

ASTSWMO
Members in Action
FINAL DOCUMENT

Members in Action
Document:

A Guidance Outlining ASTSWMO's
Membership Roles and
Responsibilities



This mission of ASTSWMO is to enhance and promote effective State and Territorial programs and to affect relevant national policies for waste and materials management, environmentally sustainable practices, and environmental restoration.

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INTRODUCTION

The mission of the Association of State and Territorial Solid Waste Management Officials (ASTSWMO) is to enhance and promote effective State and Territorial programs for waste and materials management, to encourage environmentally sustainable practices and to affect relevant national waste and materials management policies. As with most volunteer organizations, this work is carried out primarily by hardworking, dedicated State and Territorial (State) members who serve in various roles within the Association, including holding Executive Committee positions, as members of the Board of Directors, or serving roles on the Subcommittees, Task Forces/Focus Groups (for simplicity, the term “Task Force” (TF) is used hereafter to refer to both Task Forces and Focus Groups working within the Association’s Subcommittee structure), and Workgroups. As such, the Association strongly encourages State member participation at all levels within the organization. ASTSWMO also maintains a staff in its Washington, D.C. office in order to directly support States’ efforts as an Association. The purpose of this guidance is to describe the member roles and responsibilities within the Association as we work to ensure that the statements and products we produce are meaningful and consistent with the mission of ASTSWMO. The guidance reflects how we operate as an Association and highlights the important role that each volunteer fills in participating at various levels of the Association.

EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

Executive Committee

The Executive Officers (also called “Executive Committee”) of the Association comprise the positions of President, Vice-President, immediate Past-President, and Secretary-Treasurer. A Vice-President is elected annually from a slate of candidates by a majority of the Association’s Voting Members, and serves a one-year term before advancing to the role as President. At the conclusion of the President’s one-year term, they advance to the position of immediate Past-President for a one-year term. The Secretary-Treasurer position is elected to a two-year term by a majority of the Association’s Voting Members.

Note: For complete descriptions of the Executive Committee the Board of Directors, and the Voting Members, refer to the Association Bylaws, which can be found at: <http://astswmo.org/files/Final%202015%20Bylaws%2011-3-15.pdf>

Duties of Executive Committee

- **President:** serves as the chief officer and presides at all meetings of the Board of Directors, and membership meetings. The President, with the approval of the Board, generally, appoints the chairpersons of all standing Committees and Subcommittees.
- **Vice-President:** performs all duties of the President in the event of the President’s absence or inability to act, and co-chairs the Program Steering Committee (PSC).
- **Secretary-Treasurer:** responsible for general correspondence of the Board and serves as financial officer of the Association.
- **Past-President:** co-chairs the PSC and assists with transition issues and overall operation of the Association; also serves as the Chair of the Nominating Committee. More information about the Nominating Committee can be found in the Bylaws.

- The Executive Committee as a whole performs the functions of the Board in the routine management of the affairs of the Association during the intervals between meetings of the Board. The Board must ratify actions of the Executive Committee and the Executive Director.

Board of Directors

The Executive Officers of the Association are members of the Board of Directors. The Board of Directors is also comprised of one representative (hereafter called “Regional Board member(s)”) from each of the ten United States Environmental Protection Agency (U.S. EPA) Regions, who is elected by State Regional caucus. Each Regional Board member serves an initial three-year term and may serve a maximum of two full consecutive three-year terms if approved by their Regional caucus. The term of a Regional Board member begins in October. The Board of Directors is vested with the authority to carry out the affairs of the Association and to exercise leadership in raising and exploring policy issues of potential concern to the membership. The Board of Directors meets quarterly.

The President, together with the Board, ensures that Regional Board members are assigned to one or more Subcommittees to serve as Board Liaisons between the Subcommittee(s) and the Board. In the interest of streamlining, enhancing communication, and providing a forum for the Subcommittee Chairs to discuss issues prior to presenting the information to the full Board, assignments of Board Liaisons are routinely made so that Regional Board members can participate in Subcommittee activities. Selection of Board Liaisons is based on the individual Regional Board member’s interests and the complexity of the Subcommittee work. The Board selects a minimum of two Board Liaisons for assignment to each Subcommittee. Further, the Board Liaisons assigned to the individual Subcommittee should be on different Board membership cycles. This will provide a basis for continuity between the Board and the Subcommittee whenever there is a change in Board membership. The role of Board Liaisons is discussed in the Program Subcommittees section of this document.

