



PACIFIC NORTH WEST PETS

MANUAL OF PROCEDURE

This MOP will be revised from time-to-time. After each revision, the version number will be increased, as indicated on the Revision History page. The Version number is part of the file name, which is shown in the footers of the pages.

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I. PURPOSE & ATTENDANCE

Presidents-Elect Training Seminar (PETS) is an intensive working seminar, designed to enhance the leadership abilities of Rotarians who have been selected as incoming presidents of their clubs and to ensure they have a strong understanding of the fundamentals of a successful Rotary club. PETS also provides the Presidents-Elect (PEs) with fellowship with Presidents-Elect from their own and other districts, and the opportunity to learn about Rotary from RI leaders and other experienced Rotarians. The primary emphasis of the seminar is focused on the President-Elect.

Rotary International, (RI) in the RI Code of Policies (COP) 20.070.1 states the purpose of Presidents Elect Training Seminar is to:

- “Prepare incoming club presidents for their year as president.
- Give district governors-elect and incoming assistant governors the opportunity to motivate incoming presidents and build their working relationship.”

All club presidents-elect (PEs) in the participating districts shall attend PETS as required by Article 10, Section 5 of the Standard Rotary Club Constitution.

Attendance broadens and enhances the Presidents Elects’ leadership abilities and knowledge of Rotary club functions and returns them to their local clubs more motivated Rotarians. Other participants include the governor-elect, assistant governors, and the district trainer. (COP 20.070.3)

II. PNW PETS ADMINISTRATION

Pacific Northwest Presidents-Elect Training Seminar (PNW PETS) is an annual multidistrict Rotary event sponsored by a number of districts in the Pacific Northwest. It is governed by a Board of Directors (BOD) and administered by an Operating Committee (OPCOM) composed of district representatives.

A. Board of Directors

The District Governors-Elect (DGEs) from the participating Districts during the Rotary year in which the Presidents-Elect are being trained compose the Board of Directors of PNW PETS. These DGEs are the final authority for general PNW PETS policy (Rotary Code of Policies (RI COP) Article 20.070.6.)

The functions of the DGEs should be consistent with the responsibility designated in RI’s Multidistrict PETS Guidelines (COP 20.070.6). The DGEs:

- Develop and approve the final PNW PETS program.

- Select the Session Training Leaders, ensuring the most-highly qualified leaders from the districts.
- Work with their district trainers or designee, to plan and conduct the district training at the seminar.
- Select the plenary speakers.

The districts are allocated a minimum of three hours in the program to conduct meetings between the DGEs and their Presidents-Elect, with Assistant Governors and other district leaders, if applicable.

Only the BOD will vote on policies impacting the implementation of these responsibilities and all other matters before the joint meetings of the Board of Directors and Operating Committee.

In the event a DGE is unable to attend a meeting, s/he may delegate his/her voting rights to a DG or DGN from his/her District who is present at the meeting. In addition, the BOD only will vote on the following:

- Adoption of the PNW PETS MOP and any changes;
- Confirmation of additional or special committee members assigned by the Chair;
- Assignment of District-appointed PDGs to specific OPCOM positions;
- Confirmation of non-PDG's assigned to the OPCOM;
- Approval of vendors to be invited; and
- Other recommendations from OPCOM which require a vote.

B. Operating Committee

The day-to-day planning and supervision of the PNW PETS is the responsibility of the Operating Committee. OPCOM will provide advice and recommendations to the Board of Directors as they deliberate and vote on the policy issues and complete the work necessary to manage the administration and implementation of PNW PETS.

OPCOM shall consist of at least one PDG from each of the participating districts, plus the Chair, Past Chair and Chair Elect, and auditor, the latter appointed for a three-year term by the Chair with approval by the BOD. Additional committee members may be appointed as required for the efficient and effective work of the committee. The Chair is appointed separately by one of the participating districts in addition to the appointment of the District Representative.

OPCOM members do not vote on decisions designated for the BOD. The Chair may occasionally approve exceptions to policy with approval of the Executive Committee.

III. MULTI-DISTRICT SPONSORSHIP

PNW PETS is sponsored voluntarily by a number of districts in the Pacific Northwest. More districts may join in the future and districts may withdraw.

Though not involved in PETS administration, format, or control, RI, through COP 20.070, authorizes and promulgates guidelines for the administration of multi-district PETS.

The advantages of a Multi-District PETS are that it provides:

- a significant number of Presidents-Elect in attendance;
- a shared, more economical budget;
- outstanding speakers and curriculum leaders who reach a large group of Presidents-Elect at one meeting;
- efficiency of joint seminar planning for districts involved;
- ability to negotiate more favorable rates from the hotel and other vendors; and
- a broad base for Rotary fellowship and the exchange of ideas in a seminar size and format which is motivational to PEs.

The RI COP section 20.070.6 states, “Any participating district that seeks to terminate its participation in a multidistrict PETS must secure the approval of two-thirds of the clubs in the district to withdraw. The governor–elect shall notify the general secretary and the governors-elect of the other districts concerned of its decision within 60 days prior to the date of termination.”

When a district withdraws from PNW PETS, it impacts the contract with the hotel/host facility and other aspects of planning. Because PNW PETS maintains a multiyear contract with the host facility for the best pricing structure, districts that wish to withdraw from Pacific Northwest PETS must provide notice of not less than twelve months prior to the next PETS. This time frame allows renegotiation of the contract with the host facility.

IV. TIMING OF PETS

PNW PETS will be held early in the year, soon after the RI International Assembly at which DGEs receive their training. Preferably, it will be held in February or March (COP 20.070.5) and within four weeks following the International Assembly. It should be held at a time which avoids conflict with the dates of district conferences, district assemblies, district or zone meetings or other Multi-District PETS.

RI Zones 25/26 and 24/32 Directors and incoming Directors will be advised at least one year in advance of PNWPETS dates for possible involvement in the program.

V. LENGTH OF SEMINAR

The RI COP (20.070.5) requires that PETS consists of a minimum of a one-and-a half-day seminar. PNW PETS will begin on Friday and conclude on Sunday.

VI. SITE

The site of PNW PETS must be centrally located. Because PNW PETS includes attendees from multiple states and countries, location at a transportation hub is essential. The ideal hotel will be located near a major airport and provide facilities and atmosphere conducive to intensive training.

