

# CVSA LEADERSHIP HANDBOOK





# Leadership Handbook

## Table of Contents

|                                         |    |
|-----------------------------------------|----|
| Who We Are.....                         | 3  |
| Strategies and Tactics .....            | 4  |
| Organizational Structure .....          | 5  |
| Geographic Organization .....           | 5  |
| Executive Committee .....               | 6  |
| Board of Directors.....                 | 7  |
| Region/Local/Associate Leadership ..... | 8  |
| Committee Meeting Management .....      | 12 |
| Committees.....                         | 15 |
| Programs .....                          | 20 |
| Robert’s Rules of Order.....            | 23 |
| CVSA Events .....                       | 25 |



# Leadership Handbook

## Who We Are

The Commercial Vehicle Safety Alliance (CVSA) is a nonprofit organization comprised of local, state, provincial, territorial and federal commercial motor vehicle safety officials and industry representatives. The Alliance aims to prevent commercial motor vehicle crashes, injuries and fatalities and believes that collaboration between government and industry improves road safety and saves lives. Our mission is to improve commercial motor vehicle safety and enforcement by providing guidance, education and advocacy for enforcement and industry across North America.

CVSA member jurisdictions are represented by various departments of transportation, public utility and service commissions, state police, highway patrols, departments of motor vehicles and ministries of transportation. In addition, CVSA has several hundred associate members in industry who are committed to helping the Alliance achieve its goal of uniformity, compatibility and reciprocity of commercial motor vehicle inspections and enforcement activities throughout North America by individuals dedicated to highway safety.

### PURPOSE

[We believe] Collaboration between government and industry improves road safety and saves lives.

### MISSION

[So we] Improve commercial motor vehicle safety and enforcement by providing guidance, education and advocacy for enforcement and industry across North America.

### VISION

[In order] To be recognized as the North American leader in commercial motor vehicle safety and enforcement.

### GOALS

- Prevent commercial motor vehicle crashes, injuries and fatalities throughout North America.
- Increase the credibility and reputation of CVSA as the leader on commercial motor vehicle safety and enforcement.
- Realize the synergy between commercial motor vehicle enforcement/government agencies and the motor carrier industry.

### VALUES

- Integrity – Providing our members and partners with the basis for trust, accountability, transparency and respect.
- Professionalism – Consistently developing the highest level of competence, work ethic, responsiveness, openness to new ideas, efficiency and continuous self-improvement.
- Leadership – To inspire, influence, guide and support our members and partners in the pursuit of our mission.
- Teamwork – Valuing people working together to achieve common goals and partnerships to achieve uniformity and enhance our effectiveness.



# Leadership Handbook

## HISTORY

The Alliance began in 1980 as an informal gathering of the U.S. western state agencies and Canadian provinces responsible for conducting commercial motor vehicle (CMV) enforcement. The states and provinces were, in large part, using common criteria for regulation and CMV inspection functions, but there was also a redundancy of work effort that wasted government resources, equipment, personnel and time, and caused monetary loss for the commercial motor carrier industry.

A memorandum of understanding (MOU) was developed to establish uniformity and reciprocity of highway enforcement activities in an effort to improve the safe operation of commercial motor vehicles. The MOU outlined the inspection procedures and out-of-service criteria which parties to the agreement would follow. Almost immediately, the agreement and concepts were successful.

The commercial motor carrier industry and many other organizations were supportive of the Alliance's methods and accomplishments, and that interest led to significant interaction and involvement of the Alliance membership with industry, public safety organizations and the federal government. To accommodate this expanding interest, in 1982, the organization's bylaws were ratified to add provisions for associate membership. In 1991, the Alliance, which had encompassed all of Canadian and U.S. jurisdictions, expanded to include Mexico, setting the framework for CMV uniformity and reciprocity in enforcement practices throughout North America and making CVSA the North American cooperative alliance that it is today.

CVSA's core functions are to support the North American Standard (NAS) Inspection Program and all its components:

- CVSA North American Standard Out-of-Service Criteria
- CVSA administrative and operational policies
- CVSA decal application policies
- CVSA inspection bulletins and procedures
- CVSA inspection training materials
- CVSA inspection data quality and uniformity standards
- CVSA inspector and instructor certification standards

Since 1980, CVSA's role in improving commercial motor vehicle safety and enforcement has evolved to encompass a broader array of activities and initiatives aimed at having a positive influence on enhancing safety on our roadways. These activities, coupled with our core programs, have brought a tremendous amount of respect and credibility to the organization, not just in North America but across the world. These efforts are born from the leaders and volunteers that actively participate in CVSA's committees and programs, and they are truly making a difference and saving lives.

## Strategies and Tactics

### Embrace The Power of Collaboration Among CVSA Members

- 1.1 Revisit CVSA's purpose, mission and vision statements to reflect changes to the organization, industry and membership.
- 1.2 Engage with government members.
- 1.3 Engage with industry members.



# Leadership Handbook

- 1.4 Reduce the impact of enforcement “brain drain.”
- 1.5 Address membership barriers.

## Maintain and Enhance CVSA Training and Programs

- 2.1 Provide government-specific training and certification programs.
- 2.2 Provide industry-specific training and certification programs.
- 2.3 Develop and streamline access to and promote additional virtual training content.

## Improve CVSA’s Advocacy Efforts and Access to Policy Decisions

- 3.1 Enhance CVSA’s public image and status among key stakeholders.
- 3.2 Lead the commercial motor vehicle safety conversation.
- 3.3 Strengthen CVSA’s policy and position development processes.
- 3.4 Influence the deployment and regulation of new safety technologies.

To view the full strategic plan, visit [www.cvsa.org/about-cvsa/strategic-plan](http://www.cvsa.org/about-cvsa/strategic-plan).