VOTING MEMBERS

Each member of the Association (meaning, State, Territory and the District of Columbia) designates one individual to be the Voting Representative (also known as the “Voting Member”) who shall be entitled to only one vote when the membership of the Association conducts business. Member votes shall be cast by the Voting Member or an individual officially designated by proxy for the Voting Member. Such designation of proxy shall be submitted in writing by the Voting Member to the President prior to the vote. Correspondence related to Association elections or amendments to the bylaws is directed to the Voting Member. The Voting Member may also receive other informational correspondence that is not related to elections or changes to the bylaws, such as information pertaining to State fee assessments. The ASTSWMO Executive Director maintains the list of Voting Members.

PROGRAM STEERING COMMITTEE

The Program Steering Committee (PSC) is comprised of the Chairs of the five Program Subcommittees and may include members leading other efforts of direct interest to the Board. The PSC is co-chaired by the Association's Vice-President and Past-President. The purpose of the PSC is to coordinate the work of all Subcommittees and, through them, the activities of the TFs and Workgroups. In particular, the PSC is charged with ensuring that all Subcommittee and TF activities are coordinated to recognize related or complementary activities of other Subcommittees/TFs and to avoid duplication. The PSC meets prior to each quarterly Board meeting and may schedule periodic conference calls, as necessary, in order to stay up-to-date on Subcommittee activities and corresponding implications.

PROGRAM SUBCOMMITTEES

A program Subcommittee is made up of a Subcommittee Chair and the Chairs of the TFs within that program Subcommittee except for the Program and Information Exchange Subcommittee, which is mainly comprised of representatives from the other Subcommittees. Much of the Association's work, including development of issue papers and proposed policy positions, is conducted at the Subcommittee or TF level; when necessary, work products are brought to the Board for ratification. Subcommittees are generally formed around a specific environmental program element (i.e., Tanks) and have several TFs within their jurisdiction.

Term and Role of Subcommittee Chair

Each Subcommittee is chaired by an individual appointed by the Association's President with the agreement of the Board of Directors. The Subcommittee Chair is appointed to a three-year term and has an option to renew their term for another three years with the recommendation of the President and the approval of the Board of Directors. The term of a Subcommittee Chair also starts in October. The decision to serve as a Subcommittee Chair should be made by the candidate after considerable thought to accepting the responsibility of the position and discussion of the matter with their State supervisor before accepting the role. Subcommittee Chairs are expected to attend the quarterly meetings of the PSC and Board of Directors, which occur consecutively.

The Subcommittee Chair is responsible for ensuring effective and efficient coordination among the TFs in their Subcommittee. The Chair is frequently called upon to deliver briefings of TF activities at various functions, including: Board meetings, ASTSWMO Mid-Year and Annual Meetings, PSC meetings, and conference calls. In order to facilitate resolution of outstanding issues in an efficient manner at Board meetings, Subcommittee Chairs should notify Subcommittee staff and the Executive Director prior to meetings of the Board of any significant issues that are before the Subcommittee. A "significant issue" is one that may take some time to resolve during the Board's deliberations. Prior notification will enable adequate time to be allocated to ensure full discussion and resolution.

In addition, Subcommittee Chairs may be asked to represent their program area at national meetings and before Congressional committees. For purposes of leadership development and continuity, the Subcommittee Chair appoints a Vice-Chair, with the agreement of the Association's Vice-President and the Past-President, to assist in carrying out these duties. The Vice-Chair must be a current Subcommittee TF Chair. Subcommittee Chairs, with the concurrence of the Association's Vice-President and the Past-President, also appoint TF Chairs.

Before the Subcommittee commits to any work efforts, the Subcommittee Chair needs to consult with ASTSWMO staff to ensure that the work is within the scope of the cooperative agreement that funds the Subcommittee. It is incumbent upon the Subcommittee Chair to establish a network of open communication with other program areas/Subcommittees in order to best facilitate ASTSWMO activities.

Typically, Subcommittee Chairs organize and co-chair a roundtable discussion with key U.S. EPA or other federal agency officials at the ASTSWMO Mid-Year and Annual Meetings. These sessions are designed to be informal discussions, which provide an opportunity for ASTSWMO members to interact with U.S. EPA or other federal agency office directors and staff on a variety of program-specific topics. Subcommittee Chairs may also be called upon to participate in formal or informal work efforts that are established to address an issue(s) that is cross-programmatic in nature.

Role of Subcommittee Vice-Chair

The Subcommittee Vice-Chair performs all the duties of the Subcommittee Chair in the event of the Subcommittee Chair's absence or inability to act. For example, if a Subcommittee Chair is unable to attend a meeting, the Vice-Chair would be asked to fill in for the Chair and would perform the functions of the Chair at that meeting.

