

Association of State and Territorial

**ASTSWMO**

Solid Waste Management Officials

**Members in Action**

FINAL DOCUMENT

*Members in Action*  
*Document:*  
*A Guidance Outlining*  
*ASTSWMO's*  
*Membership Roles and*  
*Responsibilities*

**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.**

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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 and Task Forces/Focus Groups (for simplicity, the term “Task Force” (TF) is used hereafter to refer to both ASTSWMO Task Forces and Focus Groups working within the Association’s Subcommittee structure). 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 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 in the various Association groups.

## **EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS**

### **Executive Committee**

The Executive Committee or “Officers” 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, he/she is advanced 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 and Board of Directors, refer to the Association Bylaws, which can be found at: [http://astswmo.org/Files/Who\\_We\\_Are/ASTSWMO\\_Bylaws.pdf](http://astswmo.org/Files/Who_We_Are/ASTSWMO_Bylaws.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 absence or inability of the President to act, and co-chairs the Program Steering Committee (PSC).

- Secretary-Treasurer: is responsible for general correspondence of the Board and serves as financial officer of the Association.
- Past-President: co-chairs the PSC as well as the ASTSWMO/U.S. Environmental Protection Agency (U.S. EPA) Senior Cleanup Council (SCC), 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 [Association 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.

### **Board of Directors**

Directors, or members of the Board, are elected by State Regional caucus and consist of one representative from each of the ten U.S. EPA Regions. Each Board member serves an initial 3-year term and may serve a maximum of two full consecutive 3-year terms if approved by his/her Regional caucus. The term of a Board member typically begins in October. Board members are 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 representatives 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 Board members can participate in Subcommittee activities. Selection of Board Liaisons is based on the individual Board members interests and the complexity of the Subcommittee work. The Board has selected a minimum of two Board Liaisons for assignment to each Subcommittee. Further, the two 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.

### **PROGRAM STEERING COMMITTEE**

The Program Steering Committee (PSC) is comprised of the Chairs of all of the 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/TF activities are coordinated to

The term “groups” is used to collectively refer to ASTSWMO’s Task Forces, Focus Groups, Subcommittees and Board of Directors. A group leader is the Chair of a particular group.

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.

Some members of the PSC also participate in the SCC. The SCC was formed to increase coordination between States and U.S. EPA on cleanup of contaminated sites. The SCC also serves to increase communication between States and U.S. EPA offices that implement cleanup programs.

### **PROGRAM SUBCOMMITTEES**

A program Subcommittee is made up of a Subcommittee Chair and the Chairs of the TFs within that program Subcommittee. Most 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 such as CERCLA and Brownfields, Hazardous Waste, and Solid Waste, and have several TFs within their jurisdiction.

#### **Term and Role of Subcommittee Chair**

The 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 his/her term with the recommendation of the President and the approval of the Board of Directors. The term of a Subcommittee Chair is based upon the date of appointment (e.g., April Board Meeting). The decision to serve as a Subcommittee Chair should be made after considerable thought to accepting the responsibility of the position and discussion of the matter with his/her 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 respective program area. He/she 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 should appoint a Vice-Chair to assist in carrying out these duties. The program Subcommittee

Chair normally appoints TF Chairs, with the agreement of the Association's Vice-President and the Past-President.

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. Subcommittee Chairs are encouraged to copy Board Liaisons on notices for meetings and conference calls, agendas, written correspondence, etc.

Typically, Subcommittee Chairs organize and co-chair a roundtable discussion with key U.S. EPA officials at the ASTSWMO Mid-Year and Annual Meetings. These sessions are designed to be informal discussion groups, which provide an opportunity for ASTSWMO members to interact with U.S. EPA 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) which is cross-programmatic in nature.

### **Subcommittee Meetings**

Subcommittee Chairs are encouraged to hold at least one face-to-face meeting of their TF Chairs a year, and hold periodic conference calls throughout the year, in order to stay informed of TF activities and encourage cross-communication. The guidelines concerning where these meetings are conducted are the same as those listed for TFs later in this guidance.