## Organizational Structure

CVSA has four classes of membership:

- **Class I Members** – State/provincial/territorial government agencies represented by various departments of transportation, public utility and service commissions, state police, highway patrols, departments of motor vehicles and ministries of transportation
- **Class II Local Members** – Government agencies represented by city, county or local/municipal police departments
- **Class III Associate Members** – Companies, organizations, trade associations, trucking and bus companies, industry suppliers and vendors, training institutions, consultants, insurance companies, state and provincial trucking associations, large and small fleet owners, and owner operators
- **Class IV Federal Members** – Federal government agency representatives

## Geographic Organization

CVSA is an international organization. There are five geographical regions that make up the membership (Class I Members and Class II Local Members) of the Alliance. Geographical distribution is as follows:

- **Region I** – Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Puerto Rico, Rhode Island, U.S. Virgin Islands and Vermont.
- **Region II** – Alabama, American Samoa, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia and West Virginia.
- **Region III** – Colorado, Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Northern Mariana Islands, Ohio, South Dakota and Wisconsin.



# Leadership Handbook

- **Region IV** – Alaska, Arizona, California, Guam, Hawaii, Idaho, Mexico, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming.
- **Region V** – Alberta, British Columbia, Manitoba, New Brunswick, Newfoundland, Northwest Territories, Nova Scotia, Nunavut, Ontario, Prince Edward Island, Quebec, Saskatchewan and Yukon.

## Executive Committee

Members of the CVSA Executive Committee are elected positions that are decided upon by a vote of Class I Members and Class II Local Members. The CVSA Executive Committee is made up of the president, vice president and secretary. Becoming an executive committee member of the board of directors requires a significant commitment. You start out by being elected to the secretary position. The secretary is elected at the CVSA Annual Conference and Exhibition. Nominees must be Alliance Class I Members in good standing from a region other than those regions represented by the incoming president and vice president. After a year, the secretary advances to vice president and then the following year to president. This three-year commitment is followed by an additional three years on the board as a past president.

Serving on the CVSA Executive Committee provides the individual's agency the opportunity to provide leadership on commercial motor vehicle safety issues and the future direction of the Alliance. In addition, executive committee members will bring new ideas and business practices to the Alliance's leadership. Serving as an executive committee member provides new learning opportunities that will be beneficial to the individual's career path and to the individual's agency.

- **President** – Shall preside at all meetings of the Alliance and is chair of the board of directors. The president promotes and fosters the interests of the Alliance, and performs the duties customarily required of such an officer as assigned by the board of directors. Additionally, the president shall be responsible for assisting with the coordination of the CVSA Annual Conference and Exhibition. The president is responsible for the orientation of new members to the board of directors.
- **Vice President** – Is the alternate for the president. The vice president is the board liaison to Class II Local Members. The vice president is responsible for chairing the CVSA Finance Committee.
- **Secretary** – Is the alternate for the vice president. The secretary is the board liaison to Class III Associate Members. The secretary is responsible for monitoring the existing annual budget. The secretary is responsible for the orientation of new members to the Alliance. The secretary is responsible for chairing the CVSA Election Committee.

Upon election of the secretary, the existing officers shall be advanced to the next highest office on Oct. 1 of that year.

Executive committee members are required to be an active participant in the following:

### *Meetings*

There are times when executive committee members will be requested to travel with little notice, which may place a burden on their responsibilities at their regular job. It is important for the individual interested in becoming involved in executive committee leadership that their department, management and staff understand this commitment. Even if an individual is serving in the role of secretary or vice president,



# Leadership Handbook

vacancies may occur that would put that person into a higher position within leadership early. Your state/province/territory must be prepared for you to assume the position of president.

The CVSA Board of Directors has four face-to-face meetings annually, which traditionally have taken place in the spring at the CVSA Workshop, in the summer as a stand-alone board meeting, in the fall at the CVSA Annual Conference and Exhibition, and in the winter as a stand-alone board meeting in the greater Washington, D.C., metropolitan area.

The president also will be expected to travel for several additional trips during their term, as well as possibly testify at Congressional hearings.

## *Representation*

The CVSA president serves as the primary officer of the board of directors. The president may be called upon to testify before Congress and other organizations. The president will present the Alliance's position; however, it will be known that the president works for a state/provincial/territorial agency. The president must have authorization from their jurisdiction to represent the Alliance at these meetings. The vice president, secretary or other members of the board of directors may be asked to fill in, if the president is not able to represent CVSA.

## *Knowledge*

All members of leadership should understand CVSA's bylaws, organizational, operational and administrative policies. CVSA leadership should be aware of regulatory, legislative and organizational changes at a federal/international level. CVSA staff will assist members of leadership with this information; however, there may be times when questions will be asked of leadership members that relate to these and other issues.

## *CVSA Annual Conference and Exhibition*

Typically, the president's jurisdiction hosts the CVSA Annual Conference and Exhibition. This usually consists of staff assistance and office equipment. The president's commitment to CVSA should consider this past practice and the commitment that person's state/province/territory would need to make to host the annual conference.

## *Travel Costs and Time Commitment*

We recommend that anyone considering executive committee leadership consult with their immediate supervisor or organization about the demands the position will require. In most cases, travel costs are covered by the jurisdiction. In the case of the president, in the event the employing jurisdiction has limitations on covering travel costs, CVSA can assist in covering some of the travel costs above and beyond the typical CVSA events.

## **Board of Directors**

The oversight of the Alliance shall be vested in the board of directors. The board of directors may, by a majority vote, establish by resolution such rules, procedures and policies as it deems necessary or desirable in order to conduct of the business of the Alliance. Any rules, procedures or policies adopted by the board of directors shall have the same force and effect as those contained in the bylaws.



# Leadership Handbook

The 12 voting members of the board are made up of the three executive committee members, three immediate past presidents, five regional presidents and the Class II Local Member president.

The non-voting members consist of the region vice presidents, the Class II Local Member vice president, Class III Associate Member president and vice president, and a representative from the Federal Motor Carrier Safety Administration (FMCSA), the Pipeline and Hazardous Materials Safety Administration (PHMSA), Transport Canada (TC) and the Ministry of Infrastructure, Communications and Transportation (SICT) of Mexico. The following state/provincial government partner organizations also participate with the Alliance.

