

LEADERSHIP JOB DESCRIPTIONS

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MEMBER JOB DESCRIPTION
(Committees, Subcommittees, Councils, Working Groups and Task Forces)

Term of Office

Per committee, subcommittee, council, working group or task force charge. Typically one year with the possibility of reappointment for two additional consecutive one-year terms.

Method of Appointment

Members shall be appointed by the President and/or Vice President, in consultation with the Chief Executive Officer and committee chairs and staff. Ex officio members shall serve automatically.

Accountability

Report to: Committee, subcommittee, council, working group or task force Chair

Key relationships: Other members, Staff Liaison, Staff Advisor

Purpose

To work in partnership with the Chair and Staff Liaison to fulfill the committee, subcommittee, council, working group or task force charge.

Responsibilities

- Be informed about the Society's Strategic Plan, annual priorities and committee, subcommittee, council, working group or task force charge.
- Be informed about the committee, subcommittee, council, working group or task force annual objectives, work plan and timeline of activities.
- Work collaboratively with the chair and staff to achieve the committee, subcommittee, council, working group or task force goals and objectives.
- Participate actively and constructively in all committee, subcommittee, council, working group or task force meetings, including contributing to deliberations by being familiar with distributed materials.
- Respond to email notifications and solicitations in a timely manner.
- Maintain the confidentiality of deliberations and materials.
- Contribute to the timely completion of committee, subcommittee, council, working group or task force products and deliverables, including meeting staff and deadlines.
- Volunteer for special assignments or tasks when able.
- Comply with the Society's conflict of interest and code of conduct policies, including:
 - Annually complete the Society's disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require.
 - Comply with the Chair's requests to self-recuse from participating in discussions, meetings/calls and/or voting as appropriate.
 - Annually sign the Society's *Volunteer Code of Conduct*.
- Comply with the Society's travel and expense reimbursement policies.

Decision Making Authority

- Vote on matters brought before the committee, subcommittee, council, working group or task force at the Chair's discretion.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.

Qualifications

Skills

- **Attention to Detail:** Thoroughness in accomplishing a task. Monitors and checks work or information and plans and organizes time and resources efficiently.
- **Subject Matter Expertise:** Applies in-depth specialized knowledge, skills and judgment to accomplish the goals/charge of the committee, Board, and/or Society.
- **Willingness to Serve:** Demonstrates a strong commitment, interest, and desire to serve the Heart Rhythm Society. Makes the time to actively contribute and participate.

Competencies

- **Continuous Learning:** Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on, and learn from experiences.
- **Organizational Knowledge:** Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
- **Integrity:** Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
- **Relationship Building:** Works collaboratively to develop positive working relationships with others to achieve the shared goals of the Society.
- **Accountability:** Willingness to accept full responsibility in meeting performance expectations. Displays honesty and truthfulness; confronts problems quickly; displays strong commitment to the success of HRS.
- **Commitment:** Demonstrates dedication to serve the needs of the EP profession and community through the Society. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.
- **Problem Solving:** The ability to gain support and buy-in from others and motivate others to take actions in the best interest of the Society.
- **Decision Making:** Analyzes problems by evaluating available information and resources; develops effective, viable solutions to problems to drive effectiveness and meet the goals of the committee and Society at large; many times with limited information and under tight deadlines and pressure.
- **Stewardship:** Dedicated to taking care of and wisely using the resources of the Society. Makes informed decisions regarding resource allocation. Communicates decisions regarding resources in an effective manner to stakeholders.

TRUSTEE JOB DESCRIPTION

Term of Office

3 years.

Method of Appointment

Trustees are elected by the Society's members by written or electronic mail ballot, per HRS Bylaws.

Accountability

Report to: Board

Key Relationships: Board members, Chief Executive Officer, Director of Governance and Board Relations

Purpose

To act in the best interest of the Society as a whole and to exercise the legal duties of nonprofit stewardship: 1) be faithful to the Society's mission, 2) exercise due diligence, and 3) give undivided allegiance to the Society when making decisions affecting the Society.

Responsibilities

As a Steward of the Society

- Be informed about and support the Society's mission, services, policies and programs.
- Be informed about and support the Board of Trustees' mission to govern the Society, protect the organization's image and assets, and be the moral voice of its members.
- Champion the Society's programs and interests.
- Take an active role in identifying and developing future leaders.
- Participate in fundraising activities, including making a personal financial contribution as defined in the *Board Service Agreement*.
- Keep up-to-date on developments in the field.

As an Ethical Role Model

- Strictly adhere to the Society's conflict of interest and confidentiality policies outlined in the Bylaws and the Code of Ethics,, including:
 - Annually complete the Society's disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require.
 - Annually sign the Society's *Volunteer Code of Conduct*.
- Maintain the confidentiality of the Board's deliberations and materials.

As a Board Member

- Sign the Society's *Board Service Agreement* required of all Trustees annually in May.
- Attend regular and special Board meetings, and support other Society functions.

- Review agendas and materials prior to meetings and come prepared to participate.
- Assist the Board in carrying out its fiduciary responsibilities, including reviewing financial statements and asking questions.
- Serve as a Board Liaison to at least one committee, subcommittee or task force.
- Take on special duties, including task force assignments, at the request of the President.

As a Participant in Succession Planning for the Society

- Nominate at least one Board candidate, keeping in mind the need for diversity on the Board.
- Serve as a mentor for potential Board members or Chairs of committees and subcommittees.

Other Core Mission Support

- Review scientific and clinical documents for HRS endorsement.

