

## GUIDING PRINCIPLES GOVERNING VOLUNTEER APPOINTMENTS

### *General Principles*

**Equitable Distribution.** Volunteer appointments with HRS are limited and highly-valued. Committee, subcommittee and task force appointments should be distributed as equitably as possible, to ensure a manageable workload for individuals, expand opportunities for volunteer engagement, and avoid perceptions of favoritism.

**Expertise.** Appointments are made primarily on the basis of expertise. Secondary considerations may include leadership development, succession planning, continuity and willingness to make the necessary time commitment..

**Diversity.** Wherever possible, appointments should reflect a diverse mix of backgrounds, occupations, demographics (geography, ethnicity, gender), and interpersonal communication and problem solving styles. Other considerations include requirements identified in the formal charge, and factors such as the length of HRS service and experience with non-HRS organizations.

**Terms.** Terms should be staggered to maintain the targeted mix of expertise and diversity, to the extent possible. Individuals should be informed of the length of their terms at the time of their appointments.

**Conduct.** Volunteer conduct affects the credibility of the Society and the effectiveness of its volunteer structure. Committee, subcommittee and task force Chairs and Staff Liaisons are expected to monitor volunteers' disclosures, participation and performance, and to take appropriate action, including recommending the removal of an individual to the Board mid-term , or non-reappointment.

**Reappointment.** Rotating assignments benefits individuals (by enlarging their understanding of the Society and bringing them into contact with new colleagues) and committees (by providing fresh perspectives and energy). Reappointment is not automatic, and should be considered in the context of this guidance document, especially equity, expertise, diversity and performance. Trustees who are rotating off the Board will, as a general rule, also rotate out of their assignments. Committee and subcommittee terms, like terms on the Board, are limited to the number of consecutive terms specified in the charge.

**Succession.** Newly elected trustees shall resign from their current committee and subcommittee Chair and Vice Chair positions to enable the President-Elect to redistribute leadership opportunities wherever possible. Vice Chairs should not necessarily succeed to the Chair position, with the exception of the Scientific Sessions Committee.

**Consultation.** The President-Elect, who is granted the authority to make appointments by the Board, should consult broadly about the current status and future resource needs of committees, subcommittees and task forces, and the performance and potential of prospective appointees. Consultation should include the President, Chief Executive Officer, sitting and incoming Chairs, Staff Liaisons, and volunteer database. In the case of Fellows-in-Training and members up to four years out of training, Program Directors will be asked to submit the names of nominees.

**Transparency.** Information about volunteer opportunities, qualifications, and the appointment making process should be easy to access and clearly communicated by volunteer and staff leaders.

### *Other Considerations*

**Size and Composition.** Sizes for committee, subcommittees and task force should generally be stated in ranges, to provide flexibility. Entities that typically conduct business by voting (such as Ethics Oversight, Nominations and Awards) should have an odd number of members to break tie votes. Governing committees should be composed of Trustees only, wherever possible. Operating committees, subcommittees and task forces should have a mix of Trustees and non-Trustees where appropriate.

**Board Liaisons.** A Board Liaison should be assigned to each operating committee, subcommittee, task force and eCommunity. The Board Liaison role is distinct from the role of a committee member, as defined in their respective job descriptions. An Officer can serve in both roles simultaneously, but still should be formally designated as the Board Liaison. A Trustee or Officer who serves as a committee, subcommittee or task force chair, should not serve simultaneously as that entity's Board Liaison.

**Trustees.** In general, Trustees may have one or two assignments, in addition to their Board Liaison appointment.

**Officers.** In general, Officers should not be assigned to committees, subcommittees or task forces outside their ex officio appointments, except in situations where they have specific expertise or experience that is unavailable in other volunteers.

**Vice Chairs.** Committees, subcommittees and task forces should have a Vice Chair to assist the Chair with committee management and leadership development.

**Early Career Volunteers.** Fellows-in-Training and members who are up to four years out of training should be assigned to committees, subcommittees and task forces, where appropriate. Such assignments are regular appointments with full voting rights. Early career volunteers should have a mentor and be assigned a suitable task that will allow the mentor and volunteer to interact.