

Appointment Process: Leaders and Members of ISN Committees and Working Groups, and Bodies on which ISN has Representatives

Document Type	Process
Document name	Appointment Process: Leaders and Members of ISN Committees and Working Groups, and Bodies on which ISN has Representatives
Version	v 2.0 23 August 2023
Effective from	Date approved by Executive Director: 23 August 2023
Review date	Annual
Owner	ISN
Prepared by	Dominique Tudor
Reviewed by	Charu Malik
Approved by	Charu Malik
Superseded Documents	To supersede document entitled: Appointment Process: Supporting Group Leaders v 1.0 23 August 2018

1. Background

At its meeting on 1 November 2022, the Executive Committee (ExCom) decided in favour of appointing:

- members of committees and working groups via call for expressions of interest (EOIs) and nominations to ISN members-at-large, and
- leaders of committees and working groups from within committees' and working groups' members.

The process below operationalises ExCom's decision. By extension, the decision also applies to leaders and members of bodies on which ISN has representatives.

2. Scope

The appointment process outlined in this document applies to committee and working group leaders and members (see definition of these groups at Annex 1 below) and leaders and members of bodies on which ISN has representatives (the process applies only to ISN representatives on such groups).

Terms start at the World Congress of Nephrology (WCN) following ExCom's decision and Council's approval of leaders' and members' appointments, and end at the second WCN following such appointments (e.g., if a leader's appointment is decided by ExCom and approved by Council in November 2023, that leader's term starts at the WCN 2024 and ends at WCN 2026. Terms officially start and end immediately after the General Assembly at WCN). As one term will equate to approximately 2 years, for simplicity, it will be referred to as "2-years" for the remainder of this document.

Committees and Working Groups

- **Chairs:**
 - Will serve a 2-year term, in most cases having served as deputy chair the preceding 2 years and usually, as a committee or working group member prior to that. Once a chair finishes their term, they would typically rotate off a group¹.
 - If a chair resigns before the end of their term, the deputy chair is to immediately take on the role of the chair, and a call for EOIs/nominations sent to committee and working group members to fill the deputy chair role during the next round of such calls.
- **Deputy Chairs:**
 - Will serve a 2-year term following a call for EOIs/nominations being sent to all committee and working group members (see process below) and the appointment process in this document being followed.
 - Deputy chairs are expected to succeed chairs at the end of the chairs' term. The only reasons a deputy chair would not succeed a chair are where they are unwilling or unable to do so, or there has been gross under performance of duty (it is expected that this last situation would occur on the rarest of occasions).
 - If a deputy chair resigns from their role before the end of their term, ExCom will invite a member of the committee or working group to temporarily fill the position for the remainder of the deputy chair's term, and a call for EOIs/nominations sent to committee and working group members according to the timeline below (the member who was temporarily appointed to the role or other members of the committee or working group may apply).
- **Members:**
 - Appointed for a 2-year term, renewable 2 times, following recommendation by the chairs (and the agreement of the individual member), decision by ExCom and approval by Council.

¹ At times, a chair will be invited to remain as a member.

- Members to be originally appointed via a call for EOIs/nominations being sent to all ISN members (see process below) and the appointment process in this document being followed.

ISN leaders and members of bodies on which ISN has representatives

ISN has agreements with several organisations (e.g., Declaration of Istanbul Custodian Group, International Federation of Kidney Foundations, American Nephrologists of Indian Origin etc.) which calls for an ISN representative to be a leader (e.g., ISN co-chair) or member of a commonly governed group (e.g., ISN Co-Chair of World Kidney Day Joint Steering Committee). The appointment process below will also be used for selecting these ISN representatives.

3. Overview of Timeline/Process

Leadership and membership calls for EOIs/nominations

- The ISN staff lead of a committee or group will be responsible for leading and coordinating the leadership and membership appointment process.
- Following the timeline outlined below, the staff member should develop a call for EOIs/nominations for leadership and membership positions where positions open the following year.
 - The call for leadership EOIs/nominations should be sent by the staff lead to all members of the committee/working group.
 - The call for membership EOIs/nominations should be sent from ISN's e-blast platform to all current ISN members (this requires close communication with the ISN Marcomms team, who has a branding approach to ISN communications and calendar of e-blasts to avoid "spamming" ISN members with too many emails).
- Calls for EOIs/nominations should follow a standard format (please request example from ISN Manager of Governance and Executive Affairs), including:
 - term (if the call is for membership on a group, please include any possibility for renewal)
 - selection criteria for the position
 - expectations
 - request for CV and motivation letter (up to 1 page)

Assessment of nominations

- The staff lead to review information submitted by candidates and check for completeness (and follow up information where incomplete, if the application is submitted before the deadline and there is time to do so),

- Current chair, deputy chair and staff lead to assess nominations, rank, and provide non-binding recommendation to ExCom (the recommendation should come from the chair),
- ExCom to assess against scoring criteria and decide on appointment,
- Council to approve appointment at its face-to-face meeting at American Society of Nephrology (ASN) Kidney Week or by email if timeline calls for process to take place after ASN Kidney Week.