Decision Making Authority

- Vote on matters duly brought before the Board, per Article III of the Society's Bylaws.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.

Estimated Time Commitment 10 hours/month

Scheduled

In-Person Board meetings (September, January, May)

- September (prior to HRX)
- January (Friday evening to Sunday afternoon)
- May (Wednesday at the annual meeting)

Board conference calls (3/year)

Ad Hoc

Board Liaison committee calls (as warranted)

Other committee and task force calls (avg. 3/month)

Busiest Times of the Year

- Prior to in-person and teleconference meetings
- May (Annual Meeting)

Qualifications

Skills

- **Attention to Detail:** Accomplishes a task thoroughly. Monitors and checks work and plans and organizes time and resources efficiently.
- **Coaching:** Possesses the ability and desire to coach others in interpersonal skills, HRS processes, and issue management.
- **Communication:** Demonstrates strong verbal and written skills. Understands, complies with, and appropriately communicates relevant HRS policies and processes.

- **Conflict Resolution:** Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
- **Consensus Building:** Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all parties.
- **Financial Acumen:** Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
- **Group Dynamics:** Enables cooperative and productive group interactions.
- **Networking:** Actively expands professional networks; leverages networks for HRS support.
- **Professional Stature:** Maintains broad-based clinical knowledge and experience. Holds strong professional credibility and reputation within or outside of HRS.
- **Strategic Planning Experience:** Has experience with planning, evaluation, and implementation of a strategic plan, including demonstrated ability to focus on long term goals and strategic outcomes.
- **Subject Matter Expertise:** Applies in-depth specialized knowledge, skills and judgment to accomplish the goals of the committee and/or the Society.
- **Volunteer Experience:** Demonstrates effectiveness on HRS committees, subcommittees or task forces.
- **Willingness to Serve:** Demonstrates a strong commitment, interest, and desire to serve the Society. Makes the time to actively contribute and participate.

Competencies

- **Accountability:** Accepts full responsibility in meeting expectations.
- **Commitment:** Serves the needs of the Society and the EP profession. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.
- **Continuous Learning:** Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on and learn from experiences.
- **Decision Making:** Evaluates available information and resources to develop effective and viable solutions that meet the goals of the committee and Society at large, often with limited information and under tight deadlines.
- **Developing Others:** Develops the ability of others to perform and contribute to the Society by providing ongoing feedback, coaching and opportunities to learn through formal and informal methods.
- **Impact and Influence:** Gains support and buy-in and motivates others to act in the best interest of the Society.
- **Innovation:** Addresses the future needs of the Society and stakeholders through creative problem solving, informed risk-taking, and fostering new ideas.

- **Integrity:** Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
- **Organizational Knowledge:** Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
- **Problem Solving:** Identifies and analyzes problems and evaluates alternate solutions and makes recommendations in the best interest of the Society.
- **Relationship Building:** Works collaboratively with others to develop positive working relationships to achieve the shared goals of the Society.
- **Stewardship:** Efficiently utilizes the resources of the Society to make informed decisions. Communicates decisions in an effective manner to stakeholders.
- **Strategic Thinking:** Formulates objectives and priorities and implements plans that support the long-term interests of the Society. Takes advantage of opportunities and manages risks.
- **Team Leadership:** Effectively manages and guides group efforts, and provides an appropriate level of feedback concerning group progress.

ABSTRACT CHAIR JOB DESCRIPTION

Term of Office

One year.

Method of Appointment

Abstract Chair shall be elected from the Board of Trustees by the Members entitled to vote, according to the process stipulated in the HRS Bylaws.

Accountability

Report to: Board of Trustees

Key Relationships: Chief Executive Officer, Program Chair, President

Purpose

To ensure the effectiveness and integrity of the abstract selection process and support the Program Chair in overseeing the success of the annual meeting.

Limitations

The Abstract Chair does not automatically succeed to the office of Program Chair.

Responsibilities

Ex Officio Assignments

- Serve as Vice Chair of the following entities:
 - Heart Rhythm Program Committee
- Serve as a voting member of the following entities:
 - Board of Trustees
 - Executive Committee

Other Duties

As Vice Chair

- Serve as Abstract Chair.
- See Committee Vice Chair job description

Decision Making Authority

- Convene meetings.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment 4-5 days per month

Scheduled

- Executive Committee conference calls (3/year)
- In-Person Board Meetings (September, January, May)
- Board conference calls (3/year)
- Heart Rhythm Program Committee conference calls (June 15 – 30 and as needed)
- In-Person Meetings (at HRS Annual Meeting)

Ad Hoc

- Chair & Vice Chair conference calls (weekly with staff liaisons)
- Executive Committee conference calls (as needed)
- Other committee and task force calls (avg. 3/month)

Busiest Times of the Year

- Prior to committee conference call meetings
- Program build (June 15 - August 15)
- Abstract review and session build (December 15 - February 1)
- Late-breaking clinical trial review and selection (March 15 - April 1)
- Budget preparation cycle (June - August)
- May (Annual Meeting)

Qualifications

Skills

- **Attention to Detail:** Accomplishes a task thoroughly. Monitors and checks work and plans and organizes time and resources efficiently.
- **Coaching:** Possesses the ability and desire to coach others in interpersonal skills, HRS processes, and issue management.
- **Communication:** Demonstrates strong verbal and written skills. Understands, complies with, and appropriately communicates relevant HRS policies and processes.
- **Conflict Resolution:** Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
- **Consensus Building:** Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all parties.
- **Executive and Board Assessment Experience:** Develops and assesses performance of CEO and Board members. Partners with CEO on executive level succession planning needs.
- **Financial Acumen:** Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
- **Governance Experience:** Has served on a Board, committees and task forces.
- **Group Dynamics:** Enables cooperative and productive group interactions.
- **Institutional Knowledge:** Possesses in-depth understanding of HRS history, policies and processes.