Presidents-Elect from different districts and similar club sizes will be assigned to share rooms, whenever possible. This maximizes Rotary fellowship and the exchange of ideas. Same gender room assignments will be made and smoking preferences will be taken into account.

Presidents-Elect who request a non-shared room will be charged an extra fee.

Spouses/partners of Presidents-Elect are discouraged from attending and no activities are planned for them.

When choosing the site for PNW PETS, minimum requirements to be considered include:

- an adequate number of meeting rooms to hold individual workshop sessions;
- banquet facilities large enough to hold all the attendees at the same time;
- an adequate number of sleeping rooms to accommodate all participants on site;
- provision of a room to temporarily store luggage prior to the opening session and on Sunday morning for those who check out of the hotel prior to the seminar's conclusion.

Additional requirements, such as display space for RI representatives and vendors, may also be considered.

VII. DISPLAY BOOTHS & VENDORS

Invitations to participate in PNW PETS with a display or information booth will be issued a minimum of four months in advance by the Facilities Chair after approval of the BOD and the PNW PETS chair. Invitations may be made to vendors, Rotary staff and regional leaders, or other persons and organizations in support of the seminar curriculum. Invitations will be approved after considering the following criteria:

- This seminar may be the first or only opportunity for the Presidents-Elect to attend a Rotary activity where authorized vendors present Rotary licensed merchandise and other Rotary regional leaders are present.
- Displays or presentations will be organized so as not to distract the attention from the principal training purpose of PNW PETS and the need for PEs to attend all scheduled sessions.
- Presence of the displays will not overcrowd the space nor restrict circulation of the attendees.
- The Facilities Chair will negotiate with the hotel representative to provide booth space for the licensed vendors and others approved by the BOD and OPCOM. Expense, if any,

for this booth space will be borne by the vendors. Fees may be waived for Rotary staff and regional leader resource booths with the approval of OPCOM.

VIII. PNW PETS ADMINISTRATIVE & FISCAL YEARS & MEETINGS

The PNW PETS administrative year is 1 July through 30 June to coincide with the term of the Board of Directors and the appointed OPCOM members, except as noted below. The fiscal year will be from 1 May to 30 April or in accordance with the incorporation documents of PNW PETS. The Chair of OPCOM becomes Past Chair at the final plenary session of PETS. The term of the new Chair and Chair-Elect begins at the conclusion of session and extends through the completion of the following PETS.

OPCOM holds up to three committee meetings a year at the most cost-effective location as determined by the committee. Online meetings may be held. DGEs, or a district representative, will be in attendance at all meetings with costs covered by the district.

1. Summer meeting: the Annual Meeting of the Corporation per the Bylaws. The purpose is:

- to review the evaluations of the previous PETS;
- to receive the financial report and comments of the auditor for the previous PETS;
- to introduce new appointees to OPCOM to begin “shadowing” responsibilities;
- to approve the list of recommended Session Training Leaders;
- to review a draft annual budget; and
- to activate plans for the next PETS.

2. Fall Meeting. The purpose is:

- to confirm and approve the final seminar program;
- to confirm and approve the plenary speakers;
- to approve budget and the PETS registration fee;
- to notify districts of appointment openings on OPCOM;
- to review and approve any recommended changes to the PNW PETS MOP; and
- to conduct such other business as is necessary.

3. Spring Meeting (at PETS). Two meetings will be held during PETS and the purposes are:

- Pre-Meeting before the opening session: review the final preparations for PETS.
- Following the conclusion of PETS:
 - Approve new OPCOM appointments by the incoming BOD (DGNs).
 - Conduct an initial critique of the event.
 - The outgoing Chair presides; attendees are the Chair Elect, DGs, DGEs, DGNs, Session Training Leaders, and OPCOM members.
 - Confirm next year’s PWN PETS dates.

DGNs and District Trainers may attend any meeting as observers without voting rights and at no cost to PNW PETS.

IX. APPOINTMENT OF CHAIR

PNW PETS is a multi-district function, and all participating districts may appoint a qualified PDG as Chair. Appointments have generally followed the district rotation shown in the Appendix. The Chair will serve a one-year term in this position and will not be reappointed. The person appointed will also serve a one-year term immediately preceding as Chair Elect, to gain PNW PETS experience, and for one year following as Past Chair.

A. Process

The Immediate Past Chair will advise the respective District Governor about the need and timing for the district's nomination for Chair at least one year in advance of the Chair-Elect term. Selection of the candidate in coordination with the district's incoming governors will be encouraged. A district may choose to pass when its turn arrives to provide a Chair. PNW PETS will again attempt to appoint a Chair from that district when a qualified PDG becomes available.

Each district uses the process for selection of its Chair which best suits the district. It is the District Governor's responsibility to assure that a qualified candidate is selected who is prepared to serve a three-year commitment. The district's selection will be made prior to the Spring meeting in the year before the nominee becomes the Chair Elect.

Following district selection of a nominee, the Governor shall forward the name of the district's choice to the Past Chair who is responsible for coordination of OPCOM appointments.

Following presentation of the name, the PNW PETS Chair will acknowledge the nomination in writing.

The Chair-Elect presents the name of the nominee to the Board of Directors and the OPCOM at the spring meeting for approval by the BOD.

After the district's selection is presented and confirmed, the designee will attend the following OPCOM/Board of Directors meetings (usually beginning with the Summer meeting) and PNW PETS as a shadow and fulfill responsibilities assigned.

The designee will assume the role of Chair Elect at the regular change of OPCOM officer positions.

In the event that the Chair is unable to serve, the appointment will pass to the Chair-Elect.

X. MEMBERSHIP OF OPCOM

There are three ways to serve on OPCOM:

- by being appointed Chair by their district;
- by being appointed as the one OPCOM representative of their district; or
- by being assigned a special committee position by the Chair and confirmed by the Board of Directors.

OPCOM is primarily composed of PDGs, though exceptions can be made by a majority vote of the BOD at the Annual Meeting. Each participating district has the opportunity to be represented on OPCOM with members appointed by the District Governor to fill active, open positions. If a district does not have a qualified person to serve, the PNW PETS Executive Committee may seek a qualified person for the position from outside of the district.

