

Terms of Reference of the Sustainability Projects Fund Working Group (SPF WG)
– CHARTER OF THE SPF WG –

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Acronyms

G&A	Governance & Administration
MCSS	Macdonald Campus Students' Society
MOOS	McGill Office of Sustainability
PGSS	Post-Graduate Students' Society
SPF	Sustainability Projects Fund
SSMU	Students' Society of McGill University
WG	Working Group

Mandate

- The mandate of the Sustainability Projects Fund (SPF) is to *build a culture of sustainability on McGill campuses through the development and seed-funding of interdisciplinary projects*.
 - Voting members can refer to the *SPF Evaluation Criteria*¹ and to the SPF Steward for more details.
- As such, the mandate of the SPF Working Group (WG) is to independently ensure the optimal achievement of the SPF mandate, with the support of the SPF Steward and the SPF Administrator². The WG members do so by deliberating constructively based on the SPF mandate and on the *SPF Evaluation Criteria* and by taking consensus-based decisions on 1) the funding of prospective and ongoing SPF projects as well as on 2) the Governance & Administration (G&A) of the SPF.

Composition

The SPF WG is a parity committee between students and administration, composed of two (2) permanent non-voting members and eight (8) non-permanent voting members.

Permanent non-voting members:

- SPF WG Chair, ex-officio, non-voting: McGill Office of Sustainability (MOOS) Sustainability Manager or MOOS Interim Manager or a person selected by themselves.
- SPF Steward, ex-officio, non-voting: MOOS Sustainability Officer responsible for stewarding the SPF, or the SPF Administrator as needed in the absence of the SPF Steward thereof.
- Note that depending on the needs, the SPF Steward can also ask for a note-taker (non-voting) to accompany the permanent non-voting members in order to take the minutes during the WG meetings.

¹ Documents' titles that are in italic refer to external documents.

² Read the *SPF Terms of Reference* for the respective responsibilities of the SPF Steward and the SPF Administrator.

Non-permanent voting members:

- Four (4) voting students:
 - Two (2) undergraduate students, nominated by and representative of the Students' Society of McGill University (SSMU).
 - One (1) post-graduate student, nominated by and representative of the Post-Graduate Students' Society (PGSS).
 - One (1) student from the Macdonald campus, nominated by and representative of the Macdonald Campus Students' Society (MCSS).
- Two (2) voting McGill University academic staff.
- Two (2) voting McGill University administrative staff.

Other ad-hoc participants to the WG meetings:

Where expertise is missing, a WG member could ask for a resource person (non-voting and, in situations assessing a project, not involved in the concerned project) to be invited as required to help analyzing and/or understanding a specific question or project.

Examples of Powers

In order to ensure the optimal achievement of the SPF mandate, through consensus³, the WG members could for instance:

- reject or accept a prospective SPF project;
- ask for some clarification on and/or modifications of prospective and ongoing SPF projects to ensure their optimized alignment with the *SPF Evaluation Criteria*;
- request an annual report on the SPF;
- request an independent review of the G&A of the SPF;
- ask for external expertise of a resource person (non-voting and, in situations where the expertise is missing for assessing a project, not involved in the concerned project);
- request for modification of the *SPF WG Terms of Reference*; and/or,
- use any other power that is deemed necessary to guarantee optimized G&A of the SPF.

Consensus-based Decision-making

- All voting members operate by consensus with the other WG members, that is to say that all decisions are made based on communal agreement of the voting members. A voting member still has room to respectfully disagree, and all other members of the WG should acknowledge such disagreement with the same respect. However, the decisions and feedback that are to be communicated on behalf of the SPF WG should reflect the elements of common agreement between all the voting members.

³ Consensus: common/communal/general agreement.

- Decisions for which no consensus can be obtained within a first WG meeting are to be discussed at the end of the meeting if time allows, or postponed to the subsequent WG meeting(s) until a decision can be reached by consensus.