Role of Board Liaisons

Board Liaisons provide a link between Subcommittees and the Board of Directors on an ongoing basis, by bringing a Board of Directors member's perspective to the work of the Subcommittee and its TFs in-between quarterly Board meetings. Subcommittee Chairs are encouraged to copy Board Liaisons on notices regarding Subcommittee activities, including meetings and conference calls, agendas, and written correspondence. Board Liaisons are invited and encouraged to participate in Subcommittee conference calls, and meetings where funding is available. Board Liaisons are often asked to review and provide feedback to a Subcommittee or TF on their work products, such as correspondence, comments regarding a federal rule or other initiative, or in the finalization of a document produced by a Subcommittee or TF.

Review by Board Liaisons may be requested because there is a deadline that does not allow for consideration by the entire Board of Directors, as in the case of comments regarding a federal rule, or because review by the entire Board is not seen as needed given the nature of the work product. If in their review the Board Liaisons identify the need for consideration of a work product by the entire Board of Directors, the Board Liaisons will communicate that need to the Subcommittee Chair. As noted later in this document, Subcommittee Chairs will discuss a

recommendation to suspend or terminate a TF with the Board Liaisons prior to recommending a tentative decision to the Board for concurrence.

Subcommittee Meetings

Meetings can be face-to-face or through the use of telephone or web-based conferences. The ability to hold face-to-face meetings, and the frequency of those meetings, is dependent upon funding. Subcommittee Chairs are also encouraged to hold periodic conference calls throughout the year in order to stay informed of TF activities and encourage cross-communication.

TASK FORCES

TFs are established to address specific topics that focus on national issues of great importance to States. Examples of such efforts include working on special U.S. EPA initiatives or rules. TFs are limited to one representative per each of the ten U.S. EPA Regions.

Role of Task Force Chair

Prospective TF Chairs should give considerable thought to accepting the responsibility of their position. Other personal and professional commitments should allow them to accept the time-consuming tasks inherent with the job. It is expected that members seek and obtain the agreement and support of their State supervisor before accepting the task. The Chair must set the example for the TF in commitment to a task and in leading the group to its completion of tasks.

How do new TF members get selected? What if more than one State expresses interest/fills out the new member solicitation form?

Interested members must fill out and submit a new member solicitation/expertise form. The selection of a new member from among several applicants will be based on the best mix of experience, expertise, and background relevant to the work of the TF. An additional consideration is whether or not the State of an applicant has provided a TF member in prior rotations. The ultimate decision is made by the TF Chair when there are multiple applicants from the same U.S. EPA Region; the decision may be made in consultation with the Subcommittee Chair.

The TF Chair's primary task is to assure that the TF is focused on solving one or more problems, areas of concern to our members, or producing products on issues of high interest to State waste managers within a particular program area. The TF Chair should also ensure that their TF has developed a clear and appropriate vision and goals that are consistent with ASTSWMO's mission, and in implementing Board direction and initiatives. Before the TF commits to any work efforts, the TF Chair needs to consult with ASTSWMO staff to ensure that the work is within the scope of the cooperative agreement that funds the TF. Additionally, responsibilities or tasks of the TF Chair may include being the point of contact for other associations on issues the TF is working on, representing ASTSWMO at U.S. EPA sponsored meetings, and giving presentations at ASTSWMO meetings. The TF Chair is also responsible for maintaining a balanced membership on the TF in order to insure representative membership of the Association. In maintaining this balance, the TF Chair should take into consideration the expertise and experience of the member(s) and Regional representation, including whether the State of an individual interested in membership has provided a TF member in prior rotations of the term of the TF member from that Region. The Chairs must ensure that the member(s) does not have multiple roles in the association.

TF Chairs are responsible for soliciting and selecting new membership on the TF on an as needed basis in order to maintain a balance as stated above and needed expertise of its members based

on the tasks assigned. In recruiting new members, the TF Chair should consult with the Subcommittee Chair, the member rotating off the TF, and ASTSWMO staff. The TF Chair may also seek recruitment assistance from the Regional Board member(s) who represents the Region(s) being solicited for membership and the Board Liaisons assigned to the Subcommittee. TF members are recruited with four goals in mind:

- 1) finding the best expertise available for the matters the TF must address;
- 2) a commitment by the member to actively participate in TF activities;
- 3) ensure that the member does not have multiple roles in the association; and
- 4) achieving a nationwide geographic balance among home States of the TF members.

Members are concerned with the rotation of terms' impact on the Program conferences (i.e., Materials Management, Hazardous Waste, Federal Facilities, and Superfund). What's the role of the rotating member?

Members rotating off will still be part of the conference and will be funded as speakers/moderators. The new Regional member will also be funded to the conference.

The fourth criterion is achieved by securing a representative from a State within each of the U.S. EPA Regions. Prior to notifying the new member of their selection, the TF Chair should consult with the Subcommittee Chair and ASTSWMO staff.