In general, the appointed district representative will serve a three-year term, immediately preceded by a one-year “shadowing” of the position in which they will serve. The shadowing period begins at the summer meeting, except for the incoming Instruction Coordinator who begins in May to observe the full cycle of work completed in that position. The appointment of the Instruction Coordinator and the Curriculum Coordinator shall be made in alternate years to assure continuity in the educational process.

The Immediate Past Chair is responsible for coordinating OPCOM appointments and will notify the respective District Governors by December prior to the shadowing year about the need, timing and required qualifications for their appointments of district representatives to the OPCOM. Coordination in selection of the candidates with the district’s incoming governors will be encouraged. A district will submit the names of three or more qualified individuals for an open position to the PNW PETS Executive Committee who will conduct interviews and determine the best-qualified candidate for the committee position available.

The incoming Board of Directors will confirm these assignments at the conclusion of PETS.

There is a three-year term for OPCOM members in an assigned position. The “shadowing” requirement for training the year preceding the three-year term on the committee results in a commitment totaling four years.

The District Governor may appoint members to a second three-year OPCOM term, and serve in another OPCOM position during that term. Shadowing for re-appointed members shall occur concurrently with the third year of the first term. One individual may not serve more than two three-year terms as a district representative. An OPCOM member may be replaced for non-performance of duties on recommendation of the Executive Committee and a vote of two-thirds of the BOD. If a position opening occurs for any reason during a term, the district will be asked to submit names to fill the remainder of the term. If no qualified candidates are available from that district, the Executive Committee may seek candidates from outside the district. Any required additional committee members shall be appointed by the Chair for a one-year term

and confirmed by the BOD. These committee members may be re-appointed by the Chair with re-confirmation by the Board of Directors for an additional one-year appointment.

XI. PLENARY SPEAKERS

The seminar format includes group meals with a major speaker at each of these meals or in a plenary session immediately following. Whenever possible, Rotary International Officers or Committee Chairs should serve as speakers. The RI Directors for the Zones represented will be introduced and requested make brief comments.

Speakers selected should be motivational, especially for the opening and closing plenaries, possess outstanding speaking skills, reinforce leadership themes and support Rotary's priorities. Speaker's travel, lodging and meals expense will be paid by PNW PETS, but will not receive a speaking fee or honorarium.

DGEs are assigned to serve in highly-visible roles in plenary sessions, such as presiding, providing thought of the day, introducing and thanking of speakers, etc.

XII. PROMOTION OF SEMINAR

District Governors will include the PNW PETS dates in the district directory, and promote PETS during club visits in newsletters and through other communications, emphasizing timely registration on the PNW PETS website. District Governors Elect have the primary responsibility to encourage PEs to register and will make alternate arrangements for Presidents-elect who are unable to register electronically.

The Webmaster will send registrations announcement electronically to the list of PEs provided by each DGE.

XIII. REGISTRATION & CHECK-IN

Registration payments will be made by credit card only. As registrations are received, the Registrar will compile the list of registrants by name, including address, club, district, payment, sleeping room needs, etc. This master list will be furnished to the hotel prior to PNWPETS to make room assignments and return it for use by Facilities and Registration Chairs.

Seminar onsite check in will occur by district in a centralized area set up for this purpose. District representatives will assist in the process for their own registrants.

XIV. SEMINAR CURRICULUM

The PETS curriculum incorporates a balanced mix of Rotary fundamentals and specialized topics relevant to dynamic club leadership and to create more effective clubs.

It will address current needs of clubs and districts, be designed to accomplish the objectives of Rotary, and provide motivation.

A. PETS Educational Components and Definitions

PNW PETS is composed of four primary educational components:

- Plenary Sessions
- District Sessions
- Mandatory Shared Educational Sessions
- Optional Small Group Sessions

B. Plenary Sessions

These represent the motivational component of PNW PETS and all PETS attendees will attend. Plenary sessions usually feature an inspirational or noteworthy speaker and are frequently scheduled in conjunction with a meal. The OPCOM Program Coordinator implements the Plenary sessions after the Board of Directors approves the speakers. Speakers and content are planned to support Rotary and district priorities.

C. District Sessions

The components of PNW PETS that are organized by districts for participation by their own PEs and overseen/managed by the DGE from that district.

D. Mandatory Shared Educational Sessions

The curriculum component intended for participation by all President Elect attendees. These may be small or large-group format and are content-based sessions, with the specific mix of topics and session sizes based on needs of PEs. The OPCOM Curriculum and Instruction Coordinators implement shared educational sessions following approval of the Board of Directors.

E. Optional Small Group Sessions

Sessions of about 20 participants in which the session Training Leaders facilitate using a standardized leaders' handbook and a guided instruction model. The sessions incorporate information delivery, facilitated discussion and learning activities for practical application of the information. Presidents-Elect choose sessions for attendance from a list of topics prepared by the Curriculum Coordinator and approved by the BOD.

To provide the most effective training and individualized attention to PEs, most shared and small group educational sessions will use a Training Leader and a Support Assistant; larger group sessions may include multiple Training Leaders and Support Assistants.

When planning OPCOM coordinated educational components, information provided by Presidents Elect from the most recent PETS evaluations will be used as a key factor in determining the curriculum methodology and training topics, in conjunction with district needs.

The sessions will be planned and coordinated to satisfy the requirements and training topics for PETS as outlined by the RI Board of Directors. Incoming requests to participate in PNW PETS as a speaker or with a display will be coordinated by the relevant OPCOM member.

F. Curriculum Development

Content and curriculum of all PNW PETS Educational components will be planned using an integrated approach for continuity. One or more committees of topic specialists and Training Leaders will complete and develop subsequent updates of the standardized written curriculum, corresponding leaders' guide and the participant workbook for the Educational Sessions. They will work together, under the direction of the Curriculum Coordinator, to most effectively address the current training needs of the PEs, districts and RI.

XV. SEMINAR TRAINING MATERIALS & RESOURCES

Each President-Elect will be given copies of necessary resource material in the most cost effective format. Participants may receive resource materials in advance, during and after the event. The Rotary and PETS logos should be imprinted on hard copies, notebooks or devices produced by PNW PETS, consistent with RI visual guidelines. The materials are those recommended by RI and other resources which support the curriculum as determined by consensus of the DGEs, Curriculum Coordinator, Educational Materials Coordinator and other members of OPCOM. Resource materials may also be provided at the RI resource booths.

