



Leadership Connection: IBHRE's Governance Handbook



Members of the 2019 IBHRE Board of Directors

From Left to Right: Chief Executive Officer, Tracy Lofty, MSA, CAE; Toshiyuki Ishikawa, MD, PhD; Elsie Kelly; Jay N. Gross, MD, CCDS; Christine Chiu-Man, MSC, FHRS, CCDS, CEPS; Neil F. Strathmore, MBBS, FHRS, CCDS FHRS; Charles Love, MD, FACC, FHRS, FAHA, CCDS; George Van Hare, MD, FHRS, CEPS-P; Janet McComb, MD, FHRS; Marleen E. Irwin, RCRT, FHRS, CCDS; Associate Director, Dana Reid, ACA.

Dear IBHRE Leader,

Thank you for your commitment to serve as a leadership representative for the International Board of Heart Rhythm Examiners (IBHRE). Whether you are new or a long-time leader, it is important to maintain a solid understanding of how IBHRE is governed and how its programs are administered.

This handbook is a guide and reference to the governance process and roles of IBHRE leaders. This document fully represents neither the Bylaws and the powers of the corporation (or of its Directors and officers), nor all matters concerning the conduct and regulation of the affairs of the corporation. For more comprehensive information regarding volunteer roles, ethics, liabilities, and regulations, please refer to the Bylaws or reach out to IBHRE staff.

IBHRE certification is the premier recognition of achievement, expertise, and clinical judgment in the specialty practice of cardiac rhythm device therapy and cardiac electrophysiology (EP). IBHRE-certified specialists currently include more than 9,000 distinguished physicians and allied professionals, all thoroughly - and successfully - assessed on the scientific foundation, clinical skills, and technical knowledge required to assure safe quality patient care in the management of arrhythmias.

IBHRE's success is directly owed to the outstanding work of its leadership, cooperative partnership with health care employers, and the IBHRE certified specialists who, through their unyielding pursuit of excellence, have advanced both the practice and the profession of cardiac rhythm management.

Together, we will continue to build and strengthen IBHRE and its certification programs.

Once again, thank you.

Sincerely,

Tracy Lofty, MSA, CAE
Chief Executive Officer, IBHRE

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IBHRE.org

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Part I: The Road to Excellence



OVERVIEW

Since 1985, IBHRE has set the standard for global certification in heart rhythm management. Its competency certifications have equipped thousands of physicians and allied professionals to provide quality patient care in cardiac pacing and electrophysiology. Certifications offered are:

- Certified Cardiac Device Specialist (CCDS)
- Certified Cardiac Device Specialist—Japan Device Representative (CCDS-JDR)
- Certified Electrophysiology Specialist (CEPS)
- Certified Electrophysiology Specialist—Adult (CEPS-A)
- Certified Electrophysiology Specialist—Pediatric (CEPS-P)

IBHRE is a 501c6 organization. As such, it adheres to best practices of management and functions as its own entity.

IBHRE's certification programs adhere to international standards and are accredited through ISO/IEC 17024:2012 by the American National Standards Institute (ANSI) National Accreditation Board.

Calendar

The fiscal year of IBHRE begins on October 1 and ends on September 30. IBHRE recruits contributors during the Heart Rhythm Society's Annual Meeting and as necessary during the year. Newly appointed volunteer leaders assume office June 1 following the annual Board of Directors (BoD) meeting in May; terms end May 31.

Approval by the HRS Board of Trustees is required for BoD positions. BoD members are generally approved during the May BoD meeting.

Board of Directors

The Board of Directors (BoD) is the ultimate governing authority of IBHRE, with sole authority to manage the organization's affairs. The Board's overall mission is: To govern IBHRE, protect the organization's image and assets, and be a moral voice for certified specialists

In managing the affairs of the corporation, the BoD shall at all times act in the best interests of the corporation to further its purposes and mission. All Board actions with respect to the formulation and administration of examinations and certification of examinees shall be independent of outside influences of industry or any other organization.

Committees

Committees are responsible for carrying out specific functions such as developing content and setting standards for certification examinations. The Board of Directors nominates and appoints members of the IBHRE Committees. Current, active committees consist of:

- Cardiac Pacing Test Writing Committee
- Allied Electrophysiology Test Writing Committee
- Physician Electrophysiology Test Writing Committee

- Device Remote Monitoring Test Writing Committee
- Review and Appeals Committee
- Finance Committee

Task Forces

The Board of Directors may approve the appointment of temporary task forces to address specific issues in a focused manner and for a defined time period. Task forces are assembled on an ad hoc basis and are typically appointed for a term of one year.

Interested Parties

The following listing indicates professions that make up the IBHRE community/universe, and are its interested parties:

- Physicians
- Nurses
- Technicians
- Physician Assistants
- Engineers
- Educators
- Clinical Practitioners
- Manufacturer Representatives
- Consumers

IBHRE'S LEADERSHIP TRACK

Desired Traits & Skills of IBHRE Leaders

IBHRE is proud of its record of recruiting individuals with the appropriate knowledge and skills to lead the organization. As such, below are the preferred leadership traits and skills:

- ✓ Proven Performance: leadership and ability to make a difference; demonstrated effectiveness in committees, task forces or IBHRE operations; additional leadership experience in another organization (including the local institution) is desirable; self-confident
- ✓ Expertise: demonstrates a high level of knowledge and experience in the cardiac pacing and electrophysiology specialty
- ✓ Commitment: demonstrated commitment to the organization and its goals; willing and able to access resources or open doors on behalf of the IBHRE
- ✓ Understanding of Teamwork: ability to work well with people individually and in a group; ability to motivate others; produce high quality work products; well-developed interpersonal and communication skills
- ✓ Sound Judgment and Integrity: honesty and integrity; visionary; solid professional reputation; respectful and respected
- ✓ Strategic Thinking: ability to analyze and think clearly; creative; delegate where necessary; negotiate; exercise flexibility
- ✓ Communication: thoughtful in handling sensitive/confidential matters; discreet; ability to listen and be open-minded; articulate
- ✓ Time to Serve: willing and able to make the time commitment required; ability to take responsibility and follow through on assignments
- ✓ Membership: Heart Rhythm Society membership in good standing (BoD except Public Member).
- ✓ Certification: IBHRE certification is required for IBHRE leadership positions except for the BoD Public Member.

NOTE: HRS membership and certification status are subject to Board exception.

IBHRE'S GUIDING PRINCIPLES GOVERNING LEADERSHIP APPOINTMENTS

General Principles

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

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

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

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

Conduct. Leaders' conduct affects the credibility of the IBHRE, and thus the effectiveness of its governance structure. Committee and Task Force Chairs and Staff Liaisons are expected to monitor leadership disclosures, participation and performance, and to take appropriate action, including recommending the removal of an individual to the Board mid-term, or non-reappointment.

Reappointment. Rotating assignments benefits individuals (by enlarging their understanding of the IBHRE and bringing them into contact with new colleagues) and committees (by providing fresh perspectives and energy). Reappointment is not automatic and should be considered in the context of this guidance document, especially regarding equity, expertise, diversity, and performance.

Succession. Board officers will be considered first for the leadership succession, followed by Directors, committees, and task forces.

Consultation. The Board President should consult broadly about the current status and future resource needs of committees and task forces, and the performance and potential of prospective appointees. Consultation should include the President, CEO, Chairs, staff liaisons and leadership database.

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

Other Considerations

Size and Composition. Sizes for committees and task forces should generally be stated in ranges, to provide flexibility. Entities that typically conduct business by voting should have an odd number of members to break tie votes. Operating committees and task forces should have a mix of Directors and non-Directors, where appropriate.