- American Association of Motor Vehicle Administrators (AAMVA)
- Canadian Council of Motor Transport Administrators (CCMTA)
- International Registration Plan (IRP)
- International Fuel Tax Administration (IFTA)
- Uniform Registration Plan (UCR)

The board may delegate authority to such individuals, as it deems appropriate, to further the mission of the Alliance. Final responsibility for Alliance business always rests with the board.

In general, the board has the authority, as vested by the membership, to make decisions for the Alliance. However, there are a series of board actions that must be submitted to the membership for approval. Approval shall mean a majority tally of the votes returned by the membership:

- Creation or dissolution of legal entities, including but not limited to, corporations, partnerships, foundations and subsidiaries
- Sale of individual stocks held by CVSA in an amount that eliminates the Alliance's majority stockholder status
- Amendments to the North American Standard Out-of-Service Criteria, except emergency actions and non-substantive edits, which may include format changes, typographical errors, inadvertent omissions and clarifications
- Amendments to the Alliance bylaws
- Election of the secretary pursuant to Article VIII Section II of the bylaws
- Major policy changes as defined by the board of directors
- Any other matter that four or more of the voting members of the board desire to be submitted to the membership for approval

The current CVSA Board of Directors can be found at [www.cvsa.org/current-leadership](http://www.cvsa.org/current-leadership).

## Region/Local/Associate Leadership

Serving as a region/local/associate president provides the opportunity to have a direct impact on issues that may affect you, your jurisdiction and your peers. You will help form policies and procedures to improve transportation safety in Canada, Mexico and the U.S. You'll also be able to bring new ideas and the latest best practices to your jurisdiction/company/organization. And, your participation in an



# Leadership Handbook

international organization as a leader may enhance the possibility of future promotions and/or employment after retirement.

This is a four-year commitment in which you first serve as region/local/associate vice president for two years and then move up to president for another two years.

## VICE PRESIDENT/PRESIDENT

Elections are held at the CVSA Annual Conference and Exhibition for the position of vice president in Regions II and IV during even-numbered years, and in Regions I, III and V during odd-numbered years. The Class II Local Members vice president and Class III Associate Members vice president are elected in even-numbered years. You would serve a two-year term as vice president then automatically progress to the position of president and serve another two-year term. If the president cannot finish their term, the vice president would complete that term. Then, they would also complete the regular two-year term they would have served if the past president had not left. When a president is unable to attend a meeting, workshop or conference, the vice president will perform the president's duties.

## VICE PRESIDENT

The region/local/associate vice president's responsibilities are as follows:

*Serve as backup and lead region/local/associate membership meetings at CVSA Workshop and CVSA Annual Conference and Exhibition in the event the president is unable to attend.*

*Attend Board of Directors Meetings*

- **CVSA Workshop Board Meetings** – The CVSA Workshop is held each spring, usually Sunday through Thursday. You will be expected to attend the Sunday board meeting and the Thursday board meeting.
- **CVSA Annual Conference and Exhibition Board Meetings** – The CVSA Annual Conference and Exhibition is held each fall, usually Sunday through Thursday. You will be expected to attend the Sunday board meeting and the Thursday board meeting.
- **Summer Board Meeting** – The summer board meeting is a stand-alone meeting.
- **Winter Board Meeting** – The winter board meeting is usually held in the greater Washington, D.C., metropolitan area.

*Communications*

- **Contribute Articles for "Guardian"** – CVSA's quarterly magazine, "Guardian," features a "Regional News" section that highlights members' accomplishments, initiatives, best practices, activities and other news. We ask that you work with members from your region to provide this information.
- **Press Releases** – CVSA press releases may quote a region vice president on issues, or you may be asked questions relating to the press releases sent out by CVSA.



# Leadership Handbook

## *College Scholarship Award Program*

- Region/local/associate vice presidents are responsible for thoroughly reviewing and contributing to the process of selecting the college scholarship award recipients.

## **PRESIDENT**

The region/local/associate president's responsibilities are as follows:

### *Lead Region/Local/Associate Membership Meetings at CVSA Workshop and CVSA Annual Conference and Exhibition*

- **Prepare an Agenda** – Prior to each CVSA Workshop and CVSA Annual Conference and Exhibition, the region/local/associate president must prepare an agenda. This agenda should include reporting results from the board meetings.
- **Conduct Region/Local/Associate Meetings** – At each CVSA Workshop and CVSA Annual Conference and Exhibition, there is time allowed for each membership group to have a meeting. The region/local/associate president will conduct these meetings. Agenda items, informational items, the election of officers and other items will be addressed. You should understand CVSA's bylaws and operational policies, as well as basic Robert's Rules of Order.

### *Attend Board of Directors Meetings*

- **CVSA Workshop Board Meetings** – The CVSA Workshop is held each spring, usually Sunday through Thursday. You will be expected to attend the Sunday board meeting and the Thursday board meeting. You should report back to your membership group what was discussed at the board meetings. In addition, you should discuss any action items the board will be asked to consider at the end of the workshop to better represent the group's position on an issue during the board discussion.
- **CVSA Annual Conference and Exhibition Board Meetings** – The CVSA Annual Conference and Exhibition is held each fall, usually Sunday through Thursday. You will be expected to attend the Sunday board meeting and the Thursday board meeting. You should report back to your membership group what was discussed at the board meetings. In addition, you should discuss any action items the board will be asked to consider at the end of the annual conference and Exhibition to better represent the group's position on an issue during the board discussion.
- **Summer Board Meeting** – The summer board meeting is a stand-alone meeting. You should report back to your region what was discussed at the board meeting.
- **Winter Board Meeting** – The winter board meeting is usually held in the greater Washington, D.C., metropolitan area. You should report back to your region what was discussed at the board meeting.

