

Proposal for Improved Communications Among Technical Work Groups and Teams

INTRODUCTION:

The ROD/Implementation Plan recognized the need for technical work groups (Figure 1, page C-20; TAMWG, page C-23), but did not provide any detailed direction on their specific purpose, objectives, and structure. A lack of progress in this area was identified in the April 2004 Program Review, and some suggestions were offered (Recommendation #8, page 17; Figure 3, page 21; Table 9, page 30). Full implementation of the technical work group concept has been hindered by the continued absence of operational details on how to implement this aspect of the AEAM organization. This draft proposal is intended to remedy this gap by facilitating discussion that leads to specific TMC direction on this issue. The terms "subgroups" and "work groups" are used interchangeably. Although "meetings" are referenced frequently, communications are also expected to include conference calls and email.

BASIC PRINCIPLES:

- 1) Work groups exist to meet essential program coordination needs, but cannot cover every possible situation. The number and type of groups should match work load requirements. Groups should be combined where possible to avoid overlap or redundancy, and minimize the number of meetings. TMC and TAMWG meetings are shown in the proposal for purposes of context and scheduling constraints or opportunities. Work group meetings may result in some additional workload requirements, but are intended to increase effectiveness of group communications within the program and reduce the number of individual communications. They are not intended to diminish leadership responsibility of the AEAM staff, but to reduce disagreements and improve the quality of subsequent decisions.
- 2) Attendance at all work group meetings is open to all interested parties. Small "core teams" could be designated for each work group by the TMC and TAMWG. The Executive Director recommends this approach, but not everyone agrees. Advantages of a smaller designated group are that responsibilities would be clearly stated and operations should be more efficient. Disadvantages of a smaller group are that other individuals might feel left out or not valued. Advantages of a larger but less formally defined group include greater feeling of participation and ownership plus wider variety of thought and experience. Disadvantages of a larger group is potential lack of commitment to followup assignments, difficulty in scheduling meeting dates, and potential to be unwieldy. In either case, it should be acknowledged that there is a greater commitment than just attending meetings, with additional work assignments likely. Specific appointments are believed necessary for the TAMWG members since only those whose attendance is authorized by the Designated Federal Official (DFO) will be reimbursed for travel expenses.
- 3) Although meetings of other groups, such as the Scientific Advisory Board, Tribal/Federal Agency government-to-government meetings, and Klamath Basin organizations are not described in this proposal, having this type of comprehensive picture will aid in better scheduling and communication among all parties.
- 4) Annual conferences, such as the Principals Conference and a possible TRRP Science Conference, are not shown in this proposal at this time, but could be added later and would benefit from knowing when other meetings are planned.

THE PROPOSAL:

This proposal identifies objectives, roles, and scheduling issues that should be common to each work group, e.g., to share information, solve problems, identify emerging issues, discuss different points of view, obtain input (but not necessarily achieve "buy-in" or function in a decision-making role); see Program Evaluation Report, Figure 3 caption, page 21. More detailed objectives, priorities, and meeting schedules will be determined by each group according to their particular needs.

Common objectives: Meetings and other communications are intended to facilitate information transfer for a specific discipline or issue area (e.g., project updates, technical discussions, study plan development, etc.). They are intended not only to improve two-way communications between AEAM staff and TRRP partners, but also to improve communications among the various partners. Work groups would provide an established forum to: a) exchange technical information and personal field observations; b) assist the TMAG and RIG in defining priorities for the program within the context of TMC direction; c) promote scientific dialogue on methods and protocols; d) provide input to TMAG and RIG in development of recommendations that may be presented to the TMC (assumptions, priorities, critical paths, etc.); e) foster a team atmosphere among TRRP partners as well as with the AEAM staff; f) discuss budget implications and alternatives that would feed into subsequent B-Team deliberations and TMC decisions; g) potentially shift some workload from AEAM staff to TRRP partners (under AEAM leadership).

Roles and responsibilities: Work group participants have a responsibility to work with the group leader (AEAM staff member) to understand and prepare for the objectives of each particular meeting. They should also provide input to the group leader in order to meet those objectives. This information would be considered and synthesized by the AEAM staff in formulating recommendations for the TMC. TRRP partners (work group participants) do not direct the work group leader or AEAM staff, or assign tasks to other participants without direction from the AEAM staff. Participants are responsible for keeping their TMC or TAMWG representatives informed and have the opportunity to point out any differences between their personal opinion, that of the group, and the AEAM staff. No additional funding is provided for participation in subgroup meetings; existing funding (TMC program participation/support or project funds) is expected to cover this activity.

