

# Remit of Group Executives

**This guidance was transferred from various sections of the old Organizational Policy Manual in November 2016. The content has not been updated since [governance reforms](#) were approved in November 2016, but updates to terminology (e.g. Trials Search Co-ordinators to Information Specialists) have been made.**

## Role of the Group Executives

Cochrane Groups operate within Cochrane's organizational framework of accountability in all of their activities and actions. Cochrane Review Groups (CRGs) and Methods Groups report to the Editor in Chief and, through him/her, to the Chief Executive Officer (CEO); and Cochrane Centres, Fields and the Consumer Network report directly to the CEO. The CEO reports and is accountable to the Governing Board.

The Editor in Chief and CEO are advised and supported by the respective Groups' Executive; which also provide an advisory function directly to the Cochrane Governing Board via the Group representative(s) on the Governing Board.

These Executives consult with those they represent on issues relating to their role and function within the organization. They also provide a communication channel between each other and with the Governing Board and its various sub- and advisory committees, and advise the Governing Board on aspects relating to the Executives' functions within registered Cochrane Groups.

### History of the Executives

In 2008 the three main groups of people within CRG editorial teams, the Co-ordinating Editors, Managing Editors and Trials Search Co-ordinators (now Information Specialists), formed their own sub-groups or 'executives'. This model was then adopted by all Groups, although the Centre Directors' Executive represents the Directors of Centres and Associate Centres rather than all staff.

### Eligibility to stand for election to a Group Executive

Members of the Group Executives come from the communities they serve:

- Cochrane Review Groups:
  - Co-ordinating Editors
  - Managing Editors
  - Information Specialists
- Methods Groups
- Centre and Associate Centre Directors
- Fields
- Consumers

Eligibility requirements by Executive are listed in some cases in the Remit section, below.

Employees of Cochrane (the Charity) and its Trading Companies are ineligible to become members of Group Executives. This includes staff whose contracts of employment are with third-party organisations but whose salary is funded by Cochrane. Eligibility will be determined by the Chief Executive Officer on a

case-by-case basis for seconded staff employed by third-party organisations who are working for Cochrane on a project, where Cochrane pays all or some of the salary costs for the secondment.

## Remits of the Executives

The individual remits as developed and updates by the Executives are copied below:

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## Group Boards

In addition to the Executives there are three Group Boards: Co-ordinating Editors, Centre and Associate Centre Directors, and Methods. These Boards are composed of all members of those communities and provide a forum for discussion – usually at the Mid-Year Business Meetings and Colloquia.

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## Co-ordinating Editors' Executive - terms of reference

1. To provide advice and communicate the concerns of Co-ordinating Editors to the Editor in Chief;
2. To provide advice and support to the Governing Board representatives (both of whom will be members of this group);
3. If required, to make decisions between meetings, with an expectation of consulting the entire Co-ordinating Editors Board;
4. To provide advice to Co-ordinating Editors' Executive members who have cross membership with the Methods Application and Review Standards Working Group (MARS) and other advisory groups;
5. To communicate with members of the Co-ordinating Editors' Board on a regular basis, particularly on decisions that affect Co-ordinating Editors directly.

# Managing Editors' Executive - Remit

## **Purpose of the Managing Editors' Executive**

*[This Remit was updated by the MEs' Executive February 2015. It will be put into Archie and the Policy Manual and linked from the ME Portal]*

The purpose of the MEs' Executive is to be a conduit for communication and information flow to and from the MEs, the Cochrane Board, and the Editor in Chief (EiC).

## **Accountability and reporting**

- The MEs' Executive is accountable to all MEs.
- The MEs' Executive will report to all MEs on activities, with a written report presented at the MEs' Colloquium meeting and incorporated into the final minutes.
- The MEs' Executive will produce written reports or papers for the Governing Board and other stakeholder groups as required.

## **Objectives**

- To advise the Governing Board via its ME representative on all aspects relating to the role and function of MEs in a timely and effective manner.
- To advise the EiC on all aspects relating to the function of MEs within the Cochrane Review Groups (CRGs) in a timely and effective manner.
- To facilitate effective and timely communications between the MEs, Information Specialists (Information Specialists), the Co-ordinating Editors' Board and the EiC.
- To feed back any relevant decisions or discussions from the Governing Board and its various sub-committees and advisory groups, and from the EiC.
- To assist, if necessary, the filling of ME positions on Cochrane working groups and advisory committees and to ensure ME representation where none currently exists.
- To consult with, and assist if necessary, the Governing Board and relevant sub-committees and advisory committees on the appointment of ME 'liaison' positions when any such positions arise, e.g. in the context of special projects or the formation of temporary working committees.
- To plan and organise the MEs' meetings at annual Cochrane Colloquia.
- To assist with the planning and organising of regional and other MEs' meetings as appropriate.
- To consult MEs on issues relating to their role and function within the organisation.
- To identify collective MEs' concerns and issues and bring them forward to the appropriate arena.

