



# OPERATIONS MANUAL - PRODUCT SAFETY ENGINEERING SOCIETY

---

## TABLE OF CONTENTS

1. <i>Introduction</i>	3
2. <i>Overview</i>	3
3. <i>President</i>	5
4. <i>President-elect</i>	7
5. <i>Secretary</i>	9
6. <i>Treasurer</i>	10
7. <i>Immediate Past President</i>	12
8. <i>Vice President Technical Activities</i>	13
9. <i>Vice President Member Services</i>	14
10. <i>Vice President Communications</i>	15
11. <i>Vice President Conferences</i>	16
12. <i>Member at Large</i>	17

## 1. Introduction

This Manual provides useful information related to the day-to-day operation of the Society. In particular, the information is organized around the Officers, Members-at-Large and Committee Chairs who are part of the Board of Governors. Other documents are available as follows:

- Constitution
- By-Laws
- Strategic Plan
- Operating Plan/Dashboard
- Chapter Chairpersons Manual

Information defining the election, duties and responsibilities of Officers and Member-at-Large of the Board of Governors is provided in the Society's Constitution and Bylaws. Wherever information already exists related to a position, etc. a reference will be provided to the appropriate document – typically in the Constitution or By-Laws and not repeated here.

The day-to-day function of the Society is addressed in part in this Manual which is intended to be a “living document” with frequent updates as the Society continues to evolve. It is expected that the Manual will require revisions as responsibilities of Board Members and procedures evolve, as well as if the Constitution or Bylaws are amended. Future officers and committee members are encouraged to recommend changes and additions to this Manual. Changes and updates should be submitted to the chairman of the Constitution & Bylaws Committee, who will edit the recommendations and incorporate them into this Manual upon approval by the Board of Governors.

## 2. Overview

In general, the manual is set up by Position in PSES and includes information as follows:

- Job Description
  - Summary
  - General Duties (Including Committees)
  - Recommended Qualifications/Skills
  - Other Considerations
- Schedule
- Additional Detailed Activities

Note: One expectation that holds true for each Officer and Member-at-Large Position is the responsibility to identify, develop and mentor one or more suitable replacements to fill Officer positions once the current Officer reaches term limits or is otherwise unable to continue to serve as an Officer. This is ideally accomplished by involving potential candidates in Committees and Committee Chair positions under each of the Officers. This is an on-going activity that again, is an expectation of each Officer and Member-at-Large.

Officer Positions include:

- President
- President-elect
- Immediate Past President
- Secretary
- Treasurer
- Vice President positions

The following list is an overview of recurring events that are of significance to BOD and Society members. This list is not all-inclusive and items are subject to change.

JANUARY	Monthly BOG Teleconference Deadline for Newsletter input
FEBRUARY	Monthly BOG Teleconference
MARCH	BOG Full day Meeting Reconstitute Nominating Committee
APRIL	Notice to Society members soliciting nominations for BOG Members at Large Finance Committee prepares succeeding years budgets Deadline for Newsletter input
MAY	First generation budget due to IEEE HQ Deadline for receipt of Nomination Petitions Society Symposium and BOD meeting
JUNE	Deadline for nomination slate to IEEE HQ BOG Full day Meeting
JULY	Vacation
AUGUST	Deadline for IEEE to mail ballots for BOG Members at Large
SEPTEMBER	Deadline for members to return ballots Notice of Officer Positions/Election Deadline for Newsletter input
OCTOBER	Deadline for IEEE HQ to count ballots and notify elected persons Deadline for Newsletter input BOG Full day Meeting including welcome of new BOG Members at Large and election of new Officers (as appropriate)
NOVEMBER	Final budget to IEEE HQ
DECEMBER	Transition for New Board Members and Officers

### 3. President

#### 3.1 President's Job Description

- **Summary**

The President is the principal officer of the Society, and guides society activities toward the strategic goals and objectives of the Society. The President represents the Society in all IEEE functions, including membership on the IEEE Technical Activities Board (TAB) meetings.

See also relevant sections of the current Constitution and By-Laws for the PSES for current details on related term, elections, etc.