- **International Positioning:** Actively expands international networks; leverages networks to support HRS financially, strategically and collaboratively.
- **Mentoring:** Actively engages in identifying emerging leaders and is personally involved in their development. Fosters a mentoring environment with senior leaders.
- **Networking:** Actively expands professional networks; leverages networks for HRS support.
- **Professional Stature:** Maintains broad-based clinical knowledge and experience. Holds strong professional credibility and reputation within or outside of HRS.
- **Strategic Planning Experience:** Has experience with planning, evaluation, and implementation of a strategic plan, including demonstrated ability to focus on long term goals and strategic outcomes.
- **Subject Matter Expertise:** Applies in-depth specialized knowledge, skills and judgment to accomplish the goals of the committee and/or the Society.
- **Visibility:** Is recognized as a leader in the U.S. and/or internationally. Articulates and champions the best interests of the Society.
- **Volunteer Experience:** Demonstrates effectiveness on HRS committees, subcommittees or task forces.
- **Willingness to Serve:** Demonstrates a strong commitment, interest, and desire to serve the Society. Makes the time to actively contribute and participate.

Competencies

- **Accountability:** Accepts full responsibility in meeting expectations.
- **Commitment:** Serves the needs of the Society and the EP profession. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.
- **Change Leadership:** Leads and manages change within the organization to meet the strategic goals of the Society. Establishes a vision for the organization in an ever-changing environment.
- **Coalition Building:** Builds strategic relationships internally and with key external stakeholders to achieve common goals.
- **Continuous Learning:** Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on and learn from experiences.
- **Decision Making:** Evaluates available information and resources to develop effective and viable solutions that meet the goals of the committee and Society at large, often with limited information and under tight deadlines.
- **Developing Others:** Develops the ability of others to perform and contribute to the Society by providing ongoing feedback, coaching and opportunities to learn through formal and informal methods.
- **Fostering Philanthropy:** Articulates and champions a culture of giving in support of the Society.

- **Impact and Influence:** Gains support and buy-in and motivates others to act in the best interest of the Society.
- **Innovation:** Addresses the future needs of the Society and stakeholders through creative problem solving, informed risk-taking, and fostering new ideas.
- **Integrity:** Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
- **Organizational Knowledge:** Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
- **Problem Solving:** Identifies and analyzes problems and evaluates alternate solutions and makes recommendations in the best interest of the Society.
- **Relationship Building:** Works collaboratively with others to develop positive working relationships to achieve the shared goals of the Society.
- **Stewardship:** Efficiently utilizes the resources of the Society to make informed decisions. Communicates decisions in an effective manner to stakeholders.
- **Strategic Thinking:** Formulates objectives and priorities and implements plans that support the long-term interests of the Society. Takes advantage of opportunities and manages risks.
- **Team Leadership:** Effectively manages and guides group efforts, and provides an appropriate level of feedback concerning group progress.

CHAIR JOB DESCRIPTION

Term of Office

One year. Reappointment for up to two additional, consecutive one-year terms is permissible.

Method of Appointment

The Chair shall be appointed by the President and/or the Vice President, in consultation with the Chief Executive Officer.

Accountability

Report to: Entity designated in committee, subcommittee, council, working group or task force charge

Key Relationships: Vice Chair, Staff Liaison, Staff Advisor, Board Liaison, chairs of entities designated in the committee, subcommittee, council, working group or task force charge

Purpose

To partner with staff liaison(s) to ensure group effectiveness and volunteer engagement.

Responsibilities

- Be informed about the Society's Strategic Plan, annual organizational priorities and the charge of the committee, subcommittee or task force.
- Work collaboratively with staff liaison(s) in an iterative process to:
 - Establish annual objectives, work plans, timelines and budgets, in alignment with the Strategic Plan, Board's priorities and the formal charge.
 - Monitor activities, budget, and deadlines to ensure timely completion of high quality, cost effective work products
 - Ensure members' compliance with the Society's financial and conflict of interest policies, including regularly reviewing members' disclosures and planning appropriately.
 - Schedule meetings.
 - Develop meeting agendas.
 - Prepare for meeting dynamics, especially complex or controversial issues.
 - Report activities and recommendations to the appropriate entity or entities, as designated in the charge.
- Drive leadership development and succession planning
 - Collaborate with Staff Liaison and Advisor to orient new members to the role and responsibilities outlined in the charge.
 - Set and communicate expectations about volunteer performance.
 - Set challenges and delegate tasks to members and encourage quality participation.
 - Monitor members' participation and work collaboratively with the staff liaison(s) and the Board liaison(s) to mentor volunteers.
 - Coach underperforming members, and when necessary, recommend removal to the Executive Committee.

- Identify and nurture high-potential members, including the Vice Chair, and emerging leaders.
- Consult on future assignments and volunteer succession planning at the request of the President, Vice President or Governance Committee.
- Consult with the Vice President and/or President on the appointment of the Vice Chair.
- Preside over meetings and teleconferences.
- Foster an environment that encourages innovative thinking.
- Respond to email notifications and solicitations in a timely manner.
- Maintain the confidentiality of deliberations and materials.
- Approve final work products and formal communications.