## **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.

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 his/her 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 activities such as being the point of contact for industry 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.

**Who is responsible for seeking the new Regional member?**

The TF Chair is responsible for seeking the new Regional member, working in consultation with the Subcommittee Chair, the member rotating off and ASTSWMO staff. The TF Chair may also seek the assistance of the appropriate Regional Board member(s) and Subcommittee Board Liaisons.

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 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 three 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; and 3) achieving a nationwide geographic balance among home States of the TF members. The third 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 his/her selection, the TF Chair should consult with the Subcommittee Chair and ASTSWMO staff.

As with Subcommittee Chairs, for purposes of leadership development and continuity, the TF Chair should appoint a Vice-Chair to assist in carrying out these duties. The TF Chair should consult with and receive approval from the Subcommittee Chair regarding his/her appointee for Vice-Chair. Criteria for selecting a Vice-Chair are noted in the Life Cycle of a TF later in this document.

**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 he/she has the support of his/her State management for such a commitment.

Time commitment includes travel to 1-3 face-to-face meetings per year (and travel/participation in other meetings as may be appropriate), 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 (see page 13) provides additional information regarding circumstances that may affect member participation.

## **TERM OF TASK FORCE CHAIR AND MEMBER**

### **Term of Task Force Chair**

TF Chairs are selected to serve a term of three (3) years. The term of a TF Chair typically begins in March. Toward the end of each term of a TF Chair the Subcommittee Chair will undertake a process to select a new Chair. The Subcommittee Chair will determine whether other ASTSWMO members, whether on the TF or not, are interested in assuming Chair responsibility. 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 additional 3-year terms 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.

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 Task Forces and taking into account when each TF Chair or Vice-Chair was appointed. The terms of the TF Chair or Vice-Chair may be more or less than 3-year terms as it depends on the longevity of their service. 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 tenure-based rotation plan which assigns terms based on each member's longevity with a TF. Terms will expire in March of each year. The rotation plan for member terms is

#### **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 group. 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.

intended to afford the opportunity for other members to serve on TFs in which they have an interest.

Members of newly created TFs will serve an initial 3-year term. At the end of the initial 3-year term, the TF Chair will assign rotating terms for the TF members so that the expiration of the terms are staggered (three, two and one year terms) for the TF members.

Openings on TFs either for a TF Chair or member position may occur outside of the annual March 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 October. The TF Chair and ASTSWMO staff should review member rotation dates and remind members whose rotation is scheduled to take place in March 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 December, 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 March.

### **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 3-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. 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.

**Members are concerned with the rotation of terms impact on the Program conferences (i.e., Solid Waste, Hazardous Waste, Federal Facilities, Superfund). What is 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.

**How do we reconcile the start date of new members? (If they start in July, do they get 6 months taken off or added to their 3-year rotation?)**

New members will have a 3-year term, plus the time remaining in the unfilled term of the member who has rotated off the group.

## **EXTENSION OF TASK FORCE CHAIR OR MEMBER ROTATION**

There may be special circumstances that warrant the extension of the rotation of the TF Chair or member scheduled to take place in March of a given year. For example, a Chair or 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 Chair or member's rotation date.

In addition, a TF member whose term is expiring in the year of the program conference which 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. The extension of a TF Chair's rotation for a specific purpose is at the discretion of the Subcommittee Chair.

[Frequently Asked Questions](#) about Members in Action, which are in the text boxes in this document, are also posted on the ASTSWMO website. Several questions deal with terms of Chairs and members.

## **LOCATION OF SUBCOMMITTEE AND TASK FORCE MEETINGS**

The primary method of developing work products or solutions to issues is by the organized work of TFs, and that usually calls for meetings. Meetings that involve travel are generally limited to 1-3 meetings per year. Meetings can be face-to-face, or through the use of web or telephone conferences. 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. 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 Deputy 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 Deputy 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 brought to or developed by the Board for action:

- Proposal outlines need, purpose, outcomes, budget (established in consultation with U.S. EPA), and time lines

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

The rotation schedule does not apply to workgroups, as opposed to TFs or Focus Groups, 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.

