Pacific Northwest Aquatic Monitoring Partnership

Business Practices

Revised April 2019

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I. Role of the network of Executive partners

a. Participants represent signatories to the PNAMP Charter.
b. Provide distributed point(s) of contact for the Steering Committee on policy issues and products associated with PNAMP interests and tasks.
c. Conduct meetings in accordance with their respective operational needs. The Steering Committee will meet with Executive Partners as appropriate at times and places identified by each entity.

II. Role and structure of the Steering Committee

a. Each signatory to the PNAMP Charter will appoint an individual to serve as a member of the Steering Committee and will identify an alternate if available. Members of the Steering Committee have decision-making authority on behalf of their respective organizations for all PNAMP matters consistent with their respective mandates, except funding decisions which are governed by separate agreements.
    i. Steering Committee Members will use the consensus decision-making process as described in section (V).
b. Organizations that are not signatory members of PNAMP may participate on the Steering Committee as Courtesy Members. Courtesy Members may discuss and advocate for matters but do not have a role in decisions as described in section (V).
c. The Steering Committee provides the science-policy interface between the Executive partners and technical workgroups, guides work of technical workgroups, obtains resources needed to accomplish tasks, and directs the activities of the Coordinator.
d. The Steering Committee Chair will provide leadership for the Steering Committee, including: fostering peer-to-peer communication so as to encourage in-kind participation, support long range strategic thinking and foster diversity in funding sources.
e. The Steering Committee will prioritize PNAMP tasks, subject to and consistent with the consensus decision-making process in section (V)(e) below.

III. Role of PNAMP staff

a. The PNAMP Coordinator is the internal and external point of contact for PNAMP.
b. The PNAMP Coordinator directs PNAMP staff to
    i. Organize and conduct meetings as needed.
    ii. Develop meeting agendas, meeting notes, keep track of PNAMP documents and records, compile and edit draft PNAMP documents, facilitate completion of work plans, track budgets, and manage PNAMP internal and external communications.

IV. Roles and structure of technical workgroups

a. As identified by the Steering Committee, workgroups will be used to accomplish PNAMP tasks.
    i. Workgroups will be convened on an as needed basis.
b. The Steering Committee will assist PNAMP staff to identify leadership (lead and/or co-leads) of workgroups.
c. PNAMP staff and workgroup leads will develop work plans and products, will operate under the guidance of the Steering Committee, and will be assisted as needed by the Coordinator.
d. Workgroup participants (including key scientists) will have expertise appropriate to the involved tasks.
e. To the extent possible, workgroups will use the consensus decision-making process developed for the Steering Committee (see section (V)).

V. Steering Committee consensus decision-making process

a. Decisions at regular meetings are made by consensus.
    i. Consensus will be defined as accomplished when there is no further strenuous dissent. The Coordinator will facilitate discussion, call for objections, and confirm each decision reached by consensus.
    ii. For Members unable to attend a regular meeting and for decisions made outside of regular meetings, consent email will be sent to all Members with 5 business days allowed for any objections. The Coordinator will follow up one more time in writing with each member that did not respond to the first written communication.
        1. Any member must object in writing/email to an item on a properly circulated consent email. A written objection to consensus on a consent email request must contain the reasons for the objection. An objection received by the Coordinator regarding an item for which consent approval is requested shall be considered an objection to consensus.
        2. Consensus places a heavy responsibility on the dissenter to participate fully in the deliberative process and work with others to find an alternative approach acceptable to all.
        3. If after two written notifications a member still does not respond, their vote will be counted as a 'non-response'.
    iii. At the request of any Member, the Coordinator may place an item for which consensus was not achieved on the regular business agenda for a subsequent Steering Committee meeting.
    iv. A Member must be physically present, participating via telephone, or represented at a Steering Committee meeting to object to consensus on a business agenda item if the item previously was removed from the consent agenda or a consent mail request but was placed on the regular business agenda for a subsequent Steering Committee meeting.
b. Following coordination on all issues, consensus positions will be sought pursuant to section (V)(a) before Members actions are communicated (verbally or in writing) as a PNAMP product. When consensus is not attained, the PNAMP product will clearly represent the fact that consensus was attempted and will set forth the differing positions of the Members.
c. Any Member may abstain or be absent from the consensus process without it becoming a dissenting opinion.
d. A Member who chooses not to participate in the consensus process, either by not objecting or responding to a consensus decision in writing under section (V)(a)(ii), or in person under subsection (V)(a)(iv), shall be deemed to have abstained from the decision-making process.
e. As new ideas or proposals to re-prioritize existing tasks arise, the person(s) sponsoring the new concept will provide information to all members of the Steering Committee including: task description, explanation of benefit/or "fit" to PNAMP mission; proposed participants; timeline; and expected outcome/products.

VI. General participation

a. Interested parties not signatory to the Charter are encouraged to participate in PNAMP tasks through involvement in appropriate workgroups and in the broader deliberations of PNAMP.

VII. Proposals and Letters of Endorsement

a. Proposals submitted for funding to support PNAMP tasks or commit PNAMP resources, as identified by workgroups, subcommittees, individual Steering Committee Members, or the Coordinator shall be reviewed by the full Steering Committee prior to submission.
b. The Steering Committee will consider on a case-by-case basis requests for letters of endorsement for proposals.
c. PNAMP will not entertain nor endorse proposals if more than one PNAMP Signatory Member is competing for the same funds.

VIII. Communications

a. Internal – PNAMP staff and workgroup leads will use electronic means to facilitate informal routine communications to the extent possible; other methods will be explored as dictated by need.
b. External – The Steering Committee and PNAMP staff will provide external communications via electronic means (email documents and notices) including development and use of internet access to PNAMP products and information and will develop letterhead and "signature" authority on behalf of PNAMP for written communications.

IX. Modification

a. Business practices will be reviewed by the Steering Committee on an annual basis and modified as needed.