Principles & Responsibilities

Each member of the SPF WG is expected to fulfill the following principles and the responsibilities pertaining to their role.

Principles:

- **SPF Terms of Reference:** Each member commits to respect the *SPF Terms of Reference*.
- **Attendance:** Each member commits to attend at least 80% of the meetings planned during the year (e.g. 8 out of 10; 9 out of 12).
- **Time, Rigor, Fairness, and Coherence:** Each member commits to provide the time and work needed to prepare and attend the WG meetings. This includes reading all the required documents in advance to come informed and prepared. This also includes allocating the necessary time and work to assess all prospective and ongoing projects with rigor, fairness, and coherence, so that no prospective or active project team be penalized by lack of reviewing time and/or of coherent analysis by any of the WG members. The same applies for any other document or item that is to be discussed by the WG members (e.g. SPF Annual Report, etc.).
- **Conflict of Interest:** Each member commits to avoid putting themselves in a situation where one is having, where one could have, or where one could be perceived to have a professional or personal advantage in relation to the SPF and/or its WG.
 - Each member commits to disclose a potential conflict of interest with any document, project and/or other item that is submitted to the SPF and its WG.
 - Once a member has disclosed a potential conflict of interest and its extent, the other voting members will decide by consensus if the member should leave the meeting room during the related conversation.
 - If the WG agrees that a conflict of interest exists, the member commits to remove themselves from the meeting room during the discussion regarding the concerned document, project, and/or item.
 - Similarly, in a case where they were not asked to leave the room but where they relate to a prospective or ongoing project, a voting member should avoid participating in the concerned conversation. For instance, the member should not give clarification about the project if it is misunderstood. When a document, project, and/or item is misunderstood, the SPF WG should always send a formal 'Request for more information' to concerned prospective or active project teams in such cases, as they would do for any other project where no WG member would be involved.

- Any WG member who would like to submit a document, project and/or other item to the SPF commits to do so through the regular channels and mechanisms of the SPF rather than through its WG and/or its individual members.
- **Learning Process:** Each member commits to approach the reviewing, discussion, decision, and feedback processes as learning opportunities for all those involved (e.g. the WG members, the SPF applicants, the active SPF project teams, the McGill community), thus contributing to the flourishing of the SPF and of sustainability at McGill.
- **Mutual Respect and Assistance:** Each member commits to assist and be respectful of other WG members in their interactions with them.
- **Confidentiality:**
 - **SPF Documents:** As described in more detail in the *SPF Terms of Reference*, except where indicated, all SPF documents are public by default.
 - Where a document is indicated to be private, each member commits to maintain its confidentiality until its disclosure is allowed by consensus.
 - **WG Discussions:** While the collective decisions and feedback of the WG members are public, the individual opinions of the WG members are to be kept private by all members outside the meetings. Thus, each member commits to use common sense and respect regarding transparency of the content of the conversations that occur behind closed doors. The WG members should avoid giving feedback to prospective or active project teams; the SPF Steward is the one responsible for communicating the SPF WG feedback to project teams and to any relevant stakeholders where applicable.
 - If a WG member is approached by a person outside of a WG meeting because of their role in the SPF WG, the member can refer the person to the SPF Steward to avoid putting themselves in an uncomfortable situation.
 - If a WG member is discussing a SPF document, project and/or item with a person outside of a WG meeting, they should refer to the content of the minutes where the document, project and/or item was discussed and should not name members or their individual opinions. In line with their respect of other members and of the SPF processes, a WG member should discuss the tone of in-meeting discussions instead of opinions of particular members.

Responsibilities of each non-permanent voting member:

- Before starting their mandate, provide to the SPF Steward all the items that are required as per the Voting Members Application Procedure⁴.
- Prior to each meeting, carefully read all documents submitted⁵ by the SPF Steward for consideration, thoughtfully evaluating them against the SPF mandate and the *SPF Evaluation*

⁴ Underlined text refers to other sections of this document.