- **General Duties**

- General supervision of the affairs of the Society
- Inform the Executive Director of the IEEE of Society business
- Preside at meetings of the Society
  - Board of Directors meetings,
  - General meetings of the Society,
  - Annual Meeting of the Society,
  - Vote during election of officers
  - Committees
- Ex-officio member of all Committees of the Society
  - Exception of the Nomination Committee.
- Member of the IEEE Technical Activities Board (TAB)

- **Recommended Qualifications/Skills (see also Constitution and By-Laws)**

- Must be a current member of the Board
- Must be a Senior Member of the IEEE
- Must have adequate financial support outside the Society and have the approval of their organizations or employers to actively participate in the Board meetings and contribute to its activities.
- Knowledge of Robert's Rules of Order
- Demonstrated leadership/management skills
- Good Communication Skills, especially active listening
- Has a demonstrated passion for the ongoing development of the PSES

- **Other Considerations**

- This is one of the more demanding positions on the board, in that it means not only running the Society, but Participating on the TAB – this means at least:
  - Three full day PSES Board meetings per year (these could be face-to-face or virtual – at least one face-to-face per year along with the Symposium is recommended)
  - Three 1.5 day TAB meetings per year with two in New Jersey and one elsewhere.
  - Roughly a 15% time commitment per year based on a 40 hour work week – or about 350 hours per year.
  - Not just a two year commitment but a 5 year commitment – 1 year as President – Elect, 2 years as President and 2 years as Immediate Past President. The President term is the most demanding, but there are still some expectations for the President Elect and Immediate Past President Terms as well.
- One of the top priorities of the President is consideration for the consistent long term growth and function of the Society – to this end the following are critical:
  - Knowledge and understanding of the Strategic Plan of the Society and continued activities to 'work the plan' – including revision of the plan as necessary to insure continuity as Society officers change.
  - Development of Board Volunteers, including Committee Chairs, Directors at Large and in particular Officers. The key is to have a continual turn-over of members with

new members getting involved regularly to bring in new ideas and energy to the Board and overall society. This includes helping the other Officers to do the same by encouraging them to spread their duties to Committee Chairs or other assignees under their scope of responsibility.

- Another top priority of the President is fiscal management of Society Resources. This includes close cooperation with the Treasurer and FinComm to carefully manage Society financial resources and carefully balance any investment against the return of value to Society membership that it would create. This also includes management of Volunteer Resources and only committing to activities within the PSES or with other Societies or Organizations when we have the resources (volunteer and financial) to fulfill those commitments.
- Of course the President and indeed any Volunteer may become more involved if they have the interest and ability to do so. This is especially true at the TAB level where there are many opportunities to get additionally involved – the key is to know the limits to your own and Society Resources and know when to say ‘no’.

### 3.2 President's Schedule

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (XX – full day, * - Planning)	X*	XX	XX	X	XX	X		X	X	XX	X	X
Executive Committee Meetings	As needed											
Committee Appointments	As needed											
Review Agenda	X	X	X	X	X	X		X	X	X	X	X
Attend TAB and Presidential Council Meetings		X				X					X	
Write President's Column for Newsletter	X			X			X				X	
Write Year-end TAB Report											X	
Attend Division IV meetings	As needed, usually held during the TAB meeting											
Review Annual Budget	X			X			X			X		

### 3.3 Additional Detailed Activities

## 4. President-elect

### 4.1 President Elect's Job Description

- **Summary**

Formal statements of the duties/responsibilities, selection, and term of office are included in the Constitution and By-Laws of the Society. This additional information is intended to provide additional detail for the day-to-day activities of the position.

See also relevant sections of the current Constitution and By-Laws for the PSES for current details on related term, elections, etc.

- **General Duties**

- Assists the President in fulfilling all assigned duties
  - May include special projects or other projects as assigned by the President
- Supports the goals and objectives of the Society
  - Periodically review the latest approved plan, and recommend changes as appropriate.
  - Set near-term goals at the last board meeting of the year.
- Goals should be documented and responsible individuals or committees identified for each of the goals
- Will assume the duties of the President if the President is temporarily or permanently unable to perform the duties.
- Position serves as an apprenticeship to the position of President, and preparation for that position should include attending
  - IEEE Leadership Training seminars, attending at least one leadership training series, and preferably two, prior to becoming President
  - TAB and other meetings, attending at least TAB meeting, and preferably two prior to becoming President (what are "other meetings")
  - Training in Robert's Rules of Order (find online course or self-training workbook?)
  - Mentoring sessions with the current President and Past President, to help set and clarify the expectations, roles, and responsibilities of the position of President.
  - Attending meetings of the Finance Committee, and become familiar with the budget and financial planning for the Society.
  - Study the current Society Strategic Plan in order to become knowledgeable and develop an understanding of the PSES goals and objectives developed by the BOD, including introductions to all committees involved, and attendance at meetings dealing with plan revisions and/or updates, to help insure continuity as Society officers change.
- Committees:
  - Ex-officio member of all Committees of the Society
  - Exception: Nomination Committee.
  - Member of the Society Officers Committee

