

# OPERATIONS MANUAL

## FOR

### COMMUNITY OF INTEREST (COI) & TASK FORCE (TF) LEADERSHIP

As of November 2019

#### PURPOSE:

The purpose of this Operations Manual is to provide SAME Communities of Interest (COIs) with SAME Board of Direction guidance and standards for operations and support. COIs are one of the National Entities that serve SAME Regions, Posts and Members. The SAME National Entities include the National Board of Direction and Executive Committee, the National Office, the SAME Foundation and the Academy of Fellows. Their collective purpose is to:

- Support Regions, Posts and Members
- Support the National Direction (Strategic Plan)
- Enhance SAME's National Reputation

The unique and vital role of SAME COIs is two-fold:

1. Serve as an extension of the National Office capabilities by leveraging member technical expertise to assist in developing best-in-class programs; and
2. Provide individual members with avenues to develop their professional interests and expertise by leveraging SAME's role in the global community of interest.

#### REFERENCES:

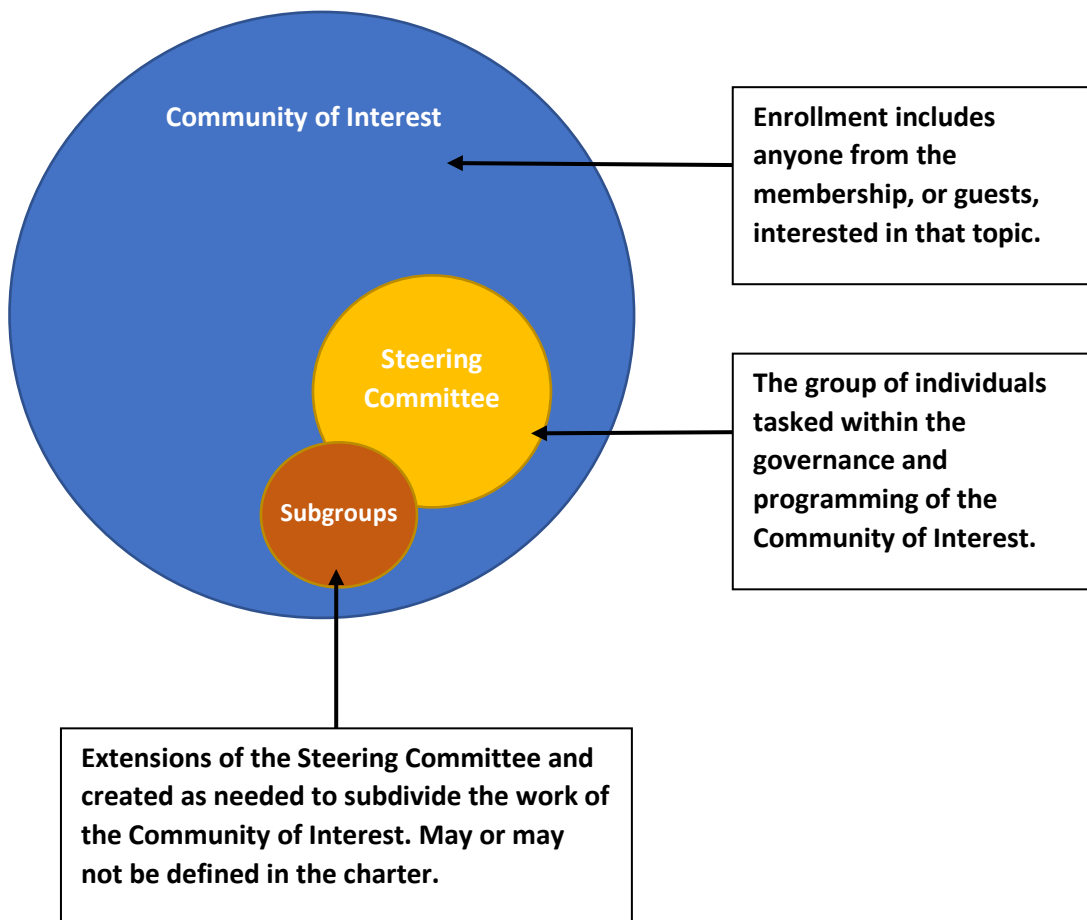
- SAME COI List: <https://www.same.org/Communities-of-Interest>
- About SAME (Mission, Vision, Values, History): <https://www.same.org/Discover-SAME/About-SAME>
- SAME Bylaws: [https://www.same.org/Portals/0/same.org/inside\\_pages/documents/Governance/SAME\\_Bylaws\\_5\\_22\\_18v3.pdf?ver=2018-08-09-084509-513](https://www.same.org/Portals/0/same.org/inside_pages/documents/Governance/SAME_Bylaws_5_22_18v3.pdf?ver=2018-08-09-084509-513)
- 2018 Governance & Management Plan: [https://www.same.org/Portals/0/same.org/inside\\_pages/documents/Governance/SAME%20National%20Governance%20Summary.pdf?ver=2018-11-05-085925-507](https://www.same.org/Portals/0/same.org/inside_pages/documents/Governance/SAME%20National%20Governance%20Summary.pdf?ver=2018-11-05-085925-507)
- Strategic Plan: [https://www.same.org/Portals/0/same.org/inside\\_pages/documents/discover\\_same/StrategicPlan.pdf?ver=2015-12-17-102823-563](https://www.same.org/Portals/0/same.org/inside_pages/documents/discover_same/StrategicPlan.pdf?ver=2015-12-17-102823-563)
- COI Templates: <https://www.same.org/Document-Exchange>