⁵ Examples of submitted documents: applications and progress reports of the prospective and active SPF project teams; selected amendment requests of active project teams; SPF administrative, communication, and reporting documents.

Criteria and preparing to verbally report their individual decisions and feedback in meeting for discussion with the other WG members.

- For prospective and ongoing SPF projects, possible decisions are: 'Approved', 'Rejected', 'Major Revisions Needed', 'Minor Revisions Needed', or 'Request for More Information'. Each decision is to be taken against the SPF mandate, the *SPF Evaluation Criteria*, and what each decision entails, which is described in the appendix of the *SPF Evaluation Criteria*. Each decision is also to be supported by a comprehensive justification (feedback, concerns, questions, and/or conditions).
- For an ongoing SPF project that is discussed by the WG because it has submitted a deliverable such as a Progress Report or for other reasons (e.g. has registered no activity for a significant amount of time, has hosted a major event on campus, has experienced reputational issues on campus, etc.), the WG members commit to abiding by the original decision and feedback given by their predecessors at time of assessing the project. They can still provide complementary feedback and update their guidance or instructions to the team based on the current and potentially different context, indeed also ensuring that the project remains aligned with the *SPF Terms & Conditions*.
- Where a member could not attend a meeting and consequently quorum would not be reached, the member will assess the minutes of the meeting, report their individual decisions and feedback, and endorse (or not) WG-made decisions and feedback, in writing by email to the SPF Steward. This will be done within the 14 days following the meeting.
- Where a WG member wants a resource person to provide expertise (non-voting and, in situations where the expertise is missing for assessing a project, not involved in the concerned project) to help analyze and/or understand a specific question or project, the member is responsible for advising the SPF Steward and the other WG members of this request and for suggesting a resource person during the meeting. That way, other WG members can acknowledge, discuss, and approve by consensus that resource person's participation to the decision-making process (participation in person, by email, Skype, or any other communication mean, as appropriate) and/or suggest any other resource person.
 - Once a resource person has been identified and approved by all the WG members, the concerned members will officially follow up with them to get their expertise by the next WG meeting where it will then be shared with other WG members.
- Where perceived to be needed, regularly reflect and advise the SPF WG Chair and the SPF Steward on the management of the SPF (e.g. on procedures, on documents, on the SPF projects' application, review, and implementation processes) in view of maintaining and improving G&A standards of the SPF:
 - This comprises but is not limited to ensuring appropriate expenditure of the SPF, advising and/or deciding on actions to be taken in cases where SPF mandate and related goals, objectives, outcomes and/or deliverables are not being met either by the SPF management team, the SPF WG, or by active SPF project teams, including deciding on suspension of funding in accordance with the *SPF Terms of Reference*, the *SPF Evaluation Criteria*, and the *SPF Terms & Conditions* where applicable.

- Contribute to the SPF Annual Report, as needed, by providing insight on factors such as the SPF's accomplishments, challenges, and/or lessons learned.
- Mentor new WG members to ensure the smooth running of the SPF, transfer of the culture of the SPF and its WG, and preserve institutional knowledge.
- Champion the SPF within the McGill community.
- Upon conclusion of mandate, fill out the *SPF WG Member Exit Report* to provide the SPF Steward with retrospective comments/suggestions.
- Advise the SPF Steward as far in advance as possible, but a minimum of one month in advance, of the inability to fulfill the term of their mandate for any reason. This provides the SPF WG Chair and the SPF Steward time to identify a suitable replacement. Suggestion of substitute(s) by the outgoing member (non-binding to the SPF WG Chair and SPF Steward), if any, are to be provided in their *SPF WG Member Exit Report*.

