CMER Ground Rules, Section 3.3.2 –

New section: CMER Voting Member Participation Expectations and Responsibilities

CMER Meeting Attendance

Regular attendance and participation at CMER meetings by CMER voting members is crucial to ensure the AMP priorities are executed smoothly and to maintain the integrity of the process by which important decisions are made at each meeting. CMER voting members are expected to attend (without proxy) at least 75% of CMER meetings on a rolling annual basis (9 of 12 meetings from the date of the current meeting). If a CMER core member is unwilling or unable to meet the 75% attendance threshold, he or she should inform the AMPA and step down as a voting member. If meeting absences persists, the AMPA may request to the FP Board the removal of voting privileges of that CMER voting member. If poor attendance continues, a request will be made to the appropriate caucus representative to recommend a new CMER representative for Board approval with a person who can and will attend meetings regularly, as described above. When a CMER voting member cannot attend a meeting, the member must notify the AMPA, CMER Co-Chairs, and the CMER Coordinator at least one day in advance of the meeting and they are strongly encouraged to designate a proxy who can speak on their behalf at said meeting.

CMER Participation

Meetings

CMER voting members agree to follow CMER ground rules (3.3.2), including adequately preparing for meetings. Adequate preparation ensures that participation is meaningful, informed, and relevant. CMER meeting materials are sent out one week prior to the CMER meeting. CMER participants are expected to review all materials related to action items on the CMER meeting agenda prior to the meeting and come to the meeting with clarifying questions and comments and prepared to take action on all action items that are identified on the meeting agenda and in the SAG requests. When CMER voting members are unprepared (e.g., have not read meeting materials or are not familiar with agenda items), they will refrain from using the CMER meeting time to familiarize themselves with aspects of a product, discussion, or item that they should have prepared for in advance. CMER voting members will not hold up a decision item due to being unprepared. In the event that a CMER voting member is unprepared, they shall abstain from the vote or vote "sideways" (Section 3.3.3) rather than hold up a decision.

Document Review

It is important that all CMER voting members participate reviewing documents through the formal CMER review process. Every representative should volunteer to review at least one document annually, although more is encouraged and may be necessary at times when a lot of products are coming through CMER for review. If a CMER voting member does not feel that they have the proper expertise to review a document, they can designate an expert to represent their caucus for the review. Failure to review any documents within a calendar year can also result in contract penalties, as outlined in contract language.

When choosing to review documents, CMER participants will provide their comments to the appropriate person, in the agreed upon review timelines, in the agreed upon format/method (Section 8). If they cannot provide their comments within the agreed upon timelines, they will notify the Project Manager as soon as possible and before the review deadline, to agree on a review extension timeline, if possible. There is no guarantee that a request for extension will be granted. If a reviewer cannot comment within the agreed upon review timeline, and an extension is not requested and approved in advance, the reviewer relinquishes their role as a CMER reviewer. As such, they will not delay the document from moving forward through the review process as outlined in the PSM.

Non-voting CMER participants

Engagement and participation in CMER meetings and business by non-voting CMER participants is encouraged and valued. Such participation includes but is not limited to joining in discussions that occur during CMER meetings, commenting and asking questions of CMER guest speakers, and reviewing and providing comments on CMER documents. Non-voting CMER participants are expected to have read and reviewed relevant meeting materials prior to engaging in CMER discussions. Non-voting CMER participants may participate in dispute resolution processes but may not formally initiate disputes.

Non-voting CMER participants are expected to behave courteously, professionally and follow all CMER ground-rules while participating in CMER meetings.

7.4.1 Project Team Overview

Scientific Advisory Groups (SAGs) and CMER work with the AMPA to assemble and maintain Project Teams to implement CMER research and monitoring projects. Project Teams report to the oversight committee (typically a SAG but can also be CMER) and are responsible for completing all project tasks and milestones, with support from the Project Manager (PM).

Project Teams can be assembled in several ways and typically include a PM along with some combination of SAG members, CMER members, CMER staff (including scientists), outside cooperators and/or contractors. Project Teams shall include members with appropriate technical expertise about the project topic. The DNR will manage the contracts of Project Team members who are brought onto a team as paid consultants. The AMPA evaluates the possibility of a conflict of interest when a Project Team member is contracted for a project.