### *Work with Committee Chairs*

- **Class I State/Provincial/Territory Jurisdiction Representatives** – As region president, it is your responsibility to assign three voting member representatives to each committee. You will work with the individual committee chair to assign representatives from the region to sit on their



# Leadership Handbook

committees. If more than three representatives from a region sit on a committee, you must designate which three individuals are the voting members.

- **Class II Local Representatives** – As the local president, it is your responsibility to assign one voting member representative to each committee. You will work with the individual committee chair to assign representatives from the local members to sit on their committees. If more than one representative from the local members sits on a committee, you must designate which individual will be the voting member.
- **Class III Associate Representatives** – As associates president, it is your responsibility to assign three voting member representatives to each committee. You will work with the individual committee chair to assign representatives from the associates to sit on their committees. If more than three representatives from associates sit on a committee, you must designate which three individuals are the voting members.

## *Represent Region/Local Membership on the Board of Directors*

- **Voting Member** – The region/local president sits on the board as a voting member representing their jurisdiction. The region/local president is provided an agenda and copies of upcoming issues prior to board meetings. You should be prepared to cast a knowledgeable vote when those issues are presented at the meetings.
- **Issues** – As the representative of the members in your region, you would bring forward issues that a member may have for the board. It is important to provide clear documentation for any issue you bring before the board.
- **Virtual Meetings** – You may periodically be asked to participate in virtual meetings. It is also encouraged that you hold periodic virtual meetings with the members in your jurisdiction to keep them up to date on Alliance activities. CVSA can host these calls for you and can participate, if so desired.

## *Work with CVSA Staff*

- **Contact Lists** – You will work with the staff to maintain a list of key contacts and other mailing lists.
- **Member Input** – There will be times when CVSA staff will need you to contact members that have not responded to surveys, ballots or other similar items.

## *Communications*

- **Contribute Articles for “Guardian”** – CVSA’s quarterly magazine, “Guardian,” features a “Regional News” section that highlights members’ accomplishments, initiatives, best practices, activities and other news. We ask that you work with members from your region to provide this information.
- **Other Communications** – CVSA has several other communication vehicles for getting information to the members, such as its monthly e-newsletter (Safety Exchange), email distributions, webinars and its website. It is your responsibility to work with your region/local/associate members to communicate to CVSA staff what items are of topical interest to the members, as well as help to solicit individuals for participating in these activities.



# Leadership Handbook

- **Press Releases** – CVSA press releases may quote a region president on issues or you may be asked questions relating to the press releases sent out by CVSA.
- **Local Media** – CVSA may direct reporters to your jurisdiction and you may be asked questions by the local media on issues relating to CVSA.
- **Communication with CVSA Member Agencies** – There will be times when the region president will need to follow up with the lead person from the member agency and/or associated CVSA agencies to ensure CVSA information is passed on and each jurisdiction was given a fair opportunity to communicate and/or vote on CVSA issues. It is highly encouraged that a region president keeps a current list of those who attended the CVSA Workshop and CVSA Annual Conference and Exhibition to ensure pertinent information is passed on to the attending agencies.
- **Meetings** – You may be asked to attend meetings as a representative of CVSA.

## CVSA STAFF REGION/LOCAL/ASSOCIATE LIAISONS

A CVSA staff member is assigned to each region and membership class to as resource and to assist with meeting needs on-site at CVSA events.

- Region I – Jake Elovirta
- Region II – Katie Morton
- Region III – Shannon Heck
- Region IV – Bill Reese
- Region V – Kerri Wirachowsky
- Local – Kevin Andrews
- Associate – Chris Turner

## Committee Meeting Management

### RESPONSIBILITIES OF THE CHAIR

- Attend all meetings.
- Accept and support the committee's charge.
- Plan committee meetings and agenda with staff.
- Exercise and demonstrate leadership.
- Maintain records and relevant information on committee work. The chair must be sufficiently informed to interact knowledgeably with other committee members and staff.
- Encourage members to participate and make decisions.
- Evaluate committee efforts and communicate accomplishments to the committee and association leadership.

### *Prepare an Agenda*

- Provide an agenda with beginning and ending times for the meeting, the meeting room name/number, a list of committee members, and the agenda of topics to be discussed and/or acted upon. Required templates will be provided by your CVSA staff liaison.

- Sequence agenda items thoughtfully. Start the meeting with agenda topics that will unify the committee; this sets the stage for working together. Early in the meeting is a good time to discuss topics that require mental energy, creativity and clear thinking. Do not put difficult topics back-to-back – people need a break. Make the first few topics after lunch quick-action items. End the meeting with topics that will unify the committee; people like to leave meetings feeling that they are part of a productive team.
- Do not over-schedule the meeting. Provide sufficient but not too much time for each topic. Some chairpersons like timed agendas; others do not. A good approach is to show key times on the agenda, such as breaks and lunch. Having these "markers" lets members know the general pace of discussion the chair anticipates for the meeting.
- Provide at least minimal written background information for each agenda item.
- Indicate whether the item is for discussion only or if action is expected.
- Identify the person who is presenting each item.

## *The Chairperson's Role as Facilitator*

Per the CVSA Bylaws, committee meetings are governed by Robert's Rules of Order. Reference charts for motions are on pages 22-23.

- Be a facilitator of meetings; don't "hold court." The committee belongs to the Alliance, not to the chair.
- Guide, mediate, probe and stimulate discussions. Let *others* hash out ideas; committees are not formed to validate the thinking of the chair or staff.
- Encourage a clash of ideas, but not of personalities. Good decisions are made when committees examine all sides of an issue, but don't let members personalize the debate. Emotional discussion of an idea is good, but an emotional reaction to a person is bad. When emotions are too high, return the floor to a neutral person, seek a purely factual answer or take a break.
- Prevent one-sided discussions.
- Deal with dysfunctional behaviors. Don't let a person who is blocking constructive discussion ruin the committee meeting for everyone else. Strategies for dealing with this behavior include confronting the person privately in a caring manner, pointing out the effects of the behavior and suggesting alternative behaviors.
- Keep discussions on track. Periodically restate the issue and the goal of the discussion.
- Monitor participation. Control talkative members and draw out silent members.
- Use well-placed questions, seek points of information and clarification, and periodically summarize to keep the discussion focused.
- Be sensitive to the feelings of members. Look for visual and verbal cues to determine if a member is not happy with the discussion, then deal with this.
- Keep the group focused on the central question and moving toward a decision. Call on the least senior members first to express their views, discussions tend to "close down" after senior members express strong views.
- Seek consensus, but unanimity is not required. Sometimes an idea is compromised by trying to get every person to completely agree.
- Close the meeting by noting achievements.