Role of Task Force Vice-Chair

As with Subcommittee Chairs, for purposes of leadership development and continuity, the TF Chair appoints a Vice-Chair to assist in carrying out their duties. The TF Vice-Chair performs all the duties of the TF Chair in the event of the TF Chair's absence or inability to act. For example, if a TF Chair is unable to attend a meeting, the Vice-Chair would be asked to fill in for the Chair and would perform the functions of the Chair at that meeting. As with a TF Chair, it is expected that the prospective Vice-Chair seek and obtain the agreement and support of their State supervisor before accepting the position. The TF Chair should consult with and receive approval from the Subcommittee Chair regarding their appointee for Vice-Chair. PSC Co-Chairs should also be informed by the Subcommittee Chair of the Vice-Chair appointment.

Role of Task Force Member

TF members are Regional representatives on the TF. As such, they are expected to consider the interest of their home U.S. EPA Region, keeping each State in their respective Region up-to-date on issues and soliciting and representing each State's viewpoint.

Effectively serving on a TF requires a person to devote significant time, energy, and expertise. Before a person agrees to serve as a TF member, the person should make sure that they have the support of their State management for such a commitment.

Time commitment includes travel to at least one TF face-to-face meeting per year, which would depend upon the availability of Association travel funding (and travel/participation in other meetings as may be appropriate and where funding is available), as well as participation in conference calls on a monthly or other periodic basis. The commitment of time outside of formal meetings or conference calls will be necessary in order to work on subject issues or products. A member may need to take a hiatus from the TF for a certain length of time for professional or

personal reasons. The decision regarding how to fill the slot of a member on hiatus will be made on a case-by-case basis by the TF Chair in consultation with the Subcommittee Chair. The Volunteer Member Performance Standards section of this document provides additional information regarding circumstances that may affect member participation.

Task Force Meetings

Meetings can be face-to-face or through the use of telephone or web-based conferences. The ability to hold face-to-face meetings, and the frequency of those meetings, is dependent upon funding. TF Chairs are also encouraged to hold TF conference calls on a routine basis, since conference calls along with e-mail are the primary means for developing and carrying out TF projects.

TERM OF TASK FORCE CHAIR, VICE-CHAIR AND MEMBER

TF Chairs are selected to serve a term of three years and their term will also begin in October. If an existing member of a TF is selected to become the Chair, the member's rotation date is extended for three years upon appointment as Chair. Toward the end of each term of a TF Chair the Subcommittee Chair will undertake a process to select a new Chair. Unlike the term of a Subcommittee Chair, there is not an option for a TF Chair's term to be renewed for another full three-year term. The Subcommittee Chair will determine whether other ASTSWMO members, whether on the TF or not, are interested in assuming Chair responsibility. The Board also wants to afford flexibility for Subcommittee and TF Chairs to deal with the issue on a case-by-case basis and bring exceptions to the Board for approval. Examples of flexibility include extending the term if a member is critical to the completion of a project or if a member is rotating off prior to their term to allow a member from the same State to complete the term.

The Subcommittee Chair should try and provide opportunities for new members to assume leadership of TFs whenever possible. However, a Subcommittee Chair may re-appoint a TF Chair to serve a one-year extension of their three-year term if no other members express an interest or if, for reasons of continuity and consistency, the Subcommittee Chair determines that reappointing the existing TF Chair serves the best interests of ASTSWMO. After completing this evaluation process, the Subcommittee Chair, with the concurrence of the Association's Vice-President and the Past-President, will appoint a new TF Chair or re-appoint the current TF Chair.

If an existing member of a TF is appointed Vice-Chair, the member's rotation date will be extended to match the rotation date of the Chair. This will ensure a smooth and orderly transition of leadership. There are considerations for not appointing a current Vice-Chair as Chair, such as State and Regional balance among TF Chairs on the Subcommittee, or lack of State management approval for the Vice-Chair to assume the Chair position.

If necessary, the terms for TF Chairs and Vice-Chairs can be determined separately from other TF members with the intention of rotating these terms among all the Subcommittee's TFs. In assigning terms for TF Chairs, the terms should be staggered based on the number of TFs within

the Subcommittee, so no more than one-third of the number of TF Chairs rotates off the Subcommittee in a given year.

Term of Task Force Member

Members in Action is implemented using a rotation plan which assigns terms based on each member's longevity with a TF. Terms will expire on September 30th of each year. The rotation plan for member terms is intended to afford the opportunity for other members to serve on TFs in which they have an interest.

How do we reconcile the start date of new members? (For example, if they start in July, do they get 6 months taken off or added to their three-year rotation?)

New members will have a three-year term, plus the time remaining in the unfilled term of the member who has rotated off the TF. All rotations will be effective every October.