#### DEFINITIONS:

- **Community of Interest (COI)** is defined as a segment of SAME membership that shares a common interest or discipline within the Architecture / Engineering / Construction (A/E/C) industry. Member affiliation with COIs is voluntary and declared in the individual's membership

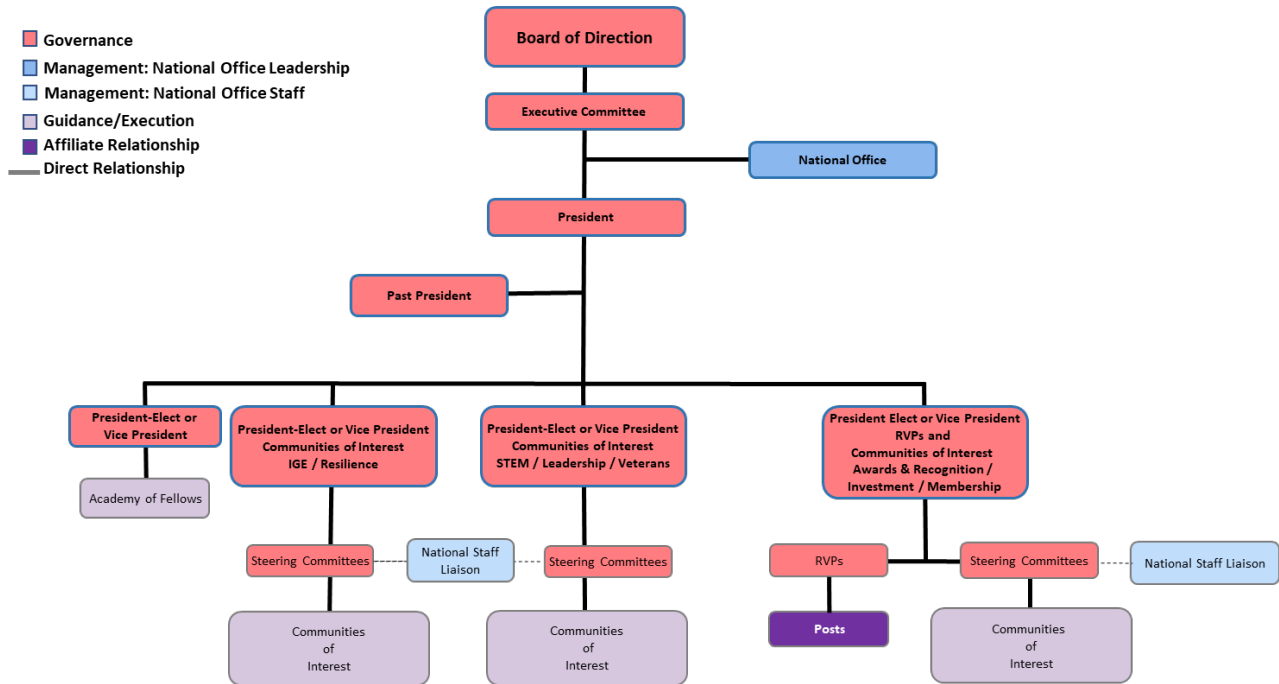
record independent of Post affiliation. A COI is chartered by the Board of Direction to promote the SAME Strategic Plan and National Direction. COIs may begin as a Task Force or a sub-group of an existing COI to determine viability.

