Chapter 14 IFCC Statutes and Rules

14.1. STATUTES OF THE IFCC

Preamble

Clinical Chemistry and Laboratory Medicine is a clinical specialty that involves the study and application of chemistry, molecular biology and other laboratory sciences to human healthcare. The specialty is applied to maintaining public wellbeing and to the screening of pre-disease or early disease states, diagnosis, staging, monitoring, treatment and management of patients with a wide range of disorders. The scope of the subject matter of this discipline is recognised by several names in various parts of the world (e.g. clinical biochemistry, physiological chemistry, chemical pathology). Included in its scope are the chemical facets of all areas of laboratory medicine. The International Federation of Clinical Chemistry and Laboratory Medicine (IFCC) was formed to advance the science and practice of laboratory medicine throughout the world in the interest of the peoples of the world.

These articles of association were approved by the IFCC Council on June 18, 1972 and amended by the IFCC Council on July13, 1975. They were further reviewed and amended by Council on April 29, 1984, November 14, 1993, in 2003, on July 24, 2005, on June 30, 2013 and on April 01, 2016.

Articles of Association

1. Name and legal domicile

In accordance with the articles set forth hereunder and with articles 60 and following of the Swiss Civil Code, an Association is hereby formed under the name of International Federation of Clinical Chemistry and Laboratory Medicine (hereinafter sometimes referred to as the Federation). The legal permanent domicile of the Federation is Pfaeffikon (Canton Schwyz), Switzerland.

1.1 The International Federation of Clinical Chemistry and Laboratory Medicine exists to address the Purposes stated in 2 below. It operates without the intent of making a profit and all revenue that it earns is ultimately used for its stated Purposes.

2. Purposes

The International Federation of Clinical Chemistry and Laboratory Medicine exists to advance the theory and practice of clinical laboratory science and to further its application in the provision of health services and the practice of medicine. Specific purposes of the Federation include, but are not limited to:

- 2.1. Establish, encourage and foster high professional standards of clinical laboratory science.
- 2.2. Promote international cooperation and coordination in the development of clinical laboratory science in matters of research, procedures, materials, regulations and practices, education and training, codes of ethics and related subjects.
- 2.3. Provide a basis for closer liaison and the free exchange of professional information among clinical laboratory scientists worldwide.
- 2.4. Sponsor and support International Congresses of Clinical Chemistry and Laboratory Medicine, sponsor and support regional congresses and meetings of international scope and interest.

- 2.5. Encourage, sponsor and/or conduct studies, prepare recommendations, reference measurement procedures and reference materials, reviews and reports on facets of clinical laboratory science of international interest and concern.
- 2.6. Provide consultation and advice on facets of clinical laboratory science to all Members of the IFCC, other international and regional societies, states, nations, industries and others concerned with the provision of health services and materials.
- 2.7. Encourage and assist in the organisation and establishment of new societies concerned with clinical laboratory science.
- 2.8. Contribute in other ways wherever practical and feasible to the improvement of clinical laboratory science and its services to humanity.

3. Organisation

The International Federation of Clinical Chemistry and Laboratory Medicine is organised with: (1) a Council (Article 5 hereafter); (2) an Executive Board (Article 6 hereafter); and holds General Meetings as provided for under Article 10 hereafter.

4. Membership

4.1. Types of Membership

There are three types of membership - Full Member, Affiliate Member and Corporate Member.

- 4.1.1. Full Members are drawn from either one established and recognised national society of clinical chemistry or, clinical chemistry and laboratory medicine, or one such organisation in a given geographical area.
- 4.1.2. Affiliate Members may be admitted from additional organisations or sections of non-member national or regional organisations.
- 4.1.3. Corporate Members may be admitted from organisations manufacturing products or offering services for the field of clinical laboratory science.

4.2. Application Procedures

- 4.2.1. Application for Full Membership (4.1.1) shall be presented to the Secretary of the Executive Board. Applications shall be subject to approval by the Council on the recommendation of the Executive Board. Such application shall state that the applicant meets all the following criteria:
 - 4.2.1.1. is an organised society for clinical chemistry, or clinical chemistry and laboratory medicine or other appropriate official organisation that represents the major clinical chemistry, or clinical chemistry and laboratory medicine interests of the country or area.
 - 4.2.1.2. is recognised by a National Research Council, National Academy of Sciences or National Committee, Ministry of Health, or other appropriate official scientific organisation.
 - 4.2.1.3. has officers authorised to act for the society.
 - 4.2.1.4. is composed of persons employed in clinical laboratory science on a professional level.
 - 4.2.1.5. holds regular meetings that include scientific programmes.