- **Recommended Qualifications/Skills (see also Constitution and By-Laws)**

- Must be a member of the Board
- Must be a Senior Member of IEEE
- Must have adequate financial support outside the Society and have the approval of their organizations or employers to actively participate in the Board meetings and contribute to its activities.
- Knowledge of Robert's Rules of Order

- Demonstrated leadership skills
- Organization skills
- Active listening skills
- Has a demonstrated passion for the ongoing development of the PSES

• **Other Considerations for President elect**

Position requires ability to absorb and quickly put into practice leadership skills learned as apprentice to the President.

**4.2 President-elect's Schedule**

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (XX – Full Day, * - Planning)	X*	XX	X	X	XX	X		X	X	XX	X	X
Executive Committee Meetings	As needed											
Develop Long Range Planning		X									X	
Attend TAB and President's Council Meetings as necessary		X				X					X	
Attend Division IV Meetings as necessary	As needed, usually held during the TAB meeting											
Review Budget	X		X				X			X		

**4.3 Additional Detailed Activities**

**5. Secretary**

**5.1 Secretary’s Job Description**

**• Summary**

The Secretary is responsible for records, reports, and correspondence for the Society.

**• General Duties**

Concerning the Society, the Secretary is responsible for all:

- reports, as may be required by
  - the Society,
  - the IEEE Technical Activities Board
  - the IEEE Executive Committee.
- petitions
- records
- true and faithful minutes of all meetings of the Board of Directors,
- Secretary shall send
  - Notices as instructed tor required
  - Current copies of reports sent to IEEE Headquarters for archival storage
- Keep copies of
  - all meeting notices
  - minutes of meetings
  - letter
  - bulletins sent and received during the previous five years
    - Exception: those specifically assigned to the custody of others.
- Committees
  - Supervise and coordinate the activities of all Standing and Technical Committees as assigned
  - Report to the Board developments at each meeting of the Board
  - Member of the Executive Committee (ExCom)
  - Standing Committees
    - None

**• Recommended Qualifications/Skills (see also Constitution and By-Laws)**

- Must be a member of the Society
- Knowledge of Robert’s Rules of Order
- Demonstrated leadership skills
- Organization skills

**• Other Considerations for Secretary**

Position requires organization, communication and leadership skills to ensure smooth operation of the Society activities.

**5.2 Secretary's Schedule**

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (*Planning)	X*	X	XX	X	XX	X		X	X	XX	X	X
Executive Committee Meetings – as needed	As needed											
Meeting Notice	X	X	X	X	X	X		X	X	X	X	X
Organize Meeting Venue if face-to-face		X			X					X		
Distribute Minutes			X			X			X			X

**5.3 Additional Detailed Activities**

## 6. Treasurer

### 6.1 Treasurer's Job Description

- **Summary**

The Treasurer acts as the primary financial control for the Society funds and is the liaison between PSES and IEEE Technical Activity Board (TAB) Finance

