

CVSA LEADERSHIP HANDBOOK



Revised: February 2021 © 1996-2021 Commercial Vehicle Safety Alliance

www.cvsa.org



Leadership Handbook

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Who We Are

The Commercial Vehicle Safety Alliance (CVSA) is a nonprofit association comprised of local, state, provincial, territorial and federal commercial motor vehicle safety officials and industry representatives. The Alliance aims to achieve uniformity, compatibility and reciprocity of commercial motor vehicle inspections and enforcement by certified inspectors dedicated to driver and vehicle safety.

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 transport. 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.

VISION

CVSA will be recognized as the North American leader in commercial motor vehicle safety and enforcement.

MISSION

To improve commercial motor vehicle safety and uniformity throughout the U.S., Canada and Mexico by providing guidance and education to enforcement, industry and policy makers.

ORGANIZATIONAL 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.

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 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.



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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 motor carrier industry and many other groups 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 been made up of Canada and the U.S., 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 operational policies
- CVSA decal application policies
- CVSA inspection procedures
- CVSA inspection bulletins
- CVSA inspection data quality and uniformity standards
- CVSA inspector certification standards
- CVSA instructor certification standards

Since 1980, CVSA's role in commercial motor vehicle safety and uniformity 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.

Strategic Goals and Objectives

ENHANCE PROGRAMS AND SERVICES

- 1.1 Ensure uniform, consistent and reciprocal application of the North American Standard Inspection Program.
- 1.2 Create and promote accountable and effective online training curriculum and certification programs and resources.
- 1.3 Support and enable member use of technology in enforcement.
- 1.4 Improve data quality, collection and analysis capabilities.

EXPAND COMMUNICATION AND OUTREACH ACTIVITIES

- 2.1 Improve the quality, relevance and timeliness of information available to members.
- 2.2 Maintain existing and establish new partnerships and alliances supportive of the CVSA mission.
- 2.3 Protect and enhance the CVSA brand.



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EXPAND ADVOCACY AND OUTREACH INITIATIVES

- 3.1 Develop and implement an aggressive legislative/regulatory strategy that improves CMV safety.
- 3.2 Increase international regulatory harmonization and/or reciprocity.
- 3.3 Improve member and stakeholder awareness and engagement.

IMPROVE ORGANIZATIONAL DEVELOPMENT

- 4.1 Ensure effective succession, leadership development and staff resources.
- 4.2 Expand membership and enhance membership participation.
- 4.3 Align CVSA resources with activities.

To view the full strategic plan, visit 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.



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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 Territory, Ontario, Prince Edward Island, Quebec, Saskatchewan and Yukon Territory.

Executive Committee

Members of the CVSA Executive Committee are elected positions that are decided upon by a vote of Class I 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 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, you 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 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 of Directors liaison to Class II Local Members. The Vice President is responsible for chairing the Finance Committee.

Secretary – Is the alternate for the Vice President. The Secretary is the Board of Directors liaison to the 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 Election Committee.

Upon election of the secretary, the existing officers shall be advanced to the next highest office.

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



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Meetings

There are times you will be requested to travel with little notice, which may place a burden on your responsibilities at your regular job. It is important that your management and staff understand this commitment. Even though you may have two years before you are the president, vacancies may occur that would put you into that position 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, summer at the North American Inspectors Championship (NAIC), fall at the CVSA Annual Conference and Exhibition, and in the winter in Washington, D.C. The president also will be expected to travel for several additional trips during his/her term, as well as possibly testify at Congressional hearings.

Representation

As president, you are the primary officer of the board of directors. You may be called upon to testify before Congress and other organizations. You will be presenting the Alliance's position; however, it will be known that you work for a state/provincial/territorial agency. You must have the authorization from your state/province to represent the Alliance at these meetings. The vice president, secretary and other members of the board of directors may be asked to fill in if the president is not able to represent CVSA.

Knowledge

You should understand CVSA's bylaws and operational policies. You should be on top of rule changes and organizational changes at a federal/international level. CVSA staff will assist you with this information; however, there may be times when questions will be asked of you that relate to other issues.

CVSA Annual Conference and Exhibition

It has been the past practice for the state/province/territory the president is from to host the CVSA Annual Conference and Exhibition. This usually consists of staff assistance and office equipment. Your commitment to CVSA should consider this past practice and the commitment your state/province would need to make.

Travel Costs and Time Commitment

We recommend that you consult with your immediate supervisor or organization about the demands that 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 management 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



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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.

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, Class II Local Member vice president, Class III Associate Member president and vice president, Federal Motor Carrier Safety Administration (FMCSA), Pipeline and Hazardous Materials Safety Administration (PHMSA), Canadian Council of Motor Transport Administrators (CCMTA) and the Secretaría de Comunicaciones y Transportes (SCT) of Mexico.