A hard-copy participant's workbook for use by the PEs during the Shared Educational Sessions and Small Group Sessions will also be developed as part of the curriculum process as overseen by the Curriculum Coordinator.

XVI. SESSION TRAINING LEADERS

A pool of highly experienced Session Training Leaders, representing the most qualified Rotarians from among the PETS districts, will be selected on a competitive basis to present the PETS Educational Sessions. The Training Leader pool shall contain a minimum of one qualified Training Leader per district. Training Leaders are selected through a process conducted by the Instruction Coordinator, confirmed by OPCOM and approved by the Board of Directors.

The Instruction Coordinator will establish and assess criteria, written goals and objectives for the Session Training Leaders. The Coordinator will maintain close contact with Session Training Leaders while providing clear direction and guidelines for their sessions, and will oversee Training Leader preparation as summarized in the Training section below.

A. Training Leader Overview

1. Session Training Leaders

Session Training Leaders will have the overall responsibility for leading small group session instruction using a standardized curriculum. These Training Leaders are highly qualified individuals, experienced in interactive instruction with solid knowledge of current Rotary information. They will attend all components of preparation for Training Leaders, working with the Instruction and Curriculum Coordinators and other Training Leaders to present effective educational sessions that meet the needs and hold the interest of PEs. They are responsible for the quality content delivery and effectiveness of their individual sessions and meeting the standards established by the Instruction Coordinator and OPCOM.

2. Session Support Assistants

Support Assistants coordinate closely with the Session Training Leaders to ensure smooth planning and session coordination, provide support to the Training Leaders and PEs during the session, and work with small groups of PEs in the sessions as requested by the Training Leader.

Support Assistants are qualified Rotary leaders who have knowledge of the session topic, have good group facilitation skills and are experienced working with groups, but may need additional experience/knowledge before serving as a Session Training Leader. Support Assistants may also be subject matter experts on the session topic and are usually those Rotarians who will already be in attendance at PETS serving in another role. They will participate in advance preparation steps and an on-site orientation; however, because they are providing support to the sessions, but not instruction, it is not required they attend advance training sessions.

3. Alternate Training Leaders

Alternate Training Leaders will be chosen from the pool of Training Leader candidates following the interview process. These Rotarians will serve as a Session Training Leader if a vacancy occurs. They are highly encouraged to participate in advance preparation steps; it is not required that they attend advance training sessions or PETS unless appointed to fill an open position.

B. Training Leader Application

Session Training Leaders are selected through a process conducted by the Instruction Coordinator, confirmed by OPCOM and approved by the Board of Directors.

An open call for applications will be sent to Rotarians in all districts using a process conducted jointly by the Districts and the Instruction Coordinator. The Instruction Coordinator will provide standard announcements for this purpose. The Instruction and Curriculum Coordinators and other OPCOM members may also distribute requests for applications to qualified district Rotarians.

The overall number of Session Training Leaders and Alternates required will be determined by the Instruction Coordinator following an annual assessment of the number of training topics to be presented, the number of participants in each instruction room, and the number of instruction rooms to be used. Consideration of budget will also be considered in establishing the number of Training Leaders required.

Each PETS district will submit applications for a minimum number of potential educational Session Training Leaders and Support Assistants as determined by the Instruction Coordinator based on the specific curriculum for that year's PETS. Districts are strongly encouraged to suggest more than the minimum number of qualified Training Leader applicants. DGNs (PETS DGEs) shall ensure that the call for applications is provided to Rotarians in their districts a minimum of (8) weeks in advance of the summer meeting and encourage qualified Rotarians to apply.

Rotarians who wish to apply will provide information in the standardized format provided by the Instruction coordinator. This will include a summary of experience and training references. Videotape, DVD, or evaluations from past training sessions is a highly desirable supplement. Completed applications shall be returned to the Instructional Coordinator

C. Selection and Appointment

A structured and competitive selection process for PETS Training Leaders will be used, as developed/overseen by the Instruction Coordinator. The process will choose the best-qualified, most highly effective Training Leaders available from the districts on a pooled basis, using a committee with multi-district representation, and make recommendations for the final Training Leader pool.

The Instructional Coordinator will coordinate the interview and selection process and advise the DGNs (PETS DGEs) of the status of those candidates from their district according to the estimated timeframe in this section. The Instruction Coordinator will submit the resulting slate of Training Leaders to the OPCOM and Board of Directors for approval. Following approval, the Instruction Coordinator will provide a letter of appointment to the Training Leaders and confirm their ability to serve.

Timeline:

- Minimum of eight (8) weeks prior to summer meeting: Call for applications distributed to district and club leaders.
- Minimum of five (5) weeks prior to summer meeting: Applications due to Instruction Coordinator.
- Minimum of one (1) week prior to summer meeting: Selection of recommended Training Leaders and alternates.
- Summer meeting: Confirmation of Training Leader roster.

- Within one (1) week following summer meeting: Written notification of PETS Training Leader team and alternates.
- Within two (2) weeks following summer meeting: Written confirmation of PETS Training Leader team and alternates.

D. Training Leader Service and Re-Appointment

Session Training Leaders may serve up to three - one-year terms if they re-apply, meet the eligibility requirements, including the prior year's evaluation results, and are selected to serve. On a rare occasion, it may be necessary to appoint a Session Training Leader for an additional term to fill an unanticipated vacancy. A past Training Leader may also serve as an alternate.

Effectiveness of Training Leaders in meeting the position requirements will be measured through observation, working process and evaluation from the educational session participants. The evaluation will determine if a session Training Leader will be recommended to serve during the subsequent year. The results will be assessed by the Instruction Coordinator to assist in determining which Training Leaders are eligible for re-nomination based on meeting the evaluation requirement and other factors related to performance of their responsibilities. Additional criteria may be established based on changes in PETS educational sessions and specific training requirements over time.

The minimum evaluation baseline for re-nomination is 4.25 on a five-point scale with 5 as the highest rating. Session Training Leaders who do not meet the minimum will not be considered for re-nomination while those with a rating between 4.26 and 4.49 will be carefully assessed prior to re-appointment. An overall evaluation rating of 4.5 or above is highly desirable.

