
Hanford Advisory Board Process Manual

How Does the Hanford Advisory Board Work?

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Prepared by



EnviroIssues

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Introduction

The Hanford Advisory Board (HAB or Board) Process Manual is a guiding document for how the Board operates. It refers to and is consistent with the HAB Memorandum of Understanding (MOU) and Operating Ground Rules (OGR). Board members, Tri-Party Agreement (TPA) agency representatives, and the facilitation team refer to the Process Manual for guidance on Board and committee operating procedures and policies. The document is periodically reviewed by the Executive Issues Committee (EIC) in collaboration with TPA agency representatives. Proposed updates are provided to the Board for consideration.

The HAB Process Manual is a living document that provides overarching guidelines to Board members, TPA agency representatives, and the facilitation team. It is not intended to encompass every facet of how the Board operates.

1. Board Purpose

What is the role of the HAB?

The Board is an independent, non-partisan, and broadly representative body consisting of a balanced mix of the diverse interests that are affected by Hanford cleanup issues. The role of the Board is to provide policy recommendations and advice to the TPA agencies – U.S. Department of Energy (DOE), the U.S. Environmental Protection Agency (EPA), and the Washington State Department of Ecology (Ecology) on selected major policy issues related to the cleanup of the Hanford Site. Through its open public meetings, advice and recommendations on agency public involvement activities, and the responsibilities of Board members to communicate with their constituencies, the Board is chartered to assist the broader public in becoming more informed and meaningfully involved in Hanford cleanup decisions.

Under the Federal Advisory Committee Act (FACA) of 1972, DOE chartered the Hanford Advisory Board in 1994 to provide a forum for bringing together diverse local and regional interests to tackle the difficult issues associated with cleaning up the legacy of radioactive and chemical wastes left from more than four decades of plutonium production for nuclear weapons. The 32 seats on the Board include interests from the economic, environmental, tribal, public interest, local and state government, and health and safety communities. At Board and committee meetings, the Board works to define significant issues meriting public input and provide meaningful advice to the agencies on Hanford cleanup.

What is a major policy issue?

The Board's primary mission is to provide policy recommendations and advice to the TPA agencies. Issues falling within the scope of Hanford cleanup, including waste management and environmental restoration activities, may be considered by the HAB. Major policy issues fall into this category, and must meet or potentially meet at least one of the following criteria:

- Impacts to existing TPA milestones and activities:
 - Impacts or changes on existing or scheduled DOE budgets

- Simultaneous impact on more than one field office: DOE Richland Operations Office (DOE-RL) or DOE Office of River Protection (DOE-ORP)
- Increase or decrease in regulation of DOE-RL or DOE-ORP activities
- Impact on Hanford's physical environment
- Activity(ies) involving issues of national significance
- Conflicts with DOE's stated plans and cleanup goals
- Conflicts with HAB Values white paper, adopted November 2, 2012
- Impacts the regional economy and economic development
- Impacts DOE and contractor labor contracts
- Changes on stakeholder or other public involvement activities and programs
- Affects decisions on future land uses of DOE-owned property

How does the Board determine which issues are priorities?

At the annual leadership workshop, Board leadership (chair and vice chair of the Board, committee chairs and vice chairs, and the national liaison) identifies draft topics for Board consideration. The TPA agencies also provide a draft list of priorities for review at the annual leadership workshop. The Board works in concert with the TPA agencies to recommend work plan priorities for the following fiscal year. This focuses the Board's work on a selected set of policy issues, keeping in mind that a fundamental responsibility of the Board is to respond to requests for advice from the TPA agencies.

The Board chair presents the draft Board and TPA agencies work plan priorities at the June Board meeting. They are reviewed, and discussed during committee meetings or calls during the summer and a final draft work plan is presented to the TPA agencies. The TPA agencies then submit a final work plan to the Board prior to the September meeting. The Board then reviews and approves at the September Board meeting to coincide with the start of the federal fiscal year, which begins October 1.

2. Board Composition

Who sits on the Board?

The Board has 32 seats representing a broad and diverse membership, reflecting balanced and varied interests of stakeholders per the HAB *Convening Report*, OGR and MOU. Each seat has a designated representative member, most of whom have alternates. The chartered seats include:

1. Seven representatives from local governmental interests, including Benton County, Franklin and Grant counties jointly, the cities of Kennewick, Richland, Pasco, and West Richland and one representing the Benton-Franklin Council of Governments
2. One representative from Tri-City Development Council (TRIDEC)
3. Five representatives from the Hanford workforce, including one each from the Hanford Atomic Metal Trades Council and the Central Washington Building and Construction Trades Council; two that are not members of the previous trades unions, nor in management positions, who can effectively represent cleanup,

- research, and development and worker health and one that represents the interests of workers regarding public policy implications that may not be addressed by the other seats in this category
4. One representative of local environmental interests
 5. Five representatives from regional citizen, environmental, and public interest organizations who are actively involved in Hanford cleanup issues
 6. One representative each of local and regional public health concerns
 7. One representative of each of the three Tribes that has treaty rights and is affected by Hanford cleanup issues: Confederated Tribes of the Yakama Indian Nation, the Confederated Tribes of the Umatilla Indian Reservation (CTUIR), and the Nez Perce Tribe
 8. Two representatives from the State of Oregon, including one appointed by the Governor of Oregon or the agency that has the lead role for the State of Oregon on Hanford cleanup issues; and one that can represent the broad interests of Oregon citizens appointed by the Oregon Hanford Cleanup Board
 9. Two representatives from regional universities
 10. No more than four public-at-large members who have expressed an interest in Hanford cleanup issues and who might otherwise contribute to the ethnic, racial or gender diversity on the Board.

Who is an ex officio Board member?

Currently the ex officio Board members are DOE-RL, DOE-ORP, EPA, Ecology, and Washington State Department of Health. The term ex officio means that the individuals representing these entities may participate in Board discussions and deliberations on both substantive and procedural matters. However, they will refrain from voting when the Board is deliberating on advice or what procedural direction to take.

What is the role of the Board member?

The following list summarizes the roles and responsibilities of a Board member:

- Stay educated on Board activities; read Board packet and committee information materials
- Strive for consensus in good faith
- Attend and participate in Board meetings/work
- Keep local and regional interests educated on Board activities, and represent their positions to Board
- Participate in and follow Board and committee processes
- Review and comment on Board meeting summaries
- Comply with Board processes and ground rules (e.g., not speaking for the Board)

What is the role of the TPA agencies?

The following list summarizes the roles and responsibilities of agency personnel:

- Provide policy level support to the Board
- Designated Federal Officer appoints one or more Deputy Designated Federal Officer (DDFO) to serve the function of a federal officer for the Board in accordance with FACA

- Identify senior managers to represent their respective agencies in Board meetings and other important Board activities
- Provide administrative support (e.g., travel support, travel funding, membership, etc.)
- Provide support in interfacing between TPA agencies or contractor personnel to fulfill Board member/Issue Manager requests
- Facilitate communication and the flow of information between TPA agencies involved with the Board
- Participate in committee and Board planning activities, including collaboratively developing committee and Board meeting agendas and work plans
- Give sufficient notice to the Board regarding emerging issues
- Represent respective agency position
- Ensure committee/Board needs and expectations are understood in their respective agency and assist points of contact in providing appropriate information
- With support from the facilitation team, ensure Board activities run smoothly
- Manage the facilitation contract (DOE-RL Public Involvement Manager)
- Nominate and appoint Board members and alternates

Who speaks for the Board?

