



Task Force Manual

Revised 2021

Table of Contents

| | |
|---|----------|
| TASK FORCES PURPOSE AND STRUCTURE..... | 3 |
| LIAISON APPOINTMENTS | 4 |
| DUTIES OF THE LIAISON..... | 4 |
| TASK FORCE CHAIRS APPOINTMENTS | 4 |
| DUTIES OF TASK FORCE CHAIRS..... | 4 |
| EQUITY SCREEN..... | 5 |
| APPENDIX A..... | 6 |
| AFCPE TASK FORCE GUIDELINES | 6 |
| Responsibilities of Task forces | 6 |
| The Task Force Chair | 6 |
| Optional Task Force Leadership Positions..... | 7 |
| Task Force Members..... | 8 |
| Task Force Reports..... | 8 |

Task Forces Purpose and Structure

Task forces exist to carry out the activities of the Association and are vital to its continued existence. All members are encouraged to become active in task forces, and a prerequisite to serving on a task force is current AFCPE membership. Task forces may be created or eliminated at the President's discretion with approval of the Board of Directors. The President shall appoint all task forces by January 1 for the period of time annotated in the task force descriptions below. All task force activities will be conducted in accordance with the AFCPE Task Force Guidelines, Appendix A of this manual.

- Standing task forces required by AFCPE Bylaws:
 - Executive: President, President-Elect, Past President, Treasurer, Secretary
 - Finance: Treasurer (chair) and other AFCPE Members
 - Investment: Treasurer (chair) and other AFCPE Members
 - Nominations: Past President (chair) and two other members of the Board of Directors
- Ad hoc task forces appointed by the President:
 - Awards
 - Symposium
 - Diversity, Equity and Inclusion
 - Government Relations
 - Member Services
 - Newsletter
 - Career
 - Research to Practice
 - Student

For a description of each task force, visit [afcpe.org](https://www.afcpe.org).

Board Liaison Appointments

Board liaisons shall be appointed by the President. Task forces will be assigned based on experience and needs of the task force.

Duties of the Board Liaison

- Coordinates the appointment of the task force leadership positions.
- Works with task force chair to provide written goals and objectives for the upcoming year.
- Drafts and submits a written report of task force activities to the board. Assists Chairs in identifying others to serve on the task force.
- Keeps Chairs informed of new and existing policies that affect task force operations.
- Carries task force concerns and issues to the Board as needed; serves as a direct link between the task force and the Board, relaying copies of all correspondence and annual reports to the President and Executive Director.

Task Force Chair Appointments

- Chair for upcoming term shall be recommended by Board liaisons and approved by the President.
- Preference for appointment as Chair is given to prior task force members with consistent and positive participation.
- Task force Chairs must express interest in volunteering for this role.
- All Chairs serve for a term of two years, with the exception of Symposium program, which serves a one-year term, unless otherwise approved by President.
- Terms begin January 1 and conclude on December 31 of the following year.
- Chairs may serve additional terms at the discretion of the President.

Duties of Task Force Chairs

- Identifies members to serve on the task force, with a focus on diversity and representation
- Keeps the Board and Staff Liaison informed of task force activities.
- Carries issues and/or concerns to the Liaisons for Board discussion.
- Works towards the objectives established for the year.
- Provides copies of all correspondence to the appropriate liaison.
- Submits a Task Force Report to Board Liaison two-weeks prior to scheduled Board meetings. Board meetings are typically held in February, June, September, and November.

- Report includes: list of task force members, accomplishments since previous report, next steps, and board recommendations.
 - Liaisons will share summaries of these reports during the Board meetings, but on occasion, Chairs may be requested to report at a Board or Annual Business Meeting.
- Leads and manages the Task Force, through responsibilities outlined in Appendix A.