E. Training Leader Qualifications and Experience

The Rotarians selected for session Training Leaders will possess outstanding skills and experience in interactive instruction and leading dynamic group processes, and should be those who have been highly rated in other venues for this ability. These skills will be supported by a broad base of current Rotary knowledge.

Key skills and background includes:

1. Session Training Leaders and Alternates

- Recognized as dynamic group speaker/educator/facilitator; demonstrated skills in leading group processes with exceptional ability to speak in front of a group.
- Solid and current knowledge of Rotary and its programs.
- Past service as an effective club President is required: additional leadership experience at the district level is highly desirable.
- High level of energy to present an intensive schedule of sessions.
- Excellent interpersonal skills.

- Effective in teaching highly-interactive sessions using a variety of instructional methodologies, and ability to teach specific session content per a standardized leader's guide, while using his/her own style.
- Ability to participate in preparation activities during the six months prior to PETS, averaging 7 to 10 hours monthly in preparation; may require attendance at an in-person training session for up to two days during the 90 days prior to PETS.
- Willingness to instruct district or other training sessions throughout the year as assigned by the district leadership team or to lead training in other venues to support preparation for PETS educational sessions.
- Ability to devote minimum of one full day onsite in advance of PETS and significant time to training preparation during PETS; may not be able to attend other PETS sessions.
- Additional consideration will be given to those with a profession or background that provides direct experience in the responsibilities of this position.

2. Support Assistants

Support assistants may possess many of these qualifications; however, have less experience in instruction and/or a less extensive Rotary background; they may also be content experts with less experience in leading group process.

F. Training and Preparation

The preparation in advance of PETS is designed to enhance the ability to lead the educational and training sessions, but is not intended to provide all necessary training for Training Leaders to fulfill their responsibilities if they do not already have substantial experience.

The Instruction Coordinator will plan and oversee preparation for session Training Leaders. This will be conducted primarily by conference call, emails and individual preparations in the six months prior to PETS. In addition:

- Training Leaders will participate in curriculum development teams;
- Training Leaders will attend at least one in-person preparation session in the 6-months prior to PETS, as budget permits;
- Participate in an onsite preparation session (at the location of the PETS) on Wednesday and/or Thursday prior to PETS for session Training Leaders, and for Support Assistants on Thursday;
- Serve as a leader for Rotary training at the district level or in other venues during the six months prior to PETS as additional preparation.

XVII. PACIFIC NORTHWEST PETS FISCAL YEAR

The fiscal year for PNW PETS is May 1 through April 30 or in accordance with the PNW PETS incorporation documents.

XVIII. SEMINAR COSTS & FINANCES

A. Budget

The budgeted income should cover all costs of promotion, speaker and OPCOM expenses, participant workbooks, meals, facility, audio visual and other expenses required to accomplish the training objectives. Seminar expenses should be ordinary and necessary.

B. Registration Fee

Collection of registration fees and other income, and authorization of expense payments is the responsibility of OPCOM. A registration fee for each President-Elect in attendance will be charged which will cover the prorated cost (exclusive of transportation). It is expected that this fee will be paid by the President-Elect's Rotary club. The same amount will be charged for attendance of any club's President-Nominee, following approval of attendance by the DGE.

The proposed registration fee will be approved by the BOD at the Fall OPCOM meeting. Registration fees may include discounts or late fees, based on time period, to motivate timely registrations. The refund policy will be stated on the PNW PETS website and refunds will not be given less than two weeks prior to the event except in special circumstances with the approval of the Chair. The registration fee and other costs of attendance by the DG, DGE, DGN, AGs or other district representatives is the responsibility of each district, in addition to other district expenses not covered by the regular PNW PETS registration fee.

The OPCOM Registrar and Treasurer have the responsibility to account for all fees paid and maintaining records of paid registrations.

Because the major cost of PNW PETS is lodging and meals, the Facilities Chair will be responsible to negotiate with the hotel for the most beneficial sleeping room rate based on double occupancy. OPCOM may use the services of a professional event planner to negotiate hotel rates and provide meal guarantees. The Chair, Chair-Elect, Immediate Past Chair and Facilities Chair will review and concur on the terms of the proposed hotel agreement(s) prior to signature by the Chair.

Registration Fee Timeline

- Fall Meeting - Registration fees approved by BOD.
- Early Registration - Registration opens prior to November 15. Early registration discount offered during first two weeks.
- Regular Registration - After initial two weeks, registrations take place at the usual (non-discounted) fee.
- Late Registration – Six weeks prior to event, a late registration fee (highest rate) is activated.

C. Expenses

Principal expenses will usually be in the following categories:

1. Cost of lodging for:

- Registered Presidents-Elect and any approved Presidents Nominee, for Friday and Saturday night in shared rooms, and costs of those paying for a private room;
- Registered DGs, DGEs, DGNs, AGs and other district leaders (and PEs for those districts that have paid for early arrival) for Thursday, Friday and Saturday nights;
- Session Training Leaders for Thursday, Friday and Saturday nights in shared rooms. One additional night due to travel distance may be necessary, as approved by the Instruction Coordinator in consultation with the Chair. If requesting a private room, the Training Leader will pay the difference between a shared room and a private room;
- Rooms for guest speakers;
- Rooms for RI leaders and representatives as determined necessary by OPCOM;
- OPCOM members for one night for the Summer meeting, one night for the Fall meeting and for Thursday, Friday and Saturday nights during PNW PETS, and additional nights as appropriate for those required to travel from an extensive distance or as required by the position. Where practical, OPCOM members will share rooms.

2. Cost of meals for:

- Registered Presidents-Elect and approved Presidents Nominee for Friday through Sunday PETS plenaries;
- Registered DGs, DGEs, DGNs, AGs and other district leaders and Session Training Leaders (and PEs for those districts that have paid a premium for early registration) for Thursday evening dinner (where applicable) through Sunday lunch during the seminar;
- PNW PETS guest speakers, RI and Zone resource leaders as determined necessary by the OPCOM;
- OPCOM members for Thursday lunch through Sunday lunch during PNW PETS;
- OPCOM members for dinner, lunch and breakfast for the Summer and Fall committee meetings.
- Meal reimbursement will be for actual expenses up to a maximum of the Federal government rate (www.gsa.gov/mie) for the year incurred. Meal expense reimbursement for traveling companions is not allowed. En route meals are reimbursable on a per meal basis if they are connected with overnight travel necessary to conduct PNW PETS business only.

