

## **Document Review**

The expectation is that all CMER voting members participate in development of and/or reviewing documents (at CMER or SAG) 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.

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 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/SAG/Project Team 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 behave courteously, professionally and follow all CMER ground-rules while participating in CMER meetings including having 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.

### **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 other Project Team members raise. First and foremost, Project Team Members are expected to be subject matter experts and participation is not linked with caucus affiliation or representation. If duties outside of CMER affect the ability of a Project Team Member to remain objective, they may be asked to resign. Prospective Project Team members should assess whether they realistically have the time and capacity to fully engage as a Project Team member consistent with their roles and responsibilities as outlined in the Project Charter, including meeting deadlines for specific tasks and review. Missing significant deadlines causes project delays that reverberate throughout the project timeline and budget. Such delays could result in a project losing funding or prevent funding of other important projects.

The Project Charter provides the names, affiliations, and roles of the Project Team 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 10.2). 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).

It is expected that Project Team members will meet established deadlines and communicate any challenges in meeting those deadlines with the Project Team. If a Project Team member fails to meet a deadline by two weeks or more, twice, they should evaluate whether they are able to maintain effective participation on the Project Team. If missed deadlines continue and/or a third consecutive deadline is missed, the PM may inform CMER. The oversight committee can make recommendations to the Project Team to replace that team member if requested by the PM, and formal approval of that change would require approval by CMER. If a Project Team member cannot meet their obligations, contractual penalties could occur.

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 approving project documents.