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. If an individual declines higher office, he/she must resign from 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
- Amendments to the memorandum of understanding
- Election of the executive committee members pursuant to Article VIII Section II of the bylaws
- Major policy changes as defined by the board of directors
- Any other matter which 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.

Region/Local/Associates Leadership

Serving as a region/local/associates president provides the opportunity to have a direct impact on issues that may affect you, your jurisdiction and region. 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 and region. And, your participation in an 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/associates vice president for two years and then move up to president for the remaining two years.



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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 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.

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

Lead Region/Local/Associates 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/locals/associates president must prepare an agenda. This agenda should include reporting results from the board meetings.
- **Conduct Region/Local/Associates Meetings** – At each CVSA Workshop and CVSA Annual Conference and Exhibition, there is time allowed for each region to have a meeting. The region/locals/associates 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.

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 region what was discussed at the board of directors' meetings.
- **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 region what was discussed at the board of directors' meetings.
- **Summer Board Meeting** – The summer board meeting is usually held during the North American Inspectors Championship (NAIC). The board usually meets for one day. This provides an opportunity to spend a day or two to assist with NAIC and meet the contestants. 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 Washington, D.C. You should report back to your region what was discussed at the board meeting.

Work with Committee Chairs

- **State/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 committees. If more than three



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

- **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 sit on a committee, you must designate which individual will be the voting member.
- **Associates 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/Locals on the Board of Directors

- **Voting Member** – The region/local president sits on the board as a voting member representing your region. You are 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.
- **Conference Calls** – There will be board conference calls on which you will be asked to participate. These calls will be at the expense of your local agency. It is also encouraged that you hold periodic conference calls with the members in your region 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.
- **Mail Outs** – 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 distribution, webinars and its website. It is your responsibility to work with the members in your region/locals/associates 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.



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- **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** – 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/LOCALS/ASSOCIATES LIAISONS

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

- Region I – Chris Turner
- Region II – Terry Kummer
- Region III – Carlisle Smith
- Region IV – Bill Reese
- Region V – Kerri Wirachowsky
- Locals – Jake Elovirta
- Associates – Will Shaefer

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 to 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 on. 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 Roberts 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, and 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.



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Tips for Presiding over a Meeting

- Prior to the start of the meeting, identify the voting members (region/locals/associates 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 designated by the associate member leadership
- 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.
- Regions/locals/associates, committees and programs: Action items and meeting minutes for regions/locals/associates, committees and programs are the responsibility of the vice president, and 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 report to all committee members, including those who did not attend.
- 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.



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Qualities of an Effective Chair

Communication Skills

- Demonstrates ability to communicate with committee members, staff and other groups.
- Demonstrates 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.

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- 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.

STANDING COMMITTEES

The Alliance has three standing (permanent) committees:

1. CVSA Board of Directors



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2. CVSA Finance Committee
3. CVSA Elections Committee

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

- (a) The president, vice president and secretary (executive committee)
- (b) Region presidents (five)
- (c) Locals president (one)
- (d) The three most recent past presidents

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

- (a) The vice president (chair)
- (b) The secretary
- (c) The three region presidents representing regions other than those represented by the vice president and the secretary

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

- (a) The secretary
- (b) Class III Associate Member president
- (c) One past president, designated by the president

SPECIAL COMMITTEES

CVSA has 10 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. **Crash Data and Investigation Standards Committee** establishes and promotes uniform comprehensive crash investigation, reporting and data collection standards for all stakeholders.
2. **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.
3. **Enforcement and Industry Modernization Committee** identifies technological advancements that can be leveraged to improve commercial motor vehicle safety by enhancing the performance, quality and uniformity of commercial motor vehicle inspections and transforming enforcement-related activities
4. **Hazardous Materials Committee** provides technical expertise related to hazardous materials/ transportation of dangerous goods in an effort to reduce incidents and encourage uniformity and consistency in the application of regulations.
5. **Information Systems Committee** serves the information technology needs of commercial motor vehicle safety programs.
6. **Passenger Carrier Committee** works toward the goal of an environment free of passenger-carrier crashes on our roadways.



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7. **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.
8. **Size and Weight Committee** helps establish uniformity of size and weight regulations that will serve the needs of industry while protecting our infrastructures.
9. **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.
10. **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 Member in good standing and is appointed by the CVSA president. The vice chair must also be a CVSA Class I Member in good standing and is selected by the special committee chair. The secretary can be a CVSA Class I Member, Class II Local Member or Class III Associate Member in good standing and is appointed by the special committee chair.

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.

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



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staff items of topical interest to the members, as well as help to solicit individuals for participation in these activities. Each committee has its own webpage on the CVSA website, as well as a home in CVSA's association management software (AMS) platform, MemberSuite, 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.