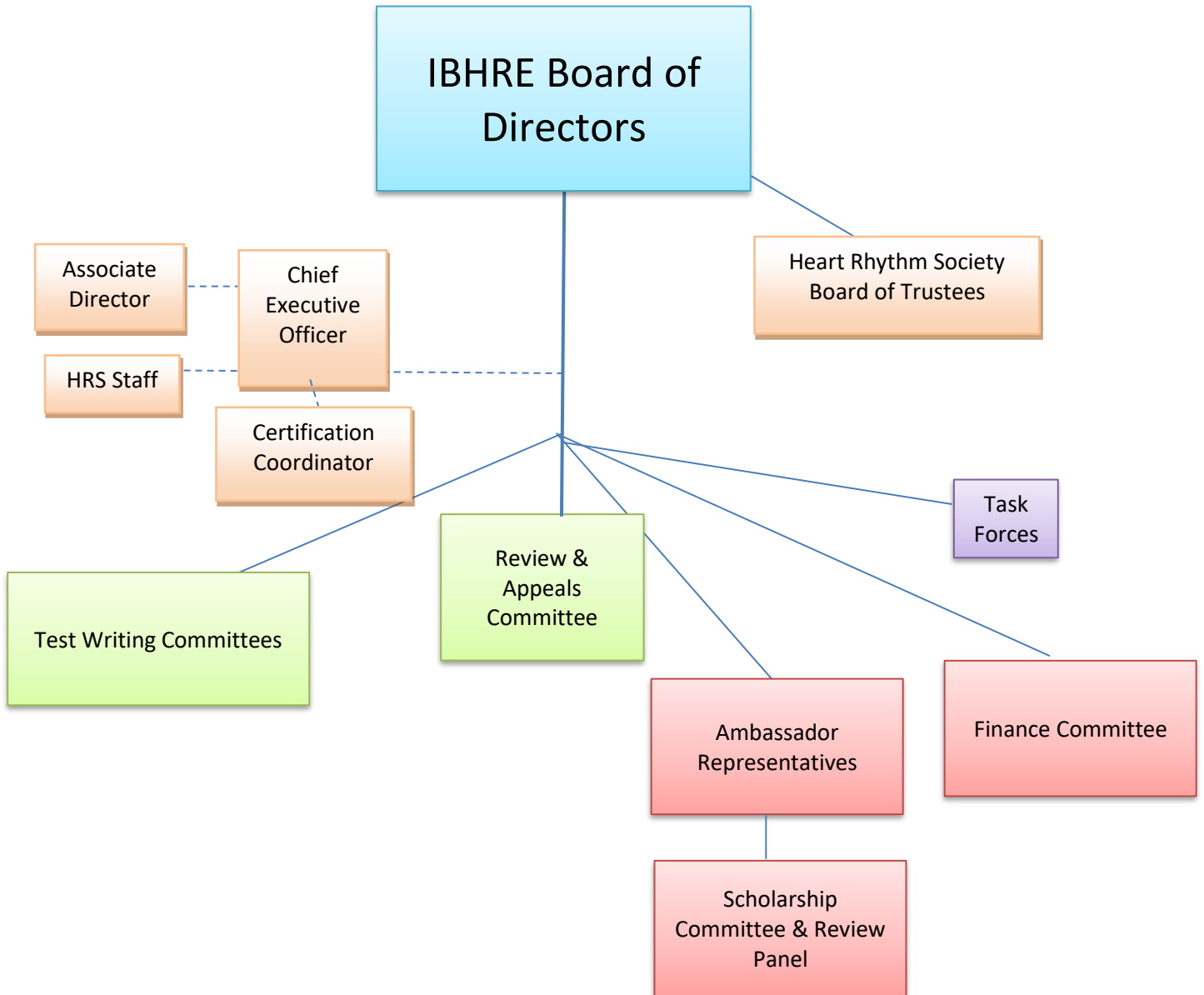
Board Liaisons. A Board Liaison should be assigned to each operating committee and task force. The Board Liaison role is distinct from the role of a committee member, as defined in their respective job descriptions.

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

Officers. In general, Officers may be assigned to committees or task forces outside their ex officio appointments in cases where they have specific expertise or experience that is unavailable in other subject matter experts.

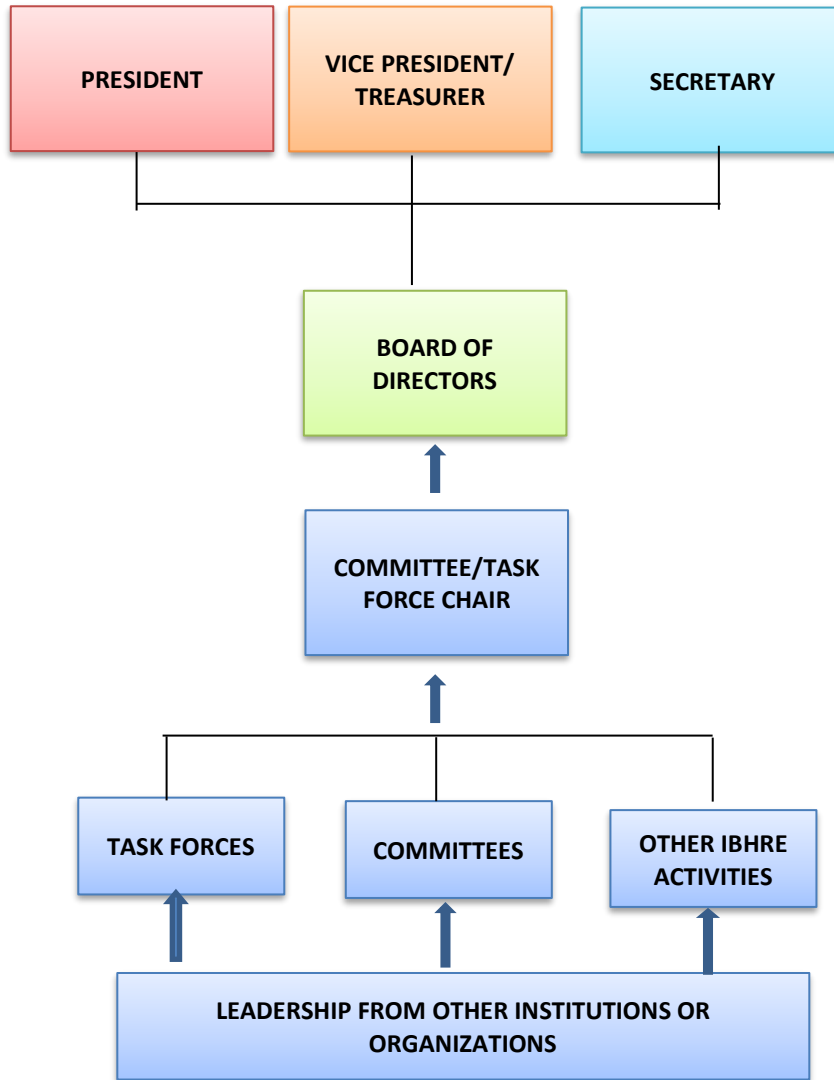
Vice Chairs. Where applicable, committees and task forces can have a Vice Chair to assist the Chair with committee management and leadership development.

STRUCTURE



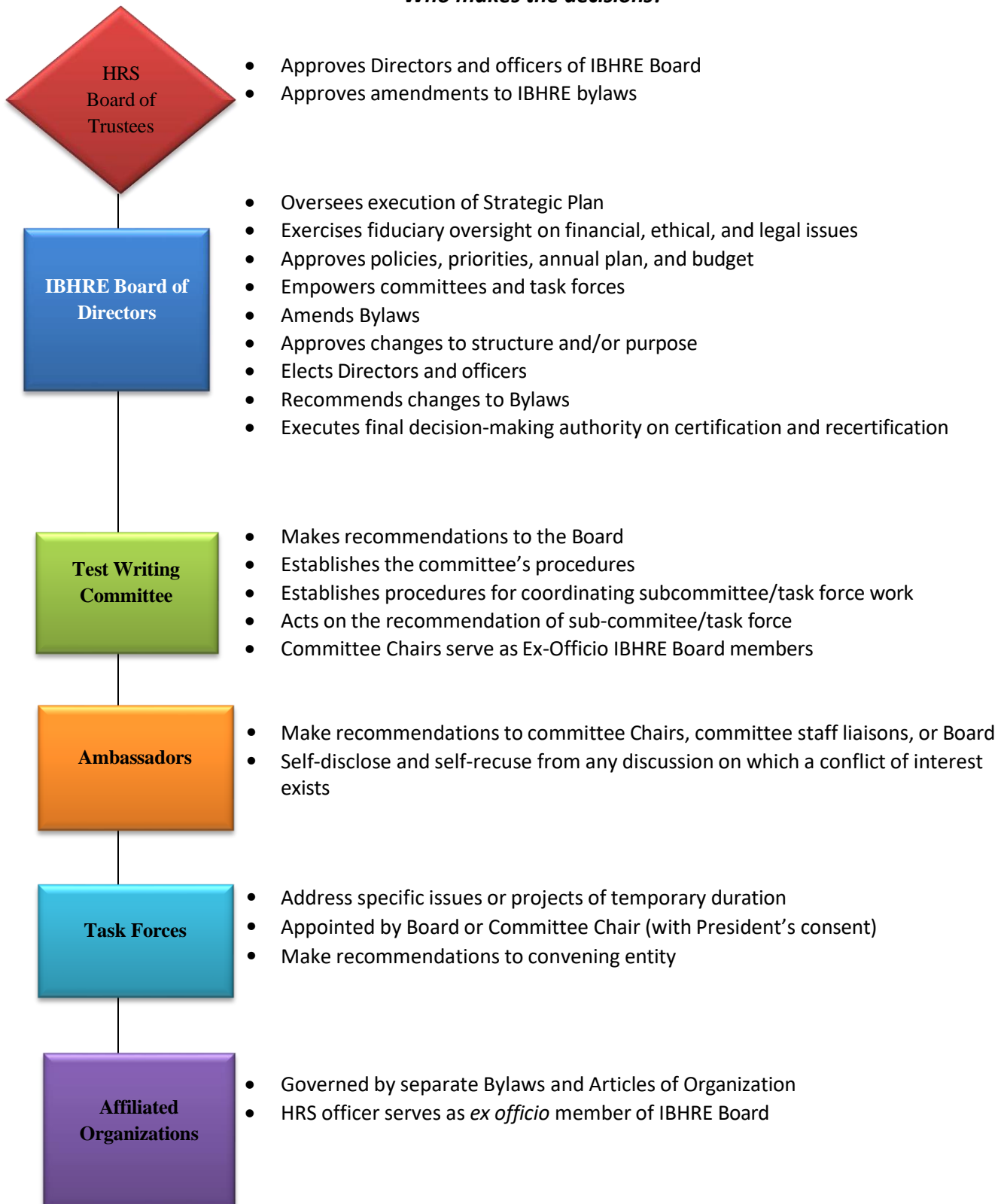
IBHRE SUCCESSION PLAN

Interested in climbing IBHRE's Leadership ladder while expanding your knowledge and skillset? See below for an example of IBHRE's succession plan:



IBHRE DECISION MAKING AUTHORITY

Who makes the decisions?