Members of newly created TFs will serve an initial three year term. At the end of the initial three year term, the TF Chair will assign rotating terms for the TF members so that the expiration of the terms is staggered (three, two and one) for the TF members. Openings on TFs, either for a TF Chair or member position, may occur outside of the annual October rotation due to attrition. Subcommittee/TF Chairs will seek to fill these openings as they occur in order to maintain TF leadership or Regional representation on the TF. The procedures for appointment of a TF Chair or selection of a TF member when openings occur apart from the scheduled rotation are the same as those described in this document for the annual rotation.

Discussions to initiate the annual rotation should begin in January. The TF Chair and ASTSWMO staff should review member rotation dates and remind those members whose rotation is scheduled to take place in October of the coming year. At the same time, the TF Chair and ASTSWMO staff should also inform the Subcommittee Chair of upcoming rotations. Recruitment to fill the slot of a member rotating off the TF should begin in March, to allow time to solicit membership from States within the Region and select the new member in time for the new member's term to begin in October.

EXPIRATION OF TASK FORCE MEMBER TERM

At the end of a member's term, the position will be made available to other State members in that U.S. EPA Region. If there is interest by another member in the Region, the Chair/member rotating off the TF may apply for a position on another TF, or may wish to consider seeking a leadership position in the Association. In the event there is no interest in filling the position, the current member will be afforded an opportunity to complete another three year term. There may be a situation where, at the end of the member's second term, there is no interest in membership from another State in the member's Region, and the current member wishes to remain on the TF. In this case, the current member could receive a conditional third term of no longer than one year, contingent upon State management approval and the approval of the TF Chair and Subcommittee Chair.

What happens to a TF or workgroup that has been dormant for an unspecified amount of time due to its specific role of commenting on U.S. EPA rules (e.g., a work group)? How is the rotation handled?

The rotation schedule does not apply to workgroups, as opposed to TFs, since workgroups are established for a specific purpose, to work on a specific task. The workgroup is in existence during the time it takes to complete the task.

During a conditional term, the member could retain membership on the TF until such time as another State in the Region expresses interest in membership.

EXTENSION OF A TASK FORCE MEMBER'S ROTATION

There may be special circumstances that warrant the extension of the rotation of the member scheduled to take place in October of a given year. For example, a member's term may be extended to retain continuity of participation in a project whose completion date is within six months, or no later than one year, of the member's rotation date.

In addition, a TF member whose term is expiring in the year of the program conference that the TF is conducting would remain on the TF through the conference. The current member would mentor the new member from the Region.

The extension of a TF member's rotation for a specific purpose is at the discretion of the TF Chair in consultation with the Subcommittee Chair.

LOCATION OF SUBCOMMITTEE AND TASK FORCE MEETINGS

Face-to-face Subcommittee and TF meetings are normally held in Washington, D.C., because of cost effective meeting facilities. However, they can be held in other cities for valid purposes and with the approval of the Executive Director. To accommodate State participation and determine whether changing meeting locations is warranted, the following criteria should be considered:

- Home State of the meeting participants, a consideration of how far or long meeting participants must travel.
- Consideration of the meeting facilities, i.e., can a host State provide meeting facilities at a cost and convenience comparable to those available in the D.C. area?
- Consideration of cost and availability of hotel accommodations.
- Travel and other work commitments of the ASTSWMO staff around the time of the meeting.
- Consideration of ASTSWMO staff being required to attend the meeting versus attendance by conference phone.
- Consideration of airfare to and from the host city versus to and from Washington, D.C.
- Locations of previous meetings associated with the topic, i.e., have all previous meetings been in Washington, D.C., or have previous meetings been elsewhere.
- The ability of the TF or Subcommittee members to obtain out-of-State travel approval to go to the proposed location versus Washington, D.C.
- Personal and professional needs of staff and members.
- Consideration of U.S. EPA participation, as desired or required, or requested by U.S. EPA.

Selected meetings may be held in locations other than Washington, D.C., when the Subcommittee Chair and the ASTSWMO Executive Director agree that the criteria outlined above has been satisfied for a specific group to meet at a proposed location other than Washington, D.C. Should the Subcommittee Chair and the Executive Director be unable to agree that the criteria are met for a specific meeting, the decision regarding location will be made by the Executive Director.

THE LIFE CYCLE OF A TASK FORCE

The outline below describes the life cycle of a TF from conception to termination. The purpose is to give members a set of guidelines to follow to improve efficiency, effectiveness, and common expectations.