The Board chair is responsible for representing and conveying the views of the Board before the TPA agencies, elected officials, media, meetings of the DOE – Environmental Management Site Specific Advisory Board (EM SSAB), and in public settings, such as before Congress and state legislatures. The Board vice chair performs these duties in the absence of the chair. Since the Board operates by consensus among its individual members who represent various local and regional interests, individual Board members do not speak for the Board. With the exception of the chair or vice chair, Board members are not to characterize the views or opinions expressed by other Board members, or the Board’s processes or deliberations to the media. Adopted advice and Board summaries are used as the source of Board information.

How long can Board members and alternates serve?

There are no term limits for Board members and alternates, with the exception of the public-at-large and non-union/non-management Hanford workforce seats and the Board chair and vice chair positions, which each serve a two-year term with an opportunity to serve two additional two-year terms. The goal of the Board is to have actively participating seats to ensure Board work is done at every level including participation on committee calls, attendance at committee meetings, and engagement at the Board level.

How does the Board fill vacant seats?

HAB members and alternates are nominated by the individual interest groups or organizations represented on the HAB. Each year a rotation of half of the HAB seats are cycled through the membership nomination and appointment process. The annual membership nomination process begins with DOE-RL sending an electronic letter to the nominating official of each organization whose member and alternate are up for appointment. The DOE letter encourages consideration of criteria/values that promote

desirable Board representation such as diversity, ability to attend meetings, and ability to work with divergent viewpoints, as nominating authorities carry out recruitment and nomination activities. The nominating authority then responds to DOE either confirming that the current member and alternate will continue to represent their interest or indicating that they want to nominate a new member and/or alternate. Once DOE-RL receives confirmation of nominees or new nomination forms, nominated individuals are provided a HAB membership application to complete, along with a short biography and/or resume.

The Hanford workforce seat and the Local and Regional Public Health seat are identified (*Convening Report*) as seats where relevant organizations are to act collaboratively to select a member and alternate to represent that interest. Letters are sent to the nominating authorities of those organizations requesting the nominating officials submit the names of an agreed-upon member and alternate.

For the Hanford workforce non-union/non-management seats, the TPA agencies work collaboratively to nominate individuals. To fill a vacancy, an ad that is drafted by the agencies is distributed by Hanford contractors. Applicants are asked to complete a HAB membership application and may be interviewed by public involvement staff from the agencies. Candidates are rated and selected based on agreed-upon criteria.

Individuals for public-at-large seats are nominated by the TPA agencies. Outreach efforts to solicit nominations may include newspaper ads in regional and local publications, notices on the Hanford email list (listserv), and promotion on agency web and social media sites. Potential applicants are asked to complete a HAB membership application and may be interviewed by public involvement staff from the agencies. Candidates are rated and selected based on agreed-upon criteria.

DOE-RL submits the HAB nominations to DOE-Headquarters (HQ) for review and approval. Members are appointed for two-year terms by DOE-HQ.

Does a member have to attend each Board meeting?

One of the Board's goals is to have actively participating seats. A member does not have to attend each meeting. However, Board members are expected to attend as many of the Board meetings as possible. If a seat is vacant (neither the member nor an alternate is present) for two meetings in a row, the member will be contacted by the Board's chair to determine the member's continuing commitment to participation on the Board. An excused absence for a meeting is defined as notification to the chair to inform the Board of a member's inability to attend.

Who sits at the table during Board meetings?

The "table" is defined as the leadership table at the front of the room, including the Board chair, a representative from each of the TPA agencies (DOE-RL, DOE-ORP, Ecology, and EPA), one of the Board's facilitators and a note-taker, and the surrounding Board member tables. Only one representative from each Board seat sits at the table during Board meetings. The Board chair is assumed to be leading the meeting and not their

represented group. An alternate for the seat the Board chair represents may sit at the table. Alternate for the Board vice chair do not sit at the table unless the vice chair is absent or leading the meeting in the chair's absence. If a Board member not seated at the table wishes to make a comment or contribute to the discussion, he or she must switch seats with the representative currently seated at the table, to ensure only one representative for each seat is sitting at the table.

3. How does the Board Work?

What are the Board and committee meeting ground rules?

Good volunteer organizations depend on the passion, commitment, and collaborative abilities of their members to succeed. An exceptional volunteer organization not only succeeds, but thrives when a strong sense of civil community is embraced by all members.

The HAB is an exceptional volunteer organization. These guidelines serve to remind HAB members of the principles which help shape a strong sense of civil community.

- Listen carefully. Be open, patient, and attentive.
- Be courteous. Respect your colleagues and the organizations they represent.
- Honor the procedural guidance and recommendations of the chair.
- Remember that profanity blunts civil discourse. Polite language can create an arena of possibilities.
- Be kind. Assume your colleagues on the Board and all people present have good intentions.
- Keep sidebar conversations brief and quiet so as not to distract others.
- Be courteous when using electronic devices by muting them and leaving the room if you must answer a call. All electronic devices should be inconspicuous and unobtrusive.

How do issues come before the Board?

Using the Board and TPA agency consensus work plan, topics are assigned to committees for action during the fiscal year. During committee meetings, committee members may identify issues they deem important for full Board consideration. Based on committee consensus that an issue is worthy of Board consideration, it is brought to the Board as potential advice, a Board tutorial or panel presentation, or an issue update. If a lower priority topic or unsupported topic is identified, it can be added to a holding bin list on the work plan for potential future committee discussion.

Sometimes the agencies bring topics before the Board. They might identify topics of importance for full Board consideration or provide follow-up information on a previous item. Additionally, the TPA agencies provide *Agency Updates* on their organizations' activities so Board members are aware of the current status in each of the agencies' respective offices.

What is the process for developing Board advice?

Appendices 1 and 2 contain a description and flowchart of how advice is developed.

The Board operates by consensus to determine advice the Board as a whole wishes to convey on selected major policy issues. Consensus is defined as all Board members being willing to “live with” a proposed advice or product. In conveying consensus advice to the agencies, it will be incumbent upon the Board and the Board chair to accurately describe the level of consensus that has been achieved. (See Section 7 for more information on how an issue becomes policy advice.)

Are there alternative ways to relay Board opinion?