3. Cost of Transportation for:

- PNW PETS Session Training Leaders and Guest Speakers.
- OPCOM members for PNW PETS and the Summer and fall Committee meetings.

- OPCOM members will arrange their own transportation and submit a Request for Reimbursement to the Treasurer.
- Transportation expenses for traveling companions are not allowed.
- Transportation cost will be reimbursed at the lesser of the lowest coach airfare or mileage rate. Exceptions may be approved in advance by the Executive Committee if the lower cost of driving results in excessive time for the member.
- Ground transportation will be reimbursed at the current RI mileage reimbursement rate for the period in which it is incurred.
- Airfare will be reimbursed up to the cost of a coach or economy class ticket, with exceptions approved in advance by the Executive Committee. Tickets must be purchased in advance following the guidelines in the RI travel policy.
- Request for reimbursement of baggage fees may be submitted; costs of insurance and travel agents are not reimbursable.
- Receipts and other documentation are required for reimbursements, including airfare, parking and meal expenses of \$25 and above.
- Expense documentation must be in compliance with requirements in the RI travel and expense policies.
- Expenses will be reimbursed according to the operating policy for PNW PETS Expenses.

4. Costs of Administration

Costs of necessary administrative expense for planning and presenting the seminar, such as office supplies, printing, postage, copies, President-Elect materials, decorations, name tags, speaker gifts, Training Leaders session supplies, recognition and other administrative costs deemed appropriate by OPCOM within the budget approved by the BOD.

D. Reserve Account

OPCOM will ensure that the PNW PETS yearly operating budget will maintain a reserve fund between 40% and 50% of the normal annual operating expenses of PNW PETS based on an average of income and expenses for the last three years.

E. Persons Authorized to Approve Charges to the Hotel Master Account

The Chair designates OPCOM members authorized to approve charges to the hotel master account during PETS and OPCOM meetings. If not otherwise stated, the Chair, Training Leader and Facilities Coordinators, and the Treasurer shall be authorized to charge approved expenses.

Expenses not related to OPCOM may not be charged to the master account. Districts, vendors and others will provide a credit card to the hotel in advance for charges related to their own areas of activity.

XIX. JOB DESCRIPTION SUMMARY

A. Past Chair

- Coordinate the process to appoint qualified district representatives on OPCOM;
- Within 60 days following PNW PETS, consolidate and forward all PNW PETS planning information, notices, agendas, minutes, final reports, critiques, correspondence and other relevant information to the Chair for continuity and to the Secretary for archival;
- Advise the Chair, OPCOM and the BOD, as needed;
- Act as Parliamentarian for all OPCOM meetings;
- Participate in a critique of PNW PETS at the conclusion of the seminar to determine if changes are needed;
- Complete other responsibilities as assigned by the Chair;
- Provide regular progress reports to the Chair;
- Does not represent his/her district as a voting member.

B. Chair

- Oversee and advise OPCOM committee chairs in all aspects of seminar planning and implementation according to the plans approved by the BOD.
- Advise and assist OPCOM members in fulfilling their assigned responsibilities.
- Has overall responsibility for promotion of attendance at the seminar, including:
 - motivate DGs and DGEs to ensure district Presidents-Elect register and attend;
 - work with the Registrar to supply forms and information to DGs to register Presidents-Elect during their club visits and to DGEs for communication with PEs;
 - work with Registrar to provide seminar and registration information to Presidents-Elect, using most effective methods and timing to elicit registrations; and
 - other promotional activities to help ensure attendance.
- Recommend, in conjunction with the Past Chair, qualified individuals to fill OPCOM positions from district nominees, for confirmation by the BOD.
- Sign contracts for next PETS.
- Establish menus for plenary sessions.
- Provide meal guarantees to the hotel, after consultation with Executive Committee and Registrar.
- Review BEOs with hotel for accuracy.
- Determine appropriate breaks and associated costs.
- Identify need for any special appointees and recommend qualified individuals, for confirmation by the BOD.
- Develop a recommended budget and registration fee for approval by the BOD, in conjunction with the Treasurer and Registrar.

- Oversee management of income and expenses per the budget.
- Approve payment of all expenditures.
- Designate OPCOM members to approve charges to the master account and inform the hotel.
- Ensure preparation of the seminar's final financial statement and that any cash balance and other materials are turned over to the next year's Chair and relevant committee members within 60 days of seminar conclusion.
- Participate in a critique of PNW PETS at the conclusion of the seminar to determine if changes are needed;
- Provide regular progress reports to the BOD
- Assign District Rooms. Instruction Chair assigns educational rooms. Plenaries done by Plenary Manager.
- Does not represent his/her district as a voting member.

C. Chair Elect

- Assist the Chair and complete other responsibilities, as assigned;
- Preside at meetings in the absence of the Chair;
- Shadow the chair in all seminar planning and implementation responsibilities;
- Produce the master Minute-by-Minute schedule, incorporating all other plenary and session schedules provided by other OPCOM committee chairs;
- Acquire all gifts needed for PNW PETS, following Chair consultation and budget approval;
- Prepares certificates or other methods of recognition for guest speakers, Training Leaders, etc.;
- Convene a task force to review and update the PNW PETS Manual of Procedure, Bylaws and operating policies, discusses policy issues with OPCOM and the BOD;
- prepare/provide recommended changes in advance of the Fall meeting for approval by the BOD;
- Participate in a critique of PNW PETS at the conclusion of the seminar to determine if changes are needed;
- Complete other responsibilities as assigned by the chair;
- Provide regular progress reports to the Chair;
- Does not represent his/her district as a voting member.

D. Program Coordinator

- Coordinate the overall development and implementation of PNW PETS plenary sessions under the guidance of the Chair and in consultation with the Plenary/AV Coordinator.

