



NOMINATING COMMITTEE

Reference Manual

Approved by Nominating Committee including revisions through June 23, 2021.

The following document provides direction for meeting the work as outlined within the ROB and MOP for the Nominations committee. These documents are owned by the Nominating Committee and are subject to review and alteration by the committee.

Note: Every time a meeting is mentioned in this document it may be held in person or virtually.

List of Reference Manual Sections

- A. Responsibility Timetable
- B. Non-Disclosure Agreement
- C. Suggested Meeting Agendas
- D. CRC Worksheet
- E. Instructions to Delegate and Alternate for CRCs
- F. Sample Letters
- G. Responsibility and Qualification Summaries
- H. Desirable Characteristics of Ashrae Officers
- I. Officer and Director Self Certification
- J. Fall and Winter Balloting Procedures
- K. Nominating Committee Executive Session
- L. Winter Interview Process

Section A

RESPONSIBILITY TIME TABLE

<u>Date</u>	<u>Event</u>	<u>Action By</u>
Annual Conference Meeting	Business meeting and Nominating Committee Orientation for incoming members	Automatic
End of Annual Conference Meeting	Previous committee is discharged and new committee members and alternates take office. These are the members elected by the Chapters Regional Conferences in the preceding Society year, members elected by the BOD at the previous Society Winter Conference meeting, the new Chair and Vice Chair. Appointment of Nominating Committee Rules Subcommittee members, Nominating Committee Questions Subcommittee members, Nominating Committee Self-Certification Subcommittee and if the Chair creates an Ad Hoc committee, appointment of those members.	Automatic
July 15	Apprise chair of officer and director vacancies to be filled, and other pertinent information.	Nominating Committee Secretary
	Notify chair of the order of replacement of members with alternates as determined by the BOD.	Nominating Committee Secretary
August 1	Solicit candidates from councils and standing committees	Chair or Vice Chair
	Solicit candidates from Board of Directors, committee chairs, etc., and send list of same to the Nominating Committee Secretary.	Members & Alternates
Fall Regional Chapters Regional Conference	Elect members and alternates to the CRC for the NEXT Society year (e.g., Members elected in fall of one year would commence serving on the committee in July of following year, allowing them to attend the Chapter Regional Conference in the fall.)	CRC
	Remind CRCs (with DRCs in their last year of service) that three (3) suggested candidates must be selected for DRC ranked in order of preference.	Nominating Committee Secretary
	Attend the Chapter Regional Conference meeting to get CRC recommendations for vacancies.	Current Regional Member and Alternate
	Send to the Nominating Committee Secretary the CRC selections of at least three (3) suggested candidates for DRC, as well as suggested candidates for officers and DALs.	Members & Alternates
60 days before Fall meeting	Verify eligibility of suggested candidates for officers and BOD members and send letters to proposed candidates. (See sample proposed candidate letters in Section F.)	Nominating Committee Secretary
	Notify eligible committee members suggested as candidates that they have been recommended and replace them if they wish to be considered (See sample Big Decision Letter in Section F.)	Nominating Committee Secretary

<u>Date</u>	<u>Event</u>	<u>Action By</u>
45 days before Fall meeting	Ascertain expected attendance at first meeting of committee, and contact alternates and reserve alternates where members cannot attend.	Nominating Committee Secretary
	Develop agenda for fall committee meeting and email or mail to the NCS for distribution to the committee.	Chair
20 days before Fall meeting	Email or mail to each committee member and alternate:	Nominating Committee Secretary
	(1) Roster of committee members and alternates	
	(2) List of Officers and Directors vacancies	
Fall meeting	(3) Rules of the Board and Manual of Procedures	Nominating Committee Secretary
	(4) Biographical data and photos of all qualified and suggested candidates.	
	(5) Meeting agenda	
	(6) Draft questionnaires for candidates selected at the fall meeting	
	Notify alternates (copy to members) of conditions under which they may be asked to serve as members.	Nominating Committee Secretary
Fall meeting	Discussion of suggested candidates for Officer and BOD vacancies.	Nominating Committee
	Assignment of committee members to determine availability and qualifications of proposed candidates for Director.	Chair
	Determine availability of proposed candidates for officers. Request submission of interview questions from Nominating Committee before Dec. 1	Chair
Dec. 1	Determine availability and qualification of proposed candidates for Director, with copies of correspondence to chair.	Assigned Committee Members
	Send self-certification letters for proposed candidates for officer and board positions.	Nominating Committee Secretary
	Follow up on obtaining current biographical data for proposed candidates.	Nominating Committee Secretary
	Forward to the EVP (for Board information or action) any committee action unrelated to nominations.	Nominating Committee Secretary
	Ascertain expected attendance of committee and contact alternates where member cannot attend.	Nominating Committee Secretary

<u>Date</u>	<u>Event</u>	<u>Action By</u>
30 days before Winter Conference Meeting	Develop agenda for Winter Conference committee meeting and send to the Nominating Committee Secretary for distribution to committee.	Chair
	Send new biographical data, photos of candidates and the agenda to all committee members and alternates	Nominating Committee Secretary
	Elect eight (8) members, eight (8) alternates and eight (8) reserve alternates for upcoming society year nominating committee.	Board of Directors
20 days before Winter Conference Meeting	Verify eligibility of above.	Nominating Committee Secretary
	Review self-certification letters for proposed candidates for officer and board positions. Revise list as necessary.	Self-Certification Subcommittee
	Notify proposed nominees of face-to-face interviews.	Nominating Committee Secretary
Winter Conference Meeting	Elect nominees for Officers, Directors, and alternate Director-at-Large.	Nominating Committee
	Notify BOD and the Nominating Committee Secretary of the slate of nominated Officers and Directors.	Chair
	Notify, all nominees	Chair Appointed
	Notify all proposed candidates considered but not nominated, and request their continued Society participation.	Chair
	Forward to the EVP for Board information or action any committee action unrelated to nominations.	Nominating Committee Secretary
Early February	Chair and Nominating Committee Secretary work together to create an online poll for prospective dates for fall meeting.	Chair & Nominating Committee Secretary
March	Committee members elected by the Board and those Nominating Committee members selected by region are notified including the date of the annual and fall meetings	Nominating Committee Secretary
	Solicit candidates from Councils and Standing Committees	Chair or Vice Chair
	Solicit candidates from Board of Directors, committee chairs, etc., and send list of same to the Nominating Committee Secretary.	Members & Alternates

