

2019 Annual Council Meeting

REFERENCE COMMITTEE HANDBOOK

For Committee Chair & Members



REFERENCE COMMITTEES

In accordance with ACR bylaws, Reference Committees are groups of not less than four (4) Councilors. In practice, Reference Committees usually consist of approximately six (6) Councilors, a resident representative, a young physician member, and supporting ACR staff selected by the Speaker to conduct open hearings on matters of business of the College. Having heard discussion on the subjects assigned to them, the Reference Committee, in executive session, develops a report with recommendations presented to the Council for disposition.

The **open hearings** may be attended by all members of the College, guests, official observers and others. Equitable hearings are the responsibility of the committee chair. The committee members may ask questions during the open hearing to be sure that they understand the opinions being expressed. The committee members should not enter into arguments with speakers or express opinions during the open hearings. It is the responsibility of the committee members to listen carefully, take notes, and evaluate the opinions so that they can develop a report that accurately reflects the sense of the Council testimony. During the **executive (closed) session**, the committee may call into the room anyone whom it may wish to hear or question. Uninvited persons are not permitted in the meeting room during the executive session.

Consider the following suggestions as you prepare to participate on a reference committee:

- Be aware that your responsibilities to the Reference Committee begins immediately upon accepting an appointment to serve; in order to ensure that you are viewed as an impartial participant in the process you must refrain from expressing personal opinions on matters before your committee as soon as reports and resolutions have been assigned by the Speaker.
- Study the resolutions carefully before you come to the annual meeting. Ask the Speaker for clarification of any unclear issues.
- Attend all sessions of your assigned reference committee.
- Go **directly** to your assigned executive session meeting room **IMMEDIATELY** after the open hearing for your committee's assigned resolutions concludes. **Do not remain in the open hearing room, and do not stop to speak to anyone other than reference committee members or ACR staff.**
- Stick to the agenda (reference committee skeletal report) during the executive session.
- Speak in a voice everyone can hear. Wait until you have the attention of all the members before you begin your remarks. The reference committee chair should ensure that a desirable atmosphere exists.
- Speak to the entire group.
- Keep your remarks short and to the point when possible.
- Don't hesitate to comment, criticize constructively, or disagree.
- If you disagree with the speaker, make your comments at the proper time.
- If you have a comment, ask to be recognized. We appreciate everyone's efforts to keep discussions orderly and constructive.

- There may be dissenters on some subjects. Ask them to summarize their comments in a direct statement. This permits a more thorough examination of an idea that could be highly constructive when completely understood.

THE REFERENCE COMMITTEE CHAIR

The importance of the Reference Committee Chair cannot be overstated.

As Chair, you are the principal point of contact between the Reference Committee, the Council Speaker, the Council, and the ACR staff.

An important ingredient in successful committee leadership is the ability to work with, motivate, and lead the individual members.

As Chair you should:

1. Preside over the reference committee **open hearing** and the **executive (closed) session**.
2. Organize the meeting
 - a. In close cooperation with the ACR staff, insure (1) that committee assignments are made prior to the Council meeting; and (2) that committee members familiarize themselves with the reports and resolutions assigned to the committee. You may want to consider assigning specific resolutions to members of the committee and have that person lead the discussion in the executive session. Work with staff to develop and convene a pre-meeting conference call of the reference committee. The Speaker or Vice Speaker of the Council, as assigned, should participate on the conference call.
 - b. Assemble the committee in the assigned executive session room **IMMEDIATELY** after the open hearing for your reference committee has concluded. Remind all members of your committee that they are to report **directly** to the assigned executive session room.
 - c. At the beginning of the executive session you should define the objectives and decisions to be reached. It may be worthwhile to establish time limits for discussion of each segment of the agenda to ensure that all work is covered.
 - d. You have a limited amount of time to complete your work so you need to concentrate on keeping the discussion on target.
3. Remain available after your committee is dismissed, as you will represent your reference committee during the review of your report by the Council Speaker and legal counsel.
4. Work with ACR staff to obtain contact information for all your committee members should significant changes to your report be suggested during the review process, which might necessitate reconvening the committee.

SUGGESTIONS FOR CHAIRING A SUCCESSFUL MEETING

The success that you achieve as the Chair of the reference committee depends upon your ability to preside and guide the meetings of the committee towards established goals. Equitable open hearings are the responsibility of the committee chair, and the committee may establish its own rules regarding the presentation of testimony with respects to time limits for debate, repetitive statements, and the like.