- Oversee the preparation and printing of the seminar program with program content, speakers, and schedule.
- Oversee selection and invite all principal speakers, VIPs and Rotary International representatives, in consultation with the Chair and Chair-Elect, and with approval of the BOD including:
 - provide guidance as to the content messages to be delivered.
 - coordinate arrangements for their attendance, reception, hotel rooms, and other facility needs through Facilities Coordinator.
 - arrange tours, if requested, with concurrence of the Chair.
- Plan/Inform the Sergeant at Arms of head table and dignitary seating arrangements for each of the meal functions and plenary sessions, following consultation with the Chair.
- Coordinate dignitary registration with the Registrar and provide information about the speakers and program to the webmaster as it occurs.
- Oversee and supervise dignitary aides, using RI Guidelines for Aides to RI Officers (29.080) and the Guidelines for the Selection of Aides to RI Officers.
- Provide a recommended list of aides to the chair for confirmation.
- Invite/Confirm aides, provide orientation and list of responsibilities (pre-, during and post-PETS); regularly communicate with and provide support to the aides.
- Evaluate of each aide's performance and provide to the Chair.
- Participate in a critique of PNW PETS at the conclusion of the seminar to determine if changes are needed.
- Complete other responsibilities as assigned by the chair.
- Provide regular progress reports to the Chair.
- Does not represent his/her district as a voting member unless the voting member is absent.

E. Curriculum Coordinator

- Develop/Recommend educational objectives and cohesive program/ educational session curriculum for approval by the BOD.
- Support the objectives and priorities of Rotary International and the member districts through the educational session content.
- Ensure training coordinates with and mutually supports other learning components of PNW PETS.
- Work closely with the DGEs and District Trainers to assist in coordination of information for district sessions with their Presidents-Elect; act as a resource to districts in planning their District PETS sessions.
- Oversee development of educational session content for Session Training Leaders using a standardized leaders' handbook and a guided instruction model.

- Develop/produce/distribute all educational materials (digital and hard copy) corresponding with the educational sessions.
- Coordinate posting of online materials with the Webmaster.
- Use information provided by Presidents -Elect from the most recent PETS evaluations as a key factor in determining the curriculum methodology and training topics.
- Work with the Instruction Coordinator to provide advance and on-site content training to all Training Leaders, as related to their sessions with the Presidents-Elect.
- Establish written goals and objectives for Session Training Leaders in conjunction with the Instruction Coordinator; maintain regular communication and provide clear directions on necessary preparation steps.
- Evaluate content effectiveness by observing sessions at PNW PETS and assess Training Leaders on content presentation skills; work with Instruction Coordinator to incorporate results of the evaluations into future sessions to increase training effectiveness.
- Participate in development of the PETS evaluation for the collection of information to identify changes that may be needed in training.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.
- Work with the Registrar in scheduling meeting rooms for educational sessions based on anticipated attendance.
- Participate in a critique of the educational sessions and an evaluation of the Session Training Leaders at the conclusion of PNW PETS to determine if changes are needed.
- Working with the Facilities and Instruction Coordinator, review room set-ups for the small group instructional sessions prior to each scheduled session; provide immediate problem solving assistance, as needed, working through the hotel.
- Complete other responsibilities as assigned by the chair.
- Provide regular progress reports to the Chair.

F. Training Leader Coordinator

- Establish written goals and objectives for Session Training Leaders in conjunction with the Curriculum Coordinator; maintain regular communication and provide clear directions on necessary preparation steps.
- Coordinate the selection and confirmation process for Session Training Leaders per the procedure established; communicate with and provide assistance to the DGEs in nomination of Session Training Leaders.
- Conduct online and in-person Session Training Leader training and preparation session(s) totaling approximately thirty-six hours prior to PNW PETS.
- Identify and acquire the equipment to be used in all educational sessions, in conjunction with the Facilities Coordinator.

- Review room set ups and signs for the small group instructional sessions prior to each scheduled session, in conjunction with the Facilities and Curriculum Coordinators. Provide immediate problem solving assistance, as needed, working through the Facilities Coordinator.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.
- Evaluate Training Leader effectiveness in presentation through the written evaluation by PEs and in-person observation of sessions at PWN PETS; work with the Curriculum Coordinator to incorporate results of the evaluations into future sessions to increase training effectiveness.
- Participate in a critique of the educational sessions and an evaluation of the Session Training Leaders.
- Complete other responsibilities as assigned by the chair.
- Provide regular progress reports to the Chair.

G. Facilities and Materials Coordinator

- Responsible for all contact and negotiations with the hotel for facilities, including arrangements for meeting rooms, signs, tables for vendors, and setup of District rooms.
- Complete and provide Banquet Event Orders (BEOs) to hotel using information provided by DGEs and OPCOM coordinators.
- Review room set-ups for the small group instructional sessions and district meetings prior to each scheduled session. Provide immediate problem solving assistance, as needed, working through the hotel.
- Arrange luggage storage space at the hotel on Friday and Sunday mornings, if needed, to be overseen by SAA Hallway Team.
- Act as the primary liaison with the hotel for advance and on-site arrangements.
- Formally invite approved merchandise vendors and those with RI-related displays to participate in PNW PETS. Arrange and assign vendor and RI-related display space and communicate with participants.
- Provide information to the Sergeant at Arms and other OPCOM chairs about physical layout of space, hotel services and meeting/display facilities.
- Manage off-site storage and transportation of equipment and supplies to and from the hotel.
- Work with DGEs to coordinate shipping of RI and other advance materials.
- Confirm annually by 1 July that appropriate liability insurance is in effect through RI or another source.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.

- Arrange social events in the Chair's suite.
- Complete other responsibilities as assigned by the chair.

H. Rooming Coordinator

- Work with the Registrar and hotel contact in the assignment of hotel sleeping rooms for attendees at OPCOM meetings, Training Leader training and PNW PETS.
- Prepare and provide the list of attendees' room requirements to the hotel.
- Assign complimentary sleeping rooms provided by the hotel.
- Arrange accommodations for guest speakers, VIPs, etc.
- At the conclusion of PETS, reconcile the final bill for hotel sleeping rooms.
- Assist the Facilities Coordinator as a liaison to the hotel, as time permits.
- Meet each day with the hotel contact and the Facilities Coordinator to review BEOs.
- Work with the Registrar to solve sleeping room issues during attendee check in.
- Maintain frequent communications with the Instruction Coordinator and provide the necessary contact information to the Session Training Leaders for onsite problem-solving.
- Review daily the room setups for the Session Training Leaders to stay up to date about room setups and material needs.
- Provide immediate assistance as necessary through the hotel.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.
- Maintain a summary report of key information for comparison year-to-year.
- Complete other responsibilities as assigned by the chair.