<u>Date</u>	<u>Event</u>	<u>Action By</u>
Spring Regional Conference	Elect members and alternates to CRC for the SECOND sequential Society year (e.g., members elected in Spring of one year would commence serving on the committee in spring of the following year and attend spring Chapter Regional Conference).	CRC
	Remind CRC (with DRCs in their NEXT-TO-LAST year of service) that three (3) suggested candidates, ranked in order of preference, must be selected for DRC.	Nominating Committee Secretary
	Attend the Chapter Regional Conference meeting to get CRC recommendations for incoming vacancies. Send to the Nominating Committee Secretary the selections of, and biographical data on, at least three (3) suggested candidates for Regional DRC, as well as suggested candidates for Officers and DALs.	CRC Members, Alternates, & Reserve Alternates
April 1	Fill any vacancies occurring in Nominating Committee as authorized in ROB/MOP.	Chair Committee
Early April	Notice to incoming members regarding information about orientation held in conjunction with the Annual Conference meeting.	Nominating Committee Secretary
June 1 or before	Follow up with regions for certification of eligibility of member, alternates, and reserve alternates elected to committee at previous fall and spring Chapter Regional Conferences. Notify those eligible. Emphasize necessity of attendance at BOTH the fall and winter committee meetings.	Nominating Committee Secretary

**Confidential Information Agreement by and between the ASHRAE Nominating Committee and
_____, Member or Alternate**

The ASHRAE Nominating Committee has one of the most important roles in ASHRAE. The selection of highly qualified candidates for the Officers and the other members of the Board of Directors is crucial to the future of the Society.

In order to make the best possible decisions on the candidates for high office in ASHRAE, free and open discussion as well as exchange of information must be conducted. This requires the strictest adherence to the requirement that none of the deliberations or other information presented at meetings of the Nominating Committee be disclosed outside of the Committee meetings. The requirement for non-disclosure of information is not limited by time.

By signing this confidential information agreement, I agree that I am committed to strictly observing the non-disclosure of any of the Nominating Committee discussions or material pertaining to candidates. I realize that this is an obligation that I will adhere to faithfully and I understand to do otherwise is a breach of trust given to me by my fellow Committee members and the Society. In addition, disclosure of restricted Society discussions constitutes a violation of the ASHRAE Code of Ethics contained in the Rules of the Board.

Signature of Member

Date: _____

Signature of Witness

Chair, Nominating Committee

(Vice Chair for the Chair)

SUGGESTED MEETING AGENDAS

Suggested Agenda for Fall Committee Meeting

1. Roll Call
2. ASHRAE Ethics
3. Discussion of agenda and procedure for carrying on meeting
4. Review of Nominating Committee Procedures
 - A. Responsibilities of Regionally-Elected Members (1) Caucus and Executive Session (2) Reporting – Work Sheet for Chapter Regional Conference
 - B. Responsibilities of All Members
 - C. Nominating Committee Rules
 - D. Nominating Committee Manual of Procedures
 - E. Use of Alphabetical & Regional List of Participants in Society-Level Activities
5. Proposed changes in Nominating Committee Manual of Procedures (if any)
6. Other procedural business
7. Discussion of qualifications required and sought for Officers and Directors
8. Presentation and discussion of individual candidates
 - A. Officers
 - B. Directors to serve as Regional Chair
 - C. Directors to be elected at large
9. Assignment of committee members to check availability and desirability of Director Candidates
10. Resolutions
11. Adjournment

Suggested Agenda for Winter Conference Committee Meeting

1. Roll Call
2. ASHRAE Ethics
3. Approval of Minutes of Previous Meeting
4. Confirmation of official twenty-two (22) voting members of committee
5. Report of chair re: all other candidates on list established at fall meeting
6. Report of the Self-Certification Subcommittee (if necessary)
7. Floor open for proposing final additional candidates to be considered
8. Recognition of staff member assisting in the voting process
9. Appointment of Tellers of Election (if in person voting is utilized)
10. Discussion and voting for candidates in the following order:
 - President Elect (*including interviews if more than one candidate*)
 - Treasurer (*including interviews if more than one candidate*)
 - Vice President (four)
 - Regional Chairs
 - Directors-at-Large (plus one alternate)
11. Further confirmation of willingness of nominees to serve, if required
12. Other business and resolutions
13. Adjournment

Section D

This template is prepared by the Nominating Committee Secretary each year and sent to the Manager of Region Activities for distribution to regions in preparation for CRCs.



**WORKSHEET FOR CHAPTER REGIONAL COMMITTEE
EXECUTIVE SESSION**

REGION R# Chapter Regional Conference (CRC)

Recommendations for Society Year Next Society Year

Worksheet Instructions:

The **Regional Nominating Committee Member**, as Chair of the CRC Executive Session, is responsible for submitting pages 1, 2, 3, 4, and 6, along with additional names for Treasurer, Vice President, and Director-at-Large to the Nominating Committee Staff Liaison within 30 days of the CRC.

The **Nominating Committee Member** shall send pages 2, 3, 4, 5, and 6 to the Director and Regional Chair (DRC) – (NOT PAGE 1).

The **DRC** shall send the completed and signed DRC recommendations on page 5 to Staff.

All **candidates** shall be listed in priority order.

All **candidates** listed shall have indicated a willingness to serve.

Each **candidate** shall ensure that his/her official ASHRAE biographical record is current.

1. OFFICERS AND BOARD OF DIRECTORS (Please prioritize.)

	Current Society Year <u>Officers:</u>	CRC Recommendations for <u>SY Next Society Year:</u>
President-Elect	Current PE _____	(1) _____
Treasurer*	Current TR _____	(1) _____
Vice President	Current VP1 _____	(1) _____
Vice President	Current VP2 _____	(2) _____
Vice President	Current VP3 _____	(3) _____
Vice President	Current VP4 _____	(4) _____

* Eligible for re-election to this position for one additional consecutive year

Additional names may be submitted in priority order on separate page. There are a maximum of four (4) VP positions on the Executive Committee.

Directors-at-Large whose terms expire in June 0000-End of Current SY:

Director-at-Large**	_____	(1) _____
Director-at-Large**	_____	(2) _____
Director-at-Large**	_____	(3) _____

**Additional names may be submitted in priority order on a separate page.

Director and Regional Chair whose term expires in June _____ :

Please prioritize.

_____	(1) _____
_____	(2) _____
_____	(3) _____

Submitted by:

Region R# Member, Nominating Committee

Date

2. SOCIETY COMMITTEES

The CRC should contact candidates to obtain their agreement to serve on committees before candidates' names are listed below.

**Members of these committees are elected by Board of Directors and results are presented at a Winter Conference Board of Directors Meeting.

