

WATER RESOURCES PROGRAM BUSINESS TEAM OPERATING PROCEDURES

Contact: Policy and Planning Section Effective Date: 11/16/2009

Purpose: To provide guidance to water resources staff on business team expectations, performance, and standard operating procedures.

Application: This guidance applies to all water resource program business teams.

This guidance supersedes any previous Guidance, Procedure, Policy, Interpretive Statement, Focus Sheet or other stated Ecology viewpoint with which it may conflict.

Background

The Water Resources Program frequently uses business teams to address policy issues, implement program decisions, and coordinate regional and headquarters business practices. These teams develop the policies, procedures, and guidance that affects the daily work of water resources staff. Typically, over one-third of all water resources staff have direct interaction on business teams. The program intends these Standard Operating Procedures (SOP) to streamline team functions and to set expectations for business team sponsors and for staff taking part on business teams.

Standard Operating Procedures

The Water Resources Program has adopted the following SOP's for program business teams:

Business Team Framework

- The Water Resources Program Management Team (PMT) will create all business teams.
- Each business team will have a PMT Sponsor and a Business Team Lead.
- The PMT Sponsor will select the Business Team Lead, with approval from PMT.
- Unless otherwise directed by PMT, each business team will include representatives from each region, headquarters, and the Office of Columbia River.
- PMT should ensure appropriate cross representation between business teams when assigning business team membership.
- The PMT will select an appropriate rotation frequency for PMT Sponsors. PMT Sponsors will select an appropriate rotation frequency for Business Team Leads to provide for innovation, work sharing, and career development.

- Where appropriate, assignment of business team leads and members will be reflected in Personnel Description Forms (PDF's).
- A list of all business teams and the membership of each will be maintained at the program's home SharePoint site.

Operational Duties

The PMT will:

- Make final decisions on business team recommendations brought to PMT by the PMT Sponsor.
- Review all business team work plans annually.

The PMT Sponsor will:

- Assign all business team work.
- Raise business team recommendations to PMT for decision as appropriate.
- Facilitate participation by business team members,
- Assist members in developing consensus on work assignments, and represent the business team at PMT.

The Business Team Lead will:

- Coordinate business team work while considering how to use team members' time to best effect, using tools such as telephone and video conference calls, NetMeeting, and SharePoint in contrast to face-to-face meetings.
- Schedule and run team meetings, including developing agendas, and recording and posting meeting minutes.
- Represent the business team at PMT briefings.
- Be responsible for helping the business team reach consensus on work products and any decisions.

Each business team member will:

- Regularly consult with their respective senior staff, unit supervisors, and section manager on issues related to business team work.
- Provide informed advocacy for their region, unit, or office in business team work products and recommendations.

Operations

- Each business team shall develop a team charter and workplan for PMT approval. The team shall review and update these documents annually.
- Business teams will strive for consensus in their work products.
- Where the team cannot reach consensus, the Business Team Lead and PMT Sponsor will work with business team members to develop a Majority and Minority opinion paper. The opinion paper shall discuss the controversy, pros and cons of each position, and how

it will affect program work product. The PMT Sponsor, Business Team Lead, and relevant business team members will present the paper to PMT for decision.

- If Assistant Attorney General (AAG) support is necessary, the Business Team Lead will make such requests, on approval of the PMT Sponsor. The Business Team Lead will then convey the AAG advice to the business team. The Business Team Lead or PMT Sponsor may coordinate follow-up dialogue with the business team and the AAG to resolve outstanding issues or questions.
- Business teams shall forward their recommendations to PMT via the PMT Sponsor for approval. The recommendations should include information on how the decision / action would affect staff training needs and program database development.
- Business teams shall implement PMT decisions on business team work. To implement, the team shall document the decision, disseminate the decision, and assist in training staff.
- PMT members will assist in adapting work behavior to business team decisions.

Procedures

Procedure Number	Procedure	Responsible Party
1	Investigate the problem or issue	Business Team
2	Propose a solution to the problem or issue	Business Team\PMT Sponsor
3	Decision on proposed solution	PMT
4	Document the decision	Business Team Lead
5	Implement the solution	Management\Supervisors\BT
6	Train implementation staff and end users	Business Team
7	Perform quality assurance and control	Business Lead
8	Correct if needed	Management\Supervisors


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Special Note: These policies and procedures guide water resources program staff in administrating laws and regulations, to ensure consistency. These policies and procedures are not formal administrative regulations adopted through a rule-making process. In some cases, the policies may not reflect later changes in statute or judicial findings, but they indicate Ecology’s practices and interpretations of laws and regulations at the time they are adopted. If you have any questions regarding a policy or procedure, please contact the department.

List of Current Formal / Informal Business Teams – see Water Resources SharePoint site.