- **General Duties**

- Prepares financial reports for the BOD and for the Newsletter
  - Report on PSES finances and financial issue to the BoD (monthly)
  - Forecast PSES financial performance to TAB (3x/year)
  - Prepares financial reports for the Newsletter
- Plans and prepares an annual Society budget, following the schedule guidelines formulated by IEEE Headquarters.
  - Lead budget discussion within the BoD (annual)
  - Finalize budget in collaboration with TAB Finance (annual)
  - Presents Society budget for review and approval by the Board of Directors
- Society funds
  - Receive expense statements, review, approve and forward for payment (as received)
  - Receive requests for disbursement of Society funds
  - Reviews requests for correctness and approvals
  - Forwards said disbursement to IEEE Headquarters
- Secondary Duties
  - Provides consideration of a cost/benefit analysis for proposed activities of the Society
  - Interpret specific budget items for BoD members
  - Coordinate with Conference Treasurer(s)
  - Interpret financial content of Constitution and Bylaws for BoD
  - Assist with vendor qualification and purchased services process
  - Advise PSES chapters on IEEE finance policy management
- Optional Activities
  - Participate in TAB Finance Treasurer training (on-site and webinar)
- Committees
  - Supervise and coordinate the activities of all Standing and Technical Committees as assigned
  - Standing Committees
    - Finance Committee – Chaired by the Treasurer

- **Recommended Qualifications/Skills (see also Constitution and By-Laws)**

- Must be a member of the Society
- Must have adequate financial support outside the Society and have the approval of their organizations or employers to actively participate in the Board meetings and contribute to its activities.
- Knowledge of Robert's Rules of Order
- Demonstrated leadership skills
- Organization skills
- Financial acumen

- **Other Considerations for Treasurer**

- Prior experience as one of the following is helpful, but not required:
  - IEEE Chapter, Section or Conference Treasurer
  - Treasurer of another organization, even if not IEEE
- Position requires attention to detail, but also an appreciation for the larger picture. The financial health of the Society must be maintained while promoting judicious expenditures to provide optimum benefit for the Society.

**6.2 Treasurer's Schedule**

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings	X	XX	X	X	XX	X		X	X	XX	X	X
Executive Committee Meetings – as needed	As needed											
TAB Finance Workshop		X										
Prepare Budget				X	X		X	X				
Request Disbursements	As needed											
Prepare Financial Reports	X			X			X			X		

**6.3 Additional Detailed Activities**

- **Finance Committee**

The Finance Committee is chaired by the immediate Past President, consisting of all Vice-Presidents and the Treasurer. This committee is responsible for managing the Society's finances in accordance with IEEE policy/guidance and the Society's Constitution & Bylaws.

The Finance Committee shall maintain a three-year program budget plan and present to the Board of Directors, at its first current year meeting, a "next fiscal year" preliminary balanced budget. The fiscal year shall be the same as the calendar year. The critical budget input parameters (Membership Fee, Non-Member Subscription Rate, Periodical Page and Issues budget) shall be approved at this first meeting of the year. In the event the first Board meeting does not occur before 15 April, approval of the critical input parameters shall be accomplished by the Society's e-mail motion process prior to 15 April.

The Finance Committee, on a quarterly basis, shall review the Society's financial operations and if necessary "transfer" Committee/Other Cost Center funds from one sub-account line to another line item. VPs are responsible for the administration of their own approved budget account line and may transfer funds in an amount less than \$5K between sub-accounts without BOD approval. Any overrun of the total Committee/Other Cost Center budget must be approved by the Board of Directors.

## 7. Immediate Past President

### 7.1 Immediate Past President's Job Description

- **Summary**

The Immediate Past President-directs the liaison activities of the Society. The Past President should also serve as a sounding board for the President, drawing upon past experiences and skills.

The nomination and election processes for Board of Director position is under the oversight of the Past President as Chair. The Past President is also responsible for reviewing actions by the board for compliance to the Constitution and Bylaws, as well as initiating changes at the direction of the Board.

- **General Duties**

- Provides direction for the liaison activities of the Society, which includes
  - Transnational Society activities
- Inter-Society activities.
- Committees
  - Supervise and coordinate the activities of all Standing and Technical Committees as assigned
  - Report to the Board developments at each meeting of the Board
  - Standing Committees
    - Chair of the Nomination Committee
    - Chair of the Constitution and Bylaws Committee
    - Convenes the Committee
    - Responsible for the interpretation, maintenance and revision of the Constitution and the Bylaws

- **Recommended Qualifications/Skills (see also Constitution and By-Laws)**

- Knowledge of Robert's Rules of Order
- Demonstrated leadership/management skills
- Good Communication Skills, especially active listening

### 7.2 Immediate Past President's Schedule

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (*Planning)	X*	XX	X	X	XX	X		X	X	X	X	X
Executive Committee Meetings – as needed	As needed											
Manage Nominations for BOG at Large Members		X	X	X	X		X	X	X	X		
Manage Nominations/Elections for new Officers								X	X	X		
Conduct the BOD Election for Directors (when held)											X	
Attend TAB and President's Council Meetings as necessary		X				X					X	
Attend Division IV Meetings as necessary	As needed, usually held during the TAB meeting											

### 7.3 Additional Detailed Activities

- Position requires careful application of guidance and suggestion in direct opposition to the position of President just vacated
- The Past President should contribute heavily in development of the Society officer skills by mentoring all Board positions.