- 4.2.1.6. has as its main objectives the improvement of clinical laboratory services in health care and medicine, the advancement of knowledge and the encouragement of research.
- 4.2.2. Applications for Affiliate Membership of the IFCC (4.1.2) shall be presented to the Secretary of the Executive Board. The Executive Board shall approve Affiliate Membership following appropriate consultation. Such an application shall state that the applicant meets all the following criteria:
 - 4.2.2.1. is involved in the field of clinical laboratory science and includes persons employed in clinical laboratory science at a professional level.
 - 4.2.2.2. is recognised by a National Research Council, National Academy of Sciences or National Committee, Ministry of Health, or other appropriate official organisation.
 - 4.2.2.3. has officers authorised to act for the Group.
 - 4.2.2.4. holds regular meetings that include scientific programmes.
- 4.2.3. Application for Corporate Membership (4.1.3.) shall be presented to the Corporate Representative of the Executive Board. Applications for Corporate Membership then require approval by the Executive Board. Applications shall contain details to show that the applicant meets all the following criteria:
 - 4.2.3.1. is engaged in the manufacture of products and/or the provision of services for use in the field of clinical laboratory science.
 - 4.2.3.2. has a commitment to the improvement of clinical laboratory science in health care and medicine, the advancement of knowledge and the encouragement of research.
- 4.3. Membership in each of the above groups becomes operative from the moment of approval.
- 4.4. The Council shall decide upon exclusion of Full Member organisations (4.1.1) that no longer conform to the requirements of articles 4.2.1.1. to 4.2.1.6.
- 4.5. The Executive Board shall decide upon exclusion of Affiliate Members (4.1.2) and Corporate Members (4.1.3) that no longer conform to the requirements of the relevant sections of articles 4.2.2 and 4.2.3.

5. Council

- 5.1. The supreme body of the Federation shall be a Council which is responsible for the establishment of policy and the overall direction of the Federation. Council may exercise its authority at a meeting or when written submissions are presented to it according to the protocol established below (5.9 to 5.14).
- 5.2. Full Members constitute the voting members of Council.
- 5.3. Each Full Member from within its membership will designate by writing to the Secretary a Representative to the Council of the Federation, with full powers to act for the Society in all matters coming before the Council.
- 5.4. The representatives from Full Members shall be the voting members of

- Council. An alternate representative may be appointed by a Full Member from within its membership or from the membership of another Full Member. The Secretary must be advised of this appointment in writing by an officer of the Full Member prior to the commencement of the meeting of Council.
- 5.5. Each Affiliate Member and Corporate Member may designate a non-voting representative to Council.
- 5.6. The Council shall approve the representative of the Corporate Members on the Executive Board as selected by the Corporate Members.
- 5.7. The members of the Executive Board of the Federation shall be non-voting members of the Council.
- 5.8. The Council is presided over by the President or, in his/her absence, by the Secretary
- 5.9. The Council, at the call of the Executive Board, shall meet in the same period and at the same place as an International Congress of Clinical Chemistry and Laboratory Medicine.
- 5.10. Extraordinary meetings of the Council may be called by the Executive Board or by one fifth of the voting members by writing to the Secretary.
- 5.11. At a duly called meeting a quorum of the Council shall consist of a simple majority of all Full Members.
- 5.12. All formal votes by Council will be conducted by electronic ballot. Face to face meetings of Council will enable Members to discuss matters of policy and general interest and to agree the wording of Motions to be put before Council for electronic voting.