<u>Committee</u>	<u>Full Name</u>	<u>Member No. (required)</u>	<u>Comments</u>
Audit			
Building Energy Quotient			
Certification			
Conferences & Expositions			
Development			
Communications Committee			
Environmental Health			
Finance			
Handbook**			
Historical			
Honors & Awards			
Planning			
Training and Education			
Publications			
Refrigeration			
Research Administration**			
Residential Buildings			
Society Rules			
Standards**			
Technical Activities**			

Fill in names for all positions and all choices.
 For RVCs whose terms are not expiring, list them as the first choice unless they are unable to continue serving.
 Nominating Member can complete the second and third choices from the previous CRC.

3. NOMINATING COMMITTEE

Nominating Committee Members, Alternates and Reserve Alternates must be Members (Member grade or higher) of the Society for a minimum of five years at the time of selection. Please list full name (not nickname) and member number for each candidate recommended.

	<u>Current Society Year</u>	Next Society Year	Following Society Year
Member	Member Name & Number		
Alternate	Member Name & Number		
Reserve Alternate	Member Name & Number		

4. REGIONAL VICE CHAIRS - GRASSROOTS COMMITTEES

Select three candidates for each committee. Candidates for Regional Vice Chairs (RVC) must hold Member grade or higher in the Society for three years prior to the start of terms. Please list full names (not nicknames) and member numbers for all candidates.

<u>Committee</u>	<u>Current Society Year</u>	Term of Service	Next Society Year		
			<u>1st choice</u> (name & member #)	<u>2nd choice</u> (name & member #)	<u>3rd choice</u> (name & member #)
Chapter Tech Transfer	Member Name & Number				
Government Affairs	Member Name & Number				
Membership Promotion	Member Name & Number				
Research Promotion	Member Name & Number				
Student Activities	Member Name & Number				
Young Eng in ASHRAE	Member Name & Number				

5. REGION MEMBERS COUNCIL REPRESENTATIVE

Select three candidates in priority order. Candidates for Region Members Council Representative (RMCR) must hold Member grade or higher in the Society for three years prior to the start of terms. The RMCR may also be the ARC. Please list full names (not nicknames) and member numbers for all candidates.

<u>Current Society Year</u>	Term of Service	Next Society Year		
Member Name & Number		<u>1st choice</u> (name & member #)	<u>2nd choice</u> (name & member #)	<u>3rd choice</u> (name & member #)
Member Name & Number				

6. REGION-AT-LARGE SUB-REGION CHAIRS

Select three candidates in priority order. Candidates for Sub-Regional Chair must hold Member grade or higher in the Society for three years prior to the start of terms. Please use full names (not nicknames) and member numbers for all candidates.

		Term of service	Next Society Year		
			1 st choice (name & member #)	2 nd choice (name & member #)	3 rd choice (name & member #)
Sub-Region I	Member Name & Number				
Sub-Region II	Member Name & Number				

7. REGIONAL ETHICS REVIEW BOARD REPRESENTATIVES

Select three candidates (two members and one alternate) in priority order. Candidates for the Ethics Review Board cannot be Board members. Please use full names (not nicknames) and member numbers for all candidates.

Member #1 _____
 Member #2 _____
 Member #3 _____

The Regional Nominating Committee Member, as Chair of the CRC Executive Session, is responsible for submitting pages 1, 2, 3, 4, and 6, along with additional names for Treasurer, Vice President, and Director-at-Large to the Nominating Committee Staff Liaison within 30 days of the CRC.

The Nominating Committee Member shall send pages 2, 3, 4, 5, and 6 to the Director and Regional Chair (DRC) – (NOT PAGE 1).

The DRC recommends that the President-Elect appoint the following for _____ :

**The DRC should list his/her recommendations below, sign and send to Staff.
Recommendations will be forwarded to the President-Elect by Staff.**

- Chapter Technology Transfer RVC _____
- Government Affairs RVC _____
- Membership Promotion RVC _____
- Research Promotion RVC _____
- Student Activities RVC _____
- Young Engineers in ASHRAE RVC _____

The DRC recommends to the President-Elect the following prioritized list of candidates for the Region Members Council Representative position:

- Candidate #1 _____
- Candidate #2 _____
- Candidate #3 _____

Submitted by:

Region R# Director and Regional Chair

Date

8. RECOMMENDATIONS FOR AWARDS

Nominations for the John F. James International Award, Regional Award of Merit, and Chapter Service Award for general Society activities should be submitted in electronic format (adobe.pdf). The nominations should include a letter of recommendation from a sponsor (chapter, region, committee or ASHRAE member) that clearly addresses specific contributions and a current ASHRAE Biographical Record. For award criteria or point tally forms, please visit www.ashrae.org/honors.

Award	Name (do not use nicknames)	Special Instructions
John F. James International Award (participation in international activities)		Must include letter(s) of recommendation and bio before submitting candidate's name
Regional Award of Merit (no limit on number of awards; attach list if needed)		Must include bio and point tally form before submitting candidate's name
Chapter Service Award (no limit on number of awards; attach list if needed)		Must include bio and point tally form before submitting candidate's name

9. CRC GENERAL CHAIR (This is NOT an Executive Session item. It is included on this sheet for convenience.)

List names of the next three upcoming General Chairs.

Name	Host Chapter	CRC Year
1.		
2.		
3.		

INSTRUCTIONS TO DELEGATE & ALTERNATE FOR CRC

Chapters Regional Committee Meeting

Chapters Regional Committee Meeting

There are four parts to the Chapters Regional Committee Meeting held in conjunction with the Chapters Regional Conference (CRC): the Orientation Session, the Caucus, the Business Session and the Executive Session. As a delegate or alternate, you will be involved in all four of these sessions.

Orientation Session

Open to all attendees, this session is held prior (in person or virtually) to the Caucus so that the Director and Regional chair can instruct the delegates and alternates on procedures and to advise them as to the regional and Society positions to be filled. During this session other non-caucus attendees can provide advice and counsel as specifically requested by a delegate or alternate. The attendance of delegates and alternates is mandatory.

Caucus (Executive Session)

It is usually held at the beginning of the CRC attended (in person or virtually) by only the delegates and alternates from the chapters, the regional Nominating Committee Member, the regional Nominating Committee Alternate and the regional Nominating Committee reserve alternate, if any. The purpose is to provide a forum for the chapters to present and discuss their recommendations for candidates for regional and Society positions, Society committees, and regional and Society honors and awards. All discussions at the Nominating Committee meetings, caucus and executive sessions are confidential and shall not be divulged to any individual outside the meetings or sessions. The regional Nominating Committee Member chairs the session and the host chapter delegate is the Caucus Secretary. Minutes of the Caucus are not to be published. During the Caucus, the delegates and alternates should present the biographies of the candidates who will be recommended for offices and/or honors and awards. Electronic (or enough hard copies) of the biographies should be available so that each person attending may have a copy.