HISTORY

Dr. Seymour Furman and the Founding of IBHRE (formerly NASPEExAM)

Dr. Seymour Furman was the first to recognize the usefulness of pacing the heart endocardially, which ultimately led to the development of an entirely new discipline of clinical cardiac electrophysiology.

After serving as a naval surgeon in the early 1960s, he embarked on a clinical career at Montefiore Medical Center where he directed the pacemaker program until 1994. He also became a Professor of Medicine and Surgery at the Albert Einstein College of Medicine. A pioneer in cardiac rhythm management, much of his work was supported by the National Institutes of Health leading to the development of clinical cardiac electrophysiology.

Among Dr. Furman's contributions were the founding of some of the earliest pacemaker clinics, the demonstration that mercury-zinc cells destroy pacemaker circuitry, and the establishment of a database and statistical analysis of patient and hardware survival. The numerous awards for his work include Distinguished Service Award from Intersociety Commission for Heart Disease Resources; Pioneer in Pacing Award; and Distinguished Scientist Award from the ACC, among many others.

His work in medicine was rivaled by his service in countless organizations. In 1977, Dr. Furman co-founded, along with J. Warren Harthorne, Dryden Morse, and Victor Parsonnet, the North American Society of Pacing and Electrophysiology (NASPE), eventually becoming its president in 1981. In 1984, he conceptualized the need for competency certification exams. On October 11, 1984, Past Presidents of NASPE met concerning the design of a certification exam and agreed that this initiative should be pursued. In 1985, this effort would become NASPEExAM, now IBHRE. Dr. Furman acted as President of NASPEExAM through 1998.

Dr. Furman was a prolific academic writer as well. Having published over 400 manuscripts and book chapters, over 100 editorials in PACE, and over 800 abstracts and over 1000 oral presentations. He coauthored the first American book on cardiac pacing, "A Practice of Cardiac Pacing", which was published in three successive editions.

Not only was he an excellent scientist, Dr. Furman also had a loving family. A father of three, he was married for more than 45 years. Dr. Furman remained an active physician until his death on February 20, 2006, from complications due to cardiovascular disease.

Please visit IBHRE's website at <https://www.ibhre.org/About-IBHRE/History> for detailed information.

IBHRE CODE OF ETHICS & LEADERSHIP POLICIES

IBHRE Code of Ethics

The International Board of Heart Rhythm Examiner's (IBHRE) Code of Ethics outlines the expectations regarding the behavior of its candidates and certified professionals in the field of cardiac pacing and cardiac electrophysiology. Examples of unethical behavior and potential sanctions to be enforced by the IBHRE governing body in the event an exam candidate or certified professional is found guilty of unethical or illegal behavior are included.

I. IBHRE Code of Ethics

The International Board of Heart Rhythm Examiners holds all of its certified individuals and volunteer leaders working in the field of cardiac pacing and cardiac electrophysiology to the following responsibilities:

- A. Uphold the values, ethics, and mission of the profession and IBHRE;
- B. Conduct all personal and professional activities with honesty, integrity, respect, fairness, good faith, and competence in a manner that will reflect well on the profession and IBHRE;
- C. Comply with all laws and regulations of the jurisdictions in which the professional conducts his/her activities;
- D. Maintain competence and professional proficiency by undertaking IBHRE's professional assessment and continuing education programs;
- E. Respect professional confidences and comply with all laws pertaining to patient confidentiality and disclosure;
- F. Enhance the dignity and image of the profession and IBHRE through positive personal actions; and
- G. Be truthful, candid, and compassionate in all professional communications with patients and others in the practice of cardiac pacing and electrophysiology, and avoid information that is false, misleading inflammatory and/or deceptive, or information that would create unreasonable expectations.

IBHRE endorses and hereby incorporates by reference the Code of Ethics of the Heart Rhythm Society, as relevant to certified individuals and volunteer leaders in their work for IBHRE, and in their practices and activities in the fields of pacing and electrophysiology. The Code of Ethics of the Heart Rhythm Society can be found at www.HRSONline.org.

II. Ethical Behavior of Volunteer Leaders & Staff

IBHRE holds all its stakeholders, most particularly volunteer leaders, staff, contractors, and other agents representing IBHRE to the following responsibilities:

- A. Act only within the scope of authority as specified in the bylaws and written policies of IBHRE;
- B. Make only commitments that an individual is authorized to make or that IBHRE can make without violating established practices and policies;
- C. Avoid the exploitation of professional relationships or positions in the organization, whether elected or appointed, for personal gain;

- D. Respect professional confidences and protect the confidentiality of IBHRE information, including intellectual property, candidate identities, score results information, personnel information, and other information as articulated in the IBHRE Confidentiality Policy;
- E. Refrain from using association with IBHRE to promote or endorse external products or services; and
- F. Accept no gifts or benefits offered with the expectation of influencing a decision when conducting business on behalf of the organization.

III. Cause for Sanctions from IBHRE

IBHRE may issue sanctions in the event an exam candidate or certified individual:

- A. Is found to have falsified or misrepresented any personal or demographic information provided on an exam application or otherwise requested by IBHRE;
- B. Misrepresents or misuses an IBHRE credential;
- C. Is found and proven guilty of cheating on an IBHRE certification examination;
- D. Is found and proven guilty of assisting others to cheat on a certification examination;
- E. Is found in possession of IBHRE examinations, test items or any other confidential and proprietary materials without direct authorization from IBHRE;
- F. Is convicted of a crime, or has undergone limitation, sanctions, revocation, or suspension by a professional health care organization, licensing board or any other private or governmental body related to cardiac care or public health safety; or
- G. Is found guilty of gross or repeated negligence or malpractice in professional practice by a medical review board or court of law.

IV. Sanctions

IBHRE may issue sanctions that include, but are not limited to:

- A. Present and/or future denial of initial certification or recertification;
- B. Revocation of current certification credential(s), with the requirement to discontinue use of all claims to certification and return of any certificates issued by IBHRE;
- C. Legal action in the event the individual fails to comply with sanctions exercised by IBHRE or has perpetrated financial or other legally defensible damages against the organization.

V. Agreement to Confidentiality

Candidate and Certified individuals

By submitting (or having submitted) an application to take an IBHRE certification examination, exam candidates and certified individuals agree that they shall not disclose confidential information (whether

oral or written in any form of media) related to, provided by or discussed during the examination, or any other information identified as confidential. Exam candidates acknowledge that test questions appearing on the examination are the confidential information and copyrighted proprietary property of IBHRE, and are not to be copied, reproduced, or disclosed to others.

IBHRE certified individuals and exam candidates should further understand that the signature provided on the exam application constitutes binding acceptance of these conditions.

Failure to comply with this confidentiality agreement may result in sanctions as articulated under Section III of this Code of Ethics and determined to be appropriate by an official review panel appointed by the IBHRE Board of Directors.

Contributors, Staff, and Contractors

IBHRE expects and requires all contributors, staff, and contractors to keep confidential any sensitive or proprietary business-related information belonging to IBHRE which has not been released to the public domain or generally made known to all stakeholders. Such information includes, but shall not be limited to:

- Terms, conditions, fee schedules or other information termed as ‘confidential’ in a contract or other written agreement made between IBHRE and another party;
- Delivery of a Request for Proposal pertaining to change in vendor where the current vendor is not included in bidding process;
- Unapproved financial records including budgets, statements and balance sheets including any information which may disclose the salary or compensation of IBHRE employees or contractors; and
- Pending decisions, deemed confidential, which have not been approved or made public by the IBHRE Board of Directors.

Signed Agreement to Comply

IBHRE contributors shall be required to sign a Confidentiality Agreement for so long as they serve in their respective capacity with IBHRE. Staff and contractors shall sign a Confidentiality Agreement upon hire. Agreements will be distributed for signature by the CEO. All signed agreements will be kept in a permanent record that will be maintained on the premises of IBHRE headquarters.



Leadership Policies

To access IBHRE’s leadership policies such as the Conflict of Interest Policy and the Impartiality Policy, go to IBHRE’s website at <https://ibhre.org/about-ibhre/policies>. You may also contact staff at info@ibhre.org to request policy documents.