The life cycle is as follows:

A need is established by any of these sources:

- the Subcommittee Chair
- the Board or Executive Committee
- the membership
- the PSC

A proposal is developed and brought to the Board for action:

- Proposal outlines need, purpose, outcomes, budget (established in consultation with U.S. EPA or other federal agency), timelines, support staff and Subcommittee placement.
- When a proposal is from a Subcommittee, the Subcommittee Chair will inform the PSC of the proposal as a matter of cross-program coordination before it is considered by the Board.
- Funding is secured before the TF is created and members selected.

The Board approves the project and a TF is created.

Chair selected by Subcommittee Chair and/or Board:

- Selected Chair is screened for the right expertise, available time, management approval, commitment to issue and leadership skills, as well as the ability to travel as needed.

TF members are solicited from the State and Territorial membership and evaluated based on knowledge in the various program media.

- Selection criteria include:
 - expertise
 - experience
 - available time
 - commitment
 - U.S. EPA Region

- type of program
- whether the State has previously provided a TF member for other TFs
- supervisor's concurrence

The TF in action:

- After the Chair and members are selected, the TF itself develops mission and goals documents and any appropriate work plans consistent with ASTSWMO's mission and strategic plan. These documents go back to the Board for information and/or action/approval. The TF can have a finite duration and be attached to one or a few outputs or can be more open-ended. A TF may proceed and continue as long as:
 - work is relevant to the Association
 - funding exists
 - progress is being made
 - work is not yet complete

Overall management and coordination of Subcommittee and TFs:

- Responsibility to manage and coordinate the TFs belongs to the Subcommittee Chair in consultation with the Vice-President and Immediate Past-President, and the PSC.

Decision to terminate or suspend a TF:

- The tentative decision to terminate or suspend a TF is made by the TF and Subcommittee Chairs after an evaluation of the criteria established for a TF's continuation noted above, which are: the work is relevant to the Association; funding exists; progress is being made; work is not yet complete. The Subcommittee Chair will then discuss the recommendation with the Subcommittee's Board Liaisons prior to recommending a tentative decision to the Board for concurrence. If there is Board concurrence, the tentative decision will be finalized by the Subcommittee and TF Chairs and the TF will be terminated or suspended. If Board concurrence is not obtained, the President will work with the Subcommittee Chair to reach a resolution.

WORKGROUPS

Issues affecting a specific topic or only some of the U.S. EPA Regions will be addressed by workgroups with representation from the involved Regions. Workgroups are approved by the Board of Directors. These types of workgroups and other short-term groups, e.g., ad hoc workgroups, should generally complete their assignments and tasks in less than 3 years. Some tasks, for example, ones dependent upon federal regulations, might take longer than 3 years. At the mid-point of the workgroup, approximately one and-a-half years after its establishment, the purpose and goals of the workgroup should be reviewed by the workgroup Chair and Subcommittee Chair to determine if it should continue to function as a workgroup. A decision should be made to either continue the workgroup for another one and-a-half years or to submit a proposal to the PSC Co-Chairs to turn the workgroup into a TF. Funding should be confirmed prior to finalization of the conversion to a TF.

VOLUNTEER MEMBER PERFORMANCE STANDARDS

ASTSWMO established Volunteer Member Performance Standards to provide the standard of performance the Association expects from members who volunteer to participate on ASTSWMO's TFs, Subcommittees and Board of Directors, and describes the process the Chairs should follow to address member performance issues (the ASTSWMO President is the Chair of the Board of Directors).

Although ASTSWMO TFs, Subcommittees and the Board of Directors are composed entirely of volunteer members, these members are expected to participate and contribute toward the goals and objectives of the organization at various levels, and most members meet or exceed those expectations. Many of ASTSWMO's work products must be completed during a strict timeline due to funding requirements, comment deadlines and/or meeting schedules. ASTSWMO does have a high productivity rate of completing projects, and most members understand the need for each group member to perform and participate in order to meet the goals of the Association and the funding requirements. Occasionally, however, TF and Subcommittee Chairs and the Board of Directors may be confronted with member performance issues.

Performance

Performance issues generally fall into three primary categories: 1) inadequate participation, 2) inadequate productivity, and 3) general conduct. When a performance issue arises, it is important for the Chair to address the issue early in order to maintain the productivity, integrity and morale of the group.

Inadequate participation is characterized by a member's negligence to participate in meetings, conference calls or other interactive processes. In some instances, the circumstances may be entirely out of the member's control (e.g., State travel restrictions). Others may be related to job responsibilities, such as unexpectedly being called out of the office or into a meeting, or family obligations. If a member is unable to participate it is appreciated if he/she can provide advance notice to either the Chair or ASTSWMO Staff. If not, then the member should contact the Chair or Staff as soon as possible after the meeting, conference call or other interactive process to discuss his/her inability to participate and receive a briefing.

