

PBC HIV CARE COUNCIL
Working Together:
NEW OFFICERS TRAINING
2021-2022
Effective Committees
and CC/PB Meetings



Topic 1: CC/PB Operations

- Importance of Operations
- Working Effectively in Committees
- Successful CC/PB meetings

Role of the Chair in Successful Meetings

1. Recognize the importance of meetings
2. Work closely with CC support staff to plan the meeting
3. Help develop and fully understand the agenda
4. Be sure needed materials are provided - and where possible projected during the discussion
5. Be sure materials that might be needed for reference (e.g., Bylaws, policies & procedures) are readily available

Role of the Chair, cont.

6. Be sure meetings are open, accessible & welcoming, and provide an opportunity for public comment
7. Establish and consistently enforce a Code of Conduct for everyone present
8. Manage and facilitate the meeting - set a positive, tone, maintain order, and encourage active participation
9. Learn from experience - ask for advice in improving meetings
10. Help ensure that minutes are completed, reviewed, approved, and posted promptly

Topic 2: Preparing and Supporting CC/PB Officers

- Leadership Roles
- Skills for Officers
- Officer Training and Support

Training Objectives

Following the training, participants will be able to:

1. Describe the typical responsibilities of CC/PB and committee Chairs, Co-Chairs, and Vice Chairs
2. Identify at least 4 key knowledge areas for CC/PB officers
3. Identify at least 4 important skills for officers as CC/PB leaders
4. Describe the types of orientation and training typically needed by CC/PB officers
5. Describe a process and strategies for providing orientation and ongoing training and support for PC/PB officers, including new leaders

CC/PB Leadership Roles

- HRSA/HAB Expectations for Officers
 - Officer Roles

Who Are the CC/PB Officers?

- ▶ CC/PB Chair, Co-Chairs, and/or Vice-Chairs
- ▶ Committee Chairs, Co-Chairs, and/or Vice-Chairs
- ▶ Sometimes other PC/PB officers - elected or appointed:
 - ▶ Secretary
 - ▶ Treasurer
- ▶ Executive Committee typically includes most or all officers
 - ▶ Usually includes at least one officer from each committee
 - ▶ May also include at-large members, often consumers

HRSA/HAB Expectations for CC/PB Chairs/Co-Chairs

- ▶ The PC/PB may not be chaired solely by an employee of the recipient [p 148]
- ▶ The Chair may be appointed by the CEO or elected by the CC/PB [p 103]
- ▶ Chairs/Co-Chairs must reside within the boundaries of the EMA/TGA [p 120]
- ▶ Chairs/Co-Chairs benefit from development of skills for facilitation and how to chair a successful meeting [p 244]

- *Part A Manual*

HRSA/HAB Expectations for CC/PB Chair/Vice-Chairs, cont.

- ▶ Sign the letter of assurance (CC) or concurrence (PB) included in the annual Part A application [p 51]
- ▶ At meetings, help ensure that everyone is heard, the agreed-upon process for running meetings is followed, and time limits are placed on discussion [p 206]
- ▶ Review and certify the accuracy of the detailed minutes of each CC/PB meeting [p 95]
- ▶ Help review and manage conflict of interest [p 151]

- *Part A Manual*

Differentiating Chair, and Vice- Chair Roles

- ▶ **Chair** - the leader of the CC/PB or committee, elected or appointed
- ▶ **Vice-Chair** - the number two leader of the CC/PB or committee, who fills in for the Chair when needed and carries out assignments from the Chair
 - ▶ Sometimes automatically becomes the next Chair

Typical Roles for CC/PB Chairs

- ▶ Develop meeting agendas
- ▶ Chair and facilitate meetings
- ▶ Assign tasks to committees
- ▶ Ensure that the agreed-upon meeting process, policies and procedures, and agenda are followed
- ▶ Request needed support: data, staffing
- ▶ Set deadlines and timelines and monitor progress on work plan
- ▶ Help direct the work of the CC/PB support manager
- ▶ May also:
 - ▶ Establish work groups or committees
 - ▶ Appoint members to committees

Typical Roles for Committee Chairs

- ▶ Develop committee agendas
- ▶ Chair and facilitate committee meetings
- ▶ Ensure that the agreed-upon meeting process, policies and procedures, and agenda are followed
- ▶ Work with CC/PB support staff to plan committee meetings and identify data, materials, staffing needs
- ▶ Ensure development of committee work plan and monitor progress/timelines
- ▶ Ensure training & mentoring for committee members
- ▶ Help prepare/review work products/reports
- ▶ Work collaboratively with other committees
- ▶ Represent/report for the committee at Executive Committee and PC/PB meetings