# Leadership Handbook

## *Tips for Presiding Over a Meeting*

- Prior to the start of the meeting, identify the voting members (region/local/associate presidents designate voting members) of the committee, whether a quorum exists (10 or more voting members) and ensure voting members are seated at the table and have voting cards. Each special committee has a maximum of 19 votes:
  - Three Class I Members per region
  - One Class II Local Member
  - Three Class III Associate Members
- Open the meeting on time.
- Announce the business to be conducted.
- Recognize members who are entitled to talk; discourage breaking in.
- Restate the issue to be voted on before calling for a vote and explain the consequences of the vote.
- Put all issues to a fair vote. Don't make assumptions about how committee members feel.
- Announce the results of actions taken and explain the follow-through to be taken and by whom.
- Help expedite business. Don't let discussions drift or go on too long.
- Stay with the agenda. Seek the full committee's agreement to change the agenda once it has been announced.
- Close the meeting on time. If the meeting needs to be extended, seek the committee's agreement.

## *Meeting Minutes*

- Board of directors: A CVSA staff member is responsible for recording minutes of the board of directors. When a CVSA staff member is not present (such as during a closed meeting of the board of directors) this responsibility is assigned to the secretary.
- Region/local/associate: Action items and meeting minutes are the responsibility of the vice president.
- Committees and programs: Action items and meeting minutes are the responsibility of the committee or program secretary (or the chair's designee).

## *Tips for Recording Minutes*

- Include the date, time and place of the meeting. Note the chairperson's name, members present and absent, and other key people in attendance. Templates will be provided by your CVSA staff liaison.
- Note all formal motions and passage or defeat.
- Note all decisions reached, including motions passed and follow-up actions to be taken, with deadlines for implementation.
- Include a brief summary of discussions. Do not attribute comments to specific members, except where formal motions are introduced.
- Although not generally the case, under some circumstances, especially where there are antitrust concerns, legal review of the meeting report may be required before distribution to committee members.
- Distribute the minutes to all committee members, including those who did not attend.



# Leadership Handbook

- Committee minutes should be approved at the next meeting of the committee. A good approach is to send the meeting minutes out immediately after the meeting with a statement to contact the chair or staff liaison if errors are noted.

## **Qualities of an Effective Chair**

### *Communication Skills*

- Demonstrates the ability to communicate with committee members, staff and other groups
- Demonstrates a willingness to listen (communication is not solely talking)

### *Participation*

- Demonstrates active participation and interest in the association
- Commands prestige and respect from within the industry or profession
- Has knowledge of the subject in which the committee is involved
- Thinks in terms of association goals

### *Leadership*

- Commands attention and inspires others
- Demonstrates ability to create a positive work atmosphere
- Controls without dominating
- Understands how the committee fits in to the larger work of the association

### *Administrative Skills*

- Demonstrates willingness to take initiative
- Demonstrates ability and willingness to carry out responsibilities
- Supports orderly procedures for conducting work
- Understands the role of the staff

### *Delegating*

- Due to the demands placed on the chair, responsibilities may be delegated to the vice chair, secretary or other members as deemed fit by the chair.

## **Committees**

By actively participating in committees, CVSA members play a critical role in decisions that have an impact on programs, research, policy, regulations, legislation and enforcement policies, procedures and actions. The individuals serving on these committees provide leadership and technical expertise toward improving commercial motor vehicle safety. They are the ones who make a difference and are the heart of the Alliance.



# Leadership Handbook

## STANDING COMMITTEES

The Alliance has three standing (permanent) committees:

- CVSA Board of Directors
- CVSA Finance Committee
- CVSA Election Committee

The voting members of the board of directors (12 members) shall be comprised of:

- The president, vice president and secretary (executive committee)
- Region presidents (five)
- Local president (one)
- The three most recent past presidents

The finance committee (five members) shall be comprised of:

- The vice president (chair)
- The secretary
- The three region presidents representing regions other than those represented by the vice president and the secretary
- One past president, designated by the president

The elections committee (three members) shall be comprised of:

- The secretary
- Class III Associate Member president
- One past president, designated by the president

## SPECIAL COMMITTEES

CVSA has 11 special committees that provide technical advice and feedback and make recommendations to CVSA's board of directors. Per the CVSA Bylaws, special committees exist at the pleasure of the president. The special committees are:

1. **Audits and Investigations Committee** achieves excellence and professionalism in the performance of commercial motor carrier/shipper audits and investigations through uniform and quality training and investigative processes.
2. **Crash Data and Investigation Standards Committee** establishes and promotes uniform comprehensive crash investigation, reporting and data collection standards for all stakeholders.
3. **Driver-Traffic Enforcement Committee** promotes effective traffic enforcement strategies to reduce commercial motor vehicle crashes and provides leadership through uniformity of driver-related safety issues.
4. **Enforcement and Industry Modernization Committee** identifies technological advancements that can be leveraged to improve commercial motor vehicle safety by enhancing the performance,



# Leadership Handbook

quality and uniformity of commercial motor vehicle inspections and transforming enforcement-related activities

5. **Hazardous Materials Committee** provides technical expertise related to hazardous materials/dangerous goods in an effort to reduce incidents and encourage uniformity and consistency in the application of regulations.
6. **Information Systems Committee** serves the information technology needs of commercial motor vehicle safety programs.
7. **Passenger Carrier Committee** works toward the goal of an environment free of passenger-carrier crashes on our roadways.
8. **Policy and Regulatory Affairs Committee** develops the Alliance's policy positions and implementation strategies for the agency/department leaders responsible for the coordination and oversight of commercial motor vehicle safety and enforcement programs. The committee also serves as a forum for international regulatory harmonization discussions.
9. **Size and Weight Committee** helps establish uniformity of size and weight regulations that will serve the needs of industry while protecting our infrastructures.
10. **Training Committee** identifies training needs and develops courses leveraging the latest methodologies and technologies to help achieve excellence in the performance, quality training and uniformity of commercial motor vehicle inspections.
11. **Vehicle Committee** focuses on issues associated with the vehicle in an effort to ensure an environment free of commercial motor vehicle incidents on public highways.