All members of the Project Team are expected to commit to the timely success of the project, and as such will provide reasonable alternatives and make recommendations for pathways to consensus when raising concerns. Project Team members are expected to work in a cooperative and committed manner to complete identified tasks and resolve issues as they develop, while providing solutions to problems/issues that both they and Project Team other members raise. Project Team members should realistically assess whether they have the time and capacity to fully engage as a Project Team member, including meeting deadlines for specific tasks and review. Significantly missing deadlines causes project delays that reverberate throughout the project timeline and budget, resulting in shortened timelines in future phases of the project (e.g. forcing concurrent reviews) and budget

adjustment requests that span biennia, which could result in the project losing funding or preventing funding of other important projects.

The Project Charter provides the names, affiliations, and roles of the Project Team members and notes the tasks expected from each member. The Communication Plan section of the Project Charter (section 7.7.14) includes guidance on Project Team member roles and responsibilities related to communication.

Participation in a Project Team gives team members access to unpublished data – the expectation is that CMER and Project Team members will not present or publish these data in advance of final project approval without the approval of the CMER committee and the AMPA (per Section 10). Agreements should be put in place to ensure that data collected in cooperation with private entities is jointly available to CMER and its participants.

Members of the Project Team may change as project milestones are met and different skills and expertise are needed with new project tasks, when individuals retire, or Project Team members are not fulfilling their obligations. Generally, the Project Team consists of the following:

(7.4.2-7.4.3 is existing language for roles of PMs, PIs)

7.4.4 Other Project Team Members

Project Teams typically include members who are not the PM or the PI who provide specific skills that contribute to the success of the project. Other Project Team Members can include CMER and SAG participants, volunteer (non-CMER) experts, paid consultants/contractors, and CMER staff. The PM and PI in association with the SAG and/or CMER will help identify additional personnel with the skills and expertise needed to successfully complete the project. All Team members require CMER approval for participation and shall be approved through the Charter development and approval process. As Project Team membership changes, the Charter should be updated to reflect the current participants and forwarded to CMER for approval.

The PM and PI determine the minimum time commitments necessary for participation as a Project Team member. SAG or CMER members are encouraged to be Project Team members as long as they can meet the work commitments. Requests for CMER staff to be assigned to work on a project as a Project Team member are made to the AMPA.

Project Team Members are expected to play an active role in document writing and project implementation. To that end, the PM and the PI will work collaboratively with other Project Team members to identify specific tasks and roles for project team members. The PI/PM and Project Team members will establish realistic timelines for completion of specific tasks. To ensure timely completion of project milestones, the recommended composition of Project Team members is the PI, PM, and 3-4 other Project Team members (LEAN 2012).

If a Project Team member fails to meet a deadline by two weeks or more, twice, they will be asked to reevaluate whether they have the adequate time to participate as a Project Team member. If another deadline is missed by two weeks or more, the Project Team member will be asked to step down. Depending on the Project Team member and their role in the adaptive management program, there could be contract penalties as well. The oversight committee can help the Project Team replace that

member or determine if they have the capacity to continue with the team as is. Additionally, Project Team members commit to communicating about missed deadlines to the PM and/or the PI (when necessary) before the deadline approaches. This will allow for communication with the entire Project Team about changed deadlines if they occur. If a Project Team member fails to notify the PM and/or PI that a timeline extension is requested more than one time, that PT member may be removed. To ensure timely completion of project milestones, the recommended composition of Project Team members is the PI, PM, and 3-4 other Project Team members (LEAN 2012).

Other Project Team Members' responsibilities can include:

- Help design and implement projects;
- Provide expertise necessary for successful completion of projects;
- Help write technical documents;
- Assist in communicating with their caucus (if CMER member); and
- Provide constructive and timely feedback.

Project Team members should support consensus decisions when discussing projects at CMER. Project Team members, whether Board-approved CMER members or not, do not have a role in