## **Decision-making**

- The MEs' Executive will aim to reach full consensus; when this is not possible, decisions will be based on a majority vote. In the case of a tied vote, the Governing Board ME representative/Chair will have the deciding vote.
- For decisions to be taken at MEs' Executive meetings, a quorum of more than half the membership of the MEs' Executive is necessary. For decisions to be taken by e-mail correspondence, it is expected that all members of the MEs' Executive will vote but if this is not possible, the above quorum stands.
- Wherever possible, decisions will be based on consultation with all MEs.

## **Meetings and communications**

- At least one face-to-face meeting per year, which will generally be held at the annual Cochrane Colloquia; an additional meeting may be held at the Governing Board mid-year meeting.
- E-mail discussion.
- Ad hoc telephone conferences when required.

- The MEs' Executive minutes will be accessible on Archie in the MEs' Forum.
- Minutes of meetings and conference calls will adhere to the following timeline: draft to be circulated within two weeks and finalised within three weeks of the meeting/teleconference call.
- The MEs representative on the Governing Board communicates with the EiC approximately every three weeks.

### **Membership of the MEs' Executive**

- Membership will be on a voluntary basis. A general call for volunteers will initially be made via the MEs' discussion list ([mes@lists.cochrane.org](mailto:mes@lists.cochrane.org)) whenever there is a vacancy.
- MEs can nominate themselves or a colleague to be a member.
- Nominated MEs will prepare a short personal statement outlining why they are interested in the position and what they feel they would add to the Executive.
- In the event that more than one nomination is received for a vacancy, the candidates will be discussed amongst the members of the Executive and the final decision will be made by the Co-Convenors.
- Volunteers will be expected to have the time to devote to the position, the skills required, and the trust of their colleagues.
- Job sharing between two part-time volunteers will be considered and accommodated if able.
- All terms will be for three years. To ensure continuity, recruitment of new members will be staggered to ensure no more than one-third of the Group is replaced in a given year. There is no limit on the number of terms that may be served, but re-appointment is contingent upon the Chair's approval.
- The MEs' Executive membership term of the ME representative on the Governing Board is suspended whilst serving on the Governing Board (which itself is limited to six years).
- The ME representative on the Governing Board will rotate with the incumbent in the position. The outgoing ME representative on the Governing Board will remain a member of the Executive for a minimum of six months after stepping down from the Governing Board to ensure continuity.

### **Size, composition and representation**

- The MEs' Executive is limited to eight people comprising the ME representative on the Governing Board and seven other MEs. Ideally, the MEs will reflect the diversity of CRGs, in particular the size of a CRG in terms of review portfolio, experience of the ME, and geographical region.
- The Co-Convenors of the MEs' Executive may co-opt up to two additional members to the MEs' Executive should the workload or balance of experience and expertise require that additional members would be beneficial in helping the Executive achieve its objectives. The co-opted members will serve a fixed term which will be set and reviewed by the Co-Convenors.
- There will be two Co-Convenors of the MEs' Executive who serve as Co-Chairs – the ME representative on the Governing Board and another MEs' Executive member. The latter position will be rotational and will be appointed by the Chair who is the ME representative on the Governing Board, after consultation with the MEs' Executive.

### **Responsibilities of MEs' Executive members**

- To participate actively by e-mail, teleconference meetings, and if possible, face-to-face meetings at Cochrane Colloquia and Mid-Year Meetings.
- To raise and respond to issues of importance to MEs via papers presented to the Governing Board, its sub-committees and advisory groups, the Co-ordinating Editors' Board, the annual MEs' and joint editorial meetings.
- To take minutes on a rotating basis at the MEs' Executive meetings.

### **Responsibilities of MEs' Executive Co-Convenors**

- To liaise on a regular basis to ensure issues of relevance to MEs are taken forward to the MEs' Executive in the first instance, and to determine how these should be managed (e.g. by e-mail, teleconference).
- To organise and collate feedback from members of the MEs' Executive on documents sent to the Co-Convenors of the Executive or the full MEs' Executive from the EiC or other members of the Cochrane [Editorial Unit](#).
- To agree and sign, whenever possible, messages sent to the MEs' Executive/MEs.
- Once agreed upon by the MEs' Executive/MEs, messages will be sent out with both signatures.
- To send out the 'welcome letter' to all new MEs.

### **Communication**

- To liaise with the Cochrane Editorial Unit by communicating with the EiC
- To ensure that ME representatives on Cochrane advisory groups and committees provide feedback to the MEs' Executive in a timely manner for consideration at MEs' Executive meetings (and teleconferences).
- To ensure appropriate communication through the MEs' mailing list and discussion forum.

# Information Specialists' Executive - Remit

(Updated by the Information Specialists' Executive - 11 February 2011)

### **Purpose of the Information Specialists' Executive**

The purpose of the Executive is to facilitate open communication between Information Specialists, the Governing Board and the Editor in Chief (EiC).