## 8. Vice President Technical Activities

### 8.1 Vice President Technical Activities Job Description

#### • Summary

The Vice President Technical Activities organizes, coordinates and promotes the technical activities of the Society, including those of the various Technical Activity Committees. The Vice-President of Technical Activities serves as the Societies' technical liaison to the IEEE and non-IEEE organizations and societies.

The purpose of each Technical Committee shall be to manage the technical relationship of the Society in their area of interest by identifying, organizing, participating in, and supporting activities in which the Society can give and/or receive technical benefit in product safety and compliance.

#### • General Duties

- Provide direction for Society
  - Technical activities
  - Educational activities
- Continually defines ways to increase TC participation and deepen Society relationships.
- Committees
  - Supervise and coordinate the activities of all Standing and Technical Committees as assigned
  - Report to the Board developments at each meeting of the Board
  - Standing Committees
    - Technical Activities Committee – Reports to VP; Chaired by the VP
  - The VP Technical Activities must continually identify and encourage the TCs to promote the Society and the TC through speaking engagements at industry conference and involvement in appropriate organizations.
  - The TCs should represent the leading experts of the industry in their area of expertise and consistently deliver highly regarded papers and presentations to promote the relationships for the Society.

#### • Recommended Qualifications/Skills (see also Constitution and By-Laws)

- Knowledge of Robert's Rules of Order
- Demonstrated leadership skills
- Organization skills
- Teamwork skills
- Development Skills

### 8.2 Vice President Technical Activities Schedule

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (*Planning)	*			X				X			X	
Executive Committee Meetings – as needed	As needed											

### 8.3 Additional Detailed Activities

**9. Vice President Member Services**

**9.1 Vice President Member Services Job Description**

**• Summary**

The Vice President Member Services is the connection between the Society goals and the membership. The VP Member Services serves the membership and supports the Chapters. Primary objectives includes development of services to retain current members and recruit new members, and to support Chapters with coordination of activities and developing new opportunities

**• General Duties**

**• Committees**

- Supervise, coordinate and promote the activities of all Committees as assigned
- Report to the Board developments at each meeting of the Board
- Standing Committees
  - Education Committee – Reports to VP Member services; Chair is appointed by VP Member Services
  - Fellows Committee
  - Awards Committee
  - Chapters Committee
  - Speakers/Distinguished Lecturer Committee

**• Society Membership**

- Promotes Society membership
- Maintains the Society membership list
- Encourages Fellow membership

**• Society Chapters**

- Helps develop and maintain individual Society chapters,
- Coordinates activities between the Board of Directors and the Chapters, ,
- Coordinates Student Member activities

**• Recommended Qualifications/Skills (see also Constitution and By-Laws)**

- Knowledge of Robert’s Rules of Order
- Demonstrated leadership skills
- Organization skills

**9.2 Vice President Member Services Schedule**

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (*Planning)	X*	XX	X	X	XX	X		X	X	XX	X	X
Executive Committee Meetings – as needed	As needed											

**9.3 Additional Detailed Activities**

Position requires ability to coordination and direct multiple committees and activities while promoting the activities of the Society to benefit members and Chapters. Ability to effectively set and attain goals in membership and support services, as well as setting strategic direction to improve services and member benefits. Identify creative solutions within limited resources. Attract, coach, and mentor volunteers.

A great benefit in fulfilling this position and providing for the on-going leadership of the Society is to appointing Chairs of each of the Committees to actually supervise and carry out the necessary activities. In this way, potential new leaders of the Society can experience and learn more about the Society and be ready become a more active member of the Board.