Inadequate productivity is characterized by the member not volunteering to develop work products, not completing an assigned work product, not preparing for meetings and conference calls, and not providing feedback or comments on work products.

General conduct also includes the need for all members/Chairs to follow established standard practices. These standard practices include, but are not limited to, following meeting protocols, following ASTSWMO protocols such as not speaking on behalf of ASTSWMO, effectively engaging all members of the TF, Subcommittee, or Board and involving the appropriate ASTSWMO Staff.

In addition to a member not adhering to ASTSWMO's [Code of Conduct](#), misconduct is also demonstrated by members speaking on behalf of ASTSWMO without prior approval or authority and releasing draft ASTSWMO documents to non-State stakeholders by his/her free will.

Expectations

Performance standards and expectations of TF, Subcommittee, and Board of Directors members and Chairs vary due to their position and responsibilities within the Association.

All Members:

- Allow for thoughtful communication and provide the opportunity for all to be involved and share views in an atmosphere of mutual respect
- Participate on conference calls
- Respond to ASTSWMO emails and other information requests in a timely manner
- Volunteer to write and review work products
- Attend TF, Subcommittee, Board meetings
- Review documents as applicable prior to meetings and conference calls
- Provide input during conference calls and meetings
- Complete assigned tasks within timeframes established by the Chair
- Adhere to all ASTSWMO's Policies, such as: Members in Action, Travel and Reimbursement, and Code of Conduct (<http://astswmo.org/index.html>)
- Ensure effective and efficient coordination with other parties they represent

Chairs:

In addition to the above responsibilities, the following also apply to the Chairs:

- Ensure effective and efficient coordination of the TF, Subcommittee, and Board
- Engage in effective and timely communication with the ASTSWMO Staff
- Hold at least one meeting each year, depending on Association travel funding
- Engage TF, Subcommittee, Board in the development of work products
- Maintain regular communication with TF, Subcommittee, Board
- Attend quarterly Board meetings (Board, and Subcommittee Chairs)

Process

It is important for the Chair to address a member performance issue as soon as it is recognized in order to maintain the productivity, integrity, and morale of the other members. Subcommittees are encouraged to meet at least once a year, depending on Association travel funding, in order to meet with U.S. EPA and conduct/review the work of their TFs. During these meetings and if appropriate, the Subcommittees should discuss and review any issues/complaints regarding TF member performance issues. If necessary, Subcommittee conference calls can also be used to address member performance issues.

The following are steps that a Chair should follow in addressing member performance issues:

- All member non-performance issues must be raised by the TF Chair to the Subcommittee Chair.
- The TF Chair must document the efforts and actions that have been taken to inform the member of the performance issue.
- Any concerns with performance should be discussed with the ASTSWMO Executive Director. After this consultation, the member will be contacted and the conversation will be documented. This discussion/documentation should include the following: 1) An explanation by the Chair of the performance standard not being met, and 2) Input from the member as to their perspective of the situation or explanation of the circumstances surrounding the non-performance.
- The desired outcome is that the member and Chair reach an agreement or understanding that the member will work to meet the expectations of the Association.
- However, if after three months a TF member's non-performance continues, the TF Chair should consult with the appropriate ASTSWMO Staff and the Subcommittee Chair to discuss an appropriate course of action. The TF Chair should then discuss the concerns with the member, and document the result of that second discussion.
- Continued member non-performance after the initial three months or an egregious failure to meet ASTSWMO Policies and Code of Conduct shall prompt the TF Chair to consult with the Subcommittee Chair, Regional Board member (in the Region of the TF member) and/or the Board Liaisons and the PSC Co-Chairs (Vice-President and Past-President) to discuss removal of the member from his/her position. Consultation must be conducted via a phone call and documented in a memorandum that is signed by all parties involved in the consultation and removal.
- In some instances, the member performance issue may be in regard to a TF Chair. If an issue does arise between a TF member and a TF Chair, then the member should contact the appropriate Subcommittee Chair. If a TF Chair has an issue with a Subcommittee Chair, then the TF Chair should consult the PSC Co-Chairs. Steps 2 and 3 must also be adhered to in these instances.

In some instances, member performance issues may be in regard to a Regional Board member. If an issue does arise with a Regional Board member, then the President should consult with them to discuss these issues. The procedures of the bylaws must also be adhered to as well.

POLICY POSITIONS TAKEN BY ASTSWMO

The Association creates formal positions of policy and proposed procedure to carry out its mission. Only the ASTSWMO Board of Directors can establish a formal ASTSWMO position on a topic. In doing so, the Board considers National Governors Association (NGA) and Environmental Council of the States (ECOS) policy positions. Association positions should be developed with that in mind.

