

Highlighted language is new/suggested language. Non-highlighted sections are existing CMER-approved language.

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.

~~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 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 realistically 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. Significantly missing significant 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 resulting in the need for~~

Commented [DK1]: Do we define this term anywhere? I think it would be good to clarify the difference between non-voting CMER participant and general public.

Commented [C(2R1)]: check 3.2.1 to see if we need to add a definition.

Commented [CL3R1]: Lori will work with CMER Co-chairs on how to define general public.

Commented [CL4R1]: will add definition to the appendix that CMER participants are any CMER meeting attendee that is not a Board-appointed voting member.

Commented [JM5]: Would need to verify that this does not conflict or align with WAC and current board manual process for dispute resolution.

Commented [C(6R5)]: verified.

Commented [JM7]: Why does this only apply to non-voting members?

Commented [JK8R7]: Agreed, this is already covered in the current PSM language with "CMER participants"

I recall that participants rather than "voting member" is used because it is a universal expectation.

Commented [C(9R7)]: It does apply to all members, y...

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Commented [C(10)]: Existing section. Only red text is ...

Commented [HB11]: Sorry, there is some stuff in here ...

Commented [JM12]: Why are these changes being ...

Commented [C(13R12)]: The reason is that PTs are st ...

Commented [HB14]: What does "report to" mean? ...

Commented [HB15]: We need to be clear, when a PT ...

Commented [C(16R15)]: CMER should discuss and ...

Commented [HB17]: In some instances, there needs ...

Commented [AM18R17]: Hans volunteered to draft ...

Commented [HB19R17]: "First and foremost, Project ...

Commented [HB20]: Do PTs need consensus before ...

Commented [C(21R20)]: yes, consensus by the PT. ...

Commented [HB22R20]: Agree with your answer. It ...

Commented [HB23]: I think it would be helpful when ...

Commented [JM24]: What happens with problems t ...

Commented [C(25R24)]: this section is not under ...

Commented [JM26]: This language is very telling. ...

Commented [C(27R26)]: edit provided. AMP staff all ...

~~concurrent reviews) and budget adjustment requests that span biennia. - which result in the a project losing funding or preventing funding of other important projects 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 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).

~~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.~~

Commented [JK28]: Yellow: Project Team efforts could be allowed to move forward with a quorum or after an agreed upon milestone? What happens when too many deadlines are missed by a team member? are they fired?

Commented [JK29R28]: I see it below...

Commented [HB30]: So, who monitors and takes action when this does not happen?

Commented [C(31R30): PMs monitor this. Do we need to add language about who is the one to ensure accountability?

Commented [HB32R30]: We need to think about who will take action and maybe who they talk to before taking that action.

Commented [JM33]: Agree with Doug regarding concurrent reviews. Concurrent reviews are never a great idea, IMO, and certainly not an appropriate standard protocol for mitigating timeline issues. They may, in some cases, occur with little to no consequences if SAG and CMER reviewers are all in sync with no substantive technical issues raised. But focus should be on putting in the effort and time needed to produce scientifically robust and defensible study plans and reports.

Commented [CL34R33]: concurrent review is already CMER approved language in sections 8.1 and 8.3 and is not currently being revised/reviewed.

Commented [C(35): Section 10.2 does not address unpublished data. Look at 10.2 for future edits.

Commented [HB36]: Who monitors this and what and when is action taken upon failures?

Commented [C(37R36): PM monitors. See comment above about CMER discussion and adding accountability, if desired.

Commented [HB38]: Do documents need SAG approval?

Commented [C(39R38): this is in a different section that is not under review.

Commented [HB40R38]: Lets review that section to be sure that nothing needs changing here.

Commented [CL41R38]: This was approved in 2022/2023.

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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.

Alternative paragraph: 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 will be asked to should reevaluate whether they are able to maintain effective participation on the Project Team. If missed deadlines continue have the adequate time to participate as a Project Team member. If a and/or a third consecutive deadline is missed, the PM may inform CMER. Project Team member will be asked to step down by the PM. In some instances, contractual penalties could occur. 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. In some instances, 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.

Commented [JK42]: Yellow: Not all voting members are on a participation contract.

Commented [DK43R42]: I second this- also, tribal grants don't require adaptive management participation and many tribes allocate those funds elsewhere, like FPA and WTMF review. This seems like it would penalize the tribes that participate.

Commented [C(44R42): understood. the language says "could be". CMER should discuss what accountability looks like for participants that are not under contract.

Commented [HB45]: Will this discussion happen at an oversight committee meeting?" What if the PT member is on the oversight committee or CMER?" Since CMER approves PT does CMER need consensus to remove a member?

Commented [C(44R45): This is covered in other sections in the PSM. CMER discussion if we need to reiterate here.

Commented [HB47R45]: This could be a sensitive issue so discussion today, if only for our understanding, is better than when something happens.

Commented [JM48]: Similar comments as before; this is a guidance document, not a contract. Project team member may be comprised of folks that are under direct contract, may be a general cmer member that has a particular expertise or even a SAG member that there is no contract. Consider having an agreement as part of management plan for project team members to agree to for participation and enforcement. Would be specific for each project.

Commented [C(49R48): agreed. however, this needs to be in the PSM so that all CMER participants are aware of the expectations.

Commented [HB50]: By who and how?

Commented [C(51R50): This is covered in other sections in the PSM. CMER discussion if we need to reiterate here.

Commented [M(52): redundant with last sentence of the previous paragraph

Commented [HB53]: I think we need to include other reasons a project team member could be removed. For...

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Commented [HB54]: Who are also voting CMER members?

Commented [CL55R54]: this is in a different CMER section.

Commented [DK56]: the end of this is missing.

Commented [M(57): this is the language that went missing...