COMMITTEE SECRETARY POSITION DESCRIPTION

Basic Function

To provide administrative support to the activities of the committee.

Responsibilities

- Records minutes of committee discussions at meetings and during conference calls and other committee gatherings.
- 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.
- 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



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- Provides thorough 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

- Crash Data and Investigation Standards – Terry Kummer
- Driver-Traffic Enforcement – Jake Elovirta
- Enforcement and Industry Modernization – Will Schaefer
- Hazardous Materials – Bill Reese
- Information Systems – Chris Turner
- Passenger Carrier – Carlisle Smith
- Policy and Regulatory Affairs – Daniel Zimmerman
- Size and Weight – Will Schaefer
- Training – Kerri Wirachowsky
- 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.

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.

- **North American Standard Inspection Program** – Approximately four million commercial motor vehicle inspections are conducted every year throughout North America 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



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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** – In partnership with the U.S. Department of Energy, CVSA manages the Level VI Inspection Program, 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.
- **Cooperative Hazardous Materials Enforcement Development** – The Cooperative Hazardous Materials Enforcement Development (COHMED) Program 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 Enforcement** – This program seeks to reduce human trafficking throughout North America through coordinated enforcement and investigative and educational awareness measures within the commercial motor vehicle industry.
- **North American Inspectors Championship** – Each year, CVSA 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.
- **International Roadcheck** – 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. International Roadcheck is the largest targeted enforcement program on commercial motor vehicles in the world, with approximately 15 trucks or buses being inspected, on average, every minute from Canada to Mexico during a 72-hour period.
- **Operation Safe Driver** – 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.
- **Operation Airbrake** – 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.
- **International Driver Excellence Award** – This annual award was developed to recognize 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.
- **College Scholarship Award** – CVSA provides college scholarships annually to eligible high school seniors based on academic performance, volunteer work/community service and extracurricular activities.



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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 and conference calls 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 of directors that affect the program's work or activities.
- 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 association management software platform, MemberSuite, 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.



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PROGRAM CVSA STAFF LIAISONS

- College Scholarship Award(s) – Iris Leonard
- Cooperative Hazardous Materials Enforcement Development (COHMED) – Bill Reese
- Human Trafficking Enforcement – Jake Elovirta
- International Driver Excellence Award (IDEA) – Iris Leonard
- International Roadcheck – Chris Turner
- North American Standard Inspection Program – Kerri Wirachowsky
- North American Standard Level VI Inspection Program – Carlisle Smith
- North American Cargo Securement Harmonization Public Forum – Kerri Wirachowsky
- North American Inspectors Championship (NAIC) – Kerri Wirachowsky
- Operation Safe Driver (OSD) – Jake Elovirta
- Operation Airbrake (OAB) – Will Schaefer
- Performance-based Brake Testers (PBBT) Users – Will Schaefer

Information about each of CVSA programs can be found at www.cvsa.org/program/programs/.

Surveys

From time to time, CVSA staff and/or leadership will distribute surveys to members, committees or programs. The following guidelines have been approved by the board to assist in evaluating survey requests and gathering information from members on a particular issue. Assessments should be made based on the type of survey, the target respondents and the source of the survey, including those from internal or external entities.

- Survey requests will be submitted to the board by/through the region president, committee or program chair.
- Types of survey requests:
 1. Alliance business needs (strategic plan)
 2. Alliance member request
 - a. Provincial/territorial/state members
 - b. Associate members
 - c. Federal government members
 3. Non-members
- Survey requests should include:
 1. Sponsor
 2. Survey objective
 3. Target recipient group
 4. Estimated time required to provide responses (15-20 minutes is the suggested maximum)



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- Surveys from non-members will be created by the non-member and after they have compiled results from the survey, those results will be made available to the Alliance. Non-members will be provided with Alliance guidelines.
- Reply timeline – 30 days beginning to end after approval.
- The preferred survey question types are yes or no questions or multiple choice rather than longer narrative-response questions. This allows for a better breakdown of the responses for analysis purposes (e.g., bar graph, pie chart, percentages, etc.).
- Survey results are to be made available to the membership once the responses are compiled, preferably through a separate survey resource in CVSA's AMS (MemberSuite).

Roberts Rules of Order

Main Motions. These motions are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.

	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
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

Incidental Motions. No order of precedence. These motions arise incidentally and are decided immediately.							
	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
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

Motions That Bring a Question Again Before the Assembly. No order of precedence. Introduce only when nothing else is pending.							
	PURPOSE:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
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

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Leadership Handbook

CVSA Events

January

- COHMED Conference

April

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

August

- Board of Directors Meeting
- North American Inspectors Championship

September

- Board of Directors Meeting
- CVSA Annual Conference and Exhibition

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.