## SPECIAL COMMITTEE LEADERSHIP POSITIONS

Each special committee has a chair, vice chair and secretary. The chair must be a CVSA Class I or Class II Local Member in good standing and is appointed by the CVSA president. The vice chair must also be a CVSA Class I or Class II Local Member in good standing and is selected by the special committee chair. The secretary can be a CVSA Class I, Class II Local or Class III Associate Member in good standing and is appointed by the special committee chair.

### *Responsibilities*

- All chairs, vice-chairs and secretaries will receive a printed leadership handbook and must return a signed confirmation of receipt
- All chairs, vice-chairs and secretaries to receive a "How to Document Discussion" training
- All chairs, vice-chairs and secretaries to receive a Robert's Rules of Order training
- All chairs, vice-chairs and secretaries to receive a "How to Run a Meeting" training

## COMMITTEE CHAIR POSITION DESCRIPTION

### *Basic Function*

Consistent with the Alliance's policy and strategic plan, the committee chair guides the committee in its work, as outlined by the scope of work and charge from the president.



# Leadership Handbook

## *Responsibilities*

- With staff, develops a work plan that will allow the committee to effectively and efficiently discharge its responsibilities for the year and is in keeping with the purpose and objectives of the committee
- With staff, develops agendas and conducts committee meetings
- Responsible for the timely handling and disposition of issue/requests for action
- Approves reports of committee meetings before their distribution
- Works with staff to ensure the work of the committee is carried out between meetings
- Approves reports on committee activities, including requests to the board of directors for action
- Reports to the committee on decisions of the board of directors that affect the committee's work or activities
- Where appropriate, guides the committee in proposing products and services that will further the goals and objectives of the association
- Where appropriate, makes policy recommendations to the board of directors

## *Communications Responsibilities*

CVSA has several communication vehicles for getting information to the members: its quarterly print magazine "Guardian," bimonthly e-newsletter (Safety Exchange), email distribution, webinars and its website. It is your responsibility to work with the members on your committee to communicate to CVSA staff items of topical interest to the members, as well as help to solicit individuals for participation in these activities. Each committee has a home in CVSA's member portal, which is to be maintained and updated. Each committee chair works with their secretary and CVSA staff liaison to ensure these resources are up to date with respect to committee activities and other informational items that are pertinent to the committee's mandate.

## **COMMITTEE VICE CHAIR POSITION DESCRIPTION**

### *Basic Function*

Consistent with the Alliance's policy and strategic plan, the committee vice chair supports the chair in guiding the committee in its work.

### *Responsibilities*

- In the event the chair is unavailable to perform his/her duties, the vice chair presides over all activities of the committee
- Assists with development and completion of action items after meetings
- Assists the chair with development of committee meeting agendas

## **COMMITTEE SECRETARY POSITION DESCRIPTION**

### *Basic Function*

To provide administrative support to the activities of the committee.

## *Responsibilities*

- Records minutes of committee discussions during in-person and virtual meetings and other committee gatherings. Minutes must be completed within 30 days of each meeting.
- Facilitates the distribution of reports and other important information to committee members in support of the committee's mandate and activities
- Supports the committee chair in the development of meeting agendas, arranging speakers and other administrative functions, such as member and voting member lists that are germane to committee meetings
- Assists with development and completion of action items after meetings
- Works with CVSA staff to provide any and all support to committee meetings

## **COMMITTEE CVSA STAFF LIAISON POSITION DESCRIPTION**

### *Basic Function*

Serves as an informed resource person to the chair and members of the committee. Assists the chair in facilitating committee discussions and activities which address the committee's charge. Works with the chair to ensure all committee work is consistent with the Alliance's goals and objectives.

### *Responsibilities*

- Provides orientation for each new committee chair and assists the chair in providing orientation for new and continuing committee members each year
- Works with the chair to develop a work plan that will allow the committee to effectively and efficiently discharge its mandate and responsibilities
- Works with the chair and secretary to develop agendas and conduct effective meetings of the committee
- Works with the secretary to provide administrative support for planning and execution of all committee meetings
- Works with the committee chair, other committee members and association staff to ensure the work of the committee is carried forth between committee meetings
- Facilitates communication of committee activities, including requests for action and/or proposed policies, to the chief staff executive and board of directors
- Reports to the committee on decisions of the board of directors or other Alliance committees that impact the committee's activities
- Where appropriate, assists the committee in proposing products and services that will further the goals and objectives of the association

## **COMMITTEE CVSA STAFF LIAISONS**

- Audits and Investigations Committee – Katie Morton
- Crash Data and Investigation Standards – Terry Kummer
- Driver-Traffic Enforcement – Jeremy Disbrow
- Enforcement and Industry Modernization – John Sova
- Hazardous Materials – Bill Reese



# Leadership Handbook

- Information Systems – Jake Elovirta
- Passenger Carrier – Jeremy Disbrow
- Policy and Regulatory Affairs – Margaret Edwards-Velasquez
- Size and Weight – Kevin Andrews
- Training – Shannon Heck
- Vehicle – Kerri Wirachowsky

A list of the committees, their purpose, objectives and descriptions as well as the makeup of current leadership can be found at [www.cvsa.org/committees](http://www.cvsa.org/committees).