Decision Making Authority

- Convene meetings.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments.

Qualifications

Skills

- **Attention to Detail:** Accomplishes a task thoroughly. Monitors and checks work and plans and organizes time and resources efficiently.
- **Coaching:** Possesses the ability and desire to coach others in interpersonal skills, HRS processes, and issue management.
- **Communication:** Demonstrates strong verbal and written skills. Understands, complies with, and appropriately communicates relevant HRS policies and processes.
- **Conflict Resolution:** Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
- **Consensus Building:** Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all parties.
- **Financial Acumen:** Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
- **Group Dynamics:** Enables cooperative and productive group interactions.
- **Networking:** Actively expands professional networks; leverages networks for HRS support.

- **Professional Stature:** Maintains broad-based clinical knowledge and experience. Holds strong professional credibility and reputation within or outside of HRS.
- **Strategic Planning Experience:** Has experience with planning, evaluation, and implementation of a strategic plan, including demonstrated ability to focus on long term goals and strategic outcomes.
- **Subject Matter Expertise:** Applies in-depth specialized knowledge, skills and judgment to accomplish the goals of the committee and/or the Society.
- **Volunteer Experience:** Demonstrates effectiveness on HRS committees, subcommittees or task forces.
- **Willingness to Serve:** Demonstrates a strong commitment, interest, and desire to serve the Society. Makes the time to actively contribute and participate.

Competencies

- **Accountability:** Accepts full responsibility in meeting expectations.
- **Commitment:** Serves the needs of the Society and the EP profession. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.
- **Continuous Learning:** Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on and learn from experiences.
- **Decision Making:** Evaluates available information and resources to develop effective and viable solutions that meet the goals of the committee and Society at large, often with limited information and under tight deadlines.
- **Developing Others:** Develops the ability of others to perform and contribute to the Society by providing ongoing feedback, coaching and opportunities to learn through formal and informal methods.
- **Impact and Influence:** Gains support and buy-in and motivates others to act in the best interest of the Society.
- **Innovation:** Addresses the future needs of the Society and stakeholders through creative problem solving, informed risk-taking, and fostering new ideas.
- **Integrity:** Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
- **Organizational Knowledge:** Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
- **Problem Solving:** Identifies and analyzes problems and evaluates alternate solutions and makes recommendations in the best interest of the Society.
- **Relationship Building:** Works collaboratively with others to develop positive working relationships to achieve the shared goals of the Society.

- **Stewardship:** Efficiently utilizes the resources of the Society to make informed decisions. Communicates decisions in an effective manner to stakeholders.
- **Strategic Thinking:** Formulates objectives and priorities and implements plans that support the long-term interests of the Society. Takes advantage of opportunities and manages risks.
- **Team Leadership:** Effectively manages and guides group efforts, and provides an appropriate level of feedback concerning group progress.

VICE CHAIR JOB DESCRIPTION

Term of Office

One year. Reappointment for up to two additional, consecutive one-year terms is permissible.

Method of Appointment

The Vice Chair shall be appointed by the President and/or Vice President, who shall consult with the incoming or sitting Chair and the Chief Executive Officer.

Accountability

Report to: Chair

Key relationships: Staff Liaison, Staff Advisor, Board Liaison, chairs of entities designated in the committee, subcommittee, council, working group or task force charge

Purpose

To partner with the Chair and Staff Liaison to ensure group effectiveness and volunteer engagement.

Responsibilities

- Be informed about the Society's Strategic Plan, annual organizational priorities and the charge of the committee, subcommittee, council, working group or task force.
- At the discretion of the Chair, work collaboratively with the Chair and staff liaison(s) to:
 - Establish annual objectives, work plans, timelines and budgets, in alignment with the Strategic Plan, Board's priorities and the formal charge.
 - Monitor activities, budget, and deadlines to ensure timely completion of high quality, cost effective work products
 - Develop meeting agendas.
 - Prepare for meeting dynamics, especially complex or controversial issues.
- At the discretion of the Chair, work collaboratively with the Chair, staff liaison(s) and Board liaison to help develop volunteers, including:
 - Orient new members to the role and responsibilities in the charge.
 - Monitor members' participation and help mentor volunteers, including coaching underperforming members, and if necessary, recommending removal to the Chair.
 - Identify and nurture high-potential members.
- Preside over meetings and teleconferences, in the absence of the chair.
- Respond to email notifications and solicitations in a timely manner.
- Maintain the confidentiality of committee materials and deliberations.
- Other duties as assigned by the Chair.

Decision Making Authority

- Convene meetings at the direction of the Chair.

- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- In the absence of the Chair, enforce conflict of interest policies, including requiring recusal by committee, subcommittee, council, working group or task force members from participating in discussions, calls and/or voting as appropriate.

Qualifications

Skills

- **Attention to Detail:** Accomplishes a task thoroughly. Monitors and checks work and plans and organizes time and resources efficiently.
- **Coaching:** Possesses the ability and desire to coach others in interpersonal skills, HRS processes, and issue management.
- **Communication:** Demonstrates strong verbal and written skills. Understands, complies with, and appropriately communicates relevant HRS policies and processes.
- **Conflict Resolution:** Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
- **Consensus Building:** Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all parties.
- **Financial Acumen:** Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
- **Group Dynamics:** Enables cooperative and productive group interactions.
- **Networking:** Actively expands professional networks; leverages networks for HRS support.
- **Professional Stature:** Maintains broad-based clinical knowledge and experience. Holds strong professional credibility and reputation within or outside of HRS.
- **Strategic Planning Experience:** Has experience with planning, evaluation, and implementation of a strategic plan, including demonstrated ability to focus on long term goals and strategic outcomes.
- **Subject Matter Expertise:** Applies in-depth specialized knowledge, skills and judgment to accomplish the goals of the committee and/or the Society.
- **Volunteer Experience:** Demonstrates effectiveness on HRS committees, subcommittees or task forces.
- **Willingness to Serve:** Demonstrates a strong commitment, interest, and desire to serve the Society. Makes the time to actively contribute and participate.