The three Nominating Committee representatives, as well as any Delegate or Alternate from each participating Chapter, shall not be present at the Caucus if they are nominated for any position during the time when their personal nominations are being discussed by the caucus.

- The Nominating Committee Alternate becomes the temporary caucus chair while the Caucus chair is absent during the discussion of their nomination. When the Caucus chair returns to the room, they return as the Caucus chair. (BOD 98-01-18-16).
- The Alternate becomes the temporary voting member while the Delegate is absent during the discussion of their nomination. When the Delegate returns to the room, they return as the Delegate.

See Section K for additional guidance on executive session meetings.

Business Session

Each chapter shall, as a minimum, prepare the following in one complete package, whether a binder, CD or other form, as directed for that CRC:

1. A completely filled-out Summary Report Form (Attachment W).

2. Report of Chapter Activities for the preceding year, including committee reports.
3. Chapter Committee Chairs' MBOs.
4. A sample newsletter.
5. The Chapter's roster.

After the report phase of the Business Session, the Chapters are encouraged to present action items for changes in any Chapter, Regional or Society activities or policies.

All reports and action items presented at the Chapters Regional Conference will take place at the Business Session, except for those items specified for the Executive Session.

The chapter delegate is the voting member. The regional vice chairs, the regional Nominating Committee Member and the regional Nominating Committee Alternate attend in their official capacity. The Regional Chair is chair of the meeting. The chapter delegates report on the progress of their chapters and student branches and their recommendations concerning policy, procedures and operations of Society. Motions that are passed are then brought forward to Members Council for further consideration.

Executive Session (Closed Session)

Only the delegates and alternates from the chapters, the Regional Nominating Committee Member, the Regional Nominating Committee Alternate and the Regional Nominating Committee Reserve Alternate may attend the Executive Session. The regional Nominating Committee Member is the chair. The reserve alternate for the Nominating Committee Member is allowed to attend the executive session of the CRC without reimbursement for transportation. The host chapter delegate shall act as the secretary to record the final ranking of each position for transmission by the Regional Nominating Member as outlined elsewhere. Minutes and other records of the Executive Session shall not be kept or published by any member, with the exception of the reporting form the Regional Nominating Committee member transmits as outlined. Chapter delegates vote for candidates for the following:

1. Nominating Committee Member, Alternate, and Reserve Alternate.
2. Regional Vice Chairs
3. Regional Awards
4. Regional Ethics Review Board Members and Alternate
5. Society Officers and Board of Directors (including Regional Chair, if appropriate)

As soon as possible but no more than 30 days after the meeting, the Regional Nominating Committee Member representative will forward pages 1, 2, 3, 4 and 6 of the report of the Executive Session to the Nominating Committee Secretary at Headquarters for processing and page 5 to the DRC for approval.

Members who serve on Grassroots committees (Regional Vice Chairs) and Ethics Review Board should be contacted regarding willingness to serve before their names are submitted in this report.

SAMPLE LETTER

President-Elect

Dear _____:

It gives me great pleasure to advise you that you have been recommended for the office of President-Elect of the Society beginning June _____(year). With your permission, the ASHRAE Nominating Committee would like to include your name in the list of candidates they are considering for nomination to the position.

This recommendation by your peers is indeed a distinct honor. It indicates their belief that you are committed to ASHRAE's mission and that you are willing to give of yourself and your time to accomplish the work of the office.

To assist you in arriving at your decision, enclosed is a copy of the Manual of Procedures for Officers and Directors (Section 4). Also enclosed is a copy of the "Responsibility and Qualifications Summary for Society President-Elect." Please keep in mind that the office of President-Elect, unlike the others, involves a longer term commitment as it is inextricably linked to the office of President. In other words, a "yes to the first is a "yes" to the second.

Please make your final review of the challenges placed before you and indicate your decision below. Your confidential response should be directed to me in care of Nominating Committee Secretary at ASHRAE, 180 Technology Pkwy., Peachtree Corners, GA 30092 by _____ (date).

The policy that governs the nomination for Society officers and directors states that "the office seeks the person rather than the person seeking the office." Based on this policy you are requested not to correspond with members and alternates of the Nominating Committee. If you have questions, please contact me as chair of the committee.

Best regards,

Chair, Nominating Committee

STATEMENT OF ACCEPTANCE

_____ I would accept a nomination for the position of President-Elect and would agree to serve if elected.

_____ I would decline a nomination for the position of President-Elect.

_____ I have enclosed a digital photograph.

Date

Signature

SAMPLE LETTER

Treasurer or Vice President

Dear _____:

It gives me great pleasure to advise you that you have been recommended for the office of (Treasurer) (Vice-President) of the Society beginning June _____ (year). With your permission, the ASHRAE Nominating Committee would like to include your name in the list of candidates they are considering for nomination to the position.

This recommendation by your peers is indeed a distinct honor. It indicates their belief that you are committed to ASHRAE's mission and that you are willing to give of yourself and your time to accomplish the work of the office.

To assist you in arriving at your decision, enclosed is a copy of the Manual of Procedures of Officers and Directors (Section 4). Also enclosed is a copy of the "Responsibility and Qualifications Summary for Society (Treasurer) (Vice-President)". Please keep in mind that, in serving on the Executive Committee, you may also be asked to serve in higher office leading to the Society President. This is not an automatic or mandatory progression, but the committee would appreciate an expression of your willingness to serve in these additional capacities.

Please make your final review of the challenges placed before you and indicate your decision below. Your confidential response should be directed to me in care of Nominating Committee Secretary at ASHRAE, 180 Technology Pkwy., Peachtree Corners, GA 30092 by _____ (date).

The policy that governs the nomination for Society officers and directors states that "the office seeks the person rather than the person seeking the office." Based on this policy you are requested not to correspond with members and alternates of the Nominating Committee. If you have questions, please contact me as the committee chair.

Best regards,

Chair, Nominating Committee

STATEMENT OF ACCEPTANCE

_____ I would accept a nomination for the position of (Treasurer) (Vice-President) and would agree to serve if elected.

_____ I would decline a nomination for the position of (Treasurer) (Vice-President).

_____ I have enclosed a digital photograph.

Date

Signature

SAMPLE LETTER

DALs and DRCs

Dear _____:

It gives me great pleasure to advise you that you have been recommended for the position of (Director-at-Large) (Director and Regional Chair, Region____) of the Society beginning June _____ (year). With your permission, the ASHRAE Nominating Committee would like to include your name in the list of candidates they are considering for nomination to the position.