GOVERNANCE CHARGES

IBHRE Board of Directors Charge

<u>Number of Members</u>	Maximum of 15
<u>Purpose</u>	To govern IBHRE, protect the organization’s image and assets, and be the moral voice of its certified professionals
<u>Composition</u>	Board members must be members of the Heart Rhythm Society (with the exception of the Public Member) in good standing and cannot be industry employees. At least one Board member holds the title of Public Member. The President of HRS holds the position of ex-officio.
<u>Method of Appointment</u>	Directors are determined through a slate of candidates assembled by the IBHRE Board of Directors and supporting staff. The number of candidates shall equal the number of available seats and an equal number of alternates. The selected slate of candidates is submitted to the HRS Board of Trustees for approval by a majority vote at the time of its annual meeting.
<u>Accountable to</u>	IBHRE Board of Directors, IBHRE Stakeholders, Staff Liaison, CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	Each Director serves for a term of three years. The President of HRS shall serve for a term of one year to commence immediately following the annual Board meeting in May. Directors’ terms are staggered to the greatest extent possible; taking into consideration any Director serving ex-officio, one-third of the Directors of the corporation are elected each year. Terms generally begin June 1 st and end in three years on May 31 st (with consideration for reappointment).
<u>Meeting Frequency</u>	One in-person meeting is scheduled at the location of the Heart Rhythm Society’s Annual Meeting. Three to four conference calls or webinar meetings are held throughout the year to approve budget and discuss strategic initiatives.
<u>Travel</u>	Travel to the Heart Rhythm Society’s Annual Meeting is generally not covered by IBHRE, unless under special circumstances. The Public Member’s travel to attend the IBHRE Annual Business Meeting is reimbursed based upon the budget.

Responsibilities

The Board of Directors is the ultimate governing authority of the IBHRE. The Board is expected to legally act in the best interest of IBHRE, avoid conflicts of interest and respect corporate authorities.

It is the responsibility of the Board to:

- Establish and oversee execution of a strategic plan consistent with IBHRE's mission, vision, and strategic goals
- Exercise fiduciary oversight of the IBHRE's financial, ethical, and legal affairs
- Approve IBHRE's annual operating and capital plans and ensure adequate human and financial resources are available to implement the plans
- Ensure that IBHRE's programs and services effectively attract, engage, and retain examinees
- Establish and advocate policies that serve the best interests of certified professionals

To carry out its responsibilities the Board will exercise decision making authority to:

- Approve strategic initiatives
- Establish policies, standards, and procedures
- Empower committees and task forces to carry out the examination scheme and act on recommendations
- Retain and advise a senior executive to manage IBHRE program and operations
- Ensure that the Board consists of diverse skills and backgrounds, and works effectively as a team
- Regularly monitor its own effectiveness and adopt leadership development plans for the Board and committees
- Ensure a succession of capable and effective volunteer leaders
- Execute final decisions on certification and recertification

Finance Committee Charge

<u>Number of Members</u>	Three (3) members
<u>Purpose</u>	To monitor IBHRE’s finances and develop the budget in collaboration with the CEO
<u>Composition</u>	The Finance Committee shall be chaired by the IBHRE Treasurer and at minimum include two other BoD members, each serving a one-year term. Committee members may be reappointed to consecutive and non-consecutive terms without limit while serving on the BoD.
<u>Method of Appointment</u>	Members volunteer and are appointed by IBHRE’s President. IBHRE’s Treasurer is automatically appointed as Chair.
<u>Accountable to</u>	IBHRE BoD, CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	One year (may be reappointed consecutive years)
<u>Meeting Frequency</u>	Two conference calls per year
<u>Travel</u>	None
<u>Responsibilities</u>	<ul style="list-style-type: none">• Develop the annual budget• Be familiar with, review periodically, and monitor the organization’s annual budget• Ensure funds are being expended accordingly• Monitor debt and debt payback• Identify potential problems• Ensure financial reporting requirement• Identify any illegal, unethical, or incompetent financial dealings engaged by staff, BoD, or other parties• Participate in the annual audit as necessary• Adhere to roles and responsibilities listed in IBHRE’s Investment Policy• Be familiar with and review financial policies annually

NOTE: Refer to IBHRE’s Financial Policies document for additional information.

IBHRE Test Writing Committee Charge

<u>Number of Members</u>	Minimum of 10 members
<u>Purpose</u>	To improve the quality of knowledge of heart rhythm professionals through the development and delivery of certification examinations
<u>Composition</u>	<p>Members may include Directors of the IBHRE Board and members of HRS. Membership in the Heart Rhythm Society is encouraged for committee members, but not required. Industry employees are not permitted to join IBHRE's Test Writing Committees. Members shall have successfully passed the examinations for which they are writing questions.</p> <p>Committees include the Allied EP Test Writing Committee (for both Physicians and Allied Professionals), Physician EP Test Writing Committee (Physicians only), the Pacing Test Writing Committee (for both Physicians and Allied Professionals), and the Device Remote Monitoring Test Writing Committee.</p>
<u>Method of Appointment</u>	Members shall be appointed by the Board in consultation with the Committee Chair and CEO.
<u>Accountable to</u>	Committee Chair, the IBHRE Board of Directors, Staff Liaison, and CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	<p>Members of the Writing Committees shall be elected to serve for a three (3) year term and may be elected to serve for three (3) consecutive terms unless such requirement is expressly waived by vote of the Board of Directors. Note: Active participation as an item writer provides an exemption from IBHRE-C3 requirements. Effective September 28, 2021, the period to be excluded from this requirement is one (1) year after no longer serving on the committee.</p>
<u>Meeting Frequency</u>	Test Writing Committees meet at the request of the IBHRE Board, Committee Chairs, and the contracted testing services vendor (currently Prometric). If applicable, one on-site meeting and three test development meetings/reviews (via conference call or webinar) will be held per year. The Writing Committees may hold and conduct meetings, provide notices, and otherwise generally conduct themselves in the same manner as applies to other IBHRE Committees.
<u>Travel</u>	If travel is required to accommodate onsite test development meetings at the testing agency, travel expenses will be covered by IBHRE. Travel to the Heart Rhythm Society's Annual Meeting is not covered by IBHRE.

Responsibilities

With the guidance of a contracted test development vendor, Test Writing Committees are responsible for defining test objectives and specifications, developing examination blueprints, helping ensure test questions are unbiased, determining test format, considering supplemental test materials, writing and reviewing test questions, and partaking in the scoring process with statisticians and test developers. All committee members are required to sign a confidentiality agreement to protect the security of the examination.

In addition to carrying out stated responsibilities, the Committees will:

- Be informed about and support the Board of Director's mission to govern IBHRE, protect the organization's image and assets and be the moral voice of its certified professionals
- Carry out specific directions of the Board and take act on policies or when the Board directs the committees to do so
- Plan, execute and oversee examinations for physicians and allied professionals
- Facilitate dialogue between IBHRE and cardiac arrhythmia representatives on issues of mutual interest, as appropriate
- Be informed about and support the IBHRE's mission, services, policies and programs
- Take on special assignments as necessary to advance the work of the Committee
- Keep up to date on developments in the field
- Follow conflict of interest and confidentiality policies as established by IBHRE

Decision Making Authority

- Make recommendations to the Board
- Establish the committee's procedures
- Establish procedures for coordinating subcommittee work
- Act on the recommendation of subcommittee

IBHRE's policy for item writers reads as follows:

You agree that you are not currently providing test preparation training or materials that teach directly to the exam and are intended to help examinees pass this test, and that you have not contracted or agreed to provide such training from the date of this agreement. Furthermore, you agree to defer from teaching or developing exam preparatory materials until two years have passed following the completion of your IBHRE term; teaching and developing exam preparatory materials is prohibited prior to two years following completion of your IBHRE term of service.

You are prohibited from using any IBHRE materials other than those publicly available (such as the exam content outline) following completion of your term.

IBHRE Review and Appeals Committee Charge

Number of Members

Five (5) members

Purpose

To define the process by which appeals, grievances and complaints from exam applicants, candidates and certified professionals will be addressed and reviewed. Appeals may be applied to any decision made by the IBHRE as it applies to an applicant, candidate or a certified professional, including, without limitation, to the following:

- Declined exam application
- Failing score on an exam
- Denial or revocation of certification for any reason
- Action in response to a test center complaint
- Failure to meet Professional Development Activities requirements

Composition

Two representatives of the Electrophysiology Test Writing Committee (the committee chair and one appointed member from that committee), two representatives of the Cardiac Pacing Test Writing Committee (one committee chair and one appointed member of that committee). Additionally, a Chair of the Review and Appeals Committee shall be duly appointed to serve as the head of the Review and Appeals Committee and as liaison between the Board of Directors of IBHRE and the Appeals Committee.

Method of Appointment

Board of Directors

Accountable to

Board of Directors, Committee Chairs, Staff Liaison, and CEO

Strategic Plan Alignment

IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.