Competencies

- **Accountability:** Accepts full responsibility in meeting expectations.
- **Commitment:** Serves the needs of the Society and the EP profession. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.

- **Continuous Learning:** Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on and learn from experiences.
- **Decision Making:** Evaluates available information and resources to develop effective and viable solutions that meet the goals of the committee and Society at large, often with limited information and under tight deadlines.
- **Developing Others:** Develops the ability of others to perform and contribute to the Society by providing ongoing feedback, coaching and opportunities to learn through formal and informal methods.
- **Impact and Influence:** Gains support and buy-in and motivates others to act in the best interest of the Society.
- **Innovation:** Addresses the future needs of the Society and stakeholders through creative problem solving, informed risk-taking, and fostering new ideas.
- **Integrity:** Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
- **Organizational Knowledge:** Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
- **Problem Solving:** Identifies and analyzes problems and evaluates alternate solutions and makes recommendations in the best interest of the Society.
- **Relationship Building:** Works collaboratively with others to develop positive working relationships to achieve the shared goals of the Society.
- **Stewardship:** Efficiently utilizes the resources of the Society to make informed decisions. Communicates decisions in an effective manner to stakeholders.
- **Strategic Thinking:** Formulates objectives and priorities and implements plans that support the long-term interests of the Society. Takes advantage of opportunities and manages risks.
- **Team Leadership:** Effectively manages and guides group efforts, and provides an appropriate level of feedback concerning group progress.

TREASURER AND SECRETARY JOB DESCRIPTION

Term of Office

One year.

Method of Appointment

Each year a new Treasurer and Secretary shall be elected by the Members entitled to vote, according to the process stipulated in the HRS Bylaws.

Accountability

Report to: Board of Trustees

Key Relationships: Chief Executive Officer, President

Purpose

As Treasurer, to ensure the Board's ability to discharge its fiduciary duties.

As Secretary, to ensure that actions of the Board are documented appropriately.

Responsibilities

Ex Officio Assignments

- Preside as Chair of the following entities:
 - Finance Committee
- Serve as a voting member of the following entities:
 - Board of Trustees
 - Executive Committee
 - Compensation Subcommittee
 - Audit Committee
 - Heart Rhythm Foundation Board of Directors (when active)
- Serve as a non-voting Guest of the following entities:
 - Heart Rhythm Program Committee

Other Duties

As Treasurer

- Serve as financial officer of the organization.
- Work with the Chief Executive Officer and Chief Operating Officer to ensure that accurate financial records are maintained and that appropriate financial reports are made available to the Board on a timely basis.
- Assist the Chief Executive Officer and Chief Operating Officer in preparing the annual budget and presenting the budget to the Board for approval.
- Ensure compliance with all relevant legal and regulatory requirements and ethical standards.

- Ensure that the organization's assets are protected, expended and invested according to Board policies and procedures.
- Monitor adherence to financial policies and, when applicable, recommend financial policies to the Board for approval.

As Secretary

- Ensure that accurate minutes of all Board meetings are prepared, distributed to the Trustees in a timely fashion, and maintained at the corporate office; minutes shall record the time and place of meetings, whether regular or special, how the meetings were called, the names of those present or represented at the meeting and the proceedings.
- Ensure that all notices for meetings and other actions are given in accordance with the provisions of the Bylaws or as required by law.
- Act as custodian of the records, including minutes and the official list of trustees, and the corporate seal.
- Certify and ensure that a current copy of the Bylaws is maintained in the corporate office.
- Affix the seal, as authorized by the Bylaws or as required by law, to duly executed documents of the corporation.
- Perform any other duties required by the Bylaws, Articles of Organization, or the law.

As a Leader

- Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization.
- Perform other duties as directed by the Board.
- See Committee Chair job description.

Decision Making Authority

- Convene meetings.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment 4-5 hours per month

Scheduled

- Executive Committee conference calls (3 /year)
- Board meetings – in person (September, January, May)
- Board conference calls (3/year)
- Finance Committee meetings (at least 3/year)
- Committee and subcommittee meetings

Qualifications

Skills

- **Attention to Detail:** Accomplishes a task thoroughly. Monitors and checks work and plans and organizes time and resources efficiently.
- **Coaching:** Possesses the ability and desire to coach others in interpersonal skills, HRS processes, and issue management.
- **Communication:** Demonstrates strong verbal and written skills. Understands, complies with, and appropriately communicates relevant HRS policies and processes.
- **Conflict Resolution:** Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
- **Consensus Building:** Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all parties.
- **Financial Acumen:** Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
- **Group Dynamics:** Enables cooperative and productive group interactions.
- **Networking:** Actively expands professional networks; leverages networks for HRS support.
- **Professional Stature:** Maintains broad-based clinical knowledge and experience. Holds strong professional credibility and reputation within or outside of HRS.
- **Strategic Planning Experience:** Has experience with planning, evaluation, and implementation of a strategic plan, including demonstrated ability to focus on long term goals and strategic outcomes.
- **Subject Matter Expertise:** Applies in-depth specialized knowledge, skills and judgment to accomplish the goals of the committee and/or the Society.
- **Volunteer Experience:** Demonstrates effectiveness on HRS committees, subcommittees or task forces.
- **Willingness to Serve:** Demonstrates a strong commitment, interest, and desire to serve the Society. Makes the time to actively contribute and participate.