This recommendation by your peers is indeed a distinct honor. It indicates their belief that you are committed to ASHRAE's mission and that you are willing to give of yourself and your time to accomplish the work of the office.

To assist you in arriving at your decision, enclosed is a copy of the Manual of Procedures of Officers and Directors (Section 4). Also enclosed is a copy of the "Responsibility and Qualifications Summary for Society (Director-at-Large) (Director and Regional Chair, Region____)." Please keep in mind that, in serving on the Board of Directors, you may also be asked to serve in higher office leading to the Society President. This is not an automatic or mandatory progression, but the committee would appreciate an expression of your willingness to serve in these additional capacities.

Please make your final review of the challenges placed before you and indicate your decision below. Your confidential response should be directed to me in care of Nominating Committee Secretary at ASHRAE, 180 Technology Pkwy., Peachtree Corners, GA 30092 by _____ (date).

Best regards,

Chair, Nominating Committee

STATEMENT OF ACCEPTANCE

_____ I would accept a nomination for the position of (Director-at-Large) (Director and Regional Chair, Region____) and would agree to serve if elected.

_____ I would decline a nomination for the position of (Director-at-Large) (Director and Regional Chair, Region____).

_____ I have enclosed a digital photograph.

Date

Signature

SAMPLE LETTER

2nd and 3rd Choices -DRCs

Dear _____:

At the recent meeting of the ASHRAE Nominating Committee, the committee considered _____ (name) for nomination as Director and Regional Chair of the Society as recommended by the Region _____ CRC for a three-year term beginning in June _____ (year).

In the event _____ (name) cannot serve as Director and Regional Chair for Region _____, please indicate your decision to serve in this capacity in the section below and mail a copy of this letter to me in care of Nominating Committee Secretary at ASHRAE, 180 Technology Pkwy., Peachtree Corners, GA 30092. Please send your reply no later than _____ (date).

(Add the following paragraph, if appropriate.)

Please review your online ASHRAE Biographical Record to ensure that it is up-to-date.

Sincerely,

(Your Name)
Nominating Committee Secretary

STATEMENT OF ACCEPTANCE

_____ In the event _____ (name) cannot serve as Director and Regional Chair for Region _____ for a three-year term beginning in June _____ (year), I would accept a nomination as Director and Regional Chair for Region _____.

_____ I would decline a nomination for the position of Director and Regional Chair, Region _____.

_____ I have enclosed a digital photograph.

Date

Signature

SAMPLE BIG DECISION LETTER

(Date)

To: (Suggested Candidates for Officers and Directors who are presently members or alternates of the Nominating Committee)

From: _____, Chair, Nominating Committee

Subject: The Big Decision!

This memo is to inform you that your name has appeared on the list of suggested candidates for election to the Board of Directors in the position(s) of _____. This means your name will be submitted for consideration by the Nominating Committee at the fall meeting unless you decide not to be a candidate. Prior to the fall meeting, you must decide whether you will permit further consideration of yourself as a candidate for officer or director and resign from the Nominating Committee; OR, withdraw yourself as a candidate for officer or director and remain on the Nominating Committee. You must do one of the following:

1. Resign from the Nominating Committee.
2. Withdraw from consideration as an officer or director.

Please call me as soon as possible (phone number) with your decision. At that time we can discuss the situation, but I'm sure you understand that I will not disclose to you who submitted your name.

Good luck with your decision!

SAMPLE PROPOSED CANDIDATE LETTER

Date

To: Suggested Candidates for Officers and Directors

From: _____, Chair, Nominating Committee

Subject: ASHRAE Board of Directors Suggested Candidates

This memo is to inform you that your name has appeared on the list of suggested candidates for election to the Board of Directors in the position(s) of _____. This means your name will be submitted for consideration by the Nominating Committee at the fall meeting unless you decide not to be a candidate. You should have been asked prior to your name being submitted to the Nominating Committee, however you still have the option to remove your name from consideration, if desired.

- If you choose to remain a candidate, no action is necessary. Good luck!
- If you choose to not remain a candidate, you must let the committee know prior to the fall Nominating Committee meeting. Please email the Nominating Committee Secretary at CDevaughn@ashrae.org with the position(s) you desire to have your name removed for consideration by DATE.

Good luck with your decision!

Sincerely,

NAME
Nominating Committee Chair

SAMPLE LETTER – OFFICERS AND DIRECTORS NOT SELECTED AT FALL MEETING

DATE

Dear NAME:

The Nominating Committee recently met to review candidates for officer and director positions for the 20XX-XX Society year. Nominators are charged with the responsibility of asking candidates if they are willing to serve before they are nominated, so hopefully you were aware you were being considered.

The Nominating Committee received a number of highly qualified candidates who have all demonstrated exceptional qualifications for service on the Board of Directors. This letter is to notify you that your name is not moving forward for additional consideration at the Winter Conference meeting. This notice should NOT be taken as a “rejection” but rather an acknowledgement that another ASHRAE member may have been slightly more qualified in the opinion of this year’s committee.

Please do not be discouraged, circumstances change from year to year. Keep an open mind if, in the future, someone approaches you again with a request to nominate you for a senior position in ASHRAE.

We appreciate your interest in serving ASHRAE at the highest level and applaud your accomplishments and service.

Sincerely,

NAME
Chair, Nominating Committee

Section G

ASHRAE RESPONSIBILITY AND QUALIFICATION SUMMARY FOR SOCIETY PRESIDENT-ELECT

Responsibilities

- Succeeds President automatically at conclusion of President's term.
- Is the principal assistant to President and shares operating responsibilities as delegated by President.
- Chairs Members Council and President-Elect Advisory Committee.
- Prepares any changes planned for the Presidential Award of Excellence (PAOE).
- May expect to be included in certain more important meetings between the President and staff.
- Presents the slate of committee appointments at the beginning of his/her term of office as President, actual preparation of this list must be made during the term as President-Elect

Obligations

- Shall be able to travel extensively and devote considerable time to Society:
 - approximately 60-80 days per year of travel and meetings,
 - expenses of transportation, hotel, meals, parking, registration, and social events (including spouse) may be reimbursed upon request.
- Shall attend Society's annual and winter Conferences, BOD meetings, two Executive Committee meetings, and four Chapters Regional Conferences as well as make numerous Society headquarters, intersociety and international visits during the year.

Qualifications

- Shall have experience with financial matters either having served on Finance Committee or have experience in their professional career.
- Shall have served as a Director and a Vice President.
- Shall not be eligible for re-election to the same office for additional consecutive year.
- Shall have or be able to attain an international passport.
- Shall have been a Member (grade) of Society for five years or more prior to date of election.
- Receives no salary or compensation from ASHRAE.