6. Executive Board

- 6.1. The Executive Board is charged with the day-to-day management of the Federation.
- 6.2. The Executive Board consists of the President, President Elect, Secretary, Treasurer, one Member elected from each of the Regional Federations (7.5), the immediate Past President and a representative of the Corporate Members. Other individuals may be co-opted as non-voting members at the Executive Board's discretion.
- 6.3. With the exception of the President Elect the term of office of the elected members of the Executive Board shall be three years and shall start on the first of January following an International Congress of Clinical Chemistry and Laboratory Medicine. With the exception of the President and President Elect members of the Executive Board are eligible for re-election once only for a given office. No individual shall serve for more than six consecutive years excluding years served as Past President.
- 6.4 The President Elect shall have a term of office of one year commencing on the first of January of the year in which an International Congress of Clinical Chemistry and Laboratory Medicine is held. The President Elect will normally be confirmed as President by the Council and will take up a three-year term of office as described in paragraph 6.3.
- 6.5 The Past President shall have a term of two years commencing on the first of January following an International Congress of Clinical Chemistry and

Laboratory Medicine

- 6.6. The Executive Board shall ensure the orderly discharge of the functions of the Federation and, in particular, carry out the administrative duties between meetings of Council. The Executive Board shall establish and maintain a set of Rules through which it will accomplish these functions.
- 6.7. A vacancy on the Executive Board may be filled by the Board. Such an appointment will be subject to ratification by the Council.

7. Regional Federations

- 7.1 The Federation operates both at global level and also through its Regional Federations
- 7.2 Regional Federations are established on a geographical basis. The number of Regional Federations will be determined by the Council.
- 7.3 All IFCC Full Members will also belong to a Regional Federation
- 7.4 Each Regional Federation has a signed agreement with the Federation in order to specify the terms of reference of the Regional Federation and its working relationship with the Federation
- 7.5 One Member of the Executive Board is elected from each Regional Federation. The electorate consists of the Full Members, in good standing, who belong to that Regional Federation

8. Affiliated Organisations

At its discretion the Executive Board may designate organisations engaged in the broad field of clinical laboratory science as IFCC Affiliated Organisations. The rights associated with such a designation shall be determined by the Executive Board.

9. The Rights of Members

The Rights of Full Members are determined by Council. The Rights of Affiliate Members and Corporate Members shall be determined by the Executive Board and subjected to approval by Council. These Rights shall be set out in the Rules.

10. General Meetings

- 10.1. A General Meeting of all interested individuals shall be held at the time and place of sponsored International Congresses of Clinical Chemistry and Laboratory Medicine.
- 10.2. The General Meeting shall discuss actions, problems, and issues facing the Federation and shall give participants the opportunity to record their recommendations.

11. Dues

The annual dues for the various forms of membership (4. 1) of the Federation shall be fixed by Council. Failure to pay dues by the prescribed date shall lead to a loss of Rights as is set out in the Rules. Council, on the advice of the Executive Board, has the discretion to recognise exceptional circumstances affecting a Member society and has the power to modify dues.

12. Dissolution of the Federation

If the Federation is dissolved, the net assets will be employed to realise the purposes set out in Article 2.

13. Amendments

Proposals of amendments to these articles of association may be presented in writing through the Executive Board to the Council. Such proposals must be proposed by one voting member of Council and seconded by another voting member. Amendments may also be presented by the Executive Board. Any such proposal must be received six months before a meeting of Council. All amendments require formal approval via an electronic vote of Council.

14.2. RULES OF THE IFCC

1. VOTING PROCEDURES ESTABLISHED FOR COUNCIL (Refer to Statute 5.12)

- 1.1. The voting members of Council are the formal representatives of Full Members (ref. Statutes 5.2 and 5.3). Only those Full Members in good standing are eligible to vote. The determination of those in good standing will be made by the Executive Board. (refer to Rule 6.2.1).
- 1.2. Each Full Member of good standing shall have one vote. No person shall cast votes on behalf of more than one Member.
- 1.3. All formal Council votes will be conducted by electronic ballot. Opinion may be sought by a show of hands at a Council meeting but on constitutional matters views expressed at a Council meeting will be subject to confirmation by electronic ballot.
- 1.4 Advanced notice of at least one month will be given for any electronic vote. The period available for voting will be one month from the opening to the closure of the ballot.
- 1.5 The electronic ballot for President, Secretary and Treasurer will be conducted by ballot of all IFCC Full Members. Nominations for all positions will be submitted at least four months ahead of each Council Meeting. The election of the President, Secretary and Treasurer will take place at least three months before each Council Meeting. The results of this election will be communicated to Members by electronic mail at least two months before the Council Meeting.
- 1.6 Voters will be presented with a list of named candidates for the election of IFCC
 - Officers. A short personal statement from each candidate will be distributed by IFCC before the ballot opens. This personal statement will include confirmation that the candidate has the support of his/her national society Member of IFCC.
- 1.7 If only one valid nomination is received for a vacant position then the nominee will be appointed without the need for a confirmatory ballot. The name and nationality of the appointed person will be included on the ballot paper for information.
- 1.8 The IFCC Full Members in each of the Regional Federations will elect one Member to serve on the Executive Board. Regional Federation elections