Competencies

- **Accountability:** Accepts full responsibility in meeting expectations.
- **Commitment:** Serves the needs of the Society and the EP profession. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.
- **Continuous Learning:** Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on and learn from experiences.
- **Decision Making:** Evaluates available information and resources to develop effective and viable solutions that meet the goals of the committee and Society at large, often with limited information and under tight deadlines.

- **Developing Others:** Develops the ability of others to perform and contribute to the Society by providing ongoing feedback, coaching and opportunities to learn through formal and informal methods.
- **Impact and Influence:** Gains support and buy-in and motivates others to act in the best interest of the Society.
- **Innovation:** Addresses the future needs of the Society and stakeholders through creative problem solving, informed risk-taking, and fostering new ideas.
- **Integrity:** Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
- **Organizational Knowledge:** Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
- **Problem Solving:** Identifies and analyzes problems and evaluates alternate solutions and makes recommendations in the best interest of the Society.
- **Relationship Building:** Works collaboratively with others to develop positive working relationships to achieve the shared goals of the Society.
- **Stewardship:** Efficiently utilizes the resources of the Society to make informed decisions. Communicates decisions in an effective manner to stakeholders.
- **Strategic Thinking:** Formulates objectives and priorities and implements plans that support the long-term interests of the Society. Takes advantage of opportunities and manages risks.
- **Team Leadership:** Effectively manages and guides group efforts, and provides an appropriate level of feedback concerning group progress.

PROGRAM CHAIR JOB DESCRIPTION

Term of Office

One year.

Method of Appointment

The person whose term as Treasurer and Secretary has expired shall become the Program Chair.

Accountability

Report to: Board of Trustees

Key Relationships: Chief Executive Officer, President, Vice President, Abstract Chair, Treasurer and Secretary.

Purpose

To ensure the success of the annual meeting.

Responsibilities

Ex Officio Assignments

- Preside as Chair of the following entities:
 - Heart Rhythm Program Committee
- Serve as a member of the following entities:
 - Board of Trustees
 - Executive Committee
 - Finance Committee

Other Duties

As Program Chair

- Ensure compliance with Board policies and procedures and all relevant legal and ethical standards, including policies and standards governing corporate relationships.
- Work with the meetings staff to oversee all preparations for the annual meeting, including program and logistics.
- Work with chair of the Education Council and the Chief Executive Officer to ensure that the annual meeting is responsive to education goals in the strategic plan, evaluate meeting effectiveness and plan for future development.
- Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization.
- Proactively strengthen professional networks and leadership skills in preparation for assuming the office of Vice President.
- Consult with the Vice President on the appointment of incoming Heart Rhythm Program Committee members, consistent with the *Guiding Principles Governing Volunteer Appointments*.
- Perform other duties as directed by the Board or the Executive Committee.

As Chair

- See Committee Chair job description.

Decision Making Authority

- Convene meetings.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment 4-5 days per month

Scheduled

Executive Committee conference calls (3/year)

In-Person Board Meetings (September, January, May)

Board conference calls (3/year)

Program Committee Conference Calls (June 15 – 30 and as needed)

In-Person Meetings (as needed)

Ad Hoc

Chair & Vice Chair conference calls (weekly with staff liaisons)

Executive Committee conference calls (as needed)

Other committee and task force calls (avg. 3/month)

Busiest Times of the Year

- Prior to committee conference call meetings
- Program build (June 15 - August 15)
- Abstract review and session build (December 15 - February 1)
- Late-breaking clinical trial review and selection (March 15 - April 1)
- Budget preparation cycle (June - August)
- May (Annual Meeting)

Qualifications

Outgoing Treasurer and Secretary

VICE PRESIDENT JOB DESCRIPTION

Term of Office

One year.

Method of Appointment

The person whose term as Program Chair has expired shall become Vice President.

Accountability

Report to: Board of Trustees

Key Relationships: Chief Executive Officer, President, Vice President, Program Chair, Treasurer/Secretary

Purpose

To assist the President and strengthen leadership skills in preparation for becoming President.

Responsibilities

Ex Officio Assignments

- Serve as a member of the following entities:
 - Board of Trustees
 - Executive Committee
 - Compensation Subcommittee
 - Finance Committee
 - Governance Committee
 - Health Policy and Regulatory Affairs Committee
 - Heart Rhythm Program Committee
 - Heart Rhythm Foundation Board of Directors (when active)

Other Duties

As Vice President

- Assist the President in the execution of his or her duties.
- Act as a representative or spokesperson for the organization at the President's request.
- Perform the duties of the President in the President's absence or incapacity; including completing the Presidential term in the event of a vacancy.
- Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization.
- Proactively strengthen professional networks and leadership skills in preparation for assuming the office of President.
- Appoint committee chairs and members, in consultation with the outgoing President, according to leadership development and succession planning procedures.
- Perform other duties as directed by the Board or the President.

As Committee Chair

- See Committee Chair job description.