### **Objectives**

- To advise the Governing Board and the EiC through its TSC representative on the Governing Board on all aspects relating to the role and function of Information Specialists.
- To consult Information Specialists on issues relating to their role and function within the organisation.
- To provide an effective and timely communication channel between Information Specialists and Information Specialists, the Governing Board, its various committees, the EiC, Managing Editors and Co-ordinating Editors. The Information Specialists' Executive will invite non-member Information Specialists (for example, TSC representatives on committees) to give specialist advice where appropriate.
- To provide feedback to Information Specialists on any relevant decisions or discussion from the Governing Board, its various committees and the EiC.
- To ensure that Information Specialists are appropriately represented on Governing Board committees.
- To consult with the Governing Board, its committees and the EiC on the appointment of TSC 'liaison' positions when any such positions arise, e.g. in the context of special projects or the formation of temporary working groups.

### **Accountability and reporting**

The Information Specialists ' Executive will:

- be accountable to the Governing Board through the TSC representative on the Governing Board;
- provide advice to the Central Executive and EiC;
- be accountable to Information Specialists as a whole;
- produce written reports or papers for Governing Board meetings during Colloquia and mid-year meetings, and at other times as necessary;
- provide a workplan each year, including for the agenda for its mid-year meetings, for which its members' attendance is funded by the Governing Board; and
- provide a summary of the outcomes of the Information Specialists ' Executive's workplan; the content of this summary will form the basis of the Information Specialists ' report for Cochrane's Annual Report.

### **Membership**

- Membership will be on a voluntary basis. A general call to Information Specialists for volunteers will be made whenever there is a vacancy. Volunteers will be asked to submit a short paragraph (no more than 250 words) stating why they wish to join the Information Specialists ' Executive and what skills, experience or qualities they would bring as a member.
- Information Specialists can nominate themselves or colleagues to be a member.
- The Information Specialists ' Executive is limited to eight people: the TSC representative on the Governing Board and seven other Information Specialists, one of whom will be the TSC representative on the Monitoring and Registration Committee (MaRC). The TSC representative on the Governing Board and the TSC representative on the MaRC will rotate with the incumbent in the position [note: MaRC disbanded in February 2015].
- Information Specialists ' Executive members serve for a period of three years. At the end of three years, members are eligible to volunteer for membership for another three years. No-one may be a member of the Information Specialists ' Executive for more than two consecutive terms (i.e. six years), but may volunteer again after a subsequent gap of three years. An exemption to the above would occur in the case of a TSC who, having served on the Information Specialists ' Executive for three or six years, was elected as the TSC representative on the Governing Board.
- There will be two Co-Convenors of the Information Specialists ' Executive: the TSC representative on the Governing Board and another member of the Information Specialists ' Executive. The latter position will be rotational and will be appointed by the Co-Convenor who is the TSC representative on the Governing Board, after consultation with the Information Specialists ' Executive.

### **Decision-making**

- The Information Specialists ' Executive will aim to reach full consensus amongst its members, but where this is not possible decisions will be taken based on the majority vote. In the case of a tied vote the Governing Board representative Convenor will have the deciding vote.
- For decisions to be taken at meetings a quorum of more than half the membership of the Information Specialists ' Executive is necessary. For decisions to be taken by e-mail it is expected that all members of the Information Specialists ' Executive will vote, but if this is not possible the above quorum stands.
- Wherever possible decisions will be based on consultation with all Information Specialists.

### **Meetings and communications**

- Two face-to-face meetings each year, during the annual Colloquium and at the time of the Governing Board mid-year meetings.
- A dedicated e-mail discussion list ([tscs-exec@lists.cochrane.org](mailto:tscs-exec@lists.cochrane.org)).
- Telephone conferences when required.



- Minutes of Information Specialists ' Executive meetings will be accessible on Archie in the Information Specialists ' Forum.

### **Responsibilities of Information Specialists ' Executive members**

- To participate actively by email, teleconference meetings and, if possible, face to face meetings during Colloquia and mid-year meetings.
- To attend a face-to-face meeting supported by funds from the Governing Board during its mid-year meeting; those members who are part- or fully funded to attend this meeting will participate actively in the strategic session.
- To co-ordinate meetings and workplans with other [CRG](#) Executives (e.g. the Managing Editors' Executive and the Co-ordinating Editors' Executive) to ensure an appropriate level of joint work on goals and issues of common interest.
- The Information Specialists ' Executive will raise and respond to issues of importance to Information Specialists via papers presented to the Governing Board and relevant committees. All members of the Information Specialists ' Executive will be expected to draft papers for internal consultation and to provide timely feedback on such drafts.
- Responsibility for minute-taking at teleconferences and face-to-face meetings will be shared on a rotating basis by all members of the Information Specialists ' Executive.

## Methods Executive - remit and membership

### **Purpose of methods Executive**

The purpose of the Methods Executive is to be a conduit for communication and information flow between the Methods Board and Cochrane Governing Board (Governing Board), the Editor in Chief, CRG Executives and the Fields' Executive.

### **Accountability and reporting**

- The Methods Executive will be accountable to the Methods Board.
- The Methods Executive will report to the Methods Board on activities, with a written report presented at the Methods Board meeting held at the annual Colloquium, and incorporated into the final minutes.
- The Methods Executive will produce written reports or papers for the Governing Board and other stakeholder groups as required.

