shall have good understanding of partner's related policies and procedures.
3. Formal liaisons are concurrently appointed by X12 and the partner organization to ensure appropriate communication within and between the organizations. To avoid potential conflict of interest, the same individual shall not be appointed to simultaneously represent X12 to a partner organization and to represent the partner organization to X12.

8.3 Informational Liaison Qualifications

An informational liaison shall have the following additional qualifications.

1. An informational liaison shall have a clear understanding of the partner's overall organization.
2. An informational liaison shall have good understanding of partner's related policies and procedures.
3. Informational liaisons are concurrently appointed by X12 and the partner organization to ensure appropriate communication within and between the organizations. To avoid potential conflict of interest, the same individual shall not be appointed to simultaneously represent X12 to a partner organization and to represent the partner organization to X12.

9 Liaison Responsibilities

All internal, formal, and informational liaisons have the following responsibilities.

Responsibilities specific to one or more types of liaison are detailed in the sub-sections below.

1. A liaison shall always act in accordance with X12 policies and procedures.
2. A liaison shall collect and share information effectively and consistently.
3. A liaison shall report liaison activity according to established procedures.
4. A liaison shall take care to address X12's interests at corporate, committee, and subordinate group levels.
5. A liaison shall refrain from representing a personal position or their employer's position in any situation where they are operating as the liaison.
6. A liaison shall seek and take direction from the committee chair, the chair of the group being represented (if other than the committee chair), and the executive director as necessary to accomplish their responsibilities.
7. A liaison shall escalate any concern, issue or question that they cannot resolve to the committee chair and/or the executive director.

9.1 Internal Liaison Responsibilities

In addition to the responsibilities listed above, an internal liaison shall participate in the meetings and online collaboration of both X12 groups as necessary to effectively represent one group to the other.

9.2 Formal Liaison Responsibilities

In addition to the responsibilities listed above, an internal liaison shall have the following responsibilities.

1. A formal liaison shall participate in meetings and online collaboration of both organizations as necessary to effectively represent X12 to the partner organization and communicate back to X12.
2. A formal liaison shall ensure any work undertaken by the partner organization that is based on X12 intellectual property or that requires formal input from X12 is properly classified as a joint project.
3. A formal liaison shall ensure joint projects are properly approved by the Operational liaison of both organizations prior to commencement of any related activities.
4. A formal liaison shall exercise the X12 voting privilege in the partner organization appropriately, when applicable
5. The formal liaison shall only vote when X12 has a vested interest in the outcome of a ballot and when the liaison is qualified to cast an informed vote.
6. The formal liaison shall abstain from voting in all other matters within the partner organization.

9.3 Informational Liaison Responsibilities

In addition to the responsibilities listed above, an informational liaison shall have the following responsibilities.

1. An informational liaison shall participate in meetings and online collaboration of both organizations as necessary to effectively communicate back to X12.
2. An informational liaison shall ensure any work undertaken by the partner organization that is based on X12 intellectual property or that requires formal input from X12 is properly classified as a joint project.
3. An informational liaison shall ensure joint projects are properly approved by the Operational liaison of both organizations prior to commencement of any related activities.
4. An informational liaison shall accept requests for input or X12 positions and forward them to the committee chair, the chair of the group being represented (if other than the committee chair), or the executive director as appropriate.
5. An informational liaison shall refrain from representing X12 positions in any situation.

6. An informational liaison shall refrain from participating in the partner organization's balloting and voting activities

10 Liaison Appointment

All internal, formal, and informational liaisons shall be appointed and shall serve at the pleasure of the appointing chair. A committee chair has the authority to remove a liaison appointed by a subcommittee chair if necessary to ensure the best interests of the committee. The board chair has the authority to remove a liaison appointed by a committee chair if necessary to ensure the best interests of the organization.

An appointed liaison must meet all established criteria prior to the appointment.

The appointment shall be confirmed at least every two years, with no limit to the number of times an individual can be appointed.

10.1 Internal Liaison Appointment

Internal liaisons can be appointed as deemed necessary by a committee chair. Unless specifically prohibited by committee policy, subcommittee chairs may appoint an internal liaison with the express consent of the committee chair. Other subordinate group chairs shall not have authority to appoint liaisons. The appointing party must report all informational liaison appointments to X12 staff at support@x12.org.

10.2 Formal Liaison Appointment

Formal liaison positions are established based on a formal agreement between X12 and another organization. The agreement may authorize an alternate to represent X12 in the absence of the liaison, if an alternate is identified that alternate shall be appointed by the same process as the formal liaison.

At the appropriate time in the negotiation of such an agreement, the executive director shall notify the committee chair directly impacted by the agreement of the negotiations and the upcoming need for an appointee(s). If more than one committee is directly impacted by the agreement, the executive director shall notify all impacted committee chairs of the negotiations and request their input on potential appointees and the Board shall make the appointment decision(s). The appointing party must report all informational liaison appointments to X12 staff at support@x12.org.

10.3 Informational Liaison Appointment

Informational liaison positions are established based on a formal agreement between X12 and another organization.

The agreement may authorize an alternate to represent X12 in the absence of the liaison, if an alternate is identified that alternate shall be appointed by the same process as the informational liaison.

At the appropriate time in the negotiation of such an agreement, the executive director shall notify the committee chair directly impacted by the agreement of the negotiations and the upcoming need for an appointee(s). If more than one committee is directly impacted by the agreement, the executive director shall notify all impacted committee chairs of the negotiations and request their input on potential appointees and the Board shall make the appointment decision(s). The appointing party must report all informational liaison appointments to X12 staff at support@x12.org.

11 Terminology

To ensure consistency in terminology and meaning, X12 maintains a comprehensive corporate glossary called the Wordbook. Some of the included definitions are proprietary to X12 while others cite definitions published by another organization or authority, such as Robert's Rules of Order. The terms and definitions defined in the Wordbook must be used in X12 work products when applicable and without modification or revision.

Reference the Wordbook online at <http://wordbook.x12.org/> if you have any questions about a term's definition, synonyms, or source.

12 Document History

New versions of this document are effective on the approval date, unless otherwise stated in the approval.

Date	Description
09/13/2018	V8: Reorganized and revised to include information on internal liaisons and the operational liaison.
11/07/2017	V7: Revised to support the Registered Standards Committee and X12's MoU template
09/22/2016	V6: Revised to reflect the X12 name change and other minor clarifications
05/24/2016	V5: ADP07 converted to corporate policy CAP17
10/01/2015	V4: Revisions approved by Steering
02/03/2011	V3: Revisions approved by Steering
08/25/2010	V2: Revisions approved by Steering
10/02/2003	ADP07 – Initial version, approved by Steering