Typical Roles for Vice-Chairs

- ▶ Share all the roles of the Chair
- ▶ Often means:
 - ▶ Chairing meetings every other month
- ▶ For CC/PB Vice-Chairs
 - ▶ Monitoring the work of committees, with half the committees assigned to each Co-Chair
 - ▶ Sharing or dividing other roles, such as representing the CC/PB in the community

Typical Roles for CC/PB or Committee Vice-Chairs

- ▶ Chair the CC/PB or committee or carry out other tasks when the Chair is absent or unavailable
- ▶ Carry out assignments on behalf of the Chair
 - ▶ Attend meetings of assigned committees
 - ▶ Represent the CC/PB or committee externally
 - ▶ Chair a subcommittee or work group
- ▶ Become Chair or Acting Chair if a Chair leaves the CC/PB before completing the term
- ▶ Prepare for becoming the Chair when the current Chair “terms out” - part of succession planning

Quick Activity H: Chairs and Vice-Chairs

Your CC/PB has always had a Chair and a Vice-Chair, and the Vice-Chair almost always becomes the next Chair. However, 2 recent Chairs have left the CC/PB before the end of their terms. One Vice-Chair had received very little training or mentoring before taking on the new role - the Chair was very engaged and didn't delegate anything. Your current Chair just got a new job and says it's just too much to do all the work alone. In addition, you have only had 1 consumer Chair or Vice-Chair in the past 6 years. Several members are urging changes to the Bylaws so that 1 of the 2 top officers is always a consumer or other PLWH.

What are the benefits and disadvantages of Vice-Chairs? What might the CC/PB do and why?

Roles of PC/PB Officers in Engaging Members

- ▶ Help recruit members, sometimes including non-CC/PB members
- ▶ Orient, train, and help mentor new members
- ▶ Motivate members to participate/contribute actively
- ▶ Provide a welcoming environment for members
- ▶ Identify concerns/problems that may negatively affect member participation and help find solutions

Actions for Officers to Avoid

- ▶ Holding a meeting when there are no tasks to complete
- ▶ Making decisions without consulting PC/PB or committee members
- ▶ Favoring some members over others or allowing a few members to dominate discussion
- ▶ Allowing unlimited discussion
- ▶ Making any member feel uninformed or unvalued
- ▶ If parliamentary procedure is in use:
 - ▶ Advocating for a particular decision while chairing a PC/PB meeting
 - ▶ Voting except when there is a tie

Skills for Officers

- Knowledge Areas
 - Skill Areas

Quick Activity I: Skills for CC/PB Leaders

Based on your experience in HIV community planning:

1. What are the 2-3 most important skills for a CC/PB Chair or Vice-Chair?
2. What are the most important skills for a CC/PB committee Chair or Vice-Chair?
3. If they are different, why?

CC/PB Officer Knowledge Areas

- ▶ **RWHAP:** RWHAP legislation, guidance, and history - especially Part A
- ▶ **Your EMA/TGA and Part A Program:** Local epidemic, recipient agency, integrated/comprehensive plan, system of care, service priorities & funding allocations, service expenditures, HIV care continuum (linkage to care, retention in care, viral suppression), PLWH service needs, barriers, and gaps
- ▶ **cC/PB governance/operations:** Bylaws, polices & procedures, committees, meeting rules and process, staffing.
- ▶ **cC/PB membership:** Roster, vacancies, representation and reflectiveness, open nominations process
- ▶ **cC/PB status and plans:** Annual calendar, CC/PB & committee work plans & status

CC/PB Officer Skill Areas

- ▶ **HIV community planning:** Organizing and implementing key planning tasks, especially legislative roles of CC/PB
- ▶ **Communications:** especially oral, but also concise written communications
- ▶ **Meeting rules/procedures:** Using your CC/PB's meeting chosen method of running meetings
- ▶ **Recipient relations:** Working productively with recipient staff

CC/PB Skill Areas, cont.

- ▶ **Leadership and group process** - as needed to:
 - ▶ Chair and facilitate meetings
 - ▶ Work well with members from diverse cultures & backgrounds
 - ▶ Motivate, engage, and support members
 - ▶ Manage public comment and input
 - ▶ Establish and maintain a high-performing team
 - ▶ Analyze and resolve conflicts and other group-process issues
 - ▶ Implement truly inclusive planning

Oral Communications Roles and Skills for Running a Meeting

- ▶ **Communicate:** Start the meeting, welcome new members, make introductions, address agenda, set the scene
- ▶ **Control:** Maintain control, manage time, be flexible but keep to the agenda
- ▶ **Coax:** Encourage full participation without anyone dominating; ask hard questions & raise hard issues
- ▶ **Compare:** Summarize various views presented
- ▶ **Clarify:** Make sure everyone understands the discussion, and control jargon and technical terms

Oral Communications Roles and Skills for Running a Meeting, cont.