While consensus advice is a key product of the HAB, other means exist to relay the views of Board members:

1. Framing of Issues – Agenda items for HAB meetings may include a segment to frame issues on a particular topic for use by the committee(s) as they address the topic. This is usually done when a new topic or existing information is brought before the Board for the first time or as a follow-up item. It is an opportunity for individual Board members to raise questions or concerns that need further consideration before the HAB is ready to consider moving forward with advice on the subject. These issues are compiled and taken back to the committee for exploration and to begin to consider points to be covered in draft advice.
2. Sounding Board – The HAB may schedule a sounding board in conjunction with an agenda item at a Board meeting or at the request of one or more TPA agencies. This occurs when the HAB and its committees have had considerable discussion on a particular topic in previous meetings. The sounding board provides an opportunity for HAB members to express their represented interests on the Board. During a sounding board, each seat is given a set amount of time to state their thoughts, positions, and concerns. Sounding boards represent many different views and do not represent consensus viewpoint of the Board
3. Major Policy Statements – The HAB may develop and adopt a policy statement on a particular issue and transmit this to the TPA agencies.
4. Letters – On occasion, the HAB issues a letter to request information, respond to a request from another organization, thank a presenter, or address non-policy issues that do not rise to the level of policy advice. All correspondence requires the signature of the HAB chair or vice chair in the chair’s absence. These letters do not require formal consensus from the Board, and may not be used to address policy issues related to Hanford cleanup. Policy issues must follow the Board advice process.

What happens if consensus advice cannot be reached?

At times, one or more Board members may abstain from supporting advice or register dissent, but not wish to block consensus. Board members are expected to abstain from the advice discussion if they have a conflict of interest that would prevent them from

discussing or offering advice on a particular topic. It is the responsibility of each Board member to state their desire to abstain from discussions to determine consensus. In the instance when a Board member chooses to abstain from supporting advice, the name and organization of the individual are listed in a note at the end of the advice. A Board member wishing to register his or her dissent, also known as a minority report, can do so in several ways, including a note at the end of advice, listing the name and organization of the dissenting member along with an explanation for the dissent, or an enclosed statement from the dissenting member that accompanies the advice.

Is there a quorum requirement for Board meetings?

There is a quorum requirement of a majority of the non-ex officio seats on the Board (17 of 32 non-ex officio seats) to enable Board action to occur. There is no quorum requirement for committee meetings.

What is the editing process for ensuring Board advice is accurate and consistent with the discussion at the Board meeting?

Draft advice is edited on-screen during the final day of the Board meeting (Thursday, in most instances) to ensure wording is acceptable to Board members. At the conclusion of Board meetings, the facilitation team, with the HAB chair, finalizes the agreed-upon edits and gives the draft advice a final grammar and spelling check. If there is a question about the consensus wording of the advice, the facilitation team will assist the chair to determine the correct content by reviewing the raw meeting notes and/or listening to the audio tapes.

Where does final advice go once it is issued?

The Board along with the TPA agencies determine to whom the advice is addressed at the end of the advice deliberations. The final advice is signed by the Board chair (or vice chair in the chair's absence) at the conclusion of Board meeting. The advice is sent to the agreed-upon addressees by the facilitation team. A standard list of people is copied on Board products, which includes the Washington and Oregon congressional delegates.

How do the agencies respond to Board advice?

The agencies respond to Board advice by letter. Response letters acknowledge receipt of the Board's advice and address the advice either point-by-point or by aggregation. The facilitation team tracks correspondence, records when a response is received, links the advice response in the next weekly *Events-at-a-Glance*, emails an electronic copy of the response to the issue manager(s) and the originating committee chair and vice chair, and distributes copies of the advice and responses in the next Board meeting packet.

Committee members may review response(s) to advice as a committee at their next opportunity. Periodically, the agencies cannot immediately comment substantively on an issue and will respond at a later time when information becomes available. All Board advice and advice responses are posted to the Hanford.gov website.

What if the advice response does not meet the committees' or Board's expectations?

It is the responsibility of the issue manager and/or committee chair to ensure that they track the advice response and determine if it meets the committee's expectations. If the

response does not meet expectations, the committee chair and/or issue manager(s) determine possible next steps for reexamining the issue with the lead TPA agencies and seeking further committee discussion.

Where can past HAB advice and responses be found?

All HAB advice and responses can be found on the Hanford.gov website and linked under the Hanford Advisory Board tab within the FACA files maintained by DOE-RL, the DOE Public Reading Room, and at the facilitation team's project office in Richland, Washington.

How are Board agendas developed?

Board agendas are collaboratively developed by Board leadership and the TPA agency representatives and Co-DDFOs. Committees identify particular topics to elevate for Board consideration and committee chairs and vice chairs bring these topics to the EIC for consideration as Board meeting topics. Agency liaisons also identify topics for the EIC to consider for Board meetings. These topics are evaluated for inclusion on Board agendas in terms of their timeliness and with regard to TPA agency resources. In order to submit Board meeting topics to the Federal Register, a list of Board meeting topics is drafted and submitted no later than one month ahead of each Board meeting. Federal Register Notices have to be posted in the Federal Register 15 calendar days prior to the HAB Board meeting date. Draft Board agendas are further developed on the EIC call a minimum of two weeks before each Board meeting. If there are substantive changes to the agenda, the revised topics must be re-published in the Federal Register along with a reason for the change.

How are Board discussions documented?

A note-taker, provided by the facilitation team, captures Board and committee meeting discussions and develops a summary of each meeting. Summaries substantively capture meeting discussions by identifying key presentation and discussion points and noting questions, comments, and responses. Links are provided to electronic copies of the presentations and handouts from each meeting (posted on the Hanford.gov website). *The meeting summaries are not verbatim transcripts of the meetings.* These summaries, along with meeting sign-in sheets, serve as the public record of the meeting. Board meetings are also audio-recorded to document the meeting. Recordings become part of the official record of the meeting.

Draft Board summaries are emailed to members and agency representatives for review and revision to meet the 45-day certification requirement in the OGR. Draft Board meeting summaries must be posted to the HAB website within 45 days of the last day of the Board meeting. Meeting summaries are confirmed at the next Board meeting or conference call (for committee meetings) and the final version is subsequently posted on the Hanford.gov website.

If there is a particular section of the meeting summary that cannot be resolved by email or phone, that section will be considered "provisionally certified" until the Board can address the specific concerns at the next Board meeting.

How often does the Board meet?

The Board meets five or more times throughout the calendar year. Though meetings most often occur in the Tri-Cities area, the Board may meet at other locations with stakeholder interest in Hanford cleanup (e.g. Seattle, Portland, and Hood River). Typically, the Board meets the first Wednesday and Thursday of the first full week during the months of February, April, June, September and November. The EIC, in coordination with the TPA agencies, recommends dates and locations at its annual Leadership Workshop, which are submitted for Board approval at the September Board meeting. The approved annual calendar is posted on the Hanford.gov website under the Hanford Advisory Board tab. To accommodate holidays and spring breaks, not all Board meetings adhere to the above schedule.

4. Committee Purpose

What is the role of sub-committees (committees) to the HAB?

HAB committees:

- Examine, in depth, policy issues concerning cleanup at Hanford
- Respond to the TPA agency priorities and identify any additional topics they wish to explore in collaboration with the agencies
- Hold informal discussions to identify major policy issues
- Keep current on Hanford cleanup activities
- Frame topics for Board consideration
- Facilitate communication of topics and expectations from their committees' perspective to the Board
- Prepare draft advice and obtain consensus from the drafting committee

5. Committee Structure

How many committees are there?

