

Proposed CREST Committee Decision-Making and Documentation Process

Decision-making within all committees will be by mutual agreement. Mutual agreement does not necessarily mean that all members of the committee equally support the decision. It does mean that everyone on the committee is willing to abide by the decision even if an alternative solution were preferred. The Parties agree to employ the following decision-making process:

- a) Define a problem or opportunity, including:
 - Full disclosure of interests
 - Full and complete relevant information distributed to the committee members
 - Constructive clarification of the problem (defining a problem in such a way as to reveal options for resolution rather than foreclose those options)
- b) Establish objective criteria to measure how well options address the problem or opportunity
- c) Generate options:
 - Generate options as a team to minimize creation of advocates for particular options in advance
 - Generate many options to minimize the potential for an individual preferring one solution only
- d) Clarify constraints on decision making authority, e.g., which decisions can be made by the team and which require outside approval (such as from elected officials)
- e) Evaluate options using the agreed-upon criteria
- f) Agree on a mutually acceptable solution
- g) Agree on any process of management review or approval
- h) Agree on an action plan, including action items, task responsibility, and schedule

To facilitate the process toward achieving mutual agreement, clear and thorough documentation of communications is required, e.g., meeting minutes. Documentation of communications needs to be timely and distributed to all affected stakeholders so that individual issues, concerns and positions are clearly presented. Decisions or deliverables discussed at a given committee should not be referred to other committees until all stakeholders at the original committee level have had a reasonable opportunity to review and comment on the documentation. It is the obligation of each committee member to clearly communicate their interests, positions and desires at the original committee level in a timely manner prior to an issue or deliverable being elevated or referred to another committee.

Once an issue or deliverable is completely discussed, reviewed, and revised, full documentation will be made of the mutual agreement process. In the event that mutual agreement is able to be reached, the documentation will clearly state dissenting views. At this point, the issue or deliverable can be referred to other committees.