### **Objectives**

- To advise the Governing Board, via the Methods Group representative(s) on the Governing Board, on all aspects relating to the role and function of Methods Groups in a timely and effective manner.
- To advise the Editor in Chief on all aspects relating to methodology and Methods Groups as relevant to editorial content in a timely and effective manner.
- To facilitate effective and timely communications between the Methods Groups, Managing Editors (MEs), Trials Search Co-ordinators (TSCs), the Co-ordinating Editors' Board, Centres, Fields, the Training Working Group, the Editor in Chief, and any special working groups as appropriate. The Methods Executive will work particularly closely with the Co-ordinating Editors'

Executive, through involvement in the Methods Application and Review Standards (MARS) Working Group.

- To consider any relevant decisions or discussions from the Governing Board and its various sub-committees and advisory committees, and from the Editor in Chief, to share these as appropriate with the Methods Board, and to delegate appropriate actions to individuals or Methods Groups.
- To approve and evaluate membership of the Methods Board.
- To work with the Monitoring and Registration Committee (MaRC) on issues related to appointing Methods Groups Convenors, setting core functions for Methods Groups, assessment of Methods Groups' performance against core functions, and performance appraisal mechanisms for Methods Groups Convenors.
- To assist if necessary the filling of methods-related positions on the Governing Board's sub- and advisory committees, or other special projects or working groups, and to ensure appropriate methods representation where none currently exists.
- To identify collective Methods Groups concerns and issues and bring them forward to the appropriate arena with the view to achieving the mission of Cochrane.

### **Decision-making**

- Wherever appropriate and feasible, decision-making will be delegated to the Methods Board.
- For decisions taken by the Methods Executive (such as minor decisions or urgent decisions), members of the Methods Executive will aim to reach full consensus. Where this is not possible, decisions will be taken based on a majority vote. In the case of a tied vote, the Governing Board Methods Group representative will have the deciding vote.
- For decisions to be taken at Methods Executive meetings, a quorum of more than half of the membership of the Methods Executive is necessary. For decisions to be taken by e-mail correspondence, it is expected that all members of the Methods Executive will vote but if this is not possible the above quorum stands.

### **Meetings and communications**

- One face-to-face meeting per year which will generally be held at the annual Cochrane Colloquium.
- Regular (approximately bi-monthly) telephone conferences.
- Representation at the mid-year Cochrane meetings as appropriate.
- E-mail discussion ([methods-exec@lists.cochrane.org](mailto:methods-exec@lists.cochrane.org)).
- The minutes of the Methods Executive meetings will be made publicly available.

### **Membership of the Methods Executive**

- Membership will be on a voluntary basis.
- Any general member of the Methods Board can nominate themselves to be a member of the Methods Executive.
- Volunteers will be expected to have the time to devote to the position, the skills required, and the trust of their colleagues.
- All terms will be for three years (with the exception of some of the initial members). To ensure continuity, terms will be staggered to ensure that approximately one third of the Group is replaced in a given year. No limit is set on the number of terms that may be served, but reappointment is contingent upon the Co-Convenors' approval.

#### **Size, composition and representation**

- The Methods Executive is limited to eight people, including the Methods Group representative(s) on the Governing Board.
- Ideally, the Methods Executive members will reflect the diversity of methods activities in Cochrane, in particular their geographical distribution, type of activity (e.g. theoretical research



vs empirical research vs development of guidance vs implementation) and type of methodology (e.g. intervention vs diagnostic test accuracy; statistical vs non-statistical; generic vs specific).

- There will be two Co-Convenors of the Methods Executive.
- The Methods Executive will choose the Co-Convenors from amongst its members.
- The Methods Executive will choose a representative for the Monitoring and Registration Committee from amongst its members.

## Centre Directors' Executive

*Draft revision by Centre Directors' Executive, 27 June 2013*

The new Strategy to 2020 sets out Cochrane's vision and mission over the next seven years. It emphasises the global aspirations of Cochrane and gives Centres and Associates an important role in advancing and promoting the profile and impact of Cochrane. The Centre Directors' Executive was formed in 2010 with the purpose of providing Centres and Associates with a structure to carry out their functions in a more coordinated way, and to be more responsive to the needs of the organisation as a whole. In the last few years, much of the focus has been on improving our internal workings and procedures, and introducing greater accountability.

Cochrane is in the middle of significant organisational change, led by a new Chief Executive Officer and an expanded and well-resourced Central Executive Team (incorporating Chief Executive Officer's Office, Communications and External Affairs Department, Editorial Unit, Finance and Core Services Department and Informatics and Knowledge Management Department). In March 2013, the Centre and Associate Directors considered a proposal to formalise the relationship between Centres/Associates and the Chief Executive Officer. The changes approved in Oxford in March 2013 are reflected in the revisions below.