Term of Office

No term limit

Meeting Frequency

Meetings shall convene by conference call as appeals are submitted. The deliberations of the Review and Appeals Committee, and any hearing with respect to the matter, shall take place within ninety (90) days following receipt by IBHRE of the appellant's written claim. The

final determination of the Review and Appeals Committee and its written decision shall be completed within thirty (30) days following its determination or the completion of the hearing, as the case may be.

Responsibilities

The Committee shall uphold the standards and policies of IBHRE with respect to applicants, exam candidates and certified professionals, and to provide such persons with fair and objective due process in the event they disagree with decisions made by IBHRE.

Conflicts of Interest

Each member of the Review and Appeals Board shall be required to certify in writing with respect to each claim, that he or she does not have a conflict of interest with regard to that claim. In the event that a member or members of the Review and Appeals Committee does have a conflict, based upon the facts or circumstances of the claim, including employment or other affiliations of the appellant, then the Board of Directors in conjunction with the acting Chair of the Review and Appeals Committee shall select a substitute member or members to hear and decide upon that claim.

Authority

The Review and Appeals Committee shall act by majority vote. Absent manifest error, arbitrariness or capriciousness in rendering a decision, or failure to follow sanctioned appeals procedures, all as determined by the Board of Directors of IBHRE in their discretion, the decisions of the Review and Appeals Committee shall be final and binding on the appellant and IBHRE.

Additional Responsibilities

The Chair of the Review and Appeals Committee may informally review questions or concerns brought forward by IBHRE staff regarding any issue or discrepancy which may arise on an application. The Chair may refer the question or concern to any other member of the Review and Appeals Committee as it pertains to their respective certification scheme for further deliberation. The Chair will be responsible for communicating any decision or point of clarification resulting from the

deliberation to the IBHRE staff. Should a need for policy change result from such deliberations, the Chair will be responsible for reporting the proposed change to the Board of Directors. All changes in policy shall require action by the Board of Directors of IBHRE.

Decision Making Authority

- Make recommendations to the Board
- Establish procedures for coordinating work
- Act on recommendation of the IBHRE Board and Test Writing Committee

IBHRE Ambassador Charge

<u>Purpose</u>	To advocate and represent the IBHRE's interest with designated external organizations
<u>Composition</u>	Members shall consist of IBHRE certified professionals, both clinical and industry, physicians and allied professionals. Heart Rhythm Society membership is not required.
<u>Accountable to</u>	Board of Directors, President, Staff Liaisons Exam Coordinator and CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Term of Office</u>	Ambassadors shall serve for unlimited terms.
<u>Meeting Frequency</u>	A minimum of one conference call or webinar will be held annually with IBHRE staff. IBHRE Ambassadors may personally meet with prospective examinees in their geographic region at their discretion.
<u>Travel</u>	No travel is required. Travel to the Heart Rhythm Society's Annual Meeting is not covered by IBHRE.
<u>Responsibilities</u>	<p>IBHRE Ambassadors serve a fundamental role in advancing the mission of IBHRE by advocating for IBHRE certification and offering guidance to prospective examinees. This will be done with the guidance and support from the IBHRE Board, Committees, and staff. In addition to carrying out stated responsibilities, IBHRE Ambassadors will:</p> <ul style="list-style-type: none">• Be informed about IBHRE's Strategic Plan, Board policies and annual priorities• Serve as IBHRE's official representative and spokesperson within approved boundaries• Discuss and obtain approval from the designated staff liaison prior to presenting an IBHRE position to an external group• Comply with the IBHRE's conflict of interest and code of conduct policies, including:

- Completing IBHRE’s disclosure form, and proactively updating personal disclosure information whenever material changes in circumstances require
- Signing IBHRE’s *Volunteer Code of Conduct*
- Include appropriate IBHRE staff on all committee-related communications, including new topics that will require IBHRE input or resources
- Report external activities and discussions to the staff liaison, Chair as appropriate
- Actively promote IBHRE certification and support its staff
- Perform other duties as directed by the Board

Decision Making Authority

- Make recommendations to committee Chairs, committee staff liaisons, or Board
- Self-disclose and self-recuse from any discussion on which a conflict of interest exists

Limitations

Ambassadors are strictly prohibited from advocating on behalf of any company or other entity with which they have a financial relationship. Ambassadors are explicitly required to identify any such conflict of interest at the beginning of all related discussions. Ambassadors are not authorized to enter into binding agreements with external organizations on behalf of the IBHRE.

IBHRE Scholarship Committee and Review Panel Charge

<u>Number of Members</u>	Maximum of 10 members
<u>Purpose</u>	To develop guidelines and procedures for IBHRE’s Scholarship program review applications, and select scholarship recipients
<u>Composition</u>	Ambassadors
<u>Method of Appointment</u>	Committee contributors are taken from the Ambassador committee at large. They are presented to the Scholarship Committee Chair and approved by the Ambassador Committee Chair and BOD President
<u>Accountable to</u>	IBHRE Board of Directors and CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure the scholarship program reflects IBHRE’s strategic plan
<u>Term of Office</u>	Two years
<u>Meeting Frequency</u>	Two conference calls per year
<u>Travel</u>	None required
<u>Responsibilities</u>	<p>In collaboration with other committee members:</p> <ul style="list-style-type: none">• Develop guidelines and procedures for the application process• Develop guidelines and procedures for the review process• Review applications• Recommend recipients based upon applications by specified deadline• Participate on conference calls
<u>Removal</u>	<p>Removal from a committee may result from:</p> <ul style="list-style-type: none">• Member resignation• Expiration of office term• Violation of volunteer disclosures and committee confidentiality agreement• Failure to complete reviews and attend scheduled conferences

IBHRE Task Force Charge

<u>Number of Members</u>	Minimum of five members, or as determined by IBHRE’s President or CEO
<u>Purpose</u>	To represent the IBHRE’s interests, and work in partnership with the Chair and staff liaison to fulfill the charge of the reporting/designated committee
<u>Composition</u>	Members may include industry and clinical certified professionals. Non-IBHRE certified applicants who meet criteria will also be considered on a case-by-case basis.
<u>Method of Appointment</u>	Members shall be appointed by the Board or recommending committee in consultation with the CEO
<u>Accountable to</u>	IBHRE Board of Directors, Committees, Staff Liaison, and CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	Generally, one-year and may vary according to needs/terms of the organization
<u>Meeting Frequency</u>	The Task Force shall meet at the request of the IBHRE Board, Committee, or staff. Meetings will be held via conference call or webinar. The Task Force may hold and conduct meetings, provide notices, and otherwise generally conduct themselves in the same manner as applies to existing IBHRE Committees (albeit, within the task force change).
<u>Travel</u>	If travel is required to accommodate planning meetings, travel expenses will be covered by IBHRE in accordance with IBHRE’s budget. Travel to the Heart Rhythm Society’s Annual Meeting is not covered by IBHRE.
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about the IBHRE’s Strategic Plan, annual priorities and charge of the reporting entity• Be informed about the annual objectives, work plan and timeline for the task force’s activities• Work collaboratively with the chair and staff to achieve the task force’s goals and objectives• Participate actively and constructively in all meetings, including contributing to task force deliberations by being familiar with distributed materials

- Respond to email notifications and solicitations in a timely manner
- Maintain the confidentiality of deliberations and materials
- Contribute to the timely completion of products and deliverables, including meeting deadlines
- Volunteer for special assignments when able
- Comply with the IBHRE’s conflict of interest and code of conduct policies, including:
 - Completing the IBHRE’s disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require
 - Completing with the Chair’s request to self-recuse from participating in discussions, meetings/calls and/or voting as appropriate
 - Signing IBHRE’s *Volunteer Code of Conduct*
- Comply with the IBHRE’s travel and expense reimbursement policies

Decision Making Authority

- Make recommendations to committee Chairs, committee staff liaisons, or Board
- Self-disclose and self-recuse from any discussion on which a conflict of interest exists

Limitations

Members are strictly prohibited from advocating on behalf of any company, or other entity with which they have a financial relationship. Members are explicitly required to identify any such conflict of interest at the beginning of all related discussions. Members are not authorized to enter into binding agreements with external organizations on behalf of the IBHRE.