Currently, there are six standing committees comprised of two technical committees, three cross-cutting committees, and the leadership committee. The two technical committees are the River and Plateau Committee (RAP) and the Tank Waste Committee (TWC). The three cross-cutting committees are Health, Safety and Environmental Protection Committee (HSEP), Public Involvement and Communications Committee (PIC), and Budget and Contracts Committee (BCC). The EIC is comprised of the chair and vice chair of the Board and each of the committees, plus the national liaison. Committees may meet jointly to address cross-cutting topics.

Refer to the Hanford.gov website, under the Hanford Advisory Board tab for the current chair, vice chair, and members of each committee. Below is a synopsis of each committee's focus:

River and Plateau Committee: Considers issues related to contaminated areas along the Columbia River, institutional controls, waste importation, Central Plateau facilities and burial grounds, and groundwater contamination and remediation. Develops related Board advice for consideration by the full Board.

Tank Waste Committee: Tracks technical topics related to storage, retrieval, treatment, and disposal of Hanford’s tank waste, supplemental treatment, and the Waste Treatment and Immobilization Plant. Develops related Board advice for consideration by the full Board.

Health, Safety and Environmental Protection Committee: Considers how Hanford cleanup activities and site operations impact public health, worker safety and the environment. Develops related Board advice for consideration by the full Board.

Budgets and Contracts Committee: Tracks Hanford’s annual budget priorities, the state of Hanford funding, and focuses on DOE budgets expenditures, and requests for proposals and contracts. Develops related Board advice for consideration by the full Board.

Public Involvement and Communications Committee: Provides input on public involvement activities and materials. Develops means for Board members to educate and inform the public about HAB’s work. Develops related Board advice for consideration by the full Board.

Executive Issue Committee: Assists the TPA agencies, facilitators, Board chair and vice chair in developing and reviewing Board and committee agendas, coordinating Board activities, discussing Board issues, recommending modifications to Board processes, guidelines, and practices, and preparing drafts of materials for Board consideration as needed.

What is a committee of the whole (COTW)?

Some Hanford cleanup topics span the scope of multiple committees or are too complex for one committee to tackle. When this situation occurs, a COTW can be suggested either at the Board or committee level. HAB leadership and the TPA agencies will review the request for a COTW meeting during the EIC call. These meetings are conducted in the same fashion as regular HAB committee meetings, and draft advice can result from these meetings. Any HAB member or alternate can attend COTW meetings. However, only those present at the meeting can determine consensus on any product coming out of the meeting, including draft advice and meeting summaries. See Appendix 3 for the COTW advice process.

What are committee conference calls?

Committee calls are generally used to plan the next meeting. Committee calls can replace committee meetings if the committee is able to accomplish its business. There are also times when committees will have non-scheduled conference calls to work on products in between Board meetings as needed. The placeholders for committee conference calls are generally Tuesday-Thursday of the third full week of each month (check the calendar posted on the Hanford.gov website for exact dates) The facilitation team prompts committee leadership to check in with issue managers and committee members about the need for a call and also emails a reminder to the committee of the call and call topics. The

facilitator provides a brief email synopsis of key discussion points and decisions following the call.

Who participates on committee conference calls?

- Committee members
- Agency liaisons and representatives
- Facilitator

Is there a quorum requirement for committee meetings or calls?

Committee meetings and calls do not have a quorum. Committee leadership will determine on a case-by-case basis whether sufficient participation exists to substantiate decisions and/or consensus.

6. Committee Composition

What is the role of a committee member?

The following list summarizes the roles and responsibilities of a committee member.

- Sit at the meeting table
- Be actively involved
- Keep topic discussions at the policy level
- Respect the views of other committee members and those of the TPA agencies
- Review and provide input on draft advice, and work with the committee and agencies to develop advice that has committee consensus for presentation to the full Board
- Review and comment on meeting summaries
- Consider taking on the role of an issue manager

Who can be on a committee?

Any Board member or alternate can be on up to two committees. Committee lists are updated and posted on the Hanford.gov website (under the Hanford Advisory Board tab) prior to each Board meeting and are linked in the Board meeting packet.

Can Board members serve on multiple committees?

Board members and alternates can be either official or unofficial committee members. Official committee members (whether a Board member or alternate) can receive reimbursement for travel to two committee meetings and are part of consensus decisions to determine committee actions. Unofficial members will receive all committee correspondence and emails, but will not be reimbursed for travel or have a voice in the consensus committee actions.

For the purposes of managing the HAB's travel budget efficiently, members and alternates are allowed to be official members of up to two of the following committees – RAP, TWC, BCC and HSEP, in addition to membership in PIC. The committees meet during the standing committee week each month with the exception of PIC. During Board meeting months, PIC meets on the Tuesday before the Board meeting. If needed, PIC can also request a meeting during committee week or do work by conference call.

Official committee members are listed in the Committee Roster Membership list, which is updated before each Board meeting. In order to help new members and alternates decide which committees they want to be official members of, all new members or alternates are approved to attend one committee meeting of each committee (and will be reimbursed for travel if appropriate) before making their committee assignment selection.

All Board members and alternates can be official members of the PIC regardless of membership in other committees. Board members or alternates must still declare their intent to be an official PIC committee member in order to have a voice in committee actions.

In all cases, it is the responsibility of members or alternates who want to be official or unofficial members of a committee to let the Board administrator (EnviroIssues) know so he/she can be added to the official committee membership list.

When do committees meet and how is the meeting date determined?

The placeholder for committee meetings is generally the second full week of each month. Committees meet on an as-needed basis. Committee workload, timeliness of issues, and availability of agency support all help to determine whether a committee meets. Committee chairs request a meeting during EIC calls, and committee meetings are scheduled based on the requests, the needs of other committees, and availability of agency resources.

Why do committees only meet during the day and in Richland?

Committee meetings are typically held in Richland due to proximity of agency personnel who support and provide committee members with the requested information. The only anomaly is when the PIC meets the Tuesday prior to Board meetings in the same location as the Board meeting. On occasion, committees may conduct Hanford Site tours as part of a meeting.

Committee meetings are held during the day to accommodate agency support. Also, committee meetings typically have a full agenda requiring anywhere from three to eight hours of meeting time. Thus, having night meetings is not conducive to supporting the committee's work. Committee and Board leadership try to most efficiently schedule meetings to minimize travel time for committee members and to be cognizant of agency support. Committee meetings are open to the public and are announced on the DOE Hanford website under the Hanford Events Calendar.

7. How do Committees Work?

How does an issue get on a committee meeting agenda?

Committee discussion topics are primarily drawn from the current HAB work plan. Appendix 4 outlines work plan development and the process for considering additional topics. There are a variety of additional means for getting a topic on an agenda, including:

- Agency request to committee leadership

- A request from committee member to committee leadership
- Issue manager request
- Board work plan topic(s)
- Assignment of a topic at a Board meeting to a specific committee or committees

A topic is brought to the committee chair and facilitator for consideration either at committee meetings during committee business or during a committee conference call. The committee chair consults with the committee to determine the timeliness and interest in tracking the topic, and with the TPA agencies to determine their support. If the committee sees a need to track a topic it will be placed on their three-month work plan for a future meeting agenda for discussion as appropriate.

