



# Task Force Chairman's Guide

**August 2016 Edition**

**TMC Task Force activity is facilitated by use of TMC's collaborative online and social networking platform TMC Connect.  
Goto <http://tmconnect.trucking.org>.**

**A special community site is setup for all TMC Task Forces under the main page toolbar COMMUNITIES>TMC Task Forces.**



**Technology & Maintenance Council**

A Technical Council of the  
American Trucking Associations

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# *Eight Keys to a Successful Task Force Chairmanship*

The key to a successful Task Force is you! The Task Force's ability to accomplish its mission is dependent on your ability to lead it. The following eight guidelines should help you and your Task Force be successful during your tenure as Chairman.

## ***1. Clearly Define Your Objectives***

The members of your Task Force should be aware of its objectives. These objectives should be clearly defined and could have as goals the development of a recommended practice, information report, educational session or technical policy advisory (used to support ATA lobbying efforts).

## ***2. Plan Your Meetings Diligently***

It's imperative that you establish priorities and address them in order. The time you spend organizing the meeting material and planning the agenda will ensure a productive meeting. You may find it helpful to keep a file of the subjects to be addressed, along with pertinent backup material. The file also might contain notes or ideas as they occur to you between meetings, as well as the names, and contact information of your Task Force members.

## ***3. Develop and Analyze Your Task Force's Plan of Action***

Your Task Force must develop a plan of action that helps it accomplish its objectives effectively and efficiently. That plan starts with you.

## ***4. Set and Observe Deadlines***

Develop a schedule for completion of assignments that corresponds with future TMC meetings. Task Force Chairmen may call special meetings as they see fit to ensure work gets completed on schedule, once they notify TMC's technical director for legal review.

## ***5. Delegate —But Do Not Abdicate—Responsibility***

Determine if the entire Task Force will act on each aspect of the problem, or if a working group needs to be established to tackle a specific problem. Delegate specific assignments to various Task Force members in accordance with their particular interests and abilities. But remember, as Chairman, you are ultimately responsible for the activity of your Task Force. Delegate—don't abdicate—responsibility.

## ***6. Adhere to Task Force Meeting Agendas***

Avoid any tendency to "rehash" that which was settled at the last meeting. If individuals are interested in previous meetings of the Task Force, refer them to the appropriate issue of *The Trailblazer*, available from TMC staff.

## ***7. Monitor All Task Force Activity***

Review frequently the work of your Task Force to ensure that it is pursuing its stated objectives within its original scope. Sometimes a great deal of energy can be expended on side issues. Stay focused!

## ***8. Evaluate Your Results***

Every group must decide when its work is completed. Task Forces should solve specific problems and then disband. Keep in mind economy of effort and limitations of resources and timing.

## INTRODUCTION

Tenure as a volunteer Task Force Chairman for the Technology & Maintenance Council (TMC) of American Trucking Associations (ATA) can be a rewarding professional experience. This leadership position provides opportunities for increasing your technical knowledge of vehicle maintenance and engineering, refining your leadership skills, and solving pressing problems facing the trucking industry. This guide is designed to help you make your tenure as Task Force Chairman as effective, productive, and enjoyable as possible. The information contained in this handbook will also help you:

- manage the Task Force process;
- understand the various forms and procedures necessary to conduct a comprehensive and well-run meeting;
- understand the forms and procedures associated with the development of TMC Recommended Practices.

This publication is not intended to be your sole source of information about the Task Force Chairman's role. Always refer to TMC's *Operating Manual and Bylaws* should you have any questions not answered by the information contained in this guide.

## COUNCIL OPERATION

Procedures covering Council operation are contained in TMC's *Operating Manual and Bylaws*. As a TMC member, you should have been sent the most recent edition of this publication. If you need another copy, contact TMC staff. It is essential that you be familiar with the procedures contained within this publication since they answer many of the questions that arise during Study Group and Task Force activities. Some of the salient points contained in the *Operating Manual and Bylaws* are summarized in this handbook for your convenience. However, understand that it is designed to complement—not replace—TMC's *Operating Manual and Bylaws*.