Other Desirable Qualifications/Criteria

- Should never be nominated solely as honor or reward, but should be based on their ability to lead Society.
- Should have served as Treasurer of Society.
- Should have participated broadly in Society activities (chapter, region, technical committees, standards committees, standing committees, etc.) to provide a broad understanding of the Society, how it functions and its member's needs around the world.
- Should have discussed with employer the travel, time, and monetary expenses that may be incurred if elected and obtained consent.
- Should consent to a three-year subsequent continuance of service to Society if elected.

Supporting Documents

- Society Bylaws
- MOP for Officers and Directors
- MOP for Nominating Committee
- Travel Reimbursement Policy, ROB Volume 1

ASHRAE
RESPONSIBILITY AND QUALIFICATION SUMMARY
FOR
SOCIETY TREASURER

Responsibilities

- Serves as a member of Executive Committee, Board of Directors, Finance Committee, and Investment Committee.
- Shall have custody of funds of Society and the Society books of account.
- Shall invest the funds of the Society in accordance with the decisions of Investment Committee.

Obligations

- Shall be able to travel extensively and devote considerable time to Society:
 - approximately 35-40 days per year of travel and meetings,
 - expenses of transportation, hotel, meals, parking, registration, and social events (including spouse) may be reimbursed upon request.
- Shall attend Society's annual and winter Conferences, BOD meetings, two Executive Committee meetings, two Finance Committee and two Investment Committee meetings, three Chapters Regional Conferences, and numerous Society and special meetings.

Qualifications

- Shall have been a Member (grade) of Society for five years or more prior to date of election.
- Shall be eligible for re-election to this office for additional consecutive year.
- Shall have served as Society Director.
- Shall have or be able to attain an international passport.
- Receives no salary or compensation from ASHRAE.

Other Desirable Qualifications/Criteria

- Should have served as a Vice President.
- Should have had previous experience on Finance Committee.
- Should never be nominated solely as honor or reward, but should be based on their ability to lead Society.
- Should have discussed with employer the travel, time, and monetary expenses that may be incurred if elected and obtained consent.
- Should have participated broadly in Society activities (chapter, region, technical committees, standards committees, standing committees, etc.) to provide a broad understanding of the Society, how it functions and its member's needs around the world.
- Should have participated broadly in Society activities (chapter, region, technical committees, standards committees, standing committees, etc.) to provide a broad understanding of the Society, how it functions and its member's needs around the world.

Supporting Documents

- Society Bylaws
- MOP for Officers and Directors
- MOP for Nominating Committee
- Travel Reimbursement Policy, ROB Volume 1

ASHRAE
RESPONSIBILITY AND QUALIFICATION SUMMARY
FOR
SOCIETY VICE PRESIDENT

Responsibilities

- Serves as a member of Executive Committee, Board of Directors and serves as Chair or Vice Chair of a Society council.
- Assists President and President-Elect.

Obligations

- Shall be able to travel extensively and devote considerable time to Society:
 - approximately 40 days per year of travel and meetings,
 - expenses of transportation, hotel, meals, parking, registration, and social events (including spouse) may be reimbursed upon request.
- Shall attend Society's annual and winter Conferences, BOD meetings, two Executive Committee meetings, three Chapters Regional Conferences, and numerous Society and special meetings.

Qualifications

- Shall have served as Society Director.
- Shall be eligible for re-election for (1) additional consecutive year.
- Shall have or be able to attain an international passport.
- Shall have been a Member (grade) of Society for five years or more prior to date of election.
- Receives no salary or compensation from ASHRAE.
- Shall have participated broadly in Society activity at chapter, region, standing committee or international levels.

Other Desirable Qualifications/Criteria

- Should never be nominated solely as honor or reward.
- Should have discussed with employer the travel, time, and monetary expenses that may be incurred if elected and obtained consent.

Supporting Documents

- Society Bylaws
- MOP for Officers and Directors
- MOP for Nominating Committee
- Travel Reimbursement Policy, ROB Volume 1

ASHRAE
RESPONSIBILITY AND QUALIFICATION SUMMARY
FOR
DIRECTOR-AT-LARGE (DAL)

Responsibilities

- Serves as member of Board of Directors.
- Can expect to be appointed as a member of one Council and to one or more committees.
- Guides standing committee activity within Board established policy and represents each committee at its respective council.
- Responsible for representing and guiding the technological interests of the Society.

Obligations

- Shall attend all Society BOD meetings and Conferences, at least one Chapters Regional Conference, and be willing to attend numerous Society Conferences and special meetings when requested.
- Shall be able and willing to travel extensively and devote considerable time to Society:
 - Approximately 30 days per year of travel and meetings.
 - Travel expenses for Directors not exceeding the maximum daily expense rate may be reimbursed when requested for up to 7 days when attending Board meetings.
 - A daily reimbursement rate will be established for Winter and Annual Conferences.

Qualifications

- Shall have been Member (grade) of Society for five years or more prior to the date of election.
- Shall have served as voting member (preferably Chair) of Society technical, standard, or project committees.
- Receives no salary or compensation from ASHRAE.

Other Desirable Qualifications/Criteria

- Should never be nominated solely as honor or reward.
- Should have a strong working knowledge of Society structure and function, i.e., committees reporting to councils and councils reporting to the board, and the interaction of the DAL among all three groups at the Society level, as a network of Society level contacts is beneficial in facilitating these interactions.
- Should have discussed with employer the travel, time, and monetary expense that may be incurred if elected and obtained consent.
- Should have or be able to attain an international passport.

Supporting Documents

- Society Bylaws
- MOP for Officers and Directors
- MOP for Nominating Committee
- Travel Reimbursement Policy, ROB Volume 1

ASHRAE
RESPONSIBILITY AND QUALIFICATION SUMMARY
FOR
DIRECTOR AND REGIONAL CHAIR (DRC)

Responsibilities

- Serves as a member of Board of Directors. Can expect to be appointed to serve on one Council and one or more committees.
- Guides standing committee activity within Board established policy and represents each committee at its respective council
- Has prime responsibility to represent Society to region.
- Directs operation for region and presents region, chapters and membership viewpoints.

Obligations

- Shall attend Society's annual and winter Conferences, BOD meetings, chair the annual Chapters Regional Conference for their region, numerous special meetings and a meeting of each chapter in their region at least once during his/her term.
- Shall be able and willing to travel and devote considerable time to Society:
 - Approximately 18-20 days for Society BOD and 32-35 days for Region per year of travel and meetings,
 - Travel expenses (not exceeding the maximum daily expense rate) may be reimbursed upon request for up to 7 days for attending Board meetings.
 - Transportation expense may be reimbursed for Chapter Regional Conference and chapter meetings.
- A daily reimbursement rate will be established for winter and annual meetings.