- ▶ **Support decision making:** Ensure that decisions are made and that they reflect the CC/PB's purposes, and ensure that decisions are recorded and have someone assigned to implement them
- ▶ **Guide:** Remember your role in guiding the meeting, helping members work as a productive team, and managing time
- ▶ **End the meeting:** Summarize decisions made, follow-up action needed, and focus items for the next meeting

Officer Training and Support

- Initial Orientation and Training
- Strategies for Training and Supporting Officers

Training and Support for CC/PB Officers

- ▶ All officers should receive orientation immediately after election/appointment
 - ▶ Officers chosen to fill a vacated seat should receive immediate orientation
- ▶ New officers or officers who are relatively new CC/PB members should be offered additional orientation
- ▶ All officers should receive additional training during their terms – as a group, based on roles, or as individuals
- ▶ Executive Committee meetings provide an opportunity for brief updates/training if all officers serve on that committee

Components of Initial Orientation & Training

- ▶ **General orientation** should provide information on topics important for all officers, like:
 - ▶ Officer roles/position descriptions
 - ▶ HRSA/HAB expectations for CC/PBs and officers
 - ▶ CC/PB governance documents (Bylaws, policies and procedures)
 - ▶ CC/PB annual work plan
 - ▶ Role of officers with regard to the recipient
 - ▶ Responsibilities for consumer engagement
 - ▶ Expectations for officer collaboration
 - ▶ CC/PB staff support for officers
- ▶ **Training** should cover skills like group process, team building, and planning/managing meetings

Suggested Strategies for Training and Supporting CC/PB Leaders

1. **Orientation:** Provide a structured, interactive orientation for new members immediately after their election, & before they chair their first meeting
2. **Self-assessments:** Ask all new officers self-assess their knowledge & skills and identify most-needed orientation, training, and materials
3. **Officer Development Plan:** Prepare a concise but specific Officer Development Plan for the CC/PB each year that includes shared and individual needs and provides strategies and a timeline for planned officer development opportunities

Sample Format for an Annual Officer Development Plan

Type of Opportunity and Topics	Targeted Participants <i>[Check as applicable]</i>				Strategies/ Methods	Timeline/ Responsibility
	All Officers	CC/PB Officers	Committee Officers	Individuals (Names)		
Orientation Session(s)						
<i>[List topics]</i>						
Training Sessions						
<i>[List topics]</i>						
Individual Development						
<i>[List topics]</i>						
Other Opportunities						
<i>[List topics]</i>						

Strategies for Training and Supporting CC/PB Leaders, cont.

4. **Budgeting of funds for officer development:** Set aside some CC/PB support funds for officer training & support
5. **Access to materials:** Be sure all officers have quick access to needed documents
6. **Use of Executive Committee meetings:** Set aside time during Executive Committee meetings for quick, focused training session & information updates

Strategies for Training and Supporting CC/PB Leaders, cont.

7. **Periodic sessions:** Hold periodic training and consultation sessions for all officers or all committee and work group officers, to learn new tools, share experience, and address identified information or skill development needs
8. **Mentoring:** Arrange for former CC/PB officers or appropriate staff to serve as mentors or advisors to new officers, formally or informally

Strategies for Training and Supporting CC/PB Leaders, cont.

9. **Continuing support from CC/PB support staff:** Ensure access to needed information and materials, logistical and administrative assistance, and advice for meeting planning and follow up and for successful completion of other tasks

Strategies for Training and Supporting CC/PB Leaders, cont.

10. **Other officer development:** Think creatively in arranging other opportunities for officer development; *for example:*
- ▶ Attendance at meetings or conferences that provide training, & sharing of new skills & tools with other officers
 - ▶ Observation of other HIV or other types of planning bodies that provide useful models - by attending personally or through electronic means
 - ▶ Debriefings, including member feedback
 - ▶ Use of online training on group process or team building
 - ▶ Access to materials & tools on leadership & group process

External Resources for CC/PB Officer Training and Support: Project Planning CHATT

- ▶ *Planning Council Primer* - 2018 update
- ▶ *Part A Manual* - 2013 update - especially:
 - ▶ Section X. Planning Council Operations
 - ▶ Section XI. Planning and Planning Bodies
- ▶ *PC/PB Training Guide*

Sum Up

- ▶ CC/PBs vary in the number and types of officers, their roles, and how they are selected
- ▶ As the CC/PB's leaders, both CC/PB and Committee officers need orientation, training, and support
 - ▶ Work Group also need training & support
- ▶ Officers need a variety of knowledge and skills
 - ▶ Training needs are greatest for new officers, but veteran officers also benefit from training and can mentor others
- ▶ CC/PBs benefit from implementing a structured process of officer orientation, training, and development opportunities



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