## COUNCIL ORGANIZATION

### Board of Directors

TMC is guided by a Governing Board, which has 15 members: 10 Full Members; three Associate Members, A Service Provider Member, and the Executive Director of the Council. There are seven officer positions on TMC's Board of Directors. The Board elects five of their own officers to occupy the positions of:

- General Chairman & Treasurer;
- Vice Chairman & Chairman of Meetings;
- Chairman of Study Groups;
- Chairman of Membership & Publicity;
- Chairman of Associates.

The two remaining officers are the Immediate Past Chairman and the Executive Director of the Council.

The proper channel of communication between the Board and Study Group leadership is through (1) The Study Group's appointed Board Liaison, and (2) the Board's Chairman of Study Groups. The proper channel of communication between the Board and Task Force leadership is through the appropriate Study Group Chairman.

### *Leadership Tips. . .*

- Acknowledge immediately all communications concerning Task Force activity.
- Get acquainted with the Secretary and other members as soon as possible.
- Review pertinent background material and read the minutes or summary prepared for each meeting by the Secretary or Chairman.
- Take an active part in discussions and share information with the Task Force.
- Focus on the subject under discussion.
- Ask for clarification of any point or problem that is not understood.
- Accept and follow through on assignments.
- Make every effort to attend and participate in Study Group and Task Force meetings.
- Approach all Task Force matters objectively and impartially.

## Study Groups

Study Groups are dedicated to the improvement of equipment, maintenance, and maintenance management. Each Study Group fulfills this mission through a clearly defined scope and one or more objectives. (See Article 14 of TMC's *Operating Manual* for all Study Group scopes and objectives.) The following Study Groups are currently active:

- S.1—Electrical & Instruments;
- S.2—Tire & Wheel;
- S.3—Engine;
- S.4—Cab & Controls;
- S.5—Fleet Maintenance Management;
- S.6—Chassis and Brake Systems;
- S.7—Trailers, Bodies & Material Handling;
- S.11—Energy Conservation;
- S.12—Onboard Vehicle Electronics;
- S.14—Light- and Medium-Duty Trucks
- S.15—Specialty Trucks;
- S.16—Service Provider;
- S.17—Corrosion Control;
- Professional Technician Development Committee (PTDC)\*
- Future Truck Committee\*

(\* These are not Study Groups, but are organized as such for purposes of TMC meeting administration, etc.)

## Task Force Officers

Each Task Force has two Officers: Task Force Chairman and Task Force Secretary.

**Task Force Chairman**—The Task Force Chairman is appointed by the Study Group Chairman and must be an active TMC member. The Task Force Chairman is responsible for the overall direction and administration of the Task Force and must be willing to serve for the Task Force's duration. The Task Force Chairman submits Task Force membership lists and attendance sheets to the TMC Registration Desk at the end of the Task Force meeting. He also delivers the Task Force report at Study Group meetings.

**Task Force Secretary**—The Task Force Secretary must be an Associate Member and

is appointed by the Associates Advisory Committee. The Secretary is responsible for taking minutes of all meetings (which should be submitted to the Study Group Secretary) and must be willing to serve for the duration of the Task Force. The Task Force Secretary also assists the Task Force Chairman with maintaining the membership list and other administrative duties as assigned by the Chairman.

## TASK FORCE WORK PRODUCT

There are generally three types of written Task Force work product: recommended practices, information reports and technical policy advisories.

### Recommended Practices

The development of Recommended Practices is the primary reason for the existence of TMC Study Groups and Task Forces. It is through the development of Recommended Practices that TMC provides technology solutions for the trucking industry.

There are two types of RPs: maintenance, and engineering. Full (equipment) and Service Provider members (one per company) only may vote on Recommended Maintenance Practices, but all members may comment. Full (equipment) and Associate members (one per company) may vote on Recommended Engineering Practices, but all members may comment.