I. Registrar

- Oversee design and set up of online registration forms for seminar.
- Review list of registrants and sleeping room requirements for the hotel.
- Work with the Rooming Coordinator on assignment lists and problem solving.
- Report on the status of registration and provide lists, as needed, for follow-up.
- Communicate regularly with the immediate past Registrar about registration status in the event s/he may need to step in to serve as Registrar before/during PNW PETS.
- Assist Registrar successor during the registration and hotel arrival process, as needed.
- Process refunds according to PNW PETS policy, obtaining approval from Chair on policy exceptions.
- Work with the Instructional Coordinator to set room sizes by topic and assign PEs to specific meeting rooms for the small group educational sessions.
- Produce registrant name tags and meeting room assignment lists.

- Oversee design, domain registration, hosting and maintenance of the PNW PETS website, and adaptation to meet changing needs. Acquire specialized assistance with technical aspects of site development, as needed.
- Work closely with OPCOM committee chairs to acquire current information for website and any specialized functions needed.
- Ensure compliance of all PNW PETS electronic communications with RI's Electronic Communications Policy (COP 52.020).
- Serve as "back up registrar" following term completion in the event the successor is unable to perform.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.
- Maintain a summary report of key information for comparison year-to-year.
- Complete other responsibilities as assigned by the chair.

J. Treasurer

- Receive and record all income and expenses of PNW PETS.
- Prepare all disbursements, account for payments of expenses, as approved, and within budget and policy, unless exceptions are approved by within the guidelines prescribed by the Chair.
- Ensure that all requests for reimbursement are approved by the Chair or Immediate Past Chair prior to payment; issue payments by check or electronically.
- Maintain registration reconciliation prepared by Registrar that identifies each registrant and corresponding payments received.
- Confirm hotel charges with Coordinator or DGE making the request (i.e. AV equipment and Pre-PETS food service).
- Handle all the cash received.
- Prepare a budget for OPCOM, in conjunction with the Chair, for approval by the BOD; monitor and report expenditures against such budget.
- Prepare a final statement of income and expense, cash accounts and other financial information required by the Auditor on the timeline he/she requests.
- Submit the final statement in audited form to the BOD and OPCOM at the Annual Meeting.
- Prepare and submit required tax returns and corporate franchise reports annually.
- Oversee the reserve fund account; Assist with other financial matters of PNW PETS.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.
- Complete other responsibilities as assigned by the chair.

K. Sergeant at Arms/Secretary

- Acquire all minutes and correspondence from the Chair and Past Chair and retain for continuity;
- Establish and implement a procedure for survey and other data collection from PNW PETS; analyze and prepare a report for use by OPCOM and the BOD in evaluating the effectiveness of PNW PETS and to identify changes needed;
- Maintain custody of all materials relating to past PNW PETS, including history, policies, official documents, etc., and maintain in a secure online archive accessible to OPCOM and BOD members;
- Document all policy actions taken by the Board of Directors for incorporation into the PNW PETS Manual of Procedure; provide a copy to Chair Elect for use in annual MOP review;
- Take minutes of all OPCOM and BOD meetings and provide to attendees and others, as needed;
- Implement a plan, including signs, for an organized flow of traffic to meetings, events, meals, and sessions;
- Assist participants with information about schedule and locations, and on-time arrivals;
- Control access to all meals and, for each meal, provide a count of the number of meals served to check against the hotel's count;
- Select and train Sergeant at Arms teams to assist in these responsibilities; assign tasks to designated Assistant Sergeants-at-Arms, if needed;
- Assist at the registration desk, as required;
- Work with the Program Coordinator and Chair to designate and fill seating arrangements for the head table(s) in the plenary sessions; arrange for reserved tables and signage;
- Oversee distribution of nametags and holders received from Registrar;
- Ensure safe onsite storage of training materials, equipment and supplies for plenary and educational sessions;
- Supervise the PNW PETS office provided by the hotel;
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities;
- Complete other responsibilities as assigned by the chair.

L. Plenary/AV Coordinator

- Plan and oversee all plenary sessions, agenda, and staging, working together with the Program Coordinator, the Chair, and other committee chairs, as relevant.
- Secure all necessary audio visual equipment for the plenary sessions.

- Obtain best price quote(s) from equipment and installation vendors and submit to Chair and Chair-Elect with recommendations.
- Coordinate installation of equipment at scheduled time, and test in advance to ensure all equipment functions properly.
- Supervise implementation of sound and stage arrangements during plenary sessions;
- Check that equipment listed on plenary BEOs, master bill, and other invoices are correct.
- Select and coordinate responsibilities with an onsite AV technician.
- Acquire or serve as plenary session announcer.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.
- Complete other responsibilities as assigned by the chair.

M. Auditor

- Examine and review the financial accounts of PNW PETS to ensure compliance with established policies and the approved budget; the scope and methodology of this examination will be as agreed upon by the BOD and fulfill intent of the RI Bylaws.
- Attend all PNW PETS OPCOM meetings.
- Communicate regularly with the PNW PETS chair and relevant committee members about work progress, budgetary needs and to coordinate completion of responsibilities.
- Complete other responsibilities as assigned by the chair.
- Does not represent his/her district as a voting member.

N. Executive Committee

The immediate Past Chair, Chair, and Chair-Elect shall compose the Executive Committee. The committee's responsibilities shall include:

- Approve exceptions to policy when it is impractical to convene the BOD;
- Provide recommendations to the BOD on personnel issues;
- Communicate regularly with the BOD about work issues undertaken by the Committee;
- Complete other responsibilities as assigned by the BOD.

XX. AMENDMENTS TO MANUAL OF PROCEDURE

This Manual of Procedure may be modified, amended or repealed and a new manual may be adopted by a majority of the Board of Directors on the recommendation of OPCOM.

The Chair-Elect will convene a task force annually for the purpose of reviewing and making any necessary changes in the PNW PETS Manual of Procedure, Bylaws and operating policies. Recommended changes will be provided to OPCOM and the BOD in advance of the Fall meeting for approval by the BOD.

XXI. APPENDIXES

- OPCOM Chair Rotation
- OPCOM Rotation by District
- PNW PETS operating policies
- Reimbursement policy