Each committee has a three-month committee work plan that tracks and forecasts the committee's work and is updated after each meeting. In addition, the facilitation team maintains a meeting topics table that forecasts the next meeting's topics including any framing questions, assigned issue managers and agency support, time allocation, and any cross-cutting committee(s).

How are committee agendas developed?

Committees typically discuss potential meeting topics during the committee business portion of a committee meeting and use committee conference calls to plan the next meeting. If a committee does not have a meeting to discuss potential meeting topics, committees use conference calls to discuss topics and plan the next meeting. On committee calls, committee members and agency liaisons discuss the timeliness and maturity of potential meeting topics and agency support for the topics. The committee facilitator, committee chair and vice chair, and agency liaisons develop a draft agenda based on the topics discussed on the committee call. The committee's facilitator distributes the agenda to the whole committee a week before the meeting.

How are committee discussions documented?

A note-taker, provided by the facilitation team, captures committee meeting discussions and develops a summary of each meeting. Summaries substantively capture meeting discussions by identifying key presentation and discussion points and noting questions, comments, and responses. Links are provided to electronic copies of the presentations and handouts from each meeting (posted on the Hanford.gov). *The meeting summaries are not verbatim transcripts of the meetings.* These summaries, along with meeting sign-in sheets, serve as the public record of the meeting.

How does an issue become policy advice?

Appendix 1 contains a diagram of the Board advice adoption process. Appendix 2 includes a description of issue manager roles and responsibilities and the issue management process.

8. Board and Committee Leadership Structure

Who is part of HAB Leadership?

HAB leadership (referred to as the Executive Issues Committee, or EIC) comprises the Board chair and vice chair, each committee chair and vice chair, and the Board's national liaison. The EIC meets monthly via conference call, and as needed at a meeting the day prior to Board meetings to address leadership topics that require more in-depth discussion than can be accommodated during the monthly EIC calls. The EIC also participates in an annual one and a half-day leadership workshop held in the spring.

What is the process for selecting the Board chair and vice chair?

The chair and vice chair are nominated every two years. The facilitation team sends out an email in September in even numbered years requesting solicitations for nominations for the chair and vice chair by October 15. Nominees provide a statement of their interest and qualifications. The Board selects the vice chair and makes a recommendation to the TPA agencies for the chair at the November Board meeting, with the new chair and vice chair seated at the February Board meeting. A Nominating Committee may be established to assist in the Board chair and vice chair selection. Any Board member can participate in the committee and request his or her participation to the facilitation team. This committee is responsible for collecting nominations, checking on nominees' willingness to serve, gathering nominee statements, and other essential candidate information.

What are the selection criteria?

The following is a sample list of criteria to be employed when selecting Board chair and/or vice chair:

- Good people skills
- Good listener, open-minded, and articulate
- Patience
- Sense of humor, upbeat, unflappable
- Treats everyone with fairness/impartiality and respects divergent perspectives
- Understands the complexity of Hanford topics and TPA agencies roles
- Understands importance and value in building broad-based consensus
- Able to lead the Board in building consensus and bringing closure to topics
- Able to help Board synthesize information and to develop, or use, established principles and/or values as advice to the TPA agencies
- Able to bring the Board into focus, and keep it focused
- Able to energize the Board (not simply a time keeper or parliamentarian); able to "preside" at Board meetings
- Understands the complete picture concerning a topic, has ability to summarize that topic to include a wide variety of perspectives, and ensure the Board's process is followed
- Able to accurately represent the Board to numerous audiences

In addition to the duties and responsibilities outlined in the OGR, the Board recommends the following personal attributes and criteria for consideration in the selection process:

- Trusted and respected by all the major interests represented on the Board
- Able to conduct effective and efficient meetings
- Able to set aside personal agenda and assure fairness in consideration of topics
- Wields sufficient clout to ensure the Board has adequate resources to accomplish its mission and is listened to when it provides advice

How long do they serve? Is there a term limit?

The Board chair and vice chair positions are two-year terms with the opportunity to be selected for two additional two-year terms (three terms, or six years, in total).

What is the role of the Board chair and vice chair?

The following list describes the responsibilities and roles for the chair and vice chair:

Chair

- Ensure Board process is followed
- Ensure open lines of communication exist between parties involved with the Board both internally and externally
- Listen, elicit, and reflect perspectives of Board members for benefit of the Board
- Respect and convey the views of the Board to external parties
- Assist in resolving issues and problems that arise as part of Board business
- Facilitate HAB consensus
- Lead Board meeting agenda development efforts and ensure Board agenda items are developed consistent with Board process
- Work with the TPA agencies on administrative issues (travel, membership, etc.)
- Represent the HAB at national EM SSAB activities and other external activities
- Keep abreast of committee activities
- Assist DOE in monitoring the Board's budget

Vice chair

- Serve in the absence of the chair
- Signs advice and any other Board product needing a signature in the absence of the chair
- Work with chair to ensure that HAB processes are followed and open lines of communication exist between parties involved with the Board
- Work with chair to resolve issues and problems that arise as a part of Board business
- Work with chair on administrative issues (travel, membership, etc.)
- Work with chair to ensure adequate HAB participation at EM SSAB and other external activities
- Keep abreast of committee activities
- Assist the chair in monitoring the Board's budget

What is the process for selecting committee leadership?

Committee leadership is selected in March each year, and seated in time for the leadership workshop held annually in April or May. Nominations for committee

leadership (chair and vice chair positions) are opened in January. Nominations are sent to the facilitation team to compile for committee consideration. The facilitation team verifies nominees' willingness to serve and works with each of the committees to conduct the selection process at the next committee meeting. If the committee is not meeting during the selection period, the facilitation team will work with the committee to conduct the selection via a conference call. At the meeting where selection occurs, nominees may make a statement indicating their interest and qualifications for the position. ***If consensus selection is not possible***, a vote by official committee members is held. There is one vote per official committee seat, and committee members vote via a handwritten note. The person with the majority of votes is selected. Every effort is made to secure the vote of absent committee members.

How long do committee leaders serve? Is there a term limit?

The committee chair and vice chair are one-year positions, with no term limits. Each position serves at the pleasure of the committee.

What is the EIC call?

The EIC call is the monthly conference call between Board leadership and TPA agency liaisons to discuss and review HAB issues, develop the Board meeting topics table two months prior and Board meeting agendas one month prior to Board meetings, set Board and committee meeting schedules and discuss other HAB related issues. During the call, Board leadership reviews committee meeting requests and determines when meetings will be held. TPA agency representatives can also bring up any issues pertinent to the HAB for discussion.

What is the role of the Board's national liaison?

The Board's national liaison tracks national issues relevant to Hanford and the Board's work. The national liaison serves at the pleasure of the Board. The Board chair and vice chair commit a large amount of volunteer time leading the Board. The national liaison brings additional capacity to Board leadership by supporting the chair and vice chair through tracking and making recommendations to the Board regarding national issues that may be of concern to the Board.