## Programs

All CVSA programs share three core elements: education, enforcement and awareness. Our programs are designed to familiarize drivers, safety managers, government regulators, inspectors, enforcement officers, elected officials and the motoring public about commercial motor vehicle safety issues and their effects.

- **College Scholarship Award** provides college scholarships annually to eligible high school seniors based on academic performance, volunteer work/community service and extracurricular activities.
- **Commercial Vehicle Brake Manufacturers Council** is a council of original equipment manufacturers company representatives.
- **Cooperative Hazardous Materials Enforcement Development** works to foster coordination, cooperation and communication between federal, state and local agencies with regulatory and enforcement responsibility for the safe transportation of hazardous materials/dangerous goods and the industry that they regulate.
- **Human Trafficking Prevention** seeks to reduce human trafficking throughout North America through coordinated enforcement and investigative and educational awareness measures within the commercial motor vehicle industry.
- **International Driver Excellence Award** recognizes the best of the best commercial motor vehicle drivers. It recognizes individuals who go above and beyond the performance of their duties as a commercial motor vehicle driver, distinguishing themselves conspicuously and beyond the call of duty through the achievement of safe operation and compliance carried out with evident distinction for an extended period of time.
- **International Roadcheck** is an annual three-day event when CVSA-certified inspectors conduct compliance, enforcement and educational initiatives targeted at various elements of motor carrier, vehicle and driver safety.
- **North American Cargo Securement Harmonization Public Forum** is open to all stakeholders to voice issues/concerns with cargo securement regulations in pursuit of developing and implementing uniform regulatory requirements for the securement of cargo on or within commercial motor vehicles throughout North America.
- **North American Fatigue Management Program** takes a comprehensive approach to fatigue mitigation for the commercial motor carrier industry.
- **North American Inspectors Championship** annually recognizes the best of the best by inviting member jurisdictions throughout North America to participate in the North American Inspectors

Championship (NAIC). NAIC competitors also receive training on the latest commercial motor vehicle safety trends, technologies, standards and inspection procedures while sharing insights, techniques and experiences with other inspectors.

- **North American Standard Inspection Program** is designed to ensure trucks and buses driving on the highways are operating safely. Specially trained inspectors in each state, jurisdiction and province inspect vehicles based on criteria created by CVSA. There are several levels of inspections, ranging from the most comprehensive Level I Inspection that evaluates both the driver and vehicle to ones with a more specific area of focus, such as hazardous or radioactive materials.
- **North American Standard Level VI Inspection Program** is an inspection program for select radiological shipments which includes inspection procedures, enhancements to the North American Standard Level I Inspection, radiological requirements, and the North American Standard Out-of-Service Criteria for transuranic waste and highway route controlled quantities (HRCQ) of radioactive material.
- **Operation Airbrake** is an international truck and bus brake safety campaign dedicated to improving commercial motor vehicle brake safety throughout North America. Its objective is to reduce the number of crashes caused by faulty braking systems on commercial motor vehicles by conducting roadside inspections and educating drivers, mechanics and others on the importance of proper brake inspection, maintenance and operation.
- **Operation Safe Driver** aims to reduce the number of crashes involving large trucks, buses and cars due to unsafe driver behaviors through commercial motor vehicle traffic enforcement; safety belt enforcement; driver roadside inspections; driver regulatory compliance; implementation of commercial driver educational and awareness programs to the motor carrier population; and increasing awareness to the motoring public about safe operations around commercial motor vehicles.
- **Performance-based Brake Tester (PBBT) Users** are jurisdictions that use PBBTs to assess the braking performance of a vehicle.

## PROGRAM CHAIR POSITION DESCRIPTION

### *Basic Function*

Consistent with the Alliance's policy and strategic plan, the program chair guides the activities of the program in its work as outlined by the scope of work and charge from the president.

### *Responsibilities*

- With staff, develops a work plan to effectively and efficiently discharge responsibilities in keeping with the purpose and objectives of the program
- With staff, develops agendas and conducts meetings, including virtual meeting, as appropriate
- Works with staff to ensure program deliverables are carried out on time and within budget
- With staff, helps to solicit funding and sponsorship in support of program events (as appropriate) and activities
- Works with staff to ensure the work of the program is carried out
- Approves reports on program activities, including requests to the board of directors for action
- Reports to the program on decisions of the board that affect the program's work or activities



# Leadership Handbook

- Where appropriate, guides the program in proposing products and services that will further the goals and objectives of the association

## *Communications Responsibilities*

CVSA has several communications vehicles for getting information to the members: its quarterly print magazine "Guardian," bimonthly e-newsletter (Safety Exchange), email distribution, webinars and its website. It is your responsibility to work with the members participating in the program to communicate to CVSA staff what items are of topical interest to the members, as well as helping to solicit individuals for participating in these activities. Each program has its own webpage on the CVSA website, as well as a home in CVSA's member portal, which is to be maintained and updated. Each program chair works with their secretary and CVSA staff liaison to ensure these resources are up to date with respect to program activities and other informational items that are of pertinence to the program's mandate.

## **PROGRAM VICE CHAIR OR CO-CHAIR POSITION DESCRIPTION**

### *Basic Function*

Consistent with the Alliance's policies and strategic plan, the program vice chair or co-chair supports the chair in guiding the program in its work.

### *Responsibilities*

In the event the chair is unavailable to perform his/her duties, the vice chair or co-chair presides over all activities of the program.

## **PROGRAM CVSA STAFF LIAISONS**

- College Scholarship Awards – Madeleine Winslow
- Commercial Vehicle Brake Manufacturers Council – Kerri Wirachowsky
- Cooperative Hazardous Materials Enforcement Development – Matt Mullen
- Human Trafficking Prevention – Jake Elovirta
- Inspector Memorial – Kevin Andrews
- International Driver Excellence Award – Rodolfo Giacoman
- International Roadcheck – Jeremy Disbrow
- North American Cargo Securement Harmonization Public Forum – Kerri Wirachowsky
- North American Fatigue Management Program – Rodolfo Giacoman
- North American Inspectors Championship – Kerri Wirachowsky
- North American Standard Inspection Program – Kerri Wirachowsky
- North American Standard Level VI Inspection Program – Carlisle Smith
- Operation Safe Driver – Jake Elovirta
- Operation Airbrake – Kerri Wirachowsky
- Performance-based Brake Tester Users – Kerri Wirachowsky

Information about each of CVSA programs can be found at [www.cvsa.org/programs](http://www.cvsa.org/programs).