- should be concluded in time to allow the elected Member of the Executive Board to be announced at the IFCC Council meeting.
- 1.9 The Corporate Member Representative on the Executive Board will be elected by electronic or mail ballot of the Corporate Members. Nominations will be sought at least four months before a Council meeting and the ballot will be concluded at least two months before the Council meeting.
- 1.10 The electronic ballot for President Elect will take place at least three months prior to the end of the second year of the three-year term of office of each Executive Board. The result of this election will be communicated to Members by electronic mail at least two months before the end of the same year.
- 1.11 In the case of a casual vacancy during the normal Executive Board term, nominations will be solicited from the Membership and an electronic ballot will be conducted one month later (refer to Statute 6.7).
- 1.12 Council may be invited to vote on other issues at any time. The results of occasional elections will be communicated to Members of IFCC by electronic mail within one month of the conclusion of the ballot (refer to Statute 5.12)
- 1.13 For ballots that involve the election of persons to positions other than to the Executive Board or to other representative positions voters will be presented with a list of options. A short explanation of the ballot and each of the options will be distributed before the opening of the ballot.
- 1.14 Under the Alternative Voting System voters express their preferences across the range of candidates or options, using a '1' for their first preference, a '2' for their second preference and so on until all candidates or options have been considered. Voters may express as many or as few preferences as they wish.
- 1.15 Counting of the votes under the Alternative Voting System follows strict rules. It begins with a count of all first preference votes. If one candidate or option achieves more than 50% of first preference votes that candidate or option is declared the winner.
 - If no candidate or option achieves more than 50% of first preference votes, then the candidate or option that received the least number of votes is eliminated. The voters who had given their first preference vote to the eliminated candidate or option now have their second preference votes allocated to the remaining candidates and the number of votes is again recorded. If one candidate or option achieves more than 50% of first preference, and second preference votes from the eliminated candidate, that candidate or option is declared the winner
 - This process of reallocating lower preference votes from eliminated candidates or options continues until one candidate or option achieves more than 50% of eliqible votes.
- 1.16 Electronic elections will be conducted through an independent electoral company. Once the ballot has opened no IFCC Officer or member of staff will be able to view or influence the progress of the ballot until the result is announced by the electoral company.

2. RIGHTS OF FULL MEMBERS

2.1. Membership

The representatives from Full Members shall be the Voting Members of Council. A different representative to Council may be appointed by a Full Member from within its membership, with full powers to participate and vote on Council matters. The IFCC Secretary and IFCC Office must be advised in writing of this appointment, at least one month before the commencement of Council elections (refer to Statute 5.3). Exceptions will only be made in highly unusual cases. These will have to be ratified by the Executive Board.

2.2. Documentation

- 2.2.1. Representatives of Full Members will receive copies of all documents and publications distributed by the IFCC. They are also available on the IFCC website (www.ifcc.org)
- 2.2.2. Representatives of Full Members are responsible for providing their Societies formal responses and comments on these documents to the Executive Board or the specifically designated Division or Committee.
- 2.2.3. Full Member representatives are the official conduit from the Member Societies for bringing relevant matters regarding the profession of clinical chemistry and laboratory medicine to the attention of the IFCC.

2.3. Meetings

- 2.3.1. Full Members are eligible to hold an international or regional congress of clinical chemistry and laboratory medicine.
- 2.3.2. Full Members may seek support from the IFCC for international, regional, national or local meetings. The IFCC may grant either its auspices or sponsorship where appropriate (see Congress guidelines).

2.4. Representation in Divisions. Committees and Working Groups

- 2.4.1. Each Full Member is entitled to nominate members of Division Executive Committees, Committees and Working Groups. The appointments for the Division Executive Committee membership and the Committee's Chairs lie with the IFCC Executive Board on the recommendation of the appropriate Division Chair. Members of Committees and Working Groups are appointed by the respective Division Executive Committee.
- 2.4.2. Each Full Member is entitled to appoint a corresponding member to every Committee and Working Group.