What are the roles and responsibilities of the Board national liaison?

- Supports the national issues workload that would otherwise fall to the chair and vice chair.
- Follows topics relevant to Hanford cleanup at the DOE-EM-wide level.
- Attends national meetings and conference calls when requested by the chair. The chair will determine, on a case-by-case basis, whether the Board's budget can support the national liaison's travel and related costs.
- Participates in the EM SSAB chairs conference calls and meetings when requested by the chair (i.e. when the chair and/or vice chair are unavailable).
- Clearly articulates and documents observations and learning from any attended meetings and conference calls for future discussion by the HAB.
- Provides written or verbal reports to the Board on DOE-EM complex-wide issues, and makes recommendations for Board or committee actions.

- Seeks input from Board members.
- Ensures that national liaison activities do not conflict with regular Board activities (e.g. do not cause the national liaison to miss Board meetings). The national liaison does not speak for the Board unless authorized by the Board chair.

What are the suggested attributes for a national liaison?

- Familiarity and interest with national issues affecting the DOE-EM complex, and the ever-changing nature of these issues across the programmatic landscape.
- Willingness to take the time to clearly articulate and document observations for future discussion by the HAB.
- Willingness to set personal interests aside to provide a relatively unfiltered look at and reporting of the programmatic picture of issues that may affect Hanford.

What is the process for selecting a Board national liaison?

The national liaison position is a two-year term, without term limits. The selection process occurs during the same timeframe as the selection process for the Board chair and vice chair:

- The facilitation team sends out an email in September in even numbered years requesting receipt of nominations for the national liaison position by October 15.
- Selection occurs at the November/December Board meeting. Nominees are expected to make a statement indicating their interest and qualifications for the position at this meeting. ***If consensus selection is not possible***, a vote is held. There is one vote per Board seat, and Board members vote via a handwritten note. The person with the majority of votes is selected. Every effort is made to secure the vote of absent Board members.

Selection Criteria

- Candidate has served at least two years on the HAB, with active experience in shaping advice.
- Candidate is willing and able to serve on the HAB EIC.
- Candidate is willing and able to inform the HAB community about national issues.

9. Board Support

What is the facilitation and administration team?

The facilitation and administration team helps manage and coordinate the Board. The following summarizes the roles and responsibilities of the facilitation team:

- Develop and distribute meeting agendas in collaboration with Board and committee leadership, issue managers, and TPA agencies
- Maintain email distribution lists for HAB and HAB committees
- Coordinate/facilitate Board and committee conference calls and meetings
- Prepare meeting summaries and other Board documents

- Act as office manager and assistant to HAB. (Develop and distribute information packets/agendas/meeting minutes, etc.)
- Serve as repository for HAB documentation (e.g., advice, charter, etc.)
- Assist issue managers, committees and the Board in developing consensus
- Assist chair in managing the consensus process in an orderly and impartial way
- Provide support in making initial identification and contact of appropriate TPA agency representatives or other personnel to respond to Board member/issue manager requests
- Assist HAB leadership and TPA agencies in issues identification and problem resolution
- Assist HAB leadership and TPA agencies in communication and implementing Board processes
- Maintain open communications among and between HAB members, DOE, EPA, and Ecology and other agencies
- Work to complement DOE Public Involvement liaison staff to ensure Board activities run smoothly
- Provide the information necessary for DOE to file a FACA-compliant annual report on Board activities
- Provide EM SSAB support as requested by the HAB chair
- Maintain the SharePoint site

Who is the current facilitation contractor?

The current facilitation contractor is EnviroIssues, and their contract expires on January 14, 2016 (one year extension optional).

What is the EnviroIssues project office and where is it?

The facilitation and administration team has an office in Richland where Board members can access HAB information and a computer and printer. EnviroIssues serves as a repository and administrator of all HAB files including hard copies of the committee meeting information, Board meeting handouts and information, HAB advice, and any relevant correspondence both incoming and outgoing. These HAB files are all available at the Richland office:

Hanford Advisory Board
713 Jadwin Avenue, Suite 3
Richland, WA 99352
509-942-1906

Who are the TPA agency public involvement staff?

Each of the TPA agencies assigns staff associated with public involvement to serve as the primary contact for the Board and its committees. The agency contacts serve as the point of contact between the Board and agency staff. They are responsible for coordinating agency staff and information to address Board and committee needs and requests.

Below are the current TPA agency public involvement staff:

- Dieter Bohrmann
Washington Department of Ecology Nuclear Waste Program
3100 Port of Benton Boulevard
Richland, WA 99354
509-372-7954
dboh461@ecy.wa.gov
- Emy Laija
U.S. Environmental Protection Agency
825 Jadwin Avenue, Suite 210
Richland, WA 99352
509-376-4919
Laija.emerald@epa.gov
- Kristen Skopectk
U.S. Department of Energy-RL
P.O. Box 550 MSIN A7-75
Richland, WA 99352
509-376-5803
Fax: 509-376-1563
Kristen.Skopectk@rl.doe.gov
- Sharon Braswell
North Wind Solutions, LCC
U.S. Department of Energy-ORP
P.O. Box 450, MSIN H6-60
Richland, WA 99352
509-376-9292
[Sharon M Braswell@orp.doe.gov](mailto:Sharon_M_Braswell@orp.doe.gov)

10. Board Travel

What are the guidelines for Board travel?

Board members can travel for official Board business (i.e., Board meetings and committee meetings). However, there are other instances (EM SSAB meetings, committees of the whole, workshops, or other meetings requiring a Board presence) that occasionally qualify as official Board business and warrant travel reimbursement. DOE grants travel permission for Board members to attend these meetings.

Below are some basic Board travel guidelines.

- Reimbursement for travel to two committee meetings per month is typically authorized for committees for which the person is a member.
- Reimbursement for travel to Board meetings will be made for one member and one alternate per designated seat.

Board members must take the following steps when planning to travel on official Board business:

- Contact DOE travel coordinator to obtain a travel authorization. Required information includes: dates of travel, mode of travel (plane, rental car, personal car), and reason for travel. If traveling by plane, provide flight time preferences to travel coordinator to assist in booking flights.
- Submit original receipts and a voucher to the DOE travel coordinator within five business days of completing travel. Reimbursements are made electronically and require a voucher.

11. Board and Committee Communication

What are the Board and committee email distribution lists and what are they used for?

The facilitation and administration team manages email distribution lists for the full Board and its committees. The full Board list receives information pertinent to Board work, meetings and products.

The Board has three email distribution lists:

- Board leadership list (EIC) – Includes the Board chair and vice chair, all committee chairs and vice chairs, national liaison, agency committee liaisons, agency public involvement staff and facilitation and administration staff. This list receives initial Board and EIC meeting agendas for review and is used for meeting planning purposes and leadership-level discussions.
- Board working list – Includes all Board members and alternates. This list is used when a communication is needed specifically with Board members and alternates only. Generally, when an email is sent to the Board working list, it is also sent to the Board leadership “cc” list.
- Board master list – Includes all Board members and alternates, agency liaisons, public involvement support staff, other interested parties, DOE senior management representatives, and members of the press and public who have requested to receive Board materials. This list receives draft Board agendas at least two weeks prior to meetings, and information and announcements pertinent to the entire Board.