PART II: IBHRE GOVERNANCE JOB DESCRIPTIONS



IBHRE Board of Director Job Description

<u>Term of Office</u>	Three (3) years (Directors may be re-elected for consecutive terms.)
<u>Method of Appointment</u>	A Director is elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees by written or electronic mail ballot, per IBHRE Bylaws.
<u>Accountability</u>	Report to: IBHRE Board Key relationships: Board members, CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To act in the best interest of the IBHRE as a whole and to exercise the legal duties of nonprofit stewardship: 1) be faithful to the IBHRE's mission; 2) exercise due diligence; and 3) give undivided allegiance to the IBHRE when making decisions affecting the organization.
<u>Responsibilities</u>	<p><i>As a Steward of the IBHRE</i></p> <ul style="list-style-type: none">• Be informed about and support IBHRE's mission, services, policies and programs• Be informed about and support the Board of Directors mission to govern the IBHRE, protect the organization's image and assets, and be the moral voice of its members• Champion the IBHRE's programs and interests• Take an active role in identifying and developing future leaders• Participate in fundraising activities• Keep up to date on developments in the field <p><i>As an Ethical Role Model</i></p> <ul style="list-style-type: none">• Strictly adhere to the IBHRE's conflict of interest and confidentiality policies outlined in the Bylaws and the Code of Ethics, including:<ul style="list-style-type: none">○ Completing the IBHRE's disclosure form, and proactively updating personal disclosure information whenever material changes in circumstances require○ Signing the IBHRE's <i>Volunteer Code of Conduct</i>○ Signing the Board Service Agreement• Maintain the confidentiality of the Board's deliberations and materials <p><i>As a Board Member</i></p> <ul style="list-style-type: none">• Attend regular and special Board meetings, and support other IBHRE functions

- Review agendas and material prior to meetings, and come prepared to participate
- Assist the Board in carrying out its fiduciary responsibilities, including reviewing financial statements and asking questions
- Serve as a Board Liaison to at least one committee, subcommittee, or task force
- Take on special duties, including task force assignments, at the request of the President

Decision Making Authority

- Vote on matters duly brought before the Board
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of the discussion

Qualifications

- Demonstrated effectiveness on IBHRE committees, subcommittees, or task forces
- Demonstrated leadership capabilities
- Willingness and ability to make the time commitment required and be accountable for results
- Honesty and integrity
- Big-picture mindset; ability to think strategically, creatively and with a future-focused perspective
- Interpersonal skills: ability to listen, be open-minded, respectful, and articulate
- Analytical skills: ability to evaluate data and exercise sound judgment
- Teamwork skills: ability to work effectively with and through others
- Responsiveness

NOTE: Refer to IBHRE Bylaws for additional information.

Directors serve without compensation. Directors may not be prevented from serving the corporation in any other capacity and receiving compensation for any such services.

IBHRE Board Liaison Job Description

<u>Term of Office</u>	As appointed (on an IBHRE Committee or task force) while serving as a member of the Board
<u>Method of Appointment</u>	Members shall be appointed by the President, in consultation with the CEO.
<u>Accountability</u>	Report to: Board Key Relationships: the designated committee or task force, its Chair, and staff liaison(s)
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To foster communication about the IBHRE's strategic goals and priorities, and mentor the next generation of volunteer leaders
<u>Responsibilities</u>	<ul style="list-style-type: none">• Serve as a link to the Board and its activities• Educate others about the IBHRE's Strategic Plan, Board actions and decision-making rationale, and strategic trends affecting the organization• Serve as a resource for information about the IBHRE's staff and volunteer structure (who does what), and business processes/procedures (how things get done), including nominations and appointments• Encourage innovative thinking and a future focus in committee, subcommittee, or task force deliberations• Act as a sounding board and advisor to current and emerging volunteer leaders, including Chairs, Vice Chairs and Co-Chairs to help them strengthen their effectiveness, develop their leadership skills, and maximize their contribution to the IBHRE's mission• Help the committees identify and/or assess potential candidates for Board, officer, committee, and task force assignments
<u>Decision Making Authority</u>	Make recommendations to Chairs, members, staff, and the Board
<u>Qualifications</u>	Currently serving Director or Officer

IBHRE President Job Description

<u>Term of Office</u>	One (1) year term with consecutive appointments available
<u>Method of Appointment</u>	The President shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.
<u>Accountability</u>	Report to: Board of Directors and Staff Liaison, CEO Key relationships: Vice President, Secretary, CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To enhance the organization's reputation and credibility, ensure progress in implementing the Strategic Plan, and foster an environment that attracts and energizes outstanding volunteer leaders
<u>Responsibilities</u>	<p>Ex-Officio Assignments:</p> <ul style="list-style-type: none">• Preside as Chair of the following entities:<ul style="list-style-type: none">○ Board of Directors○ Business meetings of IBHRE• Serve as a member of the following entities:<ul style="list-style-type: none">○ Test Writing Committee○ General Committees (when applicable)○ Task Force Groups (when applicable) <p><i>Other Duties</i> <i>As President</i></p> <ul style="list-style-type: none">• Serve as IBHRE'S official representative and spokesperson• Communicate regularly with the Board about Committee activities and other important issues• Work in partnership with the CEO to oversee implementation of the Strategic Plan, ensure effectiveness and plan for future development• Ensure compliance with Board policies and procedures and all relevant legal and ethical standards, including policies and standards governing corporate relationships• Act as a mentor and coach to emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization• Appoint task forces as necessary and delegate activities to committees and subcommittees, with Board approval• Participate in advocacy and fundraising activities at the request of IBHRE or the CEO• Consult with the Board Officers and Executive Officer on the appointment of incoming committee Chairs and members

- Attend HRS meetings as necessary
- Perform other duties as directed by the Board

Decision Making Authority

- Convene meetings
- Appoint task forces
- Enforce conflict of interest policies, including requiring Directors’ or Officers’ recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Approve formal IBHRE communications
- Make recommendations on work processes and volunteer assignments

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed, as well as to review documents and discuss issues with the CEO (Busiest times of the year are prior to Board meetings and the budget preparation cycle.)

Qualifications

Professional

- Nationally recognized leader
- Broad-based clinical knowledge and experience
- Ability to champion the best interests of the organization as a whole
- Effective communicator
- Ability to work with, and build consensus among, diverse groups
- Demonstrated effectiveness on IBHRE committees, subcommittees, or task forces
- Access to sufficient local resources, including effective administrative staff, to be able to accommodate presidential demands such as last-minute travel and phone calls during day

Personal

- Polished presence
- Honesty and integrity
- Willingness and ability to make the time commitment required and be accountable for results
- Open-mindedness
- Flexibility

IBHRE Vice President Job Description

<u>Term of Office</u>	One (1) year term with consecutive appointments available
<u>Method of Appointment</u>	The Vice President shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.
<u>Accountability</u>	Report to: Board of Directors and Staff Liaison, CEO Key relationships: Board President, Vice President, Secretary, CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To assist the IBHRE Board President and strengthen leadership skills in preparation for becoming President
<u>Responsibilities</u>	Serve as a member of the following entities: <ul style="list-style-type: none">○ Board of Directors○ General Committees (when applicable)○ Task Force Groups (when applicable) <i>Other Duties</i> <i>As Vice President</i> <ul style="list-style-type: none">● Assist the President in the execution of his or her duties● Act as a representative or spokesperson for the organization at the President's request● Perform the duties of the President in the President's absence or incapacity including completing the Presidential term in the event of a vacancy● Act as a mentor and coach to emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization● Proactively strengthen professional networks and leadership skills in preparation for assuming the office of President● Appoint committee Chairs and members, in consultation with the outgoing President, according to leadership development and succession planning procedures● Perform other duties as directed by the Board or the President
<u>Decision Making Authority</u>	<ul style="list-style-type: none">● Convene meetings● Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion

- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Approve final work products and formal communications
- Make recommendations on work processes and volunteer assignments

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed, as well as to review documents and discuss issues with the CEO (Busiest times of the year are prior to Board meetings and the budget preparation cycle.)

Qualifications

Professional

- Demonstrated leadership capabilities
- Strong professional stature and reputation
- Broad-based clinical knowledge and experience
- Ability to champion the best interests of the overall organization
- Effective communicator
- Ability to work with and build consensus among, diverse groups
- Demonstrated effectiveness on IBHRE committees, subcommittees, or task forces
- Access to sufficient local resources, including well-organized administrative staff, to be responsive

Personal

- Polished presence
- Honesty and integrity
- Willingness and ability to make the time commitment required and be accountable for results
- Open-mindedness
- Flexibility

IBHRE Treasurer Job Description

Term of Office

One (1) year term with consecutive appointments available.

Method of Appointment

The Treasurer shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.

Accountability

Report to: Board of Directors and staff liaison, CEO

Key relationships: Board President, CEO, HRS Chief Operating/Financial Officer

Strategic Plan Alignment

IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.

Purpose

To ensure the Board's ability to discharge its fiduciary duties

Responsibilities

Serve as a voting member of the following entity:

- Board of Directors

Other Duties as Treasurer

- Serve as financial officer of the organization
- Work with the CEO and HRS Chief Operating Officer to ensure that accurate financial records are maintained and that appropriate financial reports are made available to the Board on a timely basis
- Assist the CEO and Chief Operating Officer in preparing and presenting the annual budget to the Board for approval
- Ensure compliance with all relevant legal and regulatory requirements and ethical standards
- Ensure that the organization's assets are protected, expended, and invested according to the Board policies and procedures
- Monitor adherence to financial policies and, when applicable, recommend financial policies to the Board for approval

- Act as a mentor and coach to emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization
- Chair IBHRE's Finance Committee
- Perform other duties as directed by the Board

Decision Making Authority

- Convene meetings
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed, as well as to review documents and discuss issues with the CEO. (Busiest times of the year are prior to Board meetings and the budget preparation cycle June-September).