- **Steering Committee (SC)** is the governing body of a COI with members and roles defined in the COI charter. Steering Committees will constitute the leadership and operational force for the COI. The COI Chair will lead the Steering Committee and be a member of the National Board of Direction.
- **Task Forces (TF)**. The Board of Direction can form a TF for any purpose with a Chair, mission and timeframe. A TF may evolve to become a COI but to do so, requires Board approval.
- **Working Group**. Working groups are extensions of the COI to focus on a particular area of interest and are accountable to the COI and steering committee.



# SAME National Governance & Management

June 2019



## ROLES & RESPONSIBILITIES:

- National Leader.** There are three elected National Leaders who oversee COIs and provide oversight based on the National President’s direction starting in May with the beginning of the governance cycle. These leaders provide the following functions:
  - Provide oversight and direction
  - Assist with succession planning and governance
  - Monitor work plan accountability
- Community of Interest (COI) Chair.** The COI Chair is appointed by the National President at the recommendation of the National Leader providing oversight, in collaboration with the other members of the COI Steering Committee. The Chair normally serves a 2-year term, but may request, in writing to the National Leader, a one-year extension. A best practice is to groom a Vice Chair to become Chair, and keep the departing Chair as the Immediate Past Chair to help with continuity. The COI Chair is responsible for the following:
  - Serve on the Board of Direction to represent the COI
  - Recruit COI members as active participants and lead the COI Steering Committee
  - Maintain a current COI charter (Appendix A)
  - Responsible for developing the COI workplan and Steering Committee accountability
  - Serve as a subject-matter expert within the COI and the Society
- Steering Committee (SC).** Collectively, the SC, led by the COI Chair, must be formed according to the needs of the COI. The SC establishes operations and an operational schedule and

calendar to fulfill the purpose of the COI. The SC is responsible for communicating with COI members and teamwork among SAME National Entities to maximize Strategic Plan outcomes and efficient day-to-day coordination. The Steering Committee appoints volunteer members to act as SC administrative secretary and communications directors to assist in publishing meeting minutes, drafting correspondence, creating a communications plan, managing conference calls and coordinating webinars with the National Office.

- **National Office Liaison.** The Executive Director will assign each COI a National Office Liaison to assist and facilitate with National Entities requirements aligned with the SAME Strategic Plan. The National Office Liaison will be a designated member of the COI Steering Committee and include and facilitate the following duties:
  - Coordinating activities with internal National Office staff
  - Assisting with COI leadership transitions and interpreting National Leadership direction and guidance
  - Updating SAME web pages with information provided by the COI Chair/SC
  - Providing templates to comply with National SAME standards/branding for work plans, webinars, marketing plans and email blast formatting.
  - Sending e-mail blasts to COI members
  - Managing the conference call numbers and access to webinar scheduling for COI use

#### **OPERATIONS:**

- **Annual Work Plan (Appendix B).** The Annual Work Plan will be presented to the Board of Direction (usually in conjunction with the JETC at the SAME Annual Meeting). The National Leader providing COI oversight will review the COI Work Plans and present a summary of significant points at the board meeting. The plan will outline specific actions that the COI will take to support the Strategic Plan, a timeline for those actions, any resource requirements, and the *impact* the action will have and how it will be measured.
- **Strategic Relationships.** COIs are responsible for maintaining strategic relationships with key stakeholders to include established Strategic Partners and relevant Government Agencies. COIs may recommend organizations for Strategic Partnership with SAME and also collaborate with unofficial partners.
- **Semi-Annual Report (Appendix C).** The Semi-Annual Report will be presented to the National Leader providing oversight before the Fall Board of Direction Meeting (usually in conjunction with the Small Business Conference). The COI will report progress against the Annual Work Plan.
- **Webinars (Appendix D).** COIs will host one webinar per quarter with an emphasis on professional development and the impact the COI has on the Strategic Plan as it relates to the COI Annual Work Plan. The COI will coordinate with the National Office Liaison to review and schedule webinars.
- **Communications (Appendix E).** COIs are responsible for communicating their impact and needs to their community, general SAME members, Posts and Regions with the help of their National Office Liaison.
  - Regular SC meetings will occur on a monthly basis with call information listed on the COI web page. SC meetings are open to the whole COI, but will be focused on operations.