2.5. Other rights

- 2.5.1. Full Members are entitled to apply to host an IFCC Visiting Lecturer, through the Visiting Lecture Programme.
- 2.5.2. Full Members are entitled to describe themselves as such in their publications and other promotional material.
- 2.5.3. A group working on a specific topic for a Full Member or several such Members may be recognised formally as an IFCC Working Group.
- 2.5.4. Full Members may submit a project proposal.
- 2.5.5. Additional rights may be determined by the Executive Board subject to ratification by Council.

3. RIGHTS OF AFFILIATE MEMBERS

3.1. Membership

- 3.1.1. Each Affiliate Member will designate in writing to the Secretary a representative to the Council of the Federation, with powers to act for the relevant group in all matters coming before the Council (refer to Statute 5.4).
- 3.1.2. The representatives from Affiliate Members shall be non-voting members of Council. An alternate representative to Council may be appointed by an Affiliate Member with power to act for the relevant group if the representative is unable to attend Council. The Secretary must be advised in writing of this appointment at least one month prior to the Council.
- 3.1.3. The representatives can propose or second motions in Council and can participate in its discussions (refer to. Rule 1.9).

3.2. Documentation

- 3.2.1. Representatives of Affiliate Members will receive copies of all documents and publications distributed by the IFCC.
- 3.2.2. The Affiliate Member is entitled to submit formal comments on IFCC documentation.
- 3.2.3. Representatives of Affiliate Members are the official conduit from the member groups and are responsible for bringing matters regarding the profession of clinical chemistry and laboratory medicine to the attention of the IFCC.

3.3. Other rights

- 3.3.1. Affiliate Members are entitled to describe themselves as such in their publications and other promotional material.
- 3.3.2. An Affiliate Member may submit a project proposal.
- 3.3.3. Additional rights may be determined by the Executive Board.

4. RIGHTS OF CORPORATE MEMBERS

4.1. Membership

- 4.1.1. Each Corporate Member will designate in writing to the Secretary a representative to the Council of the Federation, with power to act for the Corporate Body in all matters coming before the Council (refer to Statute 5.4).
- 4.1.2. The representatives from the Corporate Members shall be non-voting members of Council. An alternative representative to Council may be appointed by a Corporate Member with power to act for the Corporate Body when the representative is unable to attend Council. The Secretary must be advised in writing of this appointment at least one month prior to the Council.
- 4.1.3. The representative can propose or second motions in Council and can participate in its discussions (refer to Rule 1.9).

4.2. Documentation

- 4.2.1. Representatives of Corporate Members will receive copies of all documents and publications distributed by the IFCC.
- 4.2.2. The Corporate Member is entitled to submit formal comments on IFCC documentation.
- 4.2.3. Representatives of Corporate Members are the official conduit from the member Corporate Bodies and are responsible for bringing

matters regarding the profession of clinical chemistry to the attention of the IFCC.

4.3. Meetings

- 4.3.1. Corporate Members may seek support from the IFCC for relevant meetings (see Congress guidelines).
- 4.4. Representation in Divisions, Committees, and Working Groups.

A Corporate Representative as a member of a Division or a Committee is entitled to reimbursement of expenses for attending scheduled meetings according to the IFCC reimbursement policy.

- 4.4.1. Corporate Members are entitled to nominate a representative for the Division Executive Committees. The final appointment of this Division Corporate Representative lies with the Executive Board based on the nomination of the Division chair.
- 4.4.2. Each Corporate Member is entitled to appoint Corresponding Members to every Division Committee or Working Group.

4.5. Other rights

- 4.5.1. Corporate Members are entitled to describe themselves as such in their publications and other promotional material.
- 4.5.2. Corporate Members may participate in the selection process for the Corporate Representative on the Executive Board and the Division Executive Committees.
- 4.5.3. Corporate Members are entitled to use the IFCC logo on exhibits or when making presentations at meetings.
- 4.5.4. Each Corporate Member may submit a project proposal.
- 4.5.5. Additional rights may be determined by the Executive Board.