Because of the significant impact TMC Recommended Practices have on the trucking industry, their development is tightly regulated. Development and processing procedures are detailed under Article 13 of TMC's *Operating Manual and Bylaws*. As Task Force Chairman, you must thoroughly familiarize yourself with these procedures, as failure to comply with proper procedures can hamper or delay Recommended Practice development.

The flow chart on the next page is only an overview of Recommended Practice development. You must refer to Article 13 of TMC's *Operating Manual and Bylaws* for all details on Recommended Practice development. When the Task Force has completed its work on

# TMC Recommended Practice Development Process

(as specified in Article 13 of TMC's Operating Manual & Bylaws )

All voting shall be governed by the rule of one vote per company or organization, regardless of the number of representatives from any one company or organization present.

Any person may petition TMC to adopt, revise, or eliminate a Recommended Practice by:

Submitting a written request to TMC's Technical Director 45 days preceding any TMC General Meeting.

Submitting a written request to TMC's Chairman of Study Groups 45 days preceding any TMC General Meeting.

Making an oral request at the appropriate Study Group meeting.

Making an oral request at TMC's Fleet Operators' Forum.

Referral from TMC's Board of Directors.

## Referral and Recruitment

The Study Group determines—by a majority vote of Full Members present—whether to refer the request to a Task Force. If the Study Group decides to refer the request, a Task Force Chairman, who must be a TMC member, is appointed. The newly appointed Chairman then recruits qualified members. Task Force members do not have to be TMC members. (Note: Only Full Members may vote during the referral stage.)

## Open vs. Closed Task Force Sessions

The Task Force meets in open session to develop or revise a Recommended Practice. Notice of all open meetings will be posted in an industry trade journal 30 days preceding meeting. Sessions are open to all interested parties. Closed sessions of the Task Force are permissible. However, if a Task Force wishes to hold a **closed meeting**, a written notice must be mailed to all Task Force members notifying them of the topic, time, date, and location of the meeting. Additionally, closed meetings must be followed by a meeting of public review at a subsequent General Meeting. There is no requirement that closed sessions be publicized in an industry trade journal.

## Public Review Process

The Task Force will conduct a public review of the proposed Recommended Practice. Notice of all such open meetings will be posted in an industry trade journal at least 30 days in advance of meeting. This meeting shall be open to all interested parties—whether TMC members or not. Upon conclusion of this review, if there are no unresolved objections, the Task Force shall submit its recommendations to the Study Group Chairman, who shall then submit the approved draft to the Technical Director for balloting to Full Members.

## Unresolved Objections

If unresolved objections exist during the public review, the objecting person(s) will be given the opportunity to work with the Task Force to resolve the matter. If the objections cannot be resolved, the Task Force may—by majority vote of all Task Force members—submit its recommendations to the Study Group Chairman for the balloting process, reconsider the objection, or dismiss its original recommendation.

## Balloting Process

The Recommended Practice will be balloted to TMC's membership. Full (Equipment) Members (one per company) vote on Recommended Maintenance Practices. Full and Associate Members (one per company) vote on Recommended Engineering Practices. Full (IT/Logistics) Members (one per company) vote on Recommended IT/L Practices. All others may comment, but not vote. A Recommended Practice is accepted upon approval of 75 percent of the returned ballots. Following balloting, the Technical Director shall submit a summary of comments back to the Task Force prior to its next regularly scheduled open meeting. If objections were raised in the ballot, the Task Force shall—by majority vote of all Task Force members—decide whether to submit the Recommended Practice for publication (subject to appeal), or reconsider it based

## Appeal Process

Notice of adoption shall appear in an industry trade journal. Appealing parties are given 90 days to respond and request that the appropriate Task Force review the Recommended Practice at its next regularly-scheduled meeting. If the appealing party is unsatisfied with the Task Force's actions, the party may then submit a written request to the Technical Director within 45 days of notice of denial that the Recommended Practice be reviewed by the Board of Directors. The Board may choose to affirm or reverse the decision of the Full Members, or refer the matter back to the Task Force for further review.