In-person SC meetings are conducted at National Conferences (JETC and SBC). These business meetings are for conducting COI administrative, operational and coordination activities and not technical in nature.

- Calls for volunteers should be open to all COI members and include a short job description and time commitment.
- Regular communication to COI members in the form of an e-mail blast and/or newsletter occur on a bi-monthly or quarterly basis. This communication should be an update on any Industry-Government Engagement, Strategic Partner activities, impact the COI has made on the Annual Work Plan, upcoming professional development opportunities, COI recognition, and other areas as needed.
- COIs conduct regular communication with members at-large via established National Office mediums such as RealTiME e-newsletter (monthly), The Military Engineer (TME) Magazine (bi-monthly), and coordinated marketing efforts with the SAME National marketing team (as needed).
- COIs are responsible for ensuring that their web page is up-to-date and providing any changes to the National Staff Liaison.
- **Program Support.** COIs communicate calls for presentations to their membership and review abstracts that have been submitted. Regions and Posts may also call upon COIs as subject matter experts to recommend speakers and participants for Industry-Government Engagement (IGE) Workshops.
- **Awards & Recognition.** COIs may be called upon to review National streamer and award submissions and are responsible for submitting COI members for SAME recognition as part of the annual governance cycle. If appropriate, COI Chairs are responsible for submitting members of their Steering Committee for recognition at the Joint Engineer Training Conference (JETC) on an annual basis. COI chairpersons, officers and members will recognize community members that support the interests of the community and the Society, especially when in support of the COI Annual Work Plan. Members will be recognized in communications and through the award nomination process.
- **Financial Reporting.** Any COI provided with financial support from the SAME National Office, or otherwise engaged in raising funds to support COI functions shall provide annual detailed accounting information to the National Leader overseeing their COI and to the National Office Financial Manager. The SAME Financial Manager will provide specific requirements.

**COI GOVERNANCE CYCLE:**

May	Board Meeting (JETC) - Board Changes/SC Changes, National Leaders present Annual Work Plans to BOD for approval, SC recognition.
June	Secure Webinars for the year / Liaisons and COIs refine resource requirements based on BOD approved Annual Work Plans.
July	National Office liaisons and COIs develop programming requirements in preparation for budgetary guidance.
August	PLW (XC Meeting) XC provides budgetary guidance to National Office.
September	
October	Prepare and submit Semi-Annual Report to National Leader and COI Liaison.
November	Board Meeting (SBC) – National Leaders present Semi-Annual Reports.
December	XC Meeting – Budget Approval; Begin Succession Planning.
January	
February	COIs begin planning for Annual Work Plans.
March	Capital Week (XC Meeting) / National Leaders address any planning issues/guidance for Annual Work Plans.
April	Prepare and submit Annual Work Plan to National Leader and Liaison to prepare for BOD approval.

**PROCEDURES & TEMPLATES.** COIs with established practices may discuss any procedures with their staff liaison to ensure that the focus is on outcome and not process. Templates are provided on the SAME document exchange: <https://www.same.org/document-exchange>.

APPENDIX A: Example Charter

APPENDIX B: Annual Work Plan

APPENDIX C: Semi-Annual Report

APPENDIX D: Webinars

APPENDIX F: Communications

## APPENDIX A – Charter Example

### Example Task Force Charter

#### Task Force – National Leader Development Program

**Status:** On plan.

**Strategic Line of Effort:** Developing Engineering Leadership for the Nation

#### Final Report

*<Insert final report details once available for Task Forces only>*

#### Purpose or Context

Working with support from the SAME Foundation, the National Leader Development Program (LDP) will identify and cultivate leadership from within the SAME membership. Through this program, SAME fills a vital training gap within the industry, delivers value to SAME members and Posts and ensures strong leadership for the future of the nation.

#### Objectives

1. Develop and foster the next generation of world-class military, government civilian and industry leaders for the Society and our nation in support of the SAME Strategic Plan.
2. Understand individual strengths and how to apply these strengths to achieve success.
3. Understand team concepts including roles, responsibilities, accountability, and groups.
4. Develop leadership skills through training, assignments, service project, and opportunities.