Consider the tips that follow which have been proven to be very effective:

- Always convene the executive session immediately after the conclusion of the open hearing and work strictly according to the published agenda (reference committee skeletal report) that members have seen in advance.
- Clearly state how the committee will function at the beginning of the executive session.
- Make sure the committee members understand all the information relating to an issue, both pro and con.
- Make sure the committee members understand that their role is to develop a report that accurately reflects the sense of the Council testimony – not necessarily the sense of individual members of the committee.
- As chair, your role is to ensure a productive executive session. Keep the discussions moving. Get as much participation as possible. Keep responses short; get members to make their points. Do not allow any individual to dominate the discussion. Encourage those who have not contributed to the discussion to do so.
- Insist on order. Caution those who make irresponsible statements. Comment immediately as may be appropriate.
- Talk to the group, not to individuals.
- Make sure that each committee member speaks clearly. Sum up what the speaker has said, entertain discussion, and obtain a decision.
- Retain control, but don't stifle free comment. Invite constructive criticism and even disagreement. Ask for support. Clarify issues by obtaining a consensus, and then move on.
- Don't argue with the committee member who is speaking. Ask questions if you disagree, but remember as chair of the committee you should remain neutral.
- Check before the end of the meeting to see if members feel that all relevant subjects have been adequately covered.

REFERENCE COMMITTEE MEMBER INFORMATION

1. Task

Your task is to:

- a. Study in advance of the Council meeting all of the reports and resolutions being referred to your committee.
- b. Participate in pre-meeting conference call.
- c. Participate in the open hearing on all of the reports and resolutions assigned to your committee.
- d. Consider in executive session the reports, resolutions, and the testimony given before the committee in open hearing.
- e. Recommend in a formal report to the Council appropriate action on each report and resolution for which your committee is responsible.

2. Committee Organization

Each reference committee will be composed of not less than four (4) Councilors, appointed by the Speaker of the Council. The Reference Committee Chair shall preside over the open hearing and the executive session and present the report of the Reference Committee to the Council. The Chair will also make the following assignments from among the members of the committee **PRIOR** to arriving at the meeting of the Council:

a. **TWO (2) SCRIBES**

The scribes will keep notes on the testimony and debate during the open hearing and record any advisory expressions.

b. **MONITOR**

The monitor ensures that all matters of business charged to the committee are addressed.

c. **TWO (2) CENSORS**

The censors are responsible for:

1. Assuring that consistency is maintained within the report being developed by the committee.
2. Searching the agendas of the other Reference Committees for possible conflicts and reporting to the Chair any conflicting recommendations identified.
3. Screening the current *Digest of Council Actions* for policies which conflict with any resolution being considered by the committee.

NOTE: Committee members may hold more than one position.

3. Open Hearings

During the open hearings:

- a. The Chair conducts the open hearing in a businesslike manner giving equitable recognition to opponents and proponents of all issues.

- b. The members of the reference committee are there to listen and gauge the debate. They should not provide testimony nor participate in any debate which may develop over any of the issues, but should freely question the witness and solicit their opinions.
- c. All members of the College have the privilege of addressing the Council during open hearings. By invitation, non-members of the College may be given the privilege of participating in the discussions.
- d. The Chair may establish such rules of order as circumstances warrant and limit debate as necessary.
- e. Motions and votes are not in order. An informal “sense of the Council” may be solicited, but such sentiments are in no way binding upon the committee.

4. The Executive Session

During the Executive Session:

- a. Deliberations of the Reference Committee are held in executive session **immediately** upon the conclusion of the open hearing.
- b. The committee should seek legal counsel, staff input, and any other counsel necessary to its deliberations. This may include the designated representatives from collaborating societies who have attended the Open Hearings. These individuals may be invited to address the executive session in person, but if physically unavailable, may also be consulted by phone in order to expedite the Executive Session proceedings.
- c. The committee’s recommendations on all matters should be determined prior to drafting the final report. As a result of Resolution No. 42 from the 1990 Council, when a reference committee recommends action on a resolution that does not reflect the apparent consensus reached in open hearings, the committee is encouraged to report the apparent consensus opinion to the Council, as well as the rationale for its decision (this does not go into the reference committee report, but is given during the open session if appropriate).
- d. Expeditious conduct of the executive session and drafting of the report is essential so the report can be typed, proofread, approved by the Speaker and legal counsel, and posted electronically for the members of the Council to review as soon as practical following completion.
- e. Remain available in the even the committee is reconvened during the final review.

REFERENCE COMMITTEE REPORT

The business of the Council is expedited by proper preparation of the Reference Committee report. It should be noted that the report is a recommendation of action to the Council, not a final record of business conducted. The final record, or minutes, of the Council meeting are distributed after the meeting has adjourned.