- 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.

Board approves the project and a TF is created:

- Budget is established within funding limits
- Staff support (assignment) is established as appropriate and available

Chair (and/or Vice-Chair) selected by Subcommittee Chair and/or Board:

- Selected Chair and/or Vice-Chair are 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
  - position of individual in State program
  - whether the State has previously provided a TF member for other Task Forces
  - 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 Chair after an evaluation of the criteria established for a TF's continuation noted above, which is: the work is relevant to the Association; funding exists; progress is being made; work is not yet complete. The Subcommittee Chair will then recommend the tentative decision to the Board for concurrence. If there is Board concurrence, the tentative decision will be finalized by the Subcommittee and TF Chair 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. 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 1.5 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 1.5 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**

Volunteer Member Performance Standards have been established to provide the standard of performance ASTSWMO expects from members who volunteer to participate on ASTSWMO's TFs, Subcommittees and Board of Directors ("groups"), and describes the process the group leaders (Chairs) should follow to address member performance issues.

Although ASTSWMO is an organization comprised 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 Board of Directors Representatives 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 group leader 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 group 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 they can provide advance notice to either the group Chair or ASTSWMO Staff. If not, then the member should contact the Chair or Staff as soon as possible after the event to discuss his/her inability to participate and receive a briefing of the call.

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 group 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.

### **Expectations**

Performance standards and expectations of group members and group leaders 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 group 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 group leader
- Adhere to all ASTSWMO's Policies, such as: Members in Action, [Travel and Reimbursement](#), and Code of Conduct
- Ensure effective and efficient coordination with other parties they represent

## Group Leader:

In addition to the above responsibilities, the following also apply to the group leaders and/or the Board Representatives:

- Ensure effective and efficient coordination of the group
- Engage in effective and timely communication with the ASTSWMO Staff
- Hold at least one group meeting each year
- Engage group members in the development of work products
- Maintain regular communication with group members, Subcommittee Chairs, and Board of Directors Representatives
- Attend quarterly Board meetings (Board Representatives and Subcommittee Chairs)

## Process

It is important for the group leader to address a member performance issue as soon as it is recognized in order to maintain the productivity, integrity and morale of the group. Subcommittees are required to meet at least once a year in order to meet with U.S. EPA and conduct/review the work of their groups. 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 group leader should follow in addressing member performance issues:

- Any concerns with performance should first be discussed with the ASTSWMO Deputy 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 group leader 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 group leader reach an agreement or understanding that the member will work to meet the expectations of the Association.
- However, if after three months the member non-performance continues, the group leader should consult with the appropriate ASTSWMO Staff and the Subcommittee Chair to discuss an appropriate course of action. The group leader should then discuss the concerns with the member, and document the result of that second discussion.

### **Resolution of conflict** (work plan, leadership, membership, termination):

- Solve at lowest level of the organization possible:
  - TF members
  - TF Chair
  - Staff
  - Subcommittee Chair
  - PSC
  - Vice-President and Past-President
  - President
  - Board

- Continued member non-performance after the initial three months or an egregious failure to meet ASTSWMO Policies and Code of Conduct shall prompt the group leader to consult with the Subcommittee Chair, Regional Board of Directors Representative (in the Region of the member) and/or the Board liaison 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 group 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 Representative. If an issue does arise with a Board Representative, 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 Board members 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 another 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 and then notify the PSC Co-Chairs (the Vice-President and Past-President).
- 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 he/she 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 Chairs 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 Deputy Executive Director and Executive Director work 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 Deputy Executive Director and Executive Director make decisions regarding allocation of available funding to various tasks and groups. The Deputy 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 April 11, 1995, revised January 13, 1998, updated and revised July 14, 2000, revised October 24, 2007, updated and revised April 2011.)*

*Final – October 19, 2011*