### 1. Remit

- Work in partnership with the Chief Executive Officer and Central Executive Team to inform and implement strategies arising from Strategy to 2020, especially with regard to funding sustainability, capacity development, engagement, partnerships, advocacy, profile and impact.
- Advise Cochrane Governing Board and the Central Executive on key aspects relating to the role and function of Centres and Associates.
- Consult with Centres/Associates on issues and concerns relating to their role and function within Cochrane.
- Communicate with Centre/Associate staff about relevant decisions or discussions from the Governing Board and its various committees and working groups.
- Facilitate communication between Centres/Associates and other Cochrane groups.
- Organise, chair and approve the minutes of the Centre and Associate Directors' (CBD) meetings.
- Ensure progress is made on activities and actions between Centre and Associate Directors' meetings.
- Appoint representatives of Centres/Associates to the Governing Board's committees, and to other ad hoc groups and committees as required.
- Prepare reports or papers for the Governing Board and other groups as required.
- Oversight of the Centre Directors' Executive budget.

### 2. Accountability and reporting

- The Centre Directors' Executive is accountable to all Centre and Associate Directors. A summary of Centre Directors' Executive meetings will be circulated to Centre Directors and Centre staff.

The Centre Directors' Executive will produce regular reports for the Governing Board and other groups as required.

- The Chief Executive Officer is an ex officio, non-voting member of the Centre Directors' Executive, accountable to the Governing Board for the overall performance of Centres and Associates towards achieving Cochrane's broader strategic objectives. The Chief Executive Officer will liaise with other members of the Central Executive Team to ensure information flows to those who are responsible for supporting the work of the Centre Directors' Executive and Centres/Associates more broadly. The emphasis is on partnership, with the relationships between the Central Executive and Centres/Associates existing as matrix arrangement, rather than a one-way reporting or accountability line.

### **3. Meetings and communications**

The Centre Directors' Executive will meet face-to-face at the Cochrane Colloquium and during the mid-year meetings. Between meetings, the Centre Directors' Executive will hold regular teleconferences and communicate by email.

### **4. Membership: composition**

- Membership will comprise at least six members, including the following:
  - Centre/Associate representatives on the Governing Board.
  - Director from a Centre or Associate in a low- or middle-income country<sup>1</sup>.
  - Centre representative on Monitoring and Registration Committee<sup>2</sup>.
  - Chief Executive Officer (ex officio).
  - <sup>1</sup> if neither of the Governing Board representatives are from Centres/Associates in LMICs.
  - <sup>2</sup> if neither of the Governing Board representatives are members of the Monitoring and Registration Committee.
- Directors of Centres and Associates can be nominated by their peers or nominate themselves to join the Centre Directors' Executive. In the event that no Director comes forward, staff members may be nominated.
- The Convenors of the Centre Directors' Executive are the Centre Director representative on the Governing Board and the Chief Executive Officer.

### **5. Membership: duration**

Governing Board representatives are expected to serve on the Centre Directors' Executive for the duration of their term on the Governing Board. The remaining members of the Centre Directors' Executive (except for the CEO) will be expected to serve for two years, with the option of serving a further two-year term. A call for volunteers will be made as positions arise, and an election held if sufficient nominations are received. Members are expected to have sufficient time to devote to the position, and bring a broad range of skills and experience.

### **6. Responsibilities of CDs Exec members**

To contribute to the activities of the Centre Directors' Executive, and participate in discussions via email, teleconferences and meetings.

To raise and respond to issues of importance to Centres/Associates by convening or contributing to small ad hoc working groups.

To prepare papers and reports for Centre and Associate Directors' meetings, Governing Board meetings and other forums as required.

To take minutes of Centre Directors' Executive meetings on a rotating basis.

- **Responsibilities of Convenors**

- To ensure issues of relevance to Centres/Associates are considered and taken forward by the Centre Directors' Executive and to determine how these should be managed (e.g. by email, teleconference).
- To chair the Centre Directors' Executive meetings.
- To chair the Centre and Associate Directors' meetings.
- To ensure consistent communication of information to Centres/Associates and to other groups within Cochrane.

## Fields' Executive

*Text provided by Fields' Executive Convenor and inserted into Manual on 25 May 2011.*

### **Purpose of the Fields' Executive**

The purpose of the Fields' Executive is to be a conduit for communication and information flow to and from the Fields to Cochrane Governing Board, the Editor in Chief and other Group Executives (such as the Co-ordinating Editors', Managing Editors' and Trials Search Co-ordinators' Executives).

### **Accountability and reporting**

- The Fields' Executive will be accountable to Fields as a whole.
- The Fields' Executive will report to all Fields on activities, with a written report presented at the Fields' meeting during the annual Cochrane Colloquium and incorporated into the final minutes.
- The Fields' Executive will produce written reports or papers for the Governing Board and other stakeholder groups as required.

### **Objectives**

- To advise the Governing Board via its Fields representative on all aspects relating to the role and function of Fields, in a timely and effective manner.
- To advise the Editor in Chief on all aspects relating to the function of Fields, as relevant to editorial content, in a timely and effective manner.
- To facilitate effective and timely communications between the Fields, Managing Editors (MEs), Trials Search Co-ordinators (TSCs), the Co-ordinating Editors' Board, Centres, Methods Groups, the Editor in Chief, the Training Working Group and other special working groups as applicable.
- To feed back any relevant decisions or discussions from the Governing Board and its various sub- and advisory committees, and from the Editor in Chief.
- To assist if necessary in filling Fields positions on the Governing Board's sub- and advisory committees and to ensure Fields representation where none currently exists.
- To consult with and assist if necessary the Governing Board and relevant sub- and advisory committees on the appointment of Fields 'liaison' positions when any such positions arise, e.g. in the context of special projects or the formation of temporary working groups.
- To plan and organise the Fields' meetings at annual Cochrane Colloquia.
- To assist with the planning and organization of regional and other Fields' meetings.
- To consult Fields on issues relating to their role and function within the organization, OR to consolidate the function and purpose/position of Fields.
- To identify collective Fields' concerns and issues and bring them forward to the appropriate arena with the aim of achieving the mission of Cochrane.