Each committee has three email distribution lists:

- Committee leadership list – Includes committee chair and vice chair, Board leadership, agency committee liaisons, and facilitation and administration staff. This list receives draft meeting topics tables, updated six-month work plans and initial meeting agendas for review and is used for meeting planning purposes.
- Committee working list – Includes committee chair and vice-chair, agency committee liaisons, public involvement support staff, and committee members. This list receives initial draft meeting summaries and advice for review. This list does not include senior agency managers or other interested parties.

- Committee master list – Includes committee chair and vice chair, agency liaisons, public involvement support staff, committee members, other interested parties, Board chair and vice chair, and DOE senior management representatives. This list receives draft agendas one week prior to meetings, information pertinent to committee work, and meeting and call reminders.

12. Environmental Management Site Specific Advisory Board

What is the Department of Energy's Environmental Management Site Specific Advisory Board (EM SSAB)?

The EM SSAB is the Board chartered to provide recommendations and letters concerning topics affecting the Environmental Management program at the various DOE-EM sites. The Board reports to the Assistant Secretary for Environmental Management and the appropriate DOE Field Managers or Assistant Field Managers. The local site boards, including the HAB, and the various site advisory boards from Savannah River, Idaho National Laboratory, Nevada Site, Northern New Mexico, Oak Ridge, Portsmouth, and Paducah collectively make up the EM SSAB.

In addition to local Boards' advice, the EM SSAB may also collectively issue recommendations on complex-wide issues. These recommendations are typically drafted and discussed by the chairs of the local EM SSABs during their meetings. Local Boards are then asked to approve or disapprove the recommendations as written. They may make suggestions to change or edit the advice for accuracy or clarity. Once approval is reached, the chairs sign the recommendation letter and it is sent to DOE-EM.

When and where do the EM SSAB chairs meet?

There are typically two EM SSAB chairs meetings per year. The meetings are usually hosted by one of the EM SSABs near their representative site. This schedule rotates to allow each EM SSAB an opportunity to host a meeting.

Who attends EM SSAB chairs meetings?

The HAB chair and vice chair typically attend the meetings along with the DOE liaison and Co-DDFOs. The HAB chair, in consultation with the EIC, determines if other Board members should attend the meetings.

Appendix 1 – Advice Development and Issue Manager Roles and Responsibilities

This process is provided as general guidelines for issue managers to consider during the HAB Issue and Advice development process.

Identification of Potential Issue

- The issue is either identified by a TPA agency as needing HAB input, or identified by a HAB member and brought to the attention of the appropriate HAB committee.
- Additional information may be required from DOE (RL and ORP), EPA, or Ecology to understand the issue in depth. These briefings should be requested through the Federal Coordinators.
- The committee will determine if the issue is cross-cutting with other committees and how to manage the issue and determine whether potential advice development is warranted.
- In some cases, dialogue with the agencies at a committee meeting or the development of a white paper may address the issue.

Investigation of Potential Issue

- If the committee agrees that future investigation is required, an issue manager(s) volunteers or issue manager(s) are appointed by the committee leadership.
- A lead issue manager is identified and roles for multiple issue managers may be established.
- In general, the issue manager(s) identifies, researches, and tracks issues to frame for presentation to the committee.
 - The lead issue manager will:
 - Serve as the primary contact for the committee, the Board and facilitators.
 - Coordinate issue meetings and communicate with other issue managers and agency staff.
 - Serve as the issue contact for the agencies and other parties.
 - Serve as the focal point for comments gathering.
 - Keep the Federal Coordinators informed as the information gathering process continues.
 - All issue managers are responsible for:
 - Monitoring the current status, new developments and time constraints of issues.
 - Determining the time sensitivity of the issue.
 - Identifying other committee members to work on the issue, including representatives from other HAB committees, should the issue be cross-cutting.

Appendix 1 – Advice Development and Issue Manager Roles and Responsibilities

- Identifying appropriate, knowledgeable individuals for issue presentations. Presenters could be agency staff, Board members or other experts.
- Facilitating useful presentations to the committee/Board by ensuring presenters understand the expectations of the committee to provide appropriate information in an efficient presentation.

Creating Draft Advice

- The development of draft advice may require a combination of calls, emails, and working meetings.
- Advice that is time sensitive is usually drafted by one or two people, who are clearly identified in the issue manager process, and distributed for wider comment with a request for rapid feedback.
- The issue managers should strive to actively share issue-related work and information gathered from the agencies and other sources.
- The issue managers develop language to address the committee’s concerns and responses and prepare draft advice including a brief background discussion. This draft advice will serve as a focal point for discussions and to identify potential concerns.
- The lead issue manager should establish configuration control of the advice drafts with the facilitation team, which includes a title and date/time. For example, HAB – “Advice Title” 6-30-11 9AM. This should help to minimize the confusion that may result from members commenting on an outdated draft.
- During the course of advice development, the draft advice should be used to solicit input from a wider set than just the people on the issue team. For example, working through the DOE Federal Coordinator, discuss the draft with TPA agency staff that have knowledge of the issue. Draft advice should be shared with HAB members to elicit any significant comments.
- The lead issue manager or lead advice author focuses committee discussion, compiles advice comments and edits advice to reflect committee’s consensus opinion. Additional advice editing calls may be needed to work through conflicting ideas about the advice and should be coordinated by the lead issue manager.
- For COTW meetings in which advice is drafted, consensus is sought from those HAB members who attended the COTW meeting.

Guidelines for Advice Content

- Avoid discussions of topics that are not within the HAB’s charter.
- Remember that the HAB is charged with providing advice at a policy level.
- The “Background” section should include a clear statement of the issue or issues. The “Advice” section should itemize proposed HAB recommendations.

Appendix 1 – Advice Development and Issue Manager Roles and Responsibilities

- Avoid lengthy background or technical discussions in the advice. If necessary, these should be provided in supporting documentation or as footnotes.
- Any data that is used should be accompanied by a reference to the data.
- Consider the readability of the advice. Taking the time to refine the draft advice will save time at the full Board meeting.

Finalizing Draft Advice:

- When the issue manager team determines the draft advice is mature and/or is time sensitive, they present it to the committee's facilitator to distribute to the full committee, or committees if it is joint advice.
- The facilitator will format the draft advice, label it as Rev. 0 and work with the lead issue manager(s)/lead advice author to solicit and incorporate final committee comments.
- Following comment incorporation and/or resolution, the committee leadership will poll the committee(s) membership, via the facilitator, for committee consensus. If consensus is reached, the advice will be proposed by the committee leadership to the EIC for consideration at the next Board meeting.
- The issue manager(s) through the committee facilitator will submit the final draft advice for distribution in the Board meeting packet to give other Board members a chance to address concerns before the full Board meeting.
- If significant issues are raised after the committee reaches consensus, the lead issue manager consults with the issue manager team and the facilitator to determine an appropriate course of action.