Qualifications

- Shall have been a Member (grade) of Society for five years or more prior to date of election.
- Shall have previously served as Chapter President and/or Regional Vice Chair.
- Receives no salary or compensation from ASHRAE.

Other Desirable Qualifications/Criteria

- Should never be nominated solely as honor or reward, but should be based on their ability to lead the Region and represent the Region on the Board of Directors.
- Should have discussed with employer the travel, time, and monetary expenses that may be incurred if elected and obtained consent.
- Should have or be able to attain an international passport.

Supporting Documents

- Society Bylaws
- MOP for Officers and Directors
- MOP for Nominating Committee
- Travel Reimbursement Policy, ROB Volume 1

ASHRAE
RESPONSIBILITY AND QUALIFICATION SUMMARY
FOR
REGIONAL ETHICS REVIEW BOARD MEMBER

Responsibilities

- Ethics Review Board members shall be a pool from which Investigative Panel and Tribunal members are selected.
- Members of each Investigative Panel and of each Tribunal shall be selected randomly from the ERB, as a group of three members, to conduct their investigation (Panel) or to render judgment in cases of confirmed violations (Tribunal). Each Panel or Tribunal shall elect a chair from among their membership.
- The size of the Investigative Panel may be increased in size based upon a request of the chair of the panel.

Term of Service

- Members and alternates shall be elected annually for a single year of service and can be re-elected annually up to no more than eight years of continuous service as a member or as an alternate.
- An alternate who has participated in processing a complaint (i.e., served on an Investigative Panel or on a Tribunal) is considered to have served one full year as a member of the Ethics Review Board.
- Interruption in service of two or more years would allow a qualified individual to return to duty as an Ethics Review Board members or alternate for another eight years of continuous service.

Qualifications

- Shall be current members of ASHRAE in good standing with a minimum of ten years of continuous membership.
- Shall have had no previous ethics disciplinary actions rendered against them and have no current open ethics investigations against them.
- No current Member of the Board of Directors shall be eligible to serve on the Ethics Review Board.

Supporting Documents

- ROB Section 2.433

Desirable characteristics for ASHRAE Officers

November 7, 1998

- **Innovative** The individual suggests new ideas and opportunities for the Society and is willing to lead pursuit of those ideas. He or she does not limit contributions merely to reactions of ideas proposed by others.
- **Compromising** The individual recognizes and accepts suggestions and ideas of others and is willing consider opinions that may differ from his or her own.
- **Diplomatic** Willing to negotiate when ideas differ and does so from a position of respect for opposing views and needs of the other individual.
- **Committed** Particularly for senior officers, priorities of the Society take precedence over other professional obligations.
- **Reliable** Follows through on commitments. Completes tasks completely and on time and helps others to do the same.
- **Independent** Separates and supports the positions of the Society from those of their employers when in conflict.
- **Communicative** Able to effectively communicate ideas, positions, and technology related to the Society to a wide array of audiences from the lay public to scientists and engineers.
- **Has Integrity** Is honest and genuine in his or her actions. Positions or opinions are consistent regardless of situation.
- **Empathetic** Recognizes that individual needs and priorities differ and has genuine concern and care for individuals that he or she is serving.
- **Society Duality** Recognizes that the Society serves the needs of the individual and industry through its grassroots activities at the chapter level and through its technical and policy contributions at the Society level. Both are of equal importance and serve the membership in a synergistic manner.
- **Technologist** Has a broad understanding and appreciation of technology contributions and needs of HVAC&R industry and its impact on a global society. Places all technology needs in perspective as it impacts policies and programs of the Society.
- **Organized** Is an effective manager of time and helps others to be the same. Focuses on priorities of the Society as defined by both the individual as well as others within ASHRAE.

Officer and Director Self Certification

SAMPLE LETTER

TO NOMINEE FOR ASHRAE OFFICER OR DIRECTOR POSITION

You have been nominated for an ASHRAE officer or director position. As you are no doubt aware, the policy that governs the nomination for Society officers and directors states that “the office seeks the person rather than the person seeking the office.” Based on this policy you are requested not to correspond with members and alternates of the Nominating Committee or openly campaign for the position. If you have questions, please contact the chair of the Nominating Committee.

Please complete this form as appropriate and return your confidential response to me in care of Nominating Committee Secretary (NCS) at ASHRAE, 180 Technology Pkwy., Peachtree Corners, GA 30092 by _____ (date).

You may provide further explanation on a separate document to be submitted with this Self-Certification.

OFFICER AND DIRECTOR SELF CERTIFICATION

To Whom It May Concern:

I hereby certify and affirm that in my adult life and career:

- I have not been involved in any conduct that would cause embarrassment to, or legal action against the Society.
- I have not been accused or convicted of any felony or other crime involving dishonesty or moral turpitude that might cause embarrassment to, or legal action against the Society.
- That I have and will continue to comply with ASHRAE's Code of Ethics.
- I have not knowingly committed any ethical violations during my professional career.

I understand that if it is determined that I have been untruthful in the statements above:

- I may be disqualified from serving as a Society officer/director.
- I may be disqualified from being proposed as a candidate/nominee.
- If I am currently serving as an officer or director of the Society, I may be removed from that position.
- I may be subject to an ASHRAE ethical complaint.

If am unsure that I can certify the above statements, I have attached information to this letter regarding the relevant details to the Nominating Committee.

Refusal or inability to certify and affirm the representations above may disqualify me from consideration for, or service as, a Society officer or director.

Name (Printed)

Date _____

Signature

Fall and Winter Balloting Procedures

The following process is recommended for the development of a slate of candidates for the positions of President-Elect, Treasurer, Vice President, Director and Regional Chair and Director-at-Large.

- a) All ballots are to be in writing or electronic and shall be executed by secret ballot.
- b) All nominations for each position shall be read in alphabetical order.
- c) Because of the gravity of the election process, it is recommended the Chair not vote in a tie ballot.

Fall Balloting Procedures

- A A member of the Nominating Committee must speak in favor of a suggested candidate to qualify the name to be placed on the official Nominating Committee fall ballot.
- B The Nominating Committee fall ballot shall be prepared for use by Nominating Committee delegates.
- C Initial ballot: Each delegate may vote for no more than the number of positions under consideration.
- D The suggested nominees receiving the greatest number of votes shall be placed on the 2nd ballot, equal to or greater than the number of proposed nominees recommended to move forward to the Winter Conference meeting.
- E A clear separation in the votes gained, as determined by the Chair, shall be used in determining those being moved to the next ballot round, if required.
- F Discussion: Nominating Committee delegates shall be given the opportunity to speak in favor of suggested nominees they wish to support.
- G The second ballot shall be taken where each delegate shall rank the suggested number of candidates expected to move forward. The slate of nominees to be moved forward to the Winter Conference meeting shall be determined by this ranked order.
- H If necessary, a 3rd ballot shall be taken only to break ties at the bottom of the ranked order.