5. RULES GOVERNING THE PAYMENT OF DUES (refer to Statute 11)

5.1. Dues

- 5.1.1. The financial year of the Federation is January 1st to December 31st.
- 5.1.2. The Swiss Franc is the currency of the IFCC.
- 5.1.3. The dues payable for each category of membership are determined by Council which may delegate this responsibility to the Executive Board for recommending the level at which the dues should be set.

5.2. Non-payment of dues

- 5.2.1. If dues are not paid by a Full Member for one year without a satisfactory explanation being offered in writing to the Treasurer, voting rights are withdrawn automatically. The Treasurer will inform Members who are likely to lose their voting rights six months prior to the Council meeting. To avoid this, their dues must be paid no later than two months prior to the Council meeting.
- 5.2.2. If dues are not paid for two years, the rights of a member of any class are suspended automatically. Suspended members will no longer be sent IFCC correspondence or other information. The Treasurer will inform Members who are likely to lose their voting rights six months prior to the Council Meeting. To avoid this, the dues for two years must be paid no later than two months prior to the Council meeting.
- 5.2.3. In the case where a Member organisation is unable to pay the full dues for reasons beyond its control, a temporary revised fee structure may be determined by the Executive Board. Such an action requires that the organisation provides the President or Treasurer with a

- written statement of the circumstances and the action is subject to ratification by Council.
- 5.2.4. Rights of membership are restored on receipt of payment of dues at a level deemed appropriate and acceptable by the Executive Board.
- 5.2.5. Where membership in any class has lapsed because of non-payment of dues, readmission may be sought by submitting a new formal application for membership.
- 5.2.6. After three years of non-payment, it would be proposed to Council that the National Society no longer be a member.

6. NOMINATION PROCESS

The Executive Board is elected by Council and the procedures described below are to ensure a fair and democratic process for this election.

- 6.1. The Executive Board shall appoint a Nominations Committee at least 2 years prior to the beginning of a new triennium. The Nominations Committee shall consist of no fewer than five individuals knowledgeable about the field of clinical laboratory science and the workings of the IFCC. The membership also should reflect the broad geographic diversity of the IFCC and shall include both the Chairman of the immediate previous Nominations Committee and the immediate Past President of the IFCC.
- 6.2. The Nominations Committee shall solicit suggestions for candidates for each position on the Executive Board (except the Corporate Representative), from Full Members of the IFCC. The Nominations Committee shall establish an appropriate deadline by which all nominations must be received. For each position on the Executive Board (except the President Elect and the Corporate Representative) the deadline shall be at least six months before the Council meeting. For the President Elect the deadline shall be at least six months before the year in which he/she will commence office.
 - 6.2.1. Each nominee for office shall give written consent and provide consent of their National Society to indicate acceptance of office if they were to be elected. The nominees National Society is defined as the IFCC member for the country in which the nominee spends the majority of their time working in Laboratory Medicine. Only members of Full Members in good standing at the time of solicitation are eligible for consideration.

7. REGIONAL FEDERATIONS

- 7.1 The Regional Federations of IFCC will comprise:
 - Asia-Pacific Federation for Clinical Biochemistry and Laboratory Medicine (APFCB)
 - Latin-American Confederation of Clinical Biochemistry (COLABIOCLI)
 - European Federation of Clinical Chemistry and Laboratory Medicine (EFLM)
 - African Federation of Clinical Chemistry (AFCC)
 - Arab Federation of Clinical Biology (AFCB)
 - North American Federation of Clinical Chemistry and Laboratory Medicine (NAFCC)
- 7.2 Each Regional Federation will have a governance structure including an Executive Board/Committee that is elected by the Members of that Regional Federation

- 7.3 Each Regional Federation will have a written agreement with IFCC, which sets out the terms of reference of the Regional Federation, its operation and its working relationship with IFCC. This agreement will be reviewed and updated on a scheduled basis
- 7.4 Regional Federations may receive an annual donation from IFCC to assist their operation. Regional Federations will inform the Federation Treasurer of the ways in which this money has been used. Regional Federations may also raise and spend money independently of IFCC. In such circumstances the Regional Federations will submit annual audited accounts to IFCC
- 7.5 The IFCC Full Members in each Regional Federation will elect one Member to serve on the IFCC Executive Board. Elections will be conducted in line with guidance agreed between the Regional Federations and the IFCC Executive Board. The Regional Federations will use the IFCC Office to oversee the elections, including the same electronic voting system that is used to elect the IFCC Officers.