

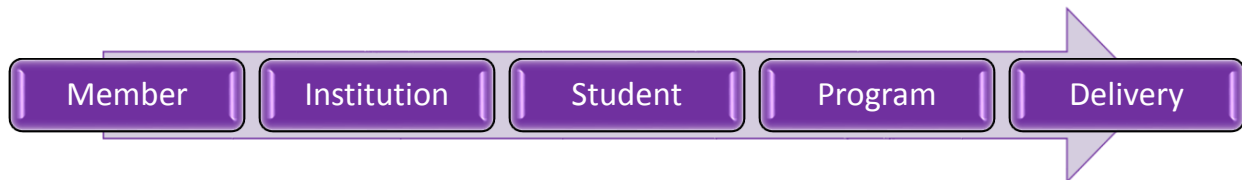


Working Group Guidelines

A **working group** is a committee or group assembled to discuss, study and report on a focus topic that impacts members and/or the Association and conclude recommendations and an outcome based on its findings.

The **group facilitator** is responsible for:

- Encouraging the fullest possible range of perspectives are brought to bear in all discussions, including the perspectives of those affected by the decisions or focus at issue. Perspectives to consider and involve in a working group may depend on the focus:



- Ensuring that no one individual or group is allowed to dominate the discussion to the disadvantage of other group members;
- Proactively ensuring that members collectively decide which issues are discussed and which recommendations are considered;
- Providing the fullest disclosure to promote the exchange of information that is vital to creating solutions.

Operating Group Principles:

The success of the working group effort will depend, to a large extent, on the ability to achieve mutual understandings and reach agreements that transcend personal interests. To maximize success, the following courtesies and process agreements are adhered to:

- Listen with care and sensitivity to the full range of all members' interests;
- Share factual, technical, or scientific information that will help lead to agreements;
- Seek and develop recommendations that are responsive to the identified focus;
- Remain open to new ideas and concepts;
- Offer possible alternatives when an agreement cannot be reached with a particular idea;
- Communicate and coordinate with all members of the group;
- Discuss everyone's positions on matters of the group interest and agree on how to characterize those positions as a group before communicating to external parties.