The following information and guidelines should be used when drafting the final report:

1. Skeletal and Final Reports

- a. Each committee is given a skeletal report containing all original resolutions (including parameters/standards, annual reports, and any additional back-up information (fiscal notes, etc.). This report serves as a template when drafting the final reference committee report.
- b. The skeletal report contains the title and the “be it resolved” portion of each resolution assigned to the committee. The report also lists the annual reports assigned to the committee.
- c. A copy of the skeletal report should be saved as the “final” report. Once in executive session, any changes or recommendations should be made to the final report, and saved. At the end of the report, the following phrase is provided: “The reference committee recommends the following consent calendar for acceptance”, followed by language for each disposition (“Recommended for Adoption”; “Recommended for Adoption as Amended”, etc.). After each resolution is addressed, it should be cut from the body then pasted under the appropriate disposition.
- d. **The “Whereas” portion of the resolution can not be changed, and will not be included in the final report.**
- e. **Only the changes** recommended by the Reference Committee can be made to **collaborative** parameters/standards (those created in collaboration with other organizations). **If the Council does not approve of the change, the parameter goes back to the language originally submitted. Then the parameter is voted up or down.**

2. Preferred Phrases

The following phrases should be used in the recommendation portion of the report:

- a. Adoption
- b. Adoption as amended.
- c. Adoption with a title change.
- d. Adoption as Substituted
- e. Not Adoption
- f. Referral to the Board of Chancellors.

3. Amendments

To identify changes made to a resolution during the executive session, the committee will use the “track changes” feature in Microsoft Word.

- a. Additions are indicated with a double underline and in **red**.
- b. Deletions are indicated with a ~~double strikethrough~~.
- c. A vertical line in the right margin will identify each line that was edited in executive session.
- d. For parameters/standards, each line number that has been changed in executive session must be listed directly under the title of the appropriate resolution in the final Reference Committee Report.

EXAMPLE:

Resolution No. 18

**ACR Standard for the Performance of Clinical Procedures
Using Radiopharmaceuticals**

Lines: 41, 45, 118-121, 181-183, 345, 416, 550

- e. Amendments to the “Be it Resolved” portions of the resolutions or proposed bylaws changes should be recorded in the body of the final report.
 - f. Amendments to the body of a parameter/standard or fiscal note should be recorded on that particular attachment.
 - g. Each amended parameter/standard or fiscal note should be noted as an attachment in the recommendation and attached to the final reference committee report. The corresponding resolution number should be recorded on each page of every attachment.
4. Annual Reports
 - a. Review all Annual Reports first.
 - b. Reference committees should not amend formal reports submitted by commissions or committees.
 - c. The skeletal report states “The Reference Committee recognizes the following reports as informational and they will be filed”. Annual reports assigned to the committee are then listed. This language should not be amended as the annual reports are distributed for informational purposes only.
 5. Resolutions
 - a. Resolutions are presented to the Council for debate in open hearings and referred to the appropriate reference committee for deliberation in executive session. The committee then offers a recommendation and makes a motion for action to the Council in the final reference committee report. The final report serves as a script when presenting the committee’s recommendation to the Council.
 - b. The committee can develop and submit a **substitute** resolution to replace a single resolution or several resolutions dealing with the same issue.
 1. The report should clearly identify the resolution(s) encompassed by the substitute.

2. It should be noted in the title of the substitute resolution that it is a substitute. The substitute resolution should be given the lowest number of the resolutions it encompasses (i.e., a substitute resolution combining Resolutions No. 4, No. 5, and No. 7 should be titled Substitute Resolution No. 4).
 3. The Digest of Council Actions can serve as a resource when drafting substitute resolutions.
 - c. The Committee cannot recommend or move for withdrawal any resolution.
 - d. All resolutions require a sponsor. Any councilor, chapter, the Council Steering Committee, or the Board of Chancellors can sponsor resolutions.
6. Consent Calendar
- a. The Council uses the Consent Calendar format to expedite adoption of all resolutions, including parameters/standards.
 - b. Parameters/Standards submitted to the Council as resolutions have been subject to extensive review and comment prior to the Council meeting. They are presented for comment again during the open hearing of the reference committee.
 - c. On the Consent Calendar, resolutions are grouped together according to the committee's recommendation. Recommendation categories are limited to adoption, adoption as amended, adoption with a title change, adoption as substituted, not adoption, and referral.
 - d. Resolutions placed on the Consent Calendar are NOT debatable or amendable while on the Consent Calendar, however, any member of the Council can extract any resolution from the Consent Calendar.
 - e. The Council will consider any resolution extracted from the Consent Calendar separately.
 - f. The resolutions remaining on the Consent Calendar are voted up or down as a block.
7. Report Finalization

The Reference Committee Chair, Speaker of the Council, and legal counsel must review and approve the final report before it is published for distribution to the Council. To expedite this process:

- a. The Committee Chair, Director, Moderator, and Recorder will bring a USB memory stick containing the draft report to the review room.
- b. Based on reviewer comments, the Recorder will make any necessary changes to the report in the review room.
- c. Once the report is approved, the Recorder will print a final report on white paper in the review room and have it signed by the reference committee chair.
- d. **An envelope containing the final report must be signed by the Speaker, the Vice Speaker and legal counsel before it is posted online.**

Until all reviewers have approved the report, committee members and staff must remain available to reconvene.