Equity Screen

The Equity Screen has been created to encourage deliberate and well-planned decision making, especially decision making that impacts a specific population. Ideally, the decision-making body should be reflective of the population being impacted by the decision. If this is not the case, steps should be taken to bring those voices to the table before a final decision is made. To help guide this discussion, the following questions should be asked, in the order provided:

1. What is the purpose of the policy/program/decision?
2. Who is most impacted by the policy/program/decision?
3. Do those impacted have a voice in the policy/program/decision?
4. How does this policy/program/decision help to empower those we serve?

Appendix A

AFCPE Task Force Guidelines

Responsibilities of Task Forces

Each task force should fully understand the policies of the association, be familiar with the strategic plan, and the scope of authority and limitations for action.

A task force might be empowered to act or be responsible only to draft recommendations. If it can both recommend and act, the task force should know if an expenditure of funds is authorized and, if so, the limitations established.

Traditionally, a task force member participates at the expense of their own company. If participation would be prohibited because the company cannot pay for the member to attend meetings, the problem will be reviewed for an exception. If reimbursement is made to anyone, it is limited to coach airfare and hotel room only. This condition must be established before accepting a position on any task force or task force.

The Task Force Chair

The key to a successful task force – even with able task force members and solid objectives – is the Chair. The smooth management and creative achievements of a task force are in direct relation to the Chair's ability to lead and direct the task force's functions. An effective task force needs a Chair who will accept responsibility while encouraging others to offer thoughts and recommendations on the task force's activities.

The Chair's responsibilities and duties can be placed in four general categories:

1. **Planning.** The Chair consults with the Staff contact and Board Liaison to plan and develop the task force's agenda within the framework of the task force's responsibilities and to schedule meetings. The entire program of task force work responsibilities should be thoroughly reviewed so that individual task force assignments can be made effectively.
2. **Conducting Meetings.** The Chair consults with the staff contact to develop an agenda and directs the task force's work. They maintain the group's focus, stimulates group thinking, encourages and channels discussions, weighs the value

of expressed ideas and suggestions, summarizes constructive suggestions and seeks out decisions.

3. **Maintaining Records and Information.** They ensure that accurate minutes are kept, motions recorded, attendance is tracked, necessary reports prepared, and a record of task force work maintained. In addition, the Chair remains constantly informed regarding the progress of individual task force members' assignments. Reports are submitted two weeks prior to the scheduled Board meeting.
4. **Getting Action.** The Chair must motivate members toward active participation and involvement in task force activities. With overall objectives in mind, they must channel the interests and talents of individual task force members into productive efforts and ensure the necessary follow-up action.

Optional Task Force Leadership Positions

The following positions may be created by the Board to support the Task Force Chair in fulfilling their duties. Task Force Leaders are expected to attend all task force meetings and all leadership meetings.

Co-Chair

- ✧ Supports all aspects of the Chair's duties.
- ✧ Stands in for the Chair if necessary.

Secretary

- ✧ Takes minutes.
- ✧ Responsible for maintenance of task force records and distributing meeting minutes to attendees.

Participation Manager

- ✧ Tracks attendance for all mandatory meetings.
- ✧ Gathers and records attendance information from project team leaders.
- ✧ Follows up with members after an unexcused absence to remind them of the importance of not missing two meetings.

Project Team Lead

- ✧ Ensures successful completion of project team goals and assigned projects.
- ✧ Reports attendance to Participation Manager.
- ✧ Prepares and delivers status reports to task force leadership team.

Task Force Members

Task Force Members play a crucial role in the success of an association, and the success of the task force depends on the contributions made by each of its members. Members should consider the following guidelines for task force participation:

- ✧ Attend task force meetings. Members who miss two meetings without prior arrangement are notified and removed from the task force.
- ✧ Review the agenda and accompanying materials prior to attending the meeting. Seek clarification of any items that are not clear.
- ✧ Complete assignments prior to meeting and be prepared to report on progress.
- ✧ Help ensure constructive meetings by keeping replies short and to the point and by offering meaningful feedback.

Task Force Reports

Formal task force reports, recommending a course of action or conveying information to the Board of Directors, are to be presented by the Board Liaison in written form via [an online portal](#). These reports are due prior to each Board meeting.