Decision Making Authority

- Convene meetings.
- Make appointments to committees, subcommittees and task forces, consistent with *Guiding Principles Governing Volunteer Appointments*.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment 4½ -5 days/month

Scheduled

Executive Committee conference calls (3/year)
In-Person Board meetings (September, January, May)
Board conference calls (3/year)
Committee appointment process (March/April)

Ad Hoc

Executive Committee conference calls (as needed)
Other committee and task force conference calls, including content development and participation in international meetings, strategic planning sessions, etc.

Busiest Times of the Year:

Board meetings (September, January, May)
Annual Meeting (May)

Qualifications

Outgoing Program Chair

PRESIDENT JOB DESCRIPTION

Term of Office

One year.

Method of Appointment

The person whose term as Vice President has expired shall become President.

Accountability

Report to: Board of Trustees

Staff Liaison: Chief Executive Officer

Key Relationships: Chief Executive Officer, Vice President, Past President, Treasurer/Secretary

Purpose

To enhance the organization's reputation and credibility, ensure progress in implementing the Strategic Plan and foster an environment that attracts and energizes outstanding volunteer leaders.

Responsibilities

Ex Officio Assignments

- Preside as Chair of the following entities:
 - Board of Trustees
 - Executive Committee
 - Compensation Subcommittee
 - Business meetings of the HRS Membership
- Serve as a member of the following entities:
 - Finance Committee
 - Governance Committee
 - Health Policy and Regulatory Affairs Committee
 - Heart Rhythm Foundation Board of Directors (when active)
 - International Board of Heart Rhythm Examiners Board of Directors

Other Duties

As President

- Serve as the Society's official representative and spokesperson.
- Communicate regularly with the Board about Executive Committee activities and other important issues.
- Work in partnership with the Chief Executive Officer to oversee implementation of the Strategic Plan, ensure organizational effectiveness and plan for future development.
- Ensure compliance with Board policies and procedures and all relevant legal and ethical standards, including policies and standards governing corporate relationships.
- Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization.
- Appoint task forces as necessary and delegate activities to committees and subcommittees, with Board approval.

- Participate in fundraising activities at the request of the Chairman of the Foundation or the Chief Executive Officer.
- Consult with the President-Elect and Chief Executive Officer on the appointment of incoming committee chairs and members, consistent with *Guiding Principles Governing Volunteer Appointments*.
- Perform other duties as directed by the Board.

As Committee Chair

- See Committee Chair job description.

Decision Making Authority

- Convene meetings.
- Appoint task forces.
- Enforce conflict of interest policies, including requiring Trustees' or Officers' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- Approve formal Society communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment 10-15 days/month (3-4 hours/day)

Scheduled

Coordinating call with CEO (weekly)
 Executive Committee conference calls (3/year)
 In-Person Board Meetings (September, January, May)
 Board conference calls (3/year)
 Health Policy and Regulatory Affairs Committee calls (monthly)

Ad Hoc

Executive Committee conference calls (as needed)
 Other committee and task force conference calls
 Calls and e-mails to volunteers and members
 Involvement with external organizations (e.g. NIH, ACC)

Busiest Times of the Year

In-Person Board meetings (September, January, May)
 Committee Appointment Process (August/September)
 Annual Meeting (May)

Qualifications

Outgoing Vice President

PAST PRESIDENT JOB DESCRIPTION

Term of Office

One year.

Method of Appointment

The person whose term as President has expired shall become Past President.

Accountability

Report to: Board of Trustees

Key Relationships: Chief Executive Officer, President Vice President

Purpose

To provide advice and counsel to the President and Executive Committee.

Responsibilities

Ex Officio Assignments

- Preside as Chair of the following entities:
 - Governance Committee
- Serve as a member of the following entities:
 - Board of Trustees
 - Executive Committee
 - Compensation Subcommittee
 - Finance Committee
 - Nominations Subcommittee

Other Duties

As Past President

- Act as a representative or spokesperson for the organization at the President's request.
- Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization.
- Ensure compliance with Board policies and procedures and all relevant legal and ethical standards, including policies and standards governing corporate relationships.
- Perform other duties as directed by the Board or the President.

As Chair

- See Committee Chair job description

Decision Making Authority

- Convene meetings.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.

- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment 4-12 hours per month

Scheduled

- Executive Committee conference call (3/year)
- In-Person Board Meetings (September, January, May)
- Board conference calls (3/year)

Ad Hoc

- Executive Committee conference calls (as needed)
- Governance Committee meetings
- Other committee and task force conference calls

Busiest Times of the Year

- Board meetings (September, January, May)
- Nominations cycle (October - November)

Qualifications

- Outgoing President

BOARD LIAISON JOB DESCRIPTION

Term of Office

One year. Reappointment at one-year increments while serving on the Board.

Method of Appointment

Members shall be appointed by the Vice President, in consultation with the President and the Chief Executive Officer.

Accountability

Report to: Board of Trustees

Key Relationships: Designated committee, subcommittee or task force chair and vice chair, staff liaison, staff advisor

Purpose

To foster communication about the Society's strategic goals and priorities, and mentor the next generation of volunteer leaders.

Expectations

- Attend committee meetings.
- Conversation at the beginning of each term with the Committee and Subcommittee (where relevant) Chairs and Vice Chairs and Staff Liaisons to discuss roles and preferred communication methods.
- Subsequent conversations prior to each Board meeting.
- Complete and submit the committee's report to the Board prior to each Board meeting.