8. Presentation to the Council
 - a. The Reference Committee Chair, at such time as determined by the Speaker, will present the final report to the Council.
 - b. A script will be provided for the Reference Committee Chair to assist with the presentation of the report.
 - c. On Tuesday, all members of the committee should be present and seated at the front of the ballroom during the presentation of the report to clarify the committee's recommendation.
 - d. Reference Committee chairs may be called upon by the Speaker/Vice Speaker to voice the committee's opinion on a resolution or parameter action to help the Council understand the rationale behind their decisions.

ACR STAFF RESPONSIBILITIES

1. Overview

At least three ACR staff members are assigned to each Reference Committee – a Director, a Moderator, and a Recorder. A Reference Committee Assistant may also be assigned to each reference Committee. Staff should be available to the Chair until the committee’s report has received final approval by the Council Speaker and legal staff.

Staff responsibilities are as follows:

a. Director:

The senior staff person assigned to coordinate with the Reference Committee Chair to ensure the goals of the Committee are met, and assists with the preparation of the final report.

b. Moderator:

The staff person assigned to assist the recorder in determining which comments should be recorded in the report, and assists with the preparation of the final report.

c. Recorder:

The staff person assigned to enter edits into the computer and prepare the Reference Committee report for review, with assistance from the Director and Moderator.

d. Assistant:

The staff person assigned to assist the Director during open sessions by retrieving written comments from speakers during the open session, to assist other reference committee staff in the closed session and to serve as the liaison between the reference committee staff and the reference committee Coordinator.

2. Before the Meeting

- a. ACR staff will send resolutions and skeletal reference committee reports to all members and staff on the committee.
- b. Staff should be familiar with the resolutions and reports assigned to their committee.
- c. The Director should work with the committee Chair to schedule a pre-meeting conference call with all committee members.
- d. Staff assigned to the committee should participate in the conference call.
- e. Staff assigned to the committee should participate in the hands-on training session to familiarize themselves with computer equipment, software programs and the executive session format.

3. On-Site

- a. Before the Council convenes.
 1. Staff Recorders should ensure that all video, computer, and printer equipment for the executive session is installed and working properly.

2. Staff Recorders should ensure that electronic copies of all reference committee documents are installed on the desktop of their computer. They should check these documents to ensure that all open, close, save, and print properly.
 3. Staff Recorders should ensure that all supplies (paper clips, stapler, paper, etc) needed for the executive session is available in the correct room.
 4. All staff assigned to the committee should attend breakfast with the Chair and members of their committee on Monday morning before the Council convenes.
4. During the Open Hearing
 - a. The Director, Moderator, and Assistant must be present and seated at the front of the Council room while their committee is hearing testimony.
 - b. The Director and Moderator will listen carefully to testimony given, take notes, and help attain a sense of the Council on each issue before the committee.
 - c. The Recorder will sit in the front of the room and project the slides with Resolutions to the Council. The Assistant will closely watch members speaking at the microphones in order to retrieve written comments to take into the closed session for consideration by the committee. It is not necessary for the Assistant to take notes regarding testimony.
5. During the Executive Session
 - a. The Director works closely with the Chair and supervises staff members.
 - b. The Moderator controls comments made to the Recorder developing the report.
 - c. The Recorder enters onto the report ONLY those edits deemed appropriate by the Moderator.
 - d. If problems with equipment or documents occur and cannot be resolved in a reasonable amount of time (5 minutes), the Assistant will contact the Coordinator or computer support staff as soon as possible.
 - e. Staff should ensure that administrative functions such as breaks and meals are handled properly in accordance with the wishes of the Chair. Any meeting room needs should be passed on to the Coordinator by the reference committee Assistant.
 - f. Staff should maintain objectivity on all issues and support the committee in developing the final report.
 - g. Staff should maintain a professional demeanor at all times.
6. Developing the Final Report
 - a. The Director is responsible for overseeing the development of the final report. The Director, Moderator, and Recorder should work together to develop the report. The Director is responsible for proofing the report for accuracy and formatting issues BEFORE going into the review room. Examples of things to check for: footers, headers, page numbers deleted, correct line numbers listed, unnecessary page breaks, etc.
 - b. If any corrections are made in the review room, the Director is responsible for once again making sure the formatting issues are correct. The final report, signed by the Chair, should be submitted to the Coordinator ready to be sent to the printer.