### **Decision-making**

- The Fields' Executive will aim to reach full consensus but, where this is not possible, decisions will be taken based on a majority vote. In the case of a tied vote the Governing Board Fields' representative will have the deciding vote.
- For decisions to be taken at Fields' Executive meetings, a quorum of more than half the membership of the Fields' Executive is necessary. For decisions to be taken by e-mail correspondence, it is expected that all members of the Fields' Executive will vote, but if this is not possible the above quorum stands.
- Wherever possible decisions will be based on consultation with all Fields.

### **Meetings and communications**

- One face-to-face meeting per year which will generally be held during the annual Cochrane Colloquium.
- Representation at the mid-year Cochrane meetings.
- E-mail discussion.
- Ad hoc telephone conferences when required.

### **Membership of the Fields' Executive**

(The Administrator of the Central Executive Team inserted the following paragraph on 11 March 2013.)

Employees of Cochrane (the Charity) and its Trading Companies are ineligible to become members of Group Executives. This includes staff whose contracts of employment are with third-party organisations but whose salary is funded by Cochrane (e.g. the Training Co-ordinator(s)). Eligibility will be determined by the Chief Executive Officer on a case-by-case basis for seconded staff employed by third-party organisations who are working for Cochrane on a project, where Cochrane pays all or some of the salary costs for the secondment.

- Membership will be on a voluntary basis. A general call for volunteers will initially be made via the Fields' discussion list whenever there is a vacancy.
- People can nominate themselves or someone else to be a member. All nominees must have an identified role within a Field.
- Volunteers will be expected to have the time to devote to the position, the skills required and the trust of their colleagues.
- All terms will be for three years. To ensure continuity, recruitment of new members will be staggered to ensure no more than one-third of the Fields' Executive is replaced in a given year. No limit is set on the number of terms that may be served, but reappointment is contingent upon the approval of the Convenor(s).
- The Convenor(s) will be chosen from amongst those on the Fields' Executive.

### **Size, composition and representation**

- The Fields' Executive is limited to eight people comprising the Governing Board Fields representative, at least one of the Fields representatives to the Monitoring and Registration Committee (MaRC) and a representative of the Cochrane Consumer Network ([CCNet](#)). Ideally, Fields representatives will reflect the diversity of Fields, in particular their geographical distribution and type (discipline, [population](#) or [intervention](#) focus)
- There will be no more than two Convenors of the Fields' Executive.

### **Responsibilities of Fields' Executive members**

- To participate actively by e-mail, teleconferences and, if possible, face-to-face meetings during Cochrane Colloquia.
- To raise and respond to issues of importance to Fields via papers presented to the Governing Board, its sub- and advisory committees, the Co-ordinating Editors' Board, the Managing Editors, Centres, Methods Groups and Training Working Group.
- To take minutes on a rotating basis at the Fields' Executive meetings.

### **Responsibilities of Fields' Executive Co-Convenors**

- To liaise on a regular basis to ensure issues of relevance to Fields are taken forward to the Fields' Executive in the first instance, and to determine how these should be managed (e.g. by e-mail, teleconference).
- To ensure consistent communication of information to the Fields and to other groups within Cochrane.

## Consumers' Executive

This page was updated by the Consumers' Transitional Executive, inserted into the Manual on 5 August 2011, and updated on 27 September 2011. It was further updated by the Consumers' Transitional Executive during the Madrid Colloquium, and inserted into the Policy Manual on 7 November 2011. Further minor updating was done on 1 December 2011. The rules for eligibility to stand for election to a Group Executive were inserted on 11 March 2013. The page was further updated by the Consumers' Executive on 19 March 2013, and inserted into the Policy Manual on 2 April 2013.

### **Purpose of the Consumers' Executive (CE)**

The purpose of the CE is to be a conduit for communication and information flow to and from the [Cochrane Consumer Network](#) (CCNet), Cochrane [Governing Board](#) ([Governing Board](#)) and the Central Executive in order to support consumers in contributing effectively to Cochrane, and to help to explain the role of Cochrane and of evidence in health care to consumers and their representatives globally.

### **Objectives**

To facilitate open effective communication among all relevant stakeholders.

- To advise the Governing Board via its CE representatives on all aspects relating to the role and function of consumers in a timely and effective manner.
- To identify collective consumer concerns and issues and bring them forward to the appropriate arena.
- To feed back to CCNet any relevant decisions or discussions from the Governing Board and its various sub- and advisory committees, and from the Central Executive.
- To ensure appropriate communication through the consumers' mailing list, newsletters and other discussion forums.