Responsibilities

- Serve as a link to the Board and its activities.
- Educate others about the Society's Strategic Plan, public Board actions and decision-making rationale, and strategic trends affecting the Society.
- Serve as a resource for information about the Society's staff and volunteer structure (who does what), and business processes/procedures (how things get done), including nominations and appointments.
- Encourage innovative thinking and a future focus in committee, subcommittee or task force deliberations.
- Act as a sounding board and advisor to current and emerging volunteer leaders, including Chairs and Vice Chairs to help them strengthen their effectiveness, develop their leadership skills and maximize their contribution to the Society's mission.
- Help the Governance Committee identify and/or assess potential candidates for Board, officer, or committee, subcommittee, and task force assignments.

Decision Making Authority

- Make recommendations to chairs, members, staff and the Board.

Qualifications

- Currently serving Trustee or Officer

Estimated Time Commitment

- Varies, depending on the particular committee assigned.

SECOND PAST PRESIDENT JOB DESCRIPTION

Term of Office

One year.

Method of Appointment

The person whose term as Past President has most recently expired will serve as Second Past President.

Accountability

Report to: HRS Board of Trustees; Heart Rhythm Foundation Board (when active), Governance Committee.

Key Relationships: Auditors (who report to the Audit Committee), Executive Committee.

Purpose

To serve as Chair of the Audit Committee and Nominations Subcommittee (see Audit Committee and Nominations Subcommittee charges).

Responsibilities

*Ex Officio Assignments**

- Preside as Chair of the following entities:
 - Audit Committee
 - Nominations Subcommittee

As Chair

- See Committee Chair job description.

Estimated Time Commitment

12-15 hours per year

Scheduled:

Audit Committee meetings (3-5 committee conference calls)

Nominations Subcommittee meetings (2 scheduled committee calls, 1-2 planning calls)

Ad Hoc:

Committee and task force conference calls

Busiest Times of the Year:

- Audit/Tax preparation cycle: (October - January)
- Nominations cycle (November - December)

Qualifications

Outgoing Past President

Other

The Second Past President is no longer an Officer or Board Member of the Society.

STAFF LIAISON JOB DESCRIPTION

Method of Appointment

The Staff Liaison shall be designated by the Executive Team.

Accountability

Reports to: Supervising Manager

Key relationships: Committee, subcommittee and task force leaders, committee, subcommittee and task force staff liaisons, Executive Team members, Senior Director of Governance and Board Relations, departmental staff as appropriate.

Purpose

To partner with volunteer leadership to ensure group effectiveness and volunteer engagement.

Responsibilities

- Be informed about the Society's Strategic Plan, annual organizational priorities and the charge of the committee, subcommittee or task force.
- Work collaboratively with the Chair in an iterative process to:
 - Establish annual objectives, work plans, timelines and budgets, in alignment with the Strategic Plan, the Board's priorities and the formal charge.
 - Monitor activities, budget, and deadlines to ensure timely completion of high quality, cost effective work products
 - Ensure members' compliance with the Society's financial and conflict of interest policies, including regularly reviewing members' disclosures and planning accordingly.
 - Schedule meetings.
 - Develop meeting agendas.
 - Prepare for meeting dynamics, especially complex or controversial issues.
 - Report activities and recommendations to the appropriate entity or entities, as designated in the charge.
- Participate in all committee meetings and teleconferences, and prepare minutes or follow-up materials.
- Maintain the confidentiality of materials and deliberations.
- Proactively coordinate activities with other committee, subcommittee or task force staff liaisons, Executive members and departmental staff who may be affected by the Committee's activities, including:
 - Identify interested parties during the early planning stages of any project with cross functional impacts.
 - Collaboratively set expectations for communication, consultation and/or approvals.
 - Negotiate realistic and mutually acceptable deliverables and deadlines.

- Communicate regularly about status, including unexpected functional or financial developments and needs.
- Resolve conflicts over resources, staff or volunteer issues including escalating issues in an appropriate and professional manner.
- Be accountable for adherence to the work plan and budget.
- Work collaboratively with the Chair and the Senior Director of Governance and Board Relations to develop status and final reports to the Executive Committee or Board.
- Support the group's work administratively, including scheduling meetings and conference calls, making logistical arrangements in collaboration with the Meetings Department, and preparing and distributing agendas and materials.
- Manage the performance of volunteers, including
 - Orient new Chairs and Board Liaisons to the specific work of the committee.
 - Assist the Chair and Board Liaison to orient new committee members.
 - Coach Chairs, Vice Chairs and members as needed, including coaching under-performing members, and when necessary, recommending removal to the Chair.
 - Assist in identifying and developing emerging leaders, including candidates for Vice Chair or subcommittee chairs.
 - Work with the Senior Director of Governance and Board Relations to ensure 100% compliance with the Board's financial and conflict of interest policies.
- Work collaboratively with the Membership Department and the Governance Committee to ensure the effectiveness of the volunteer database.

Decision Making Authority

- Make recommendations to the Chair, members and the Executive Team about activities, processes and overall effectiveness.
- Consult with the President and/or President-Elect, Chief Executive Officer and sitting or incoming Chairs on appointments to committees, subcommittees and/or task forces.

Qualifications

- Project management skills
- Prior experience or training in working with and mentoring volunteers

STAFF ADVISOR JOB DESCRIPTION

Method of Appointment

The Staff Advisor shall be designated by the Executive Team.

Purpose

To guide the committee strategically and serve as a resource to the Staff Liaison and the committee. Attends all meetings (if possible) and provides support as needed between meetings.