

B. Guidelines of the Process; Roles and Responsibilities of Key Parties Involved in the Work Group Effort

Guidelines of the process:

1. The charge of the workgroup should be understood and followed by the workgroup.
2. Failure to fulfill any of the roles and responsibilities, listed below, will not stop the work group process, given that the work of the group is needed in a timely basis.

Role of the workgroup member

- A. Maintain a commitment to the accomplishment of the work group's initiative, according to the charge set by the sponsor.
- B. Ensure attendance at all work group sessions
- C. Actively participate in the discussion of the group
- D. Ensure that his or her participation is marked by: listening, openness, positive intent to get the work done, a focus on problem solving not position taking.
- E. Avoid: personal attacks, digression from the topic at hand, side conversations during group discussions, being overbearing, rushing to a decision when the issue is not fully understood by group members
- F. Take on responsibilities, delegated by the work group leader and selected by the group member him or herself, and accomplish them within the timeframe established by the workgroup. Recognize that the time frame for interim steps is essential to the timely accomplishment of the effort.
- G. Use a range of interactive skills.
- H. Understand and actively participate and support group decision making processes.

Role of the work group member if he or she is representing a stakeholder group:

- A. Obtain clarity as to which stakeholder group he or she is representing
- B. Develop a formal method (with the approval of management within the stakeholder group) for:
 - Ensuring that all members of the stakeholder group being represented are aware that the work group member is representing them.
 - Seeking the views and input of the stakeholder group being represented.The development of this method is crucial to obtaining a wide range of views to guide an initiative and for building support for an initiative. Without this role, a work group does not serve to represent a broad cross section of stakeholders, but serves only to represent the views of the work group members.
- C. Starting early in the workgroup process, actively use the formal method to seek the views and input of the stakeholder group being represented.
- D. Starting early in the workgroup process, actively share the views and input of the stakeholder group being represented in the workgroup.
- E. Be willing to adjust his or her stance, relative to the views that he or she represents, in the development of a consensus decision (or majority decision) within the workgroup.

- F. Starting early in the workgroup process, actively communicate the work of the work group to the stakeholder group that he or she represents, including the sharing of the written products of the workgroup, in draft form as they are being developed.
- G. Actively communicate the work of the work group to the manager of party that he or she represents (preferable to be done at the same time as this is communicated to the entire party).
- H. Identify a substitute, early on in the process, and notify him or her when the work group member is unable to attend a work group meeting. Provide the substitute with information relative to the work of the group and with a briefing as to the role that the substitute will need to play in the group.

Role of workgroup facilitator

Fundamentally, the role of the workgroup facilitator is to **ensure that the task is completed (the charge of the committee is fulfilled), within the specified timeframe, and within the desired resource limits. (Get the job done, on time, as efficiently as possible).** This occurs through the completion of the following responsibilities:

- A. Obtain a clear charge from the initiating party, via the written “Charge to the Work Group”.
- B. Continue to actively clarify the charge throughout the process, through the Work Group Advisor.
- C. Call together the work group for initial meeting. Schedule, jointly with workgroup members, subsequent meetings, at times convenient for the majority of group members.
- D. State, and continually restate, the purpose of the team.
- E. Facilitate group decision making during the meetings via:
 - Ensuring that the group carries out its discussion and decision making, regardless of attendance
 - Using group and interactive skills to draw out the views of work group members and integrating them into the plan (initiating, clarifying, reacting) (see “Work Group Leadership Handbook”, attached)
 - Understanding and using group decision making processes. **A structured problem solving process must be used.** (see “Work Group Leadership Handbook”, attached, for an example of such a process) While variations are permitted and encouraged, the core dimensions of the process are mandatory.
 - Controlling excessive digression from the topic at hand
 - Reinforcing (sometimes enforcing) guidelines of the processes, and roles of key parties (contained in this document)
- F. Develop a workplan that includes a listing of tasks, due dates, and responsible parties, and a column to record the status of each task.
- G. Maintain a written record of the work group’s decisions (not necessarily minutes, but a working document **in the format and language of the final product**, as much as possible) and distribute this record to work group members prior to or during work group meetings. (This step is **critical** to the efficiency of the work

group and its ability to move ahead promptly, with clarity and agreement among its members)

- H. Provide organization to the team's work between meetings by preparing written materials and an agenda prior to each meeting (see "Work Group Leadership Handbook", attached)
- I. Exercise sufficient control over the process: sufficient to maintain the group's focus on the task but not so much as to destroy group commitment to the work..
- J. Delegate responsibilities, with clear timeframes, to work group members.
- K. Serve as the communication link between the work group and the sponsor.
- L. If workgroup members are not fulfilling their obligations, discuss this with the workgroup member, individually. If change does not occur, raise this issue with the sponsor (see below).
- M. Identify issues relative to workgroup membership (i.e., workgroup members are not fulfilling their obligations, need for additional members, etc.) and discuss them with the sponsor to obtain guidance and approval for their resolution. If change does not occur, discuss the issue with and ask for assistance from the supervisor of the workgroup member.

Role of the sponsor of the work group (often fulfilled via the Work Group Advisor)

- A. Delineate charge to the workgroup.
- B. Serve to provide clarity and guidance to the workgroup leader relative to the charge and issues not addressed in original charge.
- C. Promote and enforce the use of this system.
- D. Make decisions relative to work group membership, as outlined in the charge to the workgroup.
- E. Carry out report review and approval of workgroup status reports and product, **without reworking the work group recommendations.**
- F. Determine parties to be involved in further stages of project, if appropriate (i.e., the parties which were involved in developing recommendations may not be the parties to be involved in implementation).

Role of the direct stakeholder (members of the parties being represented, by another, in a workgroup)

- A. Abide by the product of the workgroup, if approved by sponsor.
- B. Actively provide his or her views to the representative and obtain and work to understand information provided by the representative to the work group.
- C. Understand the requirement, on the part of the representative, to be open to adjust his or her views (and those of the party that he or she is representing) in the development of a consensus decision (or majority decision) within the workgroup.