Presentation to the HAB

- On Wednesday of the full Board meeting, the lead advice author will summarize the issue and the key advice points to the full Board and take the lead on assimilating the comments for final discussion and approval.
- Members of the Board discuss the merits, identify new concepts or propose changes to the advice. (Members of the originating committee who consented to the draft are encouraged not to provide new concepts or speak against the draft advice.) Board members who are unclear about the advice or its intent are urged to meet with the issue manager(s) for clarification after the meeting.
- Conceptual consensus by the Board on Wednesday moves the advice forward. The issue managers will use Board discussion of concerns and changes to refine the final advice. Wordsmithing or grammatical edits will be accommodated through the issue manager(s) and the committee facilitator after the meeting on Wednesday.
- Facilitators will distribute revised advice to Board members on Thursday morning. Thirty minutes will be allocated for advice editing and Board acceptance

Appendix 1 – Advice Development and Issue Manager Roles and Responsibilities

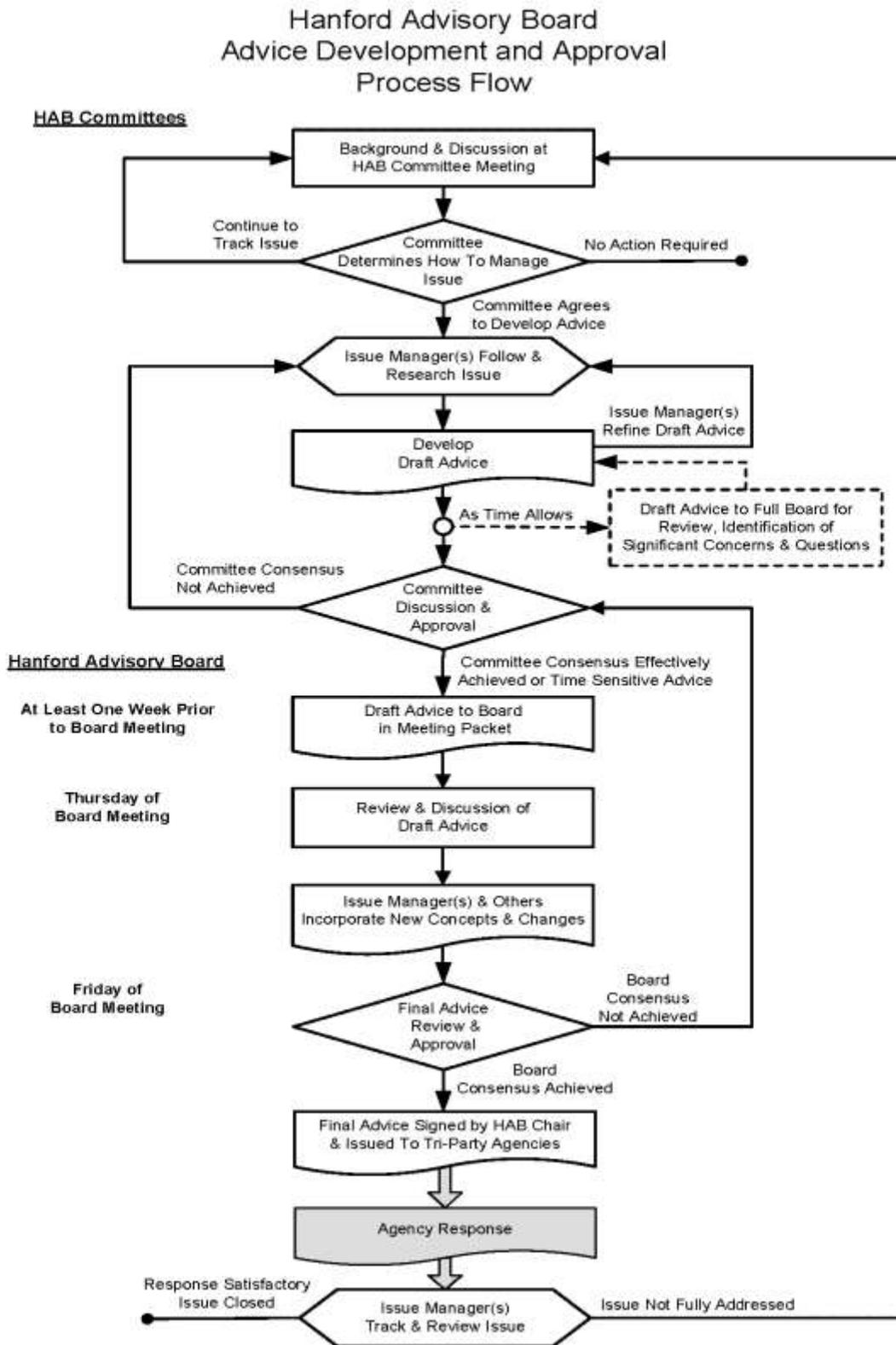
of the revised advice until consensus is reached and the advice is finalized. Advice that does not achieve consensus, or takes more discussion than 30 minutes, will have the discussion period extended by mutual agreement of the chair and Board, or will go back to the committee for reworking or the issue will be dropped.

- The Board chair and facilitators will review the final advice for formatting and grammatical and spelling errors and submit the advice to the appropriate agencies.

Tracking Agency Response

- After the advice is issued, the lead issue manager will follow-up on agency responses to the Board's advice by monitoring the timing and content of the responses, facilitating dialogue as needed with the responding agencies, and determining whether further action is necessary or appropriate. Committees are urged to make time in their agendas to share agency responses related to advice that originated with that committee. If the issue still remains, or if the agency response does not seem adequate, additional advice may be required.

Appendix 2: Advice Development Flowchart



Appendix 3: Developing Advice from a Committee of the Whole

1. As the meeting progresses, or at the conclusion of the meeting, committee members will determine if advice is warranted. The committee facilitator will flip chart any advice principles for inclusion into the draft advice and ask the committee members if there is consensus to bring this advice forward to the full Board. The committee will choose an author or authors as applicable.
2. The author(s)/issue managers will draft the advice based on the committee discussion and provide the draft advice to the committee facilitator within one week of the committee meeting.
3. The committee facilitator will review the draft advice to ensure it captures comments received at the meeting and do any appropriate non-substantive editing and formatting to the draft advice. The committee facilitator will **email version 0 of the draft advice to all the committee members who attended the committee of the whole meeting¹** and ask for comments within three business days.
 - a. As a consensus guideline, no response from a committee member is assumed to mean that the committee member can “live with” the advice as presented.
 - b. If consensus is not reached, the draft advice will go back to the EIC to determine further action.
4. The committee facilitator will compile any comments received on the draft advice and forward them to the original author(s). After their review and revision, the committee facilitator will distribute a revised version (version 1) to the committee.
5. If consensus is reached, the committee facilitator will email the draft advice to the full Board for review prior to the Board meeting.

¹ An exception to this may be for budget advice that is generated in a COTW but requires technical committee input. In these instances, the committee facilitator will email version 1 of the draft advice for technical committee review. Those committee members may review the draft advice and provide comments on it. As a general consensus process, the committee facilitator will seek consensus from the reviewing committee as well.