Responsibilities of permanent non-voting members:

SPF WG Chair:

- Recruit and select the WG members in consensus with the SPF Steward based on the [Voting Members Nomination Criteria](#), including informing the Associate Vice-Principal University Services of newly selected academic staff or administrative staff voting members by email.
- Facilitate the meetings in accordance with the [SPF WG Principles](#) and with the [Meetings Procedure](#), among others ensuring to the best of their ability that:
 - proper verifications are done (e.g. verifying the need for adding items to varia and any potential conflicts of interest);
 - each of the WG discussions is respectful and runs fluidly, and that the voting members' decisions and feedback are based on consensus;
 - proper and fair time is allocated to discussing each item and/or project on the agenda depending on the number of items to be discussed within the maximum duration of a meeting;
 - prospective and ongoing projects are assessed, discussed, and decided upon based on the *SPF Evaluation Criteria*; and,
 - the feedback to be provided to prospective and active project teams or other relevant stakeholders is fully consistent with the SPF mandate and *SPF Evaluation Criteria*, comprehensive, and clear to everyone involved, including to the SPF Steward.
- With the support of the SPF Steward, schedule any necessary ad-hoc meeting of the WG at least seven (7) days in advance.
- Based on the [Salary Policy General Announcement](#) published by McGill Human Resources to inform salary increases, each year under the March or April SPF WG meeting agenda, share the forecasted and actual overhead expenses with the WG members for them to approve the yearly overhead on time for the beginning of each fiscal year.
- Where applicable, ask for the approval by consensus of the WG members before making a SPF document private, as well as before returning it to a publicly available status.

SPF Steward:

- Recruit and select the WG members in consensus with the SPF WG Chair based on the Voting Members Nomination Criteria, including validating a newly selected student voting member with the relevant students' society.
- At the start of their mandate, give new voting members all the information/documents they need for the proper fulfillment of their mandate (e.g. share the culture of the SPF and its WG, refer new members to *SPF Terms of Reference*, *SPF WG Terms of Reference*, *SPF Evaluation Criteria*, *SPF Terms & Conditions*, *SPF Application Form*, past SPF reports, etc.).
- With the support of the SPF Administrator, oversee the WG meetings:
 - Schedule the semester calendar of meetings with the WG members.
 - At least seven (7) days before a meeting, remind all participants of the meeting and deliver them the agenda, the project documents (applications, progress reports, feedback responses, etc.) as well as any other pertinent document for their review prior to the meeting.
 - When applicable, prepare the Power Point presentation for the meeting.
 - During the meetings, review each WG decision taken and its related feedback to ensure their alignment with the SPF mandate and the *SPF Evaluation Criteria* as well as to ensure proper reporting in the minutes and to prospective and active project teams or to other relevant stakeholders.
 - Communicate the minutes of a meeting to the WG members within seven (7) days after the meeting.
 - Where quorum is not obtained during a meeting, to reach quorum, collect the individual decisions and feedback of absent WG members as well as their endorsement (or not) of the group decisions and feedback as reported in the minutes, within the 14 days that follow the meeting. If needed, modify the minutes accordingly and resend to the WG members once finalized.
 - Share the SPF WG decisions and feedback to prospective and active SPF project teams or to other relevant stakeholders.
- With the support of the WG members, the SPF Administrator, and the MOOS Communication Officer, prepare the SPF Annual Report for approval by the SPF WG.
- On conclusion of the mandate of a WG voting member, send them the *SPF WG Member Exit Report* for completion.

Note-taker – position occupied either by the SPF Steward or delegated by the SPF Steward to an accompanying non-voting person, as needed:

- Take the minutes of the WG meetings.
- Finalize the minutes of the WG meetings in order to comprehensively and clearly report on the members' discussions, decisions, and feedback, and on the lessons learned in the discussion and exchange process.

MEMBERSHIP APPOINTMENT

Voting Members Nomination Criteria

The SPF WG voting members are selected based on the following criteria:

- Their level of engagement within McGill University.
- Their understanding of sustainability as a whole and within the McGill community.
- The complementarity of their expertise in relation to the other WG members.
- Their commitment to respecting the *SPF WG Terms of Reference*, including to fulfilling the SPF WG Principles & Responsibilities for the smooth running of the SPF and of its WG meetings.