**10. Vice President Communications**

**10.1 Vice President Communications Job Description**

- **Summary**  
The Vice President Communications organizes and coordinates the activities for communication and publications of the Society and joint operations with other Societies or third party entities.
- **General Duties**
  - Provides direction for all aspects of communications and publication activities of the Society
  - Directs communication and publication including Newsletter, Website, Transactions and other publications
  - Manages communication between the Society and outside interests
  - Provides guidance and support for correspondence
  - Committees
    - Supervise and coordinate the activities of all Standing and Technical Committees as assigned
    - Report to the Board developments at each meeting of the Board
    - Standing Committees
  - Manages communication with
    - Liaisons with IEEE Press
    - Third party entities
- **Recommended Qualifications/Skills (see also Constitution and By-Laws)**
  - Knowledge of Robert’s Rules of Order
  - Demonstrated leadership skills
  - Organization skills

**10.2 Vice President Communications Schedule**

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (*Planning)	X*	XX	X	X	XX	X		X	X	XX	X	X
Executive Committee Meetings – as needed	As needed											

**10.3 Additional Detailed Activities**

Position is responsible for the outward face of the Society and requires extensive communication skills. The VP of Communications will be responsible for integrated communications products and services including: newsletters and other print publications; Web, E-news and other online communications; media and public relations; and marketing. The VP Communications manages the publications of the Society as well as the communication between the Society and outside interests, promoting the activities and aims of the Society. I

The Vice President should identify challenges and emerging issues faced by the Society. Work with the Board to recognize internal and external communications opportunities and solutions, and define and execute appropriate strategies to support them.

**11. Vice President Conferences**

**11.1 Vice President Conferences Job Description**

- **Summary**

The Vice President Conferences organizes and coordinates the conference activities of the Society and joint operations with other Societies or third party entities.

- **General Duties**

- Provides direction for all conference activities of the Society,
- Promotes the conference and educational initiatives of the Society
- Committees
  - Supervise and coordinate the activities of all Standing and Technical Committees as assigned
  - Report to the Board developments at each meeting of the Board
  - Member of the Executive Committee (ExCom)
  - Standing Committees
    - Meetings Committee – Chaired by the VP

- **Recommended Qualifications/Skills (see also Constitution and By-Laws)**

- Knowledge of Robert’s Rules of Order
- Demonstrated leadership skills
- Organization skills

**11.2 Vice President Conferences Schedule**

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (*Planning)	X*	XX	X	X	XX	X		X	X	XX	X	X
Executive Committee Meetings – as needed	As needed											
Conference Committee Meetings	As needed											

**11.3 Additional Detailed Activities**

Position requires project management skills in directing multiple conference activities in various stages of development with the ability to plan, direct, and evaluate complex operations, using manpower, time, funds, and other resources for the accomplishment of long-term and short-term goals of the Society. Ability to apply budgetary and fiscal planning techniques within financial constraints Marketing and communication skills are required in development and execution to promote conference activities. Negotiation skills are important when collaborating with outside entities in co-sponsorship.

**12. Member at Large**

**12.1 Member at Large Job Description**

- **Summary**  
A Director-at-Large supports the Society goals and activities, contributes to the management of the Society, and participates in Board meetings.
- **General Duties**
  - Contributes to the management of the Society
  - Participates in developing strategic goals and activities to further the aims of the Society
  - The Director-at-Large is expected to attend the annual **Board face to face meeting** (usually done in coordination with ISPCE), as well as max 2 Board virtual meetings (usually on a Sunday morning), as well as our **monthly virtual meetings/telecons**.
  - In addition, Board members are expected to actively participate in BoD committees
  - Committees
    - Participate and coordinate the activities of all Standing and Technical Committees as assigned
    - Report to the Board developments at each meeting of the Board
    - Standing Committees
      - Directors may volunteer to participate on many Standing Committees
    - Member of the Society Board of Directors
- **Recommended Qualifications/Skills (see also Constitution and By-Laws)**
  - Knowledge of Robert’s Rules of Order
  - Demonstrated leadership skills
  - Organization skills
  - Candidates should possess professional stature and significant technical skills in product safety and compliance engineering.

**12.2 Member at Large Schedule**

ITEMS	J	F	M	A	M	J	J	A	S	O	N	D
BOD Meetings (*Planning)	*			X				X			X	

**12.3 Additional Detailed Activities**

For succession consideration, Board Members at Large are potential candidates for election to open Officer Positions or President-elect.