## Publication

If there are no written appeal requests, or if the appeals are overruled, the Recommended Practice is printed in the next edition of TMC's Recommended Practices Manual or Supplement .

a Recommended Practice, it forwards it to the appropriate Study Group Chairman for submission to the balloting process. When satisfied a proposed RP is ready for ballot, the Study Group Chairman forwards it along with the RP Ballot Request Form to TMC staff for processing.

Once a proposed Recommended Practice has been balloted and reviewed, it is sent to the Study Group Chairman for final publication approval. Once satisfied with the proposed Recommended Practice, the Study Group Chairman submits a copy of it along with the RP Approval Form to TMC's Technical Director for placement in the appeal process and publication.

### **Technical Policy Advisories**

Technical Policy Advisories or (TPAs) are compilations of maintenance, engineering, testing, or educational reference data for the purpose of formalizing communication between TMC Study Groups and Task Forces and the ATA policy apparatus.

### **Information Reports**

Occasionally, a Task Force may produce a useful piece of information that does not fit the definition of a RP. If this is the case, the Task Force may publish the document as a TMC Information Report. The development of Information Reports are not subject to Article 13 procedures and, as such, can proceed faster than RP development.

## **TASK FORCE MEETINGS**

When planning a meeting, establish priorities and address them in order. The time spent organizing the meeting material and planning the agenda will ensure a productive meeting.

It may be helpful to keep a file of the subjects to be addressed and backup material. This file also might contain notes or ideas as they occur between meetings, as well as the names, addresses and phone numbers of the members of the group.

Task Force meetings are usually held on the Monday during the TMC General Meeting and may be anywhere from 30 minutes to two hours in length.

### **Task Force Meeting Format**

The format for each Task Force meeting varies according to the individual requirements and workload of each Task Force. As a general rule, you should conduct each meeting in five segments as follows:

1. Opening Remarks / Antitrust Review
2. Prior Minutes Approval;
3. Old Business
4. Technical Presentations / RP / Information Report / Technical Policy Advisory Development Work
5. New Business.
6. Leadership / Membership Update.

#### **1. Opening Remarks/Antitrust Review**

The following must be read at the start of each Task Force Meeting:

*"This is an open meeting of Technology & Maintenance Council, held in accordance with ATA antitrust guidelines and patent disclosure statement as detailed in the handout found in your registration packet. Audio or video recordings are not permitted at this session, and the opinions expressed in this meeting are those of the individual and not necessarily the opinion of his/her company nor of the Technology & Maintenance Council unless stated otherwise. In compliance with TMC policy, this is a 'no smoking' session." Please set all cellphones/PDAs to silent mode.*

#### **2. Prior Minutes Approval**

Call for a motion to approve the minutes of the previous task force meeting as published in TMC's technical journal, *The Trailblazer*. A simple majority will suffice for approval.

#### **3. Old Business**

At this time, review any old business from the previous meeting that remains unfinished or needs discussion.

#### **4. RP/Information Report/Technical Policy Advisory Development/Other**

During this portion of the task force meeting, review progress made toward creating / updating the draft document in question. It could be

a recommended practice, information report, or technical policy advisory. It also could involve planning for an educational session at a future TMC meeting.

If the task force is ready to submit a draft document for balloting to TMC's membership, the task force needs to vote accordingly. All voting within Task Force activity shall be governed by the rule of one vote per company or organization, regardless of the number of representatives from any one company or organization present. Afterwards, the document should be submitted to the Study Group Chairman and TMC Technical Director for balloting as a recommended practice; or adoption as an information report or technical policy advisory.

If the task force is reviewing comments and voting results from the balloting of a recommended practice, please note these must be reviewed publicly at the Task Force meeting. In doing so, focus on technical issues. Don't spend much time covering typo-related corrections during your Task Force meeting. Simply ensure all such corrections are noted on your final draft to be submitted for the appeals process. TMC's Bylaws indicate that an RP is adopted with 75 percent valid votes in the affirmative, but do try to resolve all issues, if possible.)