Recommended number of proposed nominees to move forward to the Winter Conference meeting

- a) President-Elect 1 or 2
- b) Treasurer 2 to 4
- c) Vice President 6 to 8
- d) Director and Regional Chair 1-3 from each region
- e) Director-at-Large 6 to 10

Winter Balloting Procedures

- A After the first ballot, if positions still remain to be filled, all proposed nominees receiving less than a majority but at least two votes shall remain candidates.
- B After the second ballot, if positions still remain to be filled, all proposed nominees receiving less than a majority but at least four votes shall remain candidates.
- C After the third ballot, if positions still remain to be filled, all proposed nominees receiving less than a majority but at least six votes shall remain candidates.
- D After the fourth and succeeding ballots, if positions remain to be filled, the committee, through a vote, may call for the number of votes for each proposed nominees to be reported.
- E In the event of a stalemate, the committee chair may suggest, through a committee vote, that the Nominating Committee submit a slate of candidates with additional nominees beyond the recommended number listed below or the committee chair may suggest an alternate voting method.

Recommended number of nominees for vote by the membership:

- a) President-Elect 1
- b) Treasurer 1
- c) Vice President 4
- d) Director and Regional Chair 1 from each region
- e) Director-at-Large 3 and 1 alternate

Winter Nominating Committee - Slate Preparation

In reporting the results of balloting, the names of the nominees shall be read in alphabetical order for each position without indicating the number of votes for each.

Nominating Committee Executive Session

- A. Because much of the work of the Nominating Committee deals with nominee's ASHRAE biographies, management skills, interpersonal skills, and character; it is extremely important that every member in Executive Session feel comfortable expressing their opinion without fear of repercussions.
- B. Confidential agreements shall be signed before any member or alternate of the Nominating Committee is allowed access to the list of nominated members.
- C. The make-up of the Nominating Committee allowed to attend the fall executive session consists of the Nominating Committee chair, vice chair, board elected members and alternates, regional members and alternates. If a board elected or regional representative is not in attendance at the fall meeting, the Nominating Committee Secretary shall identify an elected alternate to represent that respective body. A representative who is replaced at the fall meeting shall not return to service for the remaining society year.
- D. It has been the policy of Nominating Committee that the discussions held in executive session shall not be shared with any member of future or past Nominating Committees.
- E. No information discussed during the course of an ASHRAE meeting that has been conducted in executive session may be disclosed to or discussed with any other person in any way, verbal or written, outside of that meeting.
 - a. All members of the Nominating Committee, past and present, are bound to executive session protocol as specified by Roberts Rules of Order.
 - b. Executive session protocols shall be considered enforced for any candidate consideration discussions between current Nominating Committee members during or after formal Nominating Committee meetings. Such discussions held at the discretion of the members shall be done in a confidential manner and not enjoin any other non-members in the discussion.
 - c. General Discussions regarding the requirements for candidate qualification shall not be considered as privileged or issues of sensitive, proprietary, or personal nature.
- F. Nominating Committee executive session meetings are ideally held in person. However, if the meetings are to be held through an electronic medium, the chair of the meeting should consider the following recommendations:
 - a. Distribute the confidentiality agreement in Section B in advance of the meeting and receive signed copies in return from the meeting participants.
 - b. When in the meeting, ensure that only Members and Alternates are in attendance. Suggested actions are stating that the meeting is to be in executive session and that all participants that should not be in attendance should leave and by verifying all attendees listed in the electronic medium should be in attendance.

- c. If someone else is desired to attend the meeting (for example staff), ask for a vote to allow that person to be in attendance.
- d. Voting should utilize either voting software or a roll call vote as it is difficult to determine the number of votes either for or against using voice voting.

Winter Conference Meeting Face-to-Face Interview Process

The following process is recommended for face-to-face interviews (both in person and virtual) of proposed President-Elect and Treasurer candidates at the Winter Conference meeting, where more than one candidate is identified from the Fall nominating committee meeting. These interviews shall be held in Executive Session.

Proposed Nominee Notification

- A Proposed candidates shall be notified of the interview process and scheduled time of their interview by the Nominating Committee Secretary, within two weeks after the fall meeting.
- B Candidates shall only be informed of time and length of interview (the Nominating Committee chair determines the length of the interview. A minimum of 20 minutes is recommended.)
- C Candidates shall be informed of where they are to be met by an escort to the interview room.
- D Candidates will be provided with paper and writing instrument during interview for use as necessary. Any notes made during the interview will be retained and destroyed by Nominating Committee after interview.

Development of Interview Questions

- A A minimum of 3 ranked questions for each position shall be solicited from each of the Nominating Committee Members (including the Chair and Vice Chair) at or before the fall meeting.
- B Questions shall be coordinated by the Questions Subcommittee as per MOP Section 5.2 with a recommendation of 10 questions submitted to the Nominating Committee Chair and Vice Chair. The Chair and Vice Chair shall determine the number of questions to be asked (minimum of five) in the allotted time for each candidate. Should a minimum of 5 questions for a position not be found, an additional solicitation shall be made until this minimum number has been reached.
- C Substantive changes to the questions should be referred back to the Questions Subcommittee.
- D These questions shall not be revealed to anyone beyond the Chair, Vice Chair and the Questions Subcommittee until the Nominating Committee Meeting at the Winter Conference meeting.

Order of Candidate Interviews

- A. The order of candidates to be interviewed shall be randomly selected.

Winter Interview Procedures

- A For an in-person interview, the Nominating Committee Secretary shall provide a pen and pad of paper for each candidate. The paper and notes shall remain in the room after the interview.
- B The Chair shall inform the candidates at the beginning of the interview how many questions will be asked and the timeframe to answer all questions.
- C The Chair shall ask the same preselected questions to all candidates in the same order.

D If an explanation of the question is necessary, the Chair may offer additional details, if asked.

Post Face-to-Face Interview

A During the normal Winter Conference Nominating Committee Executive Session, responses to the interview questions may be discussed as part of the selection process.

B Discussions may be held between nominee interviews if agreed by the Nominating Committee.

C No discussion of these interviews shall be shared with any person who is not a member of the current Nominating Committee.