Voting Members Application Procedure

Any individual interested in becoming a member of the SPF WG must proceed as follows.

First, they must communicate their interest by sending the SPF WG Chair and the SPF Steward:

- A motivation letter (maximum 2-page) based on the Voting Members Nomination Criteria and specifying:
 - 1) their area of expertise;
 - 2) their understanding of sustainability as a whole and within McGill Community;
 - 3) their understanding of the SPF; and
 - 4) why they would like to be part of the SPF WG.
- Their email and phone coordinates where they can be reached (coordinates to be kept private to the WG members by the SPF Steward).

Note that the SPF WG values the contributions that individuals who identify as members of marginalized communities bring to its team, and encourages women, Indigenous people, people of color, people identifying as LGBTQI (lesbian, gay, bisexual, transgendered, two-spirited, queer, intersex), members of ethnic minorities, immigrants and people with disabilities to apply. Individuals who consider themselves to be a member of one of these groups and would like to be considered as such for the purpose of the SPF WG nomination process should indicate it within their letter of motivation. With the support of the Equity Education Advisors from the Social Equity & Diversity Education (SEDE) Office, the SPF WG Chair and the SPF Steward give due considerations to equity when it comes to nomination of the voting members.

Once their membership has been confirmed, before starting their mandate and for the SPF website, the new WG voting member need to send the SPF Steward:

- A biography of about 200 words, specifying:
 - 1) a bit of information about themselves;
 - 2) what sustainability means to them and/or why they care about sustainability; and,
 - 3) why they sit on the SPF WG.

The tone of that biography does not have to be solemn.

- A picture (can also be taken by the MOOS Multimedia Associate).

Voting Members Nomination Procedure

Following conclusion of the membership of a voting member, the SPF WG Chair and the SPF Steward are to recruit a new member on a consensus basis between them.

If they know/find no potential candidate to sit on the WG as a substitute, the SPF WG Chair and/or the SPF Steward can consult with the relevant groups (e.g. with the students' societies in the case of student members) to receive their suggestions. They can otherwise call for recruitment through MOOS' various communication means with the help of MOOS Communication Officer.

The SPF WG Chair and the SPF Steward select all voting members based on the Voting Members Nomination Criteria by analyzing their motivation letter.

Nomination of academic staff and administrative staff voting members:

After having selected an academic staff or administrative staff voting member, the SPF WG Chair informs the current Associate Vice-Principal University Services (under which the SPF student-administrative partnership was negotiated and created) by email (copying the SPF Steward), sending them the name of the new member and their function.

Nomination of student voting members:

A student who is interested in becoming a SPF WG voting member should first communicate directly with the SPF Steward, who will ask them to complete the Voting Members Application Procedure. Once compliance of the candidate with the Voting Members Nomination Criteria is confirmed, the SPF Steward will redirect the student to the applicable students' society procedure for confirming appointment. Only a student whose nomination has been approved by their students' society can act as a voting member of the SPF WG. Below is the particular validation process of each students' society:

- MCSS:
 - The MCSS representative on the WG always is the individual who has been elected as MCSS Environmental Advisor. The outgoing Environmental Advisor will give the SPF Steward the contact information for the incoming one before the end of their term.
- SSMU:
 - At least two months before the SSMU representative on the WG is to be vacant, the SPF Steward needs to send an email to the Vice-President University Affairs (ua@ssmu.mcgill.ca) copying the SSMU President (president@ssmu.mcgill.ca) to indicate the vacancy.
 - The SPF Steward may email the Vice-President University Affairs with one or more potential candidates. However, maintaining autonomy over the

nomination process is important to SSMU. This information will not be considered in a formal capacity—the judgment of the candidate's ability to represent undergraduate interests on the committee is what ultimately matters.