Copies of this ballot summary report and respective RPs are provided electronically in advance of the meeting by TMC staff. Hard copies are also provided at the Study Group Leadership Breakfast on Task Force day at TMC meetings.

Once the comments have been reviewed, you may call for any additional comments. Hearing none, you need to call for the task force to approve any changes that come as a result of the process, so that an updated version can be submitted to the Study Group Chairman and TMC Technical Director for submission to the appeal process.

## 5. New Business

At this point, you may call for any new business items from the meeting attendees.

## 6. Leadership/Membership Update

At this point, note any changes in task force leadership or membership. After this, the meeting may be adjourned.

## Task Force Documentation

TMC uses a variety of forms to track meeting attendance, Task Force membership, and session evaluations.

Three types of forms should be available during Task Force meetings:

- **Task Force Membership List**—This list is maintained by the Task Force Chairman and Secretary and includes the names of everyone who has agreed to serve on the Task Force. Don't confuse this list with the Task Force attendance sheet. A person is placed on the Task Force Membership List only after discussion and agreement between the prospective member and the Task Force Chairman. Printed forms are available from the TMC Registration Desk at the meeting, but self-made lists are also acceptable. *A copy of this list must be provided to TMC's Technical Director.* The maintenance of this list is mandated by Article 13 of TMC's *Operating Manual and Bylaws* and has important implications regarding TMC RP development.

**NOTE:** Anyone who signs up for a task force on the "green sheet" will be added to the respective task force membership list on the corresponding Task Force Community Site on TMC Connect after the meeting.

- **Task Force Attendance Sheet**—All attendees should sign the attendance sheet. Printed forms are available from the TMC Registration Desk, but self-made lists are acceptable. Don't confuse this list with the Task Force

Membership List. *Task Force attendance sheets must be turned in at the Registration Desk after the Task Force meeting.*

- **Task Force Secretary Checklist**—This checklist, which is available from TMC staff, serves as a reminder to Task Force Secretaries as to what should be contained within the meeting minutes. Completing the checklist is not mandatory, but the Secretary should make certain that everything on the checklist is covered in their minutes.

## SURVEY DISTRIBUTION

A Task Force may decide it wishes to conduct a survey of the TMC membership. All surveys must first be approved by the Study Group Chairman and submitted to TMC's Technical Director for distribution. A survey becomes an Official TMC Survey only if it is processed and distributed through TMC staff. Deadlines for survey submission to TMC staff are posted in the Meeting Preparation Schedule contained within your Study Group Committee / Meeting Planning Committee packet.

## RECOGNITION

Certificates of Appreciation are generally presented to TMC members who have demonstrated outstanding efforts in advancing the organizational or technical activities of Task Forces or Study Groups. Task Force Chairmen receive a Certificate of Appreciation following adoption of a new/revised Recommended Practice, information report, or other work product.

## How to Handle Difficult Task Force Leadership Situations

As a Task Force Chairman, you will encounter problems peculiar to this office. The following are some helpful hints on how to solve some of them:

- **When discussion is difficult to get underway**, plant questions or direct challenging statements or questions to the group or individual members.
- **When certain members of the group will not talk**, direct a few easy questions to them. Ask for an opinion on a basic, noncontroversial issue. Scrupulously avoid embarrassing them.
- **When there is a lack of interest**, interject a good joke or story. If done sparingly and appropriately, this technique may be used to good effect.
- **When discussion begins to drift**, restate specific points under discussion. Review the previous discussion to get it back on the right track.
- **When one or two individuals tend to dominate the meeting**, tactfully request they yield so that others may also be heard. Direct thought-provoking questions to them. Tactfully, and in private, ask them for their cooperation.
- **When "offside chatter" or "backseat talking" gets out of control**, direct a question in a friendly way to one of the offending members. Recognize the offender and ask him to present his ideas to the whole group.



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