## Robert's Rules of Order

| <b>Main Motions.</b> These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion. |                                                |                                                  |                   |             |                |               |              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------|-------------------|-------------|----------------|---------------|--------------|
|                                                                                                                                                        | <b>PURPOSE:</b>                                | <b>YOU SAY:</b>                                  | <b>INTERRUPT?</b> | <b>2ND?</b> | <b>DEBATE?</b> | <b>AMEND?</b> | <b>VOTE?</b> |
| 1                                                                                                                                                      | Close meeting                                  | I move to adjourn                                | No                | Yes         | No             | No            | Majority     |
| 2                                                                                                                                                      | Take break                                     | I move to recess for ...                         | No                | Yes         | No             | Yes           | Majority     |
| 3                                                                                                                                                      | Register complaint                             | I rise to a question of privilege                | Yes               | No          | No             | No            | None         |
| 4                                                                                                                                                      | Make follow agenda                             | I call for the orders of the day                 | Yes               | No          | No             | No            | None         |
| 5                                                                                                                                                      | Lay aside temporarily                          | I move to lay the question on the table          | No                | Yes         | No             | No            | Majority     |
| 6                                                                                                                                                      | Close debate                                   | I move the previous question                     | No                | Yes         | No             | No            | 2/3          |
| 7                                                                                                                                                      | Limit or extend debate                         | I move that debate be limited to ...             | No                | Yes         | No             | Yes           | 2/3          |
| 8                                                                                                                                                      | Postpone to a certain time                     | I move to postpone the motion to ...             | No                | Yes         | Yes            | Yes           | Majority     |
| 9                                                                                                                                                      | Refer to committee                             | I move to refer the motion to ...                | No                | Yes         | Yes            | Yes           | Majority     |
| 10                                                                                                                                                     | Modify wording of motion                       | I move to amend the motion by ...                | No                | Yes         | Yes            | Yes           | Majority     |
| 12                                                                                                                                                     | Kill main motion                               | I move that the motion be postponed indefinitely | No                | Yes         | Yes            | No            | Majority     |
| 13                                                                                                                                                     | Bring business before assembly (a main motion) | I move that [or "to"] ...                        | No                | Yes         | Yes            | Yes           | Majority     |

Table 1 of 3

| <b>Incidental Motions.</b> No order of precedence. These motions arise incidentally and are decided immediately. |                              |                                               |                   |             |                |               |              |
|------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------|-------------------|-------------|----------------|---------------|--------------|
|                                                                                                                  | <b>PURPOSE:</b>              | <b>YOU SAY:</b>                               | <b>INTERRUPT?</b> | <b>2ND?</b> | <b>DEBATE?</b> | <b>AMEND?</b> | <b>VOTE?</b> |
| 1                                                                                                                | Enforce rules                | Point of Order                                | Yes               | No          | No             | No            | None         |
| 2                                                                                                                | Submit matter to assembly    | I appeal from the decision of the chair       | Yes               | Yes         | Varies         | No            | Majority     |
| 3                                                                                                                | Suspend rules                | I move to suspend the rules                   | No                | Yes         | No             | No            | 2/3          |
| 4                                                                                                                | Avoid main motion altogether | I object to the consideration of the question | Yes               | No          | No             | No            | 2/3          |
| 5                                                                                                                | Divide motion                | I move to divide the question                 | No                | Yes         | No             | Yes           | Majority     |
| 6                                                                                                                | Demand a rising vote         | I move for a rising vote                      | Yes               | No          | No             | No            | None         |
| 7                                                                                                                | Parliamentary law question   | Parliamentary inquiry                         | Yes               | No          | No             | No            | None         |
| 8                                                                                                                | Request for information      | Point of information                          | Yes               | No          | No             | No            | None         |

Table 2 of 3

| <b>Motions That Bring a Question Again Before the Assembly.</b> No order of precedence. Introduce only when nothing else is pending. |                        |                                   |                   |             |                |               |                             |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------|-------------------|-------------|----------------|---------------|-----------------------------|
|                                                                                                                                      | <b>PURPOSE:</b>        | <b>YOU SAY:</b>                   | <b>INTERRUPT?</b> | <b>2ND?</b> | <b>DEBATE?</b> | <b>AMEND?</b> | <b>VOTE?</b>                |
| 1                                                                                                                                    | Take matter from table | I move to take from the table ... | No                | Yes         | No             | No            | Majority                    |
| 2                                                                                                                                    | Cancel previous action | I move to rescind ...             | No                | Yes         | Yes            | Yes           | 2/3 or Majority with notice |
| 3                                                                                                                                    | Reconsider motion      | I move to reconsider ...          | No                | Yes         | Varies         | No            | Majority                    |

Table 3 of 3



# Leadership Handbook

## CVSA Events

### January

- Cooperative Hazardous Materials Enforcement Development (COHMED) Conference

### March

- CVSA Instructor In-Service and CVSA/FMCSA Data Quality and Systems Training

### April

- CVSA Workshop
- Board of Directors Meetings
- North American Cargo Securement Harmonization Public Forum

### June

- Board of Directors Meeting

### August

- North American Inspectors Championship (NAIC)

### September

- CVSA Annual Conference and Exhibition
- Board of Directors Meetings

### October

- State Crash Reconstruction Managers Annual Meeting

### November

- North American Cargo Securement Harmonization Public Forum

### December

- Board of Directors Meeting

Event dates are subject to change and additional events, not listed here, may also take place during the year. For an up-to-date listing of all CVSA events, visit [www.cvsa.org/events](http://www.cvsa.org/events).