The timeline listed below applies to the appointment of all committee and working group leaders, as well as leaders and members of bodies on which ISN has representatives.

Staff members should coordinate their calls for EOIs/nominations with each other so that their work is undertaken at the same time. Staff should work closely with the ISN Marcomms team and ISN Manager of Governance and Executive Affairs to coordinate efforts.

August:

- **Deputy Chair assessment:**
 - Current committee and working group chair and staff to review performance of deputy chair via feedback tool. Chair to make non-binding recommendation to ExCom on whether deputy chair to succeed chair. It is expected that deputy chair will succeed the chair. Only in the most exceptional circumstances will this not happen (e.g., deputy chair unwilling or unable to perform role).
 - ExCom to assess chair's non-binding recommendation and accept or reject it.
 - ISN staff to notify deputy chair if they will become chair (and if not, why, with reference to feedback tool).

September:

- **Members:**
 - Chair, deputy chair and staff to review current group members for the group's next term and propose which members to continue and rotate off, and analyse the continuing group members to identify gaps via group composition spreadsheet.
 - If a group's members are all active and may be renewed for further term/s, there is no need to look for new members/replace anyone. A proposal should be made to extend existing members' terms.
 - No more than 1/3 of members will rotate off a committee or working group every 2 years.
 - Staff lead to draft a call for EOIs/nominations for vacant membership position/s on their group and work with the Executive Director and Manager of Governance and Executive Affairs to finalise it, send it to the chair and deputy chair for their information, and then send it through the Marcomms team to all ISN members as per timeline below.

- **Leaders:**
 - If group is due to have a new deputy chair start at the following year's WCN, the staff lead to draft a call for EOIs/nominations for incoming/new deputy chair and work with the Executive Director and Manager of Governance and Executive Affairs to finalise it, send it to the chair and deputy chair for their information, and then send it to all committee and working group members by email as per timeline below.

October - November:

- Marcomms to send global call for EOIs/nominations to all ISN members for member positions on committees and working groups. The deadline for responding to the call should be listed as 2 weeks from the date the call is sent.
- Staff leads to send call for EOIs/nominations for leadership position to all members of committee and working group with the same timeline as the paragraph above.
- Staff leads to collate applications for leadership and membership positions and complete overview of leadership and membership applications spreadsheets, and populate separate SharePoint folders with spreadsheets and applications (cover letters and CVs). Staff to share applications with current chairs to review, rank and provide a non-binding recommendation to ExCom.
- ExCom to decide on:
 - new deputy chairs, and
 - composition of groups overall (e.g., proposed members continuing on in their usual roles and new members, and note members rotating off)
- Council to approve ExCom's decisions.

December:

- Staff to notify all concerned about approvals.

January – WCN:

- Handover from current chair to deputy chair.

@ WCN year following call for EOIs/nominations:

- Outgoing chair's term ends, deputy chair becomes chair, new deputy chair starts, new and continuing members' terms start, outgoing members rotate off group.

Annex 1: Types of ISN Supporting Groups

Committee	Working Group	Advisory Group
Structured	Structured	Unstructured
Chair	Chair	No Chair
Defined schedule	Defined schedule	Schedule
Agenda required and reviewed	Agenda required and reviewed	Very simple agenda only to set expectations
Minutes recorded	Minutes recorded	Notes taken only for benefit of person/group needing advice/expertise
Defined terms of reference	Defined terms of reference	Terms of reference only describes advice/expertise required
Defined workplan	Defined workplan	No workplan
Defined deliverables	Defined deliverables	No deliverables
Role & scope of responsibility	Role & scope of responsibility	Role & scope of responsibility
Provides third party review/oversight resource	Provides additional resource and expert help	Resource to utilize expert knowledge and experience
Role is to review, analyze and recommend	Role is to review, analyze, investigate and sometimes take action within limits defined in terms of reference or as directed by other governing body (ExCom/Council)	Role is to provide advice only
<u>Standing Committee</u> - within governance model to enable decision making by another Governance group (e.g. ExCom/Council) - examples are Finance & Audit committee, Nominations committee etc.	Enables specific review and reporting of subject matter to inform wider decision making by other person or group (e.g. HQ Staff or ExCom)	Informs decision making by other person or group (e.g. HQ Staff or ExCom)
<u>Ad-Hoc committee</u> - created to enable decision making by HQ Staff/ExCom on specific subject matter (e.g. Fellowships)		
Work on multiple topics within defined subject area	Work on multiple topics within defined subject area	Usually work on single topic
Membership and longevity	Membership and longevity	Membership and longevity
<u>Standing committee</u> - ongoing and as defined in bylaws		
<u>Ad-Hoc committee</u> - reviewed each year and continues as determined necessary by HQ Staff/ExCom	Defined time period	Ad-hoc
Members of committee come from within ISN membership	Can bring in members from outside ISN membership for specialist knowledge/expertise	Can bring in members from outside ISN membership for specialist knowledge/expertise