- The Vice-President University Affairs will advertise the vacancy through SSMU channels (e.g. listservs, Facebook) for any interested SSMU member to apply for the position. While the text will indicate how and what to submit, interested SSMU members should email uasecgen@ssmu.mcgill.ca a 150-200 word paragraph on their interest and why they would be the best person for the position.
- The Vice-President University Affairs, in consultation with the University Affairs Secretary General, will determine the best candidate. The adjudicators will use their best judgment and knowledge of the committee functions and requirements to decide who will be the strongest and most qualified student voice. This student will be nominated by the SSMU to sit on the Working Group.
- The University Affairs Secretary General will email the SPF Steward with the new representative's contact information once confirmed.
- PGSS:
 - At least two months before the PGSS representative position on the WG is to be vacant, the SPF Steward needs to send an email to PGSS Academic Affairs Officer (academic.pgss@mail.mcgill.ca), copying PGSS Secretary-General (sec-gen.pgss@mail.mcgill.ca) to indicate the vacancy.
 - PGSS Society Affairs Coordinator and PGSS Academic Affairs Officer will advertise the vacancy on the PGSS website for any interested PGSS member to apply for the position.
 - Interested PGSS members should apply on the website through this process:
 - Sign into www.pgss.mcgill.ca.
 - Click on "My Account" then on "Vacancies".
 - Select the Sustainability Projects Fund Working Group from the drop down menu.
 - Upload the application, which will automatically go to the PGSS Appointments Board once filled.
 - As soon as the candidate is selected and approved by the PGSS Appointments Board (usually within about a month), they will be notified that they are now appointed to represent PGSS in the WG.
 - The approved appointment will be ratified at the next PGSS council meeting. Council meets once per month, and an email will automatically be sent to the SPF Steward with a confirmation that the new representative has been ratified.

If the concerned students' society does not authorize the student candidate suggested by the SPF WG Chair and the SPF Steward, the latter may ask for a rationale for refusal to be provided to them and the rejected student candidate. In such case, the students' society is also responsible for separately suggesting another candidate to the SPF WG Chair and SPF Steward, who will then ask the referred student to fulfill the Voting Member Application Procedure for their candidacy to be assessed in accordance with the applicable Voting Member Nomination Criteria.

Term of Mandate

The regular term of mandate *for the non-voting members* corresponds to their term as a McGill Office of Sustainability (MOOS) employee. Once a non-voting member ceases to be employed by the MOOS, they also resign from their non-voting membership of the SPF WG.

The regular term of mandate *for all voting members* is one (1) continuous year from the date of adoption by resolution, renewable once, for up to two (2) terms of membership maximum for each voting member.

Terms should be staggered between voting members to ensure sufficient mentorship and transfer of institutional memory within the SPF WG.

For a new member arriving to fulfill the remainder of a mandate of another WG member, the new member takes over the rest of the mandate and continues it for a total consecutive period of 12 months. In accordance with the Term of Mandate for voting members, the membership can then potentially be renewed once for a full second year.

Conclusion of Membership

Conclusion of membership applies when:

- the regular Term of Mandate is over for a voting member; or
- forced termination of membership is decided by consensus of the voting members following the member's breach of one or many of the SPF WG Principles & Responsibilities.

Upon conclusion of the mandate *of a non-voting member*, a new SPF WG Chair or SPF Steward is to be recruited and appointed by the McGill Office of Sustainability (MOOS).

Upon conclusion of the mandate *of a voting member*, the SPF WG Chair and SPF Steward are to recruit a new member in accordance with the Voting Members Nomination Procedure and the Term of Mandate for voting members.

SPF WORKING GROUP MEETINGS

Notice of Meetings

The SPF Steward will ask the voting members their availabilities for the upcoming semester to schedule a calendar of meetings.

The members will be reminded each meeting by the SPF Steward by email notice at least seven (7) days in advance.

Frequency and Duration of Meetings

A minimum of eight (8) meetings will be held annually to discuss the prospective and ongoing projects.