### **To ensure consumer representation within Cochrane**

- To assist if necessary in the filling of consumer positions on Cochrane's sub- and advisory committees, and to ensure consumer representation where none currently exists.
- To consult with and assist, if necessary, the Governing Board and relevant sub- and advisory committees on the appointment of consumer 'liaison' positions when any such positions arise (e.g. in the [context](#) of special projects or the formation of temporary working committees).
- To ensure that consumer representatives on Cochrane advisory groups and committees provide feedback to the Consumers' Executive in a timely manner for consideration at Consumers' Executive meetings and teleconferences.

### **To make policy decisions to guide the operations of CCNet**

- To ensure that consumer participation meets the needs of both consumers and the entities of Cochrane.
- To provide direction for the Cochrane Consumer Co-ordinator and the CCNet's Geographic Advisory Group.
- To plan and organise CCNet Annual Meetings at Cochrane Colloquia.

### **Accountability and reporting**

The Consumers' Executive will be accountable to CCNet as a whole and to the Governing Board via the Monitoring and Registration Committee (MaRC).

- The Consumers' Executive will report to all consumers on activities, with a written report presented at the CCNet Colloquium meeting and incorporated into the final minutes.
- The Consumers' Executive will produce written reports or papers for the Governing Board and other stakeholder groups as required.
- The Consumers' Executive will produce annual written reports for the MaRC as required.

### **Decision-making**

- The Consumers' Executive will aim to reach full consensus but, where this is not possible, decisions will be taken based on a majority vote. In the case of a tied vote, the CE Governing Board representative Co-Chair will have the deciding vote.
- For decisions to be taken at Consumers' Executive meetings a quorum of more than half the membership of the Consumers' Executive is necessary. For decisions to be taken by e-mail correspondence, it is expected that all members of the Consumers' Executive will vote but if this is not possible the above quorum stands.
- When necessary, decisions will be based on consultation with all consumers.

### **Meetings and communication**

- Two face-to-face meetings per year, which will generally be held at the annual Cochrane Colloquium and during the mid-year meetings.
- E-mail discussions will be held as needed ([consumersexec@lists.cochrane.org](mailto:consumersexec@lists.cochrane.org)).
- Monthly teleconferences will be held.
- The wider CCNet membership will be kept informed in biannual newsletters and monthly CCNet-Info bulletins sent through the consumers' mailing list ([consumers@lists.cochrane.org](mailto:consumers@lists.cochrane.org)).

### **Membership of the Consumers' Executive**

- The CE will elect the Co-Chair from the current members of the CE.
- CCNet elections will be held for the remaining positions on the new CE.
- The CE shall consist of the two (2) consumer representatives elected to the Governing Board, and three members elected from CCNet and the Cochrane Consumer Co-ordinator.
- Elected members of the CE will serve a term of three (3) years.
- Elected members of the CE may be re-elected to serve a total of two consecutive terms (a maximum of six consecutive years).
- The Cochrane Consumer Co-ordinator has a permanent non-voting position on the Consumers' Executive.
- The two (2) Consumer representatives elected to Cochrane Governing Board as consumer representatives are automatically members of the Consumers' Executive.

### **Elections for Consumers' Executive members**

- Elections will be staggered, so that CE members' terms begin and end at different times.
- The three (3) additional members of the CE shall be elected by CCNet constituents, one per year. These representatives will begin their terms at the mid-year meeting.
- A general call for volunteers will initially be made via the consumers' discussion list ([consumers@lists.cochrane.org](mailto:consumers@lists.cochrane.org)) whenever there is a vacancy.
- Consumers must be nominated and seconded by a CCNet member.
- Nominated consumers will prepare a short personal statement outlining why they are interested in the position and what they would add to the Consumers' Executive.
- Members of CCNet will have the opportunity to vote for one of the nominated consumers.

### **Size, composition and representation**



- The Consumers' Executive is limited to five (5) voting members, comprising the two (2) CE representatives on the Governing Board and three (3) other elected members, plus one (1) non-voting member in the Cochrane Consumer Co-ordinator.
- The Consumers' Executive will include one (1) member from a developing country and one (1) member from countries whose first language is not English, to reflect the diversity in CCNet members' languages and geographical regions. Currently, all members must be able to communicate in English. (Note: One CE member may represent both a developing country and a non-English-speaking country.)
- Two of the Consumers' Executive members will serve as Co-Chairs, one of whom must be the CE representative on the Governing Board. The second Co-Chair position will be elected by the Consumers' Executive members.
- The retiring Co-Chair will not participate in the Consumers' Executive.

#### **Responsibilities of Consumers' Executive members**

- To arrange and provide support for consumers contributing to the work of Cochrane.
- To represent consumers from their geographical area.
- To request input from the wider membership and other Cochrane entities.
- To participate actively by e-mail, teleconference and, if possible, face-to-face meetings at Cochrane Colloquia.

#### **Responsibilities of Consumers' Executive Co-Chairs**

- To liaise with consumers on a regular basis to ensure that issues of relevance are taken forward to the Consumers' Executive, and to determine how these should be managed (e.g. by e-mail and teleconference).
- To raise and respond to issues of importance to consumers via papers presented to the Governing Board, its sub- and advisory committees.