Qualifications

Professional

- Demonstrated leadership capabilities
- Professional reputation and credibility
- Knowledge of the principles and practices of financial record keeping, accounting systems, and financial reports
- Ability to communicate financial information effectively to persons with little or no financial expertise
- Ability to work with the CEO and financial staff

- Knowledge of the governance and management roles of volunteer and paid staff
- Responsiveness

Personal

- Honesty and integrity
- Willingness and ability to make the time commitment required, and be accountable for results
- Strong work ethic

IBHRE Secretary Job Description

<u>Term of Office</u>	One (1) year term with consecutive appointments available
<u>Method of Appointment</u>	The Secretary shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.
<u>Accountability</u>	Report to: Board of Directors and staff liaison, CEO Key relationships: Board President and CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To ensure that actions of the Board are documented appropriately
<u>Responsibilities:</u>	Serve as a voting member of the following entity: <ul style="list-style-type: none">• Board of Directors <p><i>Other Duties as Secretary</i></p> <ul style="list-style-type: none">• Ensure that accurate minutes of all Board meetings are prepared, distributed to the Directors in a timely fashion, and maintained at the corporate office; minutes shall record the time and place of meetings, whether regular or special, how the meetings were called, the names of those present or represented at the meeting and the proceedings• Ensure that all notices for meetings and other actions are given in accordance with the provisions of the Bylaws or as required by law• Act as custodian of the records, including minutes, the official list of Directors and the corporate seal• Certify and ensure that a current copy of the Bylaws is maintained in the corporate office• Affix the seal, as authorized by the Bylaws or as required by law, to duly executed documents of the corporation

- Perform any other duties required by the Bylaws, Articles of Organization, or the law
- Act as a mentor and coach to emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization
- Perform other duties as directed by the Board

Decision Making Authority

- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Approve final work products and formal communications
- Make recommendations on work processes and volunteer assignments

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed as well as to review documents and discuss issues with the CEO. Busiest times of the year are prior to Board meetings and the budget preparation cycle.

Qualifications

Professional

- Demonstrated leadership capabilities
- Professional reputation and credibility
- Demonstrated effectiveness on IBHRE committees, subcommittee, or task forces
- Knowledge of legal record-keeping requirements
- Ability to work with the CEO and IBHRE's legal counsel as necessary
- Knowledge of the governance and management roles of volunteer and paid staff

- Responsiveness

Personal

- Honesty and integrity
- Willingness and ability to make the time commitment required, and be accountable for results
- Open-mindedness
- Flexibility

IBHRE PUBLIC MEMBER JOB DESCRIPTION

<u>Term of Office</u>	Three (3) year term up to three terms
<u>Method of Appointment</u>	Public member is elected and approved by the IBHRE Board of Directors by written or electronic mail ballot, per IBHRE Bylaws.
<u>Accountability</u>	Report to: IBHRE Board Key relationships: Board members, CEO
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	A representative of the consumers of services provided by a defined certified professional population, serving as a voting member of the governing body of IBHRE and bringing a unique perspective to the organization
<u>Responsibilities</u>	<ul style="list-style-type: none">• Represent the direct and indirect users of certified professionals' skills/services• Effectively advocate for the public• Contribute to defining IBHRE'S mission, policies and procedures• Consistently apply IBHRE's policies to evaluation of new and renewal certification applications and/or appeals• Willing to analyze data and make recommendations• Advocate for the views of the users of your certified professionals' services• Add new perspectives to Board discussions that are free of industry or insider bias• Keep IBHRE Board's activities in check by providing some balance between filling the needs of certified professionals and providing public protection• Serve as a link to the Board and its activities to the public• Educate others about the IBHRE's Strategic Plan, Board actions and decision-making rationale, and strategic trends affecting the organization• Encourage innovative thinking and a future focus in committee, subcommittee, or task force deliberations.• Act as a sounding board and advisor to current and emerging volunteer leaders, including Chairs, Vice Chairs and Co-Chairs to help them strengthen their effectiveness, develop their leadership skills and maximize their contribution to the IBHRE's mission

Decision Making Authority

- Vote on matters duly brought before the Board
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of the discussion

Qualifications

- Thorough, good follow-through on commitments
- Strong attention to detail
- Good verbal and written communication skills
- Analytical, with a global perspective internal and external to the Commission
- Conscientious, strong deadline orientation
- Ability and willingness to be a team player and consensus builder, and independent thinker
- Discreet, thoughtful in handling sensitive matters (see IBHRE Confidentiality Policy)
- Excellent reading comprehension
- Demonstrated leadership capabilities
- Willingness and ability to make the time commitment required and be accountable for results
- Honesty and integrity
- Big-picture mindset; ability to think strategically, creatively and with a future-focused perspective
- Interpersonal skills: ability to listen, be open-minded, respectful and articulate
- Analytical skills: ability to evaluate data and exercise sound judgment
- Teamwork skills: ability to work effectively with and through others
- Responsiveness
- Not certified by IBHRE

NOTE: Refer to IBHRE Bylaws for additional information.

IBHRE Committee and Task Force Chair Job Description

<u>Term of Office</u>	As appointed to carry-out the committee or task force's charge
<u>Method of Appointment</u>	The Chair shall be appointed by the Board, who shall consult with the President and the CEO.
<u>Accountability</u>	Report to entity designated in committee or task force charge Key relationships: Staff liaison(s), Board liaison, Chairs of entities designated in the committee or task force charge
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To work with staff liaison(s) to ensure group effectiveness and volunteer engagement
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about IBHRE's Strategic Plan, annual priorities and the charge of the committee or task force• Work collaboratively with staff liaison(s) in an iterative process to:<ul style="list-style-type: none">○ Establish annual objectives, work plans, timelines, and budgets, in alignment with the Strategic Plan, Board's priorities and the formal charge○ Monitor activities, budget, and deadlines to ensure timely completion of high-quality cost-effective work products○ Ensure members' compliance with IBHRE's financial and conflict of interest policies, including regularly reviewing members' disclosures and planning appropriately○ Schedule meetings○ Develop meeting agendas

- Prepare for meeting dynamics, especially complex or controversial issues
- Report activities and recommendations to the appropriate entity or entities, as designated in the charge.
- Drive leadership development and succession planning
 - Collaborate with staff liaison(s) to orient new members to the role and responsibilities outlined in the charge
 - Set and communicate expectations about volunteer performance
 - Set challenges and delegate tasks to members and encourage quality participation
 - Monitor members' participation and work collaboratively with the staff liaison(s) and the Board liaison(s) to mentor subject matter experts
 - Coach underperforming members and, when necessary, recommend removal to the Executive Committee
 - Identify and nurture high-potential members, including the Vice Chair (if applicable), and emerging leaders
 - Consult on future assignments and volunteer succession planning at the request of the Committee
 - Consult with the Board President on the Appointment of the Vice Chair (as applicable)
- Preside over meetings and teleconferences
- Foster an environment that encourages innovative thinking
- Respond to email notifications and solicitations in a timely manner
- Maintain the confidentiality of deliberations and materials
- Approve final work products and formal communications

Decision Making Authority

- Convene meetings
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Approve final work products and formal communications
- Make recommendations on work processes and volunteer assignments

Qualifications

- Demonstrated effectiveness on IBHRE committees or task forces
- Demonstrated leadership capabilities
- Expertise or demonstrated interest in the area of the committee or task force's charge
- Willingness and ability to make the time commitment required, and be accountable for results
- Responsiveness

IBHRE Committee and Task Force Member Job Description

(Test Writing Committee/Review & Appeals Committee/Finance Committee/Task Force)

<u>Term of Office</u>	For committees, typically two to three years with reappointment for consecutive terms For task forces, generally one-year to carry-out a specific charge
<u>Method of Appointment</u>	Members shall be appointed by the Board, in consultation with the President, Committee Chair and CEO.
<u>Accountability</u>	Report to: Committee or Task Force Chair Key relationships: other members, staff liaison(s)
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To work in partnership with the chair and staff liaison to fulfill the charge of the reporting entity (committee or task force)
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about the IBHRE’s Strategic Plan, annual priorities and charge of the reporting entity• Be informed about the annual objectives, work plan and timeline for the committee’s or task force’s activities• Work collaboratively with the chair and staff to achieve the reporting entity’s goals and objectives• Participate actively and constructively in all meetings, including contributing to committee or task force deliberations by being familiar with distributed materials• Respond to email notifications and solicitations in a timely manner• Maintain the confidentiality of deliberations and materials• Contribute to the timely completion of products and deliverables, including meeting deadlines• Volunteer for special assignments when able

- Comply with the IBHRE’s conflict of interest and code of conduct policies, including:
 - Complete the IBHRE’s disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require
 - Comply with the Chair’s request to self-recuse from participating in discussions, meetings/calls and/or voting as appropriate
 - Sign the IBHRE’s *Volunteer Code of Conduct*
- Comply with the IBHRE’s travel and expense reimbursement policies

Decision Making Authority

- Vote on matters brought before the committee or task force at the Chair’s discretion
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion

Qualifications

- Expertise or demonstrated interest in the area of the committee or task force’s charge
- Willingness and ability to make the time commitment required, and be accountable for results
- Responsiveness

Limitations

IBHRE’s policy reads as follows:

You agree that you are not currently providing the kind of test preparation training or materials that teach directly to the exam and are intended to help examinees pass this test, and that you have not contracted or agreed to provide such training from the date of this agreement. Furthermore, you agree to defer from teaching or developing exam preparatory materials until two years have passed following the completion of your IBHRE term; teaching and developing exam preparatory materials is prohibited prior to two years following completion of your IBHRE term of service.