Ad-hoc meetings for discussing governance and administration matters:

Up to two (2) additional ad-hoc meetings could be required during the year to discuss specific matters pertaining to the SPF G&A (e.g. to discuss the SPF processes, to present relevant documents, to discuss the annual report, etc.). These are to be scheduled by the SPF WG Chair at least seven (7) days in advance. In such circumstances, a conference call through Skype or by phone could be held with the WG members in the case where it is not possible for a member to attend in person.

Ad-hoc meetings for reviewing an application surplus:

More meetings could be necessary if so many applications are received in a year that they risk not being treated within the 6-month maximum delay promised to the SPF project teams. These meetings are to be scheduled at least 14 days in advance by the SPF Steward.

A WG meeting usually lasts two (2) hours. Each meeting is to last not less than an hour and not more than two (2) hours.

Content of Meetings

Most meetings will serve to review prospective projects and to analyze ongoing SPF projects. Considering the time required for the WG members to review and analyze each project prior to the WG meetings and considering that the WG meetings are to last no longer than two (2) hours, not more than ten (10) projects (ongoing and/or prospective) are to be discussed during each WG meeting. As such, each SPF project on the agenda can be discussed in a fair manner for a minimum amount of time. These time limitations show how important it is for each WG member to come well prepared to a WG meeting, in accordance with one's obligations and respective responsibilities.

Projects are discussed in the following order:

- Ongoing projects are discussed first (e.g. treating amendment requests or acknowledging deliverables), with each project being put in the agenda in order of date submitted.
- Prospective projects are discussed second, with each project being put in the agenda in order of date submitted.
 - o Where a prospective project cannot be discussed in one meeting, it takes priority over the prospective projects that are to be discussed at the next meeting.

Quorum

Quorum shall consist of six (6) voting members out of eight (8), that is at least three (3) student members and three (3) staff members.

If quorum is not achieved for a meeting, it may be achieved within the 14 days following the meeting by the SPF Steward sharing the meeting's minutes and collecting the decisions and supporting comments of the absent voting members on the decisions and feedback that were proposed by consensus by the present members during the meeting. If quorum is not achieved within 14 days, the decision/feedback will need to return to the next meeting, delaying the response to the concerned project teams.

Meetings Procedure

- The WG meetings occur behind closed doors, with the exception of invited resource persons (see Membership Composition above), who are to attend a meeting only for the duration of the discussion that pertains to their expertise.
- The SPF WG Chair opens the meeting.
- The SPF WG Chair verifies with members if any other urgent matters are to be added in varia to the agenda that was initially transmitted by the SPF Steward. The addition of an urgent matter to the current meeting's varia needs to be approved by all voting members on a consensus basis. Otherwise, it is to be added by the SPF Steward to the next meeting agenda. No other item than urgent matters are to be discussed in varia.
- The SPF WG Chair verifies if any member is in potential or current conflict of interest with any of the item to be discussed on the agenda. If the WG decides that a conflict of interest exists, the SPF WG Chair asks the concerned member(s) to leave the meeting room for the parts of the meeting where the particular project, document, and/or item is to be discussed.
- The SPF Steward directs the discussion for each item of the agenda. In parallel and in coordination with the SPF Steward, the SPF WG Chair ensures that each discussion remains in line with the SPF mandate and the *SPF Evaluation Criteria*, is respectful of each participant, runs fluidly, and is allocated fair and adequate time.
- For each project-related decision that is taken by the WG members, the SPF Steward reviews the decision and the feedback that are to be written in the minutes to ensure their alignment with the SPF mandate and *SPF Evaluation Criteria* as well as to correct any misunderstanding for proper transmission to the prospective and active project teams.
- The SPF WG Chair closes the meeting.

Communications

The SPF WG Chair and the SPF Steward are the official spokespersons for the SPF WG.

Supporting Documents

SPF Terms of Reference

SPF Evaluation Criteria

SPF WG Member Exit Report Template

SPF Terms & Conditions