Scheduling and calendars: Meetings will be scheduled as far in advance as possible and coordinated so the largest number of core team members possible can attend, and so the results of work group discussions build on each other (see attached calendar). For example, work groups feed into flow schedule, budget, and TRRP IDT meetings - which then provide technical representatives the basis for updating their TAMWG/TMC principals prior to those quarterly meetings. All participants should acknowledge that additional unscheduled meetings may be necessary, and could involve a subset of the team. All regularly scheduled meetings will have widespread notification (email and website calendar), and be open to all potentially interested parties. Recognize that not everyone can or should attend all meetings; choices will be necessary. An initial schedule of meetings is proposed on the attached calendar, but may change to reflect the particular needs of specific work groups. This could include less frequent larger-scale meetings and more frequent smaller-scale meetings or conference calls.

Communications and operating guidelines: Initial notification of all meetings would consist of an email sent to a master list of all potentially interested parties and posting on the TRRP website events calendar. Follow-up emails would be sent to the core group and others who indicate an interest in attending. The lead AEAM staff will be responsible for soliciting agenda topics and meeting objectives from other participants, and finalizing/distributing those materials as far in advance as possible. Meetings will be facilitated by lead AEAM staff using effective meeting management techniques (e.g., active listening, civil discourse, time management). Meeting notes will be recorded by a designated group member (including attendees, important discussion points, recommendations, action items, and next steps), and distributed to all participants within one week of the meeting, and posted on the website at the next monthly update.

SUMMARY OF POSSIBLE TEAMS AND WORK GROUPS

COMMITTEE OR WORK GROUP (Lead/Co-Leads)	FREQUENCY	POSSIBLE CORE TEAM MEMBERS (TAMWG and TMC are already established; others are illustrative and not complete or final)	SUMMARY OF PURPOSE AND COMMON OBJECTIVES (Refer to Proposal Narrative for More Detail)
TAMWG (Arnold Whitridge, Mike Long, and Doug Schleusner)	Quarterly	Steve Anderson, Serge Birk, Ed Duggan, James Feider, Pat Frost, Joan Hartman, Dan Haycox, Dana Hord, Byron Leydecker, Richard Lorenz, Spreck Rosekrans, Elizabeth Soderstrom, Jim Spear, Dave Steinhauser, Tom Weseloh, Arnold Whitridge	Review TRRP staff proposals; identify new areas of interest or concern; provide recommendations to TRRP staff and TMC for action.
TMC (Mike Long and Doug Schleusner)	Quarterly	Sharon Heywood, Dave Hillemeier, Roger Jaegel, Irma Lagomarsino, Mike Long, Neil Manji, Mike Orcutt, Brian Person	Provide program oversight and policy guidance to TRRP staff; establish program priorities; approve annual program of work; recommend annual flow schedules.
TRRP IDT (Ed Solbos and Rod Wittler)	Quarterly	TMAG staff, RIG staff, all TMC and TAMWG technical representatives	Interdisciplinary sharing of new information; coordination between science and implementation aspects of the program; project status; forum for tech reps to prepare their TMC members for policy-related discussions at the next quarterly meeting.
B-TEAM (Doug Schleusner)	May; June	Specific appointments? TMC: TAMWG:	Work together with TRRP staff to develop options and recommendations for annual program of work; provide technical input regarding priorities, scope of work, costs.
FLOW TEAM (Rod Wittler)	Spring, monthly	Specific appointments? TMC: TAMWG:	Work together with TRRP staff to develop options and recommendations for annual flow schedule; provide technical input regarding Flow Study objectives, current river and fishery conditions and water year considerations.
IMPLEMENTATION TEAM (Ed Solbos)	June; November	Specific appointments? TMC: TAMWG:	Work together with RIG staff to plan, prioritize, and identify costs for engineering and construction activities within the RIG. Includes channel rehab priorities and site design, revegetation goals and methods, coarse sediment introductions, and floodplain structure modifications.
SEDIMENT GROUP (Andreas Krause)	Quarterly	Specific appointments? TMC: TAMWG:	Work with TMAG lead to identify objectives for this program element; coordinate with other related elements; focus on specific details needed for input to budget, flow schedule, rehab site design, and other activities.
FISH GROUP (Nina Hemphill)	Quarterly	Specific appointments? TMC: TAMWG:	Work with TMAG lead to identify objectives for this program element; coordinate with other related elements; focus on specific details needed for input to budget, flow schedule, rehab site design, and other activities.
RIPARIAN & WILDLIFE GROUP (VACANT)	Quarterly	Specific appointments? TMC: TAMWG:	Work with TMAG lead to identify objectives for this program element; coordinate with other related elements; focus on specific details needed for input to budget, flow schedule, rehab site design, and other activities.
WATERSHED GROUP (Physical Scientist #2)	Quarterly	Specific appointments? TMC: TAMWG:	Work with TMAG lead to identify objectives for this program element; coordinate with other related elements; focus on specific details needed for input to budget, flow schedule, rehab site design, and other activities.