You are prohibited from using any IBHRE materials other than those publicly available (such as the exam content outline) following completion of your term.

Examination Item Author Mentor Job Description

<u>Term of Office</u>	As appointed
<u>Method of Appointment</u>	Mentors are assigned to new Item Authors by IBHRE CEO
<u>Accountability</u>	Report to CEO and Board of Directors
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To guide and support new test writing committee members in creating well-constructed and effective test items for future IBHRE examinations

Responsibilities

Each test writing committee member is required to adhere to the *Item Writing Guidelines* for the IBHRE certification examination that they serve.

Mentor Eligibility Requirements

Eligibility requirements are as follows:

- Mentors are required to have served at least 3 years as a test writing committee member.
- Mentors are required to have submitted questions for at least 3 exam forms.
- Mentors are required to have attended at least 2 full day sessions of testing agency's editing of an examination form [review/editing/acceptance of 250 new and used items]

Test Item Writing Committee Mentor Responsibilities

It is the responsibility of the mentor to:

- review the responsibilities and expectations of serving on the test item writing committee with the mentee
- review test writing guidelines prepared by the testing agency with the mentee
- provide the necessary one-on-one guidance and instruction to the designated mentee
- encourage participation in a Test Item Writing Workshop
- review newly drafted test items and provide constructive critique of each draft item submitted

IBHRE Ambassador Job Description

<u>Term of Office</u>	As appointed
<u>Method of Appointment</u>	Ambassadors shall be elected by the IBHRE Board of Directors
<u>Accountability</u>	Report to CEO and Board of Directors Staff liaison: Associate Director and key relationships, CEO and Board President
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To advocate for IBHRE certification and to represent the IBHRE's interest with designated external organizations
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about the IBHRE's Strategic Plan, Board policies and annual priorities• Serve as the IBHRE's official representative and spokesperson within approved boundaries, including:<ul style="list-style-type: none">○ Discussing and obtaining approval from the designated staff liaison prior to presenting an IBHRE position to an external group○ Keeping all IBHRE materials confidential until the IBHRE has issued a public statement○ Referring high stakes requests from external representatives to the appropriate committee staff liaison• Comply with the IBHRE's conflict of interest and code of conduct policies, including:• Complete the IBHRE's disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require• Sign the IBHRE's <i>Volunteer Code of Conduct</i>• Include appropriate IBHRE staff on all committee-related communications, including new topics that will require IBHRE input or resources• Report external activities and discussions to the staff liaison, Chair or Board as appropriate• Actively promote the IBHRE and support its staff• Perform other duties as directed by the Board

Decision Making Authority

- Make recommendations to committee Chairs, committee staff liaisons or the Board
- Self-disclose and self-recuse from any discussion on which a conflict of interest exists

Limitations

Ambassadors are strictly prohibited from advocating on behalf of any company or any other entity with which they have a financial relationship. Ambassadors are explicitly required to identify any such conflict of interest at the beginning of all related discussions. Ambassadors are not authorized to enter into binding agreements with external organizations on behalf of IBHRE.

Estimated Time Commitment As scheduled

Qualifications

Professional

- Demonstrated leadership capabilities
- Professional reputation and credibility
- Knowledge of IBHRE certification
- Ability to communicate IBHRE certification effectively
- Ability to work with the CEO and staff
- Be understanding and supportive of IBHRE's interests
- Expertise or demonstrated interest in the area being represented
- Responsiveness

Personal

- Honesty and integrity
- Willingness and ability to make the time commitment required, and be accountable for results
- Interpersonal skills: ability to listen, be open-minded, respectful and articulate
- Analytical skills: ability to evaluate data and exercise sound judgment
- Teamwork skills: ability to work effectively with and through others
- Strong work ethic

IBHRE Ambassador Chair Job Description

<u>Term of Office</u>	Two-year term as appointed to carry-out the ambassador charge
<u>Method of Appointment</u>	The Chair shall consult with the President and the CEO and shall be appointed by the Board or elected at large by the Ambassador Committee.
<u>Accountability</u>	<p>The Chair is accountable to the IBHRE Board of Directors coordinating through and with IBHRE's Executive Leadership (Chief Executive Officer and Associate Director).</p> <p>Key relationships: Staff liaison(s), Board liaison</p>
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations, and governance model support the growth and administration of its programs.
<u>Purpose</u>	To work with staff liaison(s) to ensure group and program effectiveness and volunteer engagement
<u>Decision Making Authority</u>	<ul style="list-style-type: none">• Convene meetings• Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion• Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate• Approve final products and formal communications• Make recommendations on work processes and volunteer assignments• Review and consider for approval Ambassador applications• Review and consider for approval staff recommendations for the Ambassador of the Year Award and the Vanguard Award

- Provide guidance, if necessary, regarding IBHRE’s Scholarship Program

Qualifications

- Demonstrated effectiveness as an IBHRE ambassador
- Demonstrated leadership capabilities
- Expertise or demonstrated interest and participation in the area of the ambassador’s charge
- Willingness and ability to make the time commitment required, and be accountable for results
- Responsiveness

Additional Responsibilities and Expectations

- Chair should be an effective planner.
- Chair should coordinate agenda with leadership principals in sufficient time for committee members to attend the meeting and to participate thoughtfully.
- Chair should keep the organization’s purpose, mission, and strategic direction in mind as the committee pursues its course.
 - Careful preparation will streamline the committee’s work.
- Chair is responsible for facilitating committee meetings and reporting the committee’s findings to the board.
 - Must have a clear voice and good presentation skills
 - Should have good facilitation skills so that all committee members participate, and meetings run smoothly
 - Manage strong opinions and facilitate balance in the tone of discussions and decision-making
 - Be in charge and in control of the flow of meeting to maintain focus on topics and meeting purpose
 - Use phrases and tools to help the group move forward

- Facilitate discussions where decisions and recommendations are thoroughly vetted and well-rounded
- Allow everyone to participate so that varying perspectives come into the discussion
- Encourage quieter committee members to share their opinions and perspectives.
- Call on members by name. Don't feel guilty about using a tool such as name tags or a seating chart
- Make notes of the discussion and specific member comments and recommendations
- When possible, make eye contact with committee members as you call on each person to speak
- Be aware of body language that indicates lack of interest or unspoken disagreement
- Never make decisions for the group or steer the group toward the chair's personal opinions
- Manage meeting duration to economize time and maintain schedule
- Recognize the time to summarize, suggest a proposal, assign a task, or come to a consensus
- Analyze and report committee findings with professional staff, and be specific on the committee's recommendations for next steps and implementation.
- Review the functioning and development of the committee to ensure that the work is still needed and aligned with the organization's mission and direction
- As the committee chair steps down or rotates off the chair position, it is prudent for the outgoing chair to support the incoming chair by debriefing the new chair and offering advice

Process for Chair Nomination

- Establish a process for nomination and election that provides for a smooth transition, is simple to conduct and described fully before implementation.
- Establish an Appointed Recorder to list and present nominees and collect votes.
- Nominations should be first in order followed by an election vote taken of the general committee members (excluding the chair) for each nominee in turn.
 - Nomination Process (may be made in advance or during the meeting):
- The Chair will describe the position, establish all requirements for nomination and, following a parliamentary style, open the floor to receive nominations.
 - At least five (5) minutes should be allowed for nominations.
 - Nominations can be made by any member of the committee, and do not require a second or discussion.
 - Members may nominate themselves.
 - If only one nomination is made, a unanimous vote (allowing for abstentions) is required.
 - If no nominations are presented or accepted, the Chair will call for a vote to table the election.
- Election Process
 - The Appointed Recorder will call for vote for each Nominee.
 - In the event of a tie, the Chair will cast the deciding vote.
 - The nominee with the most votes will be declared the new Chair; the new Chair will assume the position immediately and lead the remainder of the meeting business.

LEADERSHIP ROSTERS

IBHRE COMMITTEES & TASK FORCES

Board of Directors: <https://ibhre.org/about-ibhre/governance/strategic-leadership/board-directors>

Committees, Task Forces: <https://ibhre.org/about-ibhre/committees-task-forces>

IBHRE ADMINISTRATION

Staff

Chief Executive Officer

Tracy Lofty

tlofty@hrsonline.org

Associate Director

Dana Reid

dreid@hrsonline.org

Manager, Continuing Competence

Lynn Gardner

lgardner@hrsonline.org

Strategic Plan

([Click here](#) to access.)

Exam Development Process

([Click here](#) to access.)

Exam Developer Honorary Policy

([Click here](#) to access.)

International Board of Heart Rhythm Examiners

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