## Methods Board - remit and membership

#### **Purpose of the Methods Board**

The purpose of the Methods Board is to provide a broad forum for discussion and recommendations on methods for Cochrane Reviews and other methodological issues faced by Cochrane.

#### **Objectives**

- Provision of consolidated advice to Cochrane Governing Board (Governing Board), intended for implementation in the Cochrane Handbooks, Review Manager and other major documents and software, on the content and structure of Cochrane Reviews, in particular by gathering opinion from Methods Groups and the Methodology Review Group;
- Provision of consolidated advice to the Governing Board, the Editor in Chief, the Methods Executive, the RevMan Advisory Committee, and others as appropriate, on methodological issues faced by Cochrane, in particular by gathering opinion from Methods Groups and the Methodology Review Group;
- A forum for general discussion and interaction among Methods Groups, and between Methods Groups and the Methodology Review Group;
- Co-ordination and provision of a programme of training workshops (and possibly other meetings) at Cochrane Colloquia, in collaboration with the local organizers;

- Sign-off of training materials for the Training Working Group;
- Provision of members to the Opportunities Fund committee, the Thomas C Chalmers Award committee, and other committees as appropriate.

### **Decision-making**

- The Methods Board will aim to reach full consensus but where this is not possible decisions will be taken based on a majority vote of its voting members. In the case of a tied vote, the Governing Board Methods representative will have the deciding vote.
- For decisions to be taken at Methods Board meetings, a quorum of ten voting members is necessary. For decisions to be taken by e-mail correspondence, it is expected that all eligible members of the Methods Board will vote but if this is not possible the above quorum stands.
- Wherever possible, decisions will be based on consultation with the full Methods Board and the memberships of the groups they represent.

### **Meetings and communications**

- One face-to-face meeting per year which will generally be held at the annual Cochrane Colloquium.
- E-mail discussion ([methods-board@lists.cochrane.org](mailto:methods-board@lists.cochrane.org)).
- Ad hoc telephone conferences when required.
- The Methods Board minutes will be made publicly available electronically.

### **Membership of the Methods Board**

- The Board will consist of a general membership and a voting membership (which is a subset of the general membership).

### **General membership**

- Methods Group representative(s) on the Governing Board.
- Co-Convenors of all Methods Groups.
- The Editor in Chief of *The Cochrane Library* (or representative).
- Editors of all Cochrane Handbooks.
- Co-ordinating Editors (and key staff) of the Methodology Review Group.
- Key personnel for methods of diagnostic test accuracy reviews.
- Key personnel for methods of overviews of reviews.
- Co-Convenors of Methods Application and Review Standards (MARS) Working Group.
- Key personnel from networks of CRG-based methods individuals.
- Editors of Cochrane Methods (formally the annual Methods Groups' newsletter).
- Methods representative on the Colloquium Policy Advisory Committee (CPAC).
- Methods representative on the Information Management System Group (IMSG).
- Other people holding roles to represent methods perspectives, including all members of the Methods Executive not otherwise eligible for membership of the Board.

### **Voting membership**

- One representative from each Methods Group (registered as a Methods Group with the Monitoring and Registration Committee).
- One representative from the Cochrane Methodology Review Group.
- One representative from each network of CRG-based methods individuals.
- One representative from the Cochrane Handbook for Systematic Reviews of Interventions.
- One representative from the Cochrane Handbook for Systematic Reviews of Diagnostic Test Accuracy.
- One Methods Group representative from the Governing Board.

### **Size, composition and representation**

- The Methods Board is not limited in number and aims to be inclusive.
- There will be two Co-Convenors of the Methods Board.
- The Co-Convenors will be chosen from amongst the general membership of the Methods Board, but at least one Co-Convenor must be a member of the Methods Executive.
- The specific individuals who are acting as voting representatives will be elicited at the start of each meeting or teleconference, if a vote is anticipated.

## Attendance at Centre and Associate Directors' Meetings

(This section was endorsed by the CBDs at the mid-year meeting, Paris, 16-17 April 2012.)

Meetings of Centre and Associate Directors (CBDs) take place twice a year, at the Cochrane mid-year meetings and at the Cochrane Colloquium. As the number of Centres and Associates increased, Centre and Associate Directors discussed having criteria around eligibility to attend meeting, and expectations of attendance. The following was agreed by the Centre and Associate Directors in April 2012:

1. Two people from each Centre or Associate may attend the CBDs meeting; this should either be the two Co-Directors, or the Director plus an Associate or Deputy or Executive or Assistant Director. If a Director wishes to bring a non-director staff member as their second person, they must inform the Centre Directors' Executive before the meeting.
2. If the Director(s) cannot attend then they may nominate a staff member to attend in their place, but they must inform the Centre Directors' Executive before the meeting.
3. Permutations not covered above, need the permission of the Centre Directors' Executive.

In relation to imposing any requirement to attend, it is expected that Centre Directors, or a nominated representative, will attend CBDs meetings. Associates are encouraged to be represented at CBDs meetings but Associate Directors are not required or expected to always attend.