However, positions must be developed, vetted, gain credibility and support of the membership at large, and then be implemented in some fashion to have any impact. Subcommittees and TFs carry out all these process tasks. It is important to have an open and continuous line of communication among TF Chairs, Subcommittee Chairs, the PSC, and the Board of Directors so that issues can be known and understood by as many people as possible prior to being formally addressed by the Board, and so that the Board's actions can be efficient and focused directly on clearly defined issues requiring resolution.

In the absence of a clearly applicable ASTSWMO position, the Association must often take action to meet a particular deadline (e.g., docket comments on a proposed rule). In these cases, the Board depends upon Chairs to make judgments about the significance of the matter, and the appropriate level of clearance. The Board can be called into special meeting by electronic means, the Executive Committee can act on routine matters for the Board between its meetings, or the Board can even be called to a special face-to-face meeting.

In some cases, however, the TFs and Subcommittees act on their own authority, clearly identifying the fact that their view is not a formal position of the Association, but that of the TF or Subcommittee concerned. Sometimes, the group asks the Board to endorse their views after the fact, if it would be appropriate to have a formal Association position on the matter. When a TF makes public its own view on an issue, it should be discussed with the Subcommittee Chair first, and if he/she believes it significant enough, he/she should discuss it with the Vice-President or Past-President.

Sometimes, when a Chair is asked to speak or be a part of an external panel or committee (e.g., speak at a convention or serve on a federal advisory committee), it will be necessary to be very precise in distinguishing between his/her individual or State view and that of the Association.

MEMBER INTERACTION WITH EXTERNAL INTEREST GROUPS

In developing policy and in achieving sound decision making, it is important for the Association's membership to understand the views of those affected by State and national waste management policies. This includes the regulated community, environmental and citizen groups, local governments, and others. Therefore, the Association will continue to seek input of these groups as appropriate at ASTSWMO meetings. It is critical that such interaction not inhibit the information exchange between State waste managers and between States and federal agencies. In addition, it is important that external input be sought from a diversity of interest groups. The following guidelines are established to provide guidance to Association members in obtaining external input in the development of Association policy.

- External input to ASTSWMO will occur primarily through TF and Subcommittee meetings. Before meeting with external groups, TF Chairs will consult with the appropriate Subcommittee Chair concurrently with the Executive Director.

- Subcommittee and TF Chairs should strive to assure that time devoted to obtain input from external groups does not infringe upon the time that States need to discuss issues and reach consensus.
- TFs should be encouraged to solicit external input from a diversity of viewpoints where appropriate. If the regulated community is invited to offer their views, invitations should also be extended to environmental and/or public interest groups.
- Participation by external interest groups at ASTSWMO membership meetings and conferences will be by invitation only. Normally, participation by external groups at the ASTSWMO Mid-Year or Annual Meetings will be as part of a panel discussion or presentation by a representative of the group.

ASTSWMO STAFF

The Association's Executive Director has responsibility for assigning a staff member for the direct support of each program Subcommittee Chair, and the staff member in turn will provide logistical and other support as possible to the TF Chairs of the Subcommittee. The staff member will ensure communications among members are timely and effective, and will arrange virtually all logistics for the groups. This includes arranging and participating in TF meetings and conference calls, facilitating information and idea exchange in development of issues and reports, editing of draft reports and keeping members informed of recent developments in the field of interest.

Staff draft and manage funding agreements in support of Subcommittee and TF activities, and ensure that the work of the Subcommittee/TFs is done in accordance with U.S. EPA cooperative agreements. Staff will also ensure coordination of TF work efforts with other ASTSWMO staff, and with U.S. EPA and outside organizations as relevant and appropriate. The staff member also works closely with the TF Chairs and Subcommittee Chair to provide programmatic support and is often called upon to assist with presentations to the Board, arrange and participate in conference calls, act as liaison with U.S. EPA staff, etc. Staff may also assist the TF Chair in conducting outreach for TF member recruitment. Subcommittee and TF Chairs and members are expected to keep staff informed and coordinate with staff in carrying out Subcommittee/TF activities.

Staff is also involved in the management of the funding for the Association's activities. The Executive Director works with the Subcommittee Chairs and the Association's Board of Directors to ensure adequate resources are planned and requested for support of all program Subcommittees and TFs. However, the Executive Director makes decisions regarding allocation of available funding to various tasks and Subcommittees and TFs. The Executive Director is responsible for the management of the Association's Cooperative Agreements. Acting on the advice of the Executive Committee and under the direction of the Secretary-Treasurer, the Executive Director is responsible for carrying out that directed level of support and of maintaining the Association's fiscal integrity.

(Original approved by the ASTSWMO Board of Directors in October 2007. Latest review and update completed in June 2016.)