#### Deliverables

1. Curriculum
2. Eligibility criteria & application process
3. Communication plan
4. After Action Report for Class of 2020

#### Key Dates

Application and Call for Instructors Opens	October 31, 2018
Application Closes	December 21, 2018
Curriculum Instructors Selected	March 1, 2019
Primary selections names	March 1, 2019
Alternate selections named	April 1, 2019
Initial Cohort Meets at JETC	May 7-9, 2019
Monthly Calendar of PD Webinars	May 2019-April 2020
Initial Cohort Graduates at JETC	May 27-29, 2020

### **Official Steering Committee Members**

Co-Chair: LTC (R) Mike Darrow, Appointed Board Director  
Co-Chair: Caroline Roberts, Appointed Board Director  
Foundation Liaison: Angie Goral, Foundation Board Member  
SAME Staff Liaison: Eddie Gonzalez, STEM Program Manager  
YMC Liaison: Lisa Theole, YMC Chair

### **Meeting Frequency**

Co-chairs schedule conference calls bi-weekly with face-to-face meetings in conjunction with National events.

### **Communication**

Communications via Telephone and Email will be the primary mode for sharing information, issuing guidance, and obtaining updates on status.

The Co-Chairs will schedule and conduct meetings biweekly that will be conducted via teleconference until project completion. These meeting will be used to assess progress towards completion of the work product and meeting the milestone schedule.

Face-to-face meetings occur in conjunction with SAME National Events - JETC, and the SBC.

The members will participate in regularly scheduled meetings. Members will arrange to have appropriate representation during meetings when unable to attend.

Members are encouraged to communicate with the Subject Matter Experts who are not specifically identified Task Force members to assist them in the preparation of their work product.

Dial in info for conferences: XXXX

Dial in #: XXXX

Conference Room: XXXX

Leader PIN: XXXX

### **Task Force Term**


The Task Force will be re-evaluated after the graduation of the first class (JETC 2020) for possible transition to committee status.



## APPENDIX B – Annual Work Plan & Example

Annual Work Plans will be specific and include the following information:

- 5 W’s: What, Who, When, Where, Why
  - What will the COI be doing and how will it support the Strategic Plan?
  - Who is taking the lead on the action? Who are the other COIs that might want or need to collaborate? Who are the Strategic Partners that should be included?
  - When is this action taking place – is there a timeline?
  - Where is the action occurring – Post level, National level, virtually?
  - Why are we doing this – what is the desired impact at every level?
- 2 Hs: How x 2
  - How is action resourced? Is there a financial requirement (see governance cycle table)?
  - How is impact and success measured?
- 1-2 actions (one slide per action)
- Submitted to National Leader late April (actual deadlines determined by the Annual Governance Cycle and shared by National Leader).
- Progress and success shared via regular communication within the COI.
- Subsequent Work Plans should include outcomes of previous actions.

 <span style="font-size: 1.2em; font-weight: bold; margin-left: 20px;">Resilience COI Annual Work Plan 2019-2020</span>	
Building Resilient Communities & Enhancing IGE	The Resilience COI will partner with ICC on ANCR to produce a standard for resilient communities.
What	ANCR is a project spearheaded by the International Code Council to provide benchmarks for communities to be resilient. SAME will support this effort through collaboration and subject matter experts in the A/E/C fields.
Who	The COI Chair will personally oversee this action, assisted by all members of the Steering Committee. Other COIs may be asked to assist with specific community benchmarks. ICC will be the primary partner involved.
When	This will be a multi-year endeavor....timeline to be provided in Nov.
Where	This action will primarily be accomplished virtually at the National level.
Why	The final product will be a tool for Posts to build their own resilient communities. This action will support Posts, support the National Direction, and also enhance SAME’s national reputation.
How – Resourcing	There are no resourcing requirements at this time.
How – Metrics	This action will be complete and successful when ANCR is complete and published for local use.

<b>Building Resilient Communities &amp; Enhancing IGE</b>	The Resilience COI will begin a sub-group – Planners – to assist with community benchmark project.
<b>What</b>	Planners are a subgroup of SAME Membership that is under-represented and utilized to support the Strategic Plan. The COI believes that the skills they have would be a great asset to the Resilience COI and to the ANCR effort.
<b>Who</b>	Vice Chair _____ will serve as the POC for this action.
<b>When</b>	Nov 2019: demographic research complete May 2020: sub-group formed with (COI internal) charter
<b>Where</b>	This is a National level, virtual action.
<b>Why</b>	Planner skill-set will be an asset to “Building Resilient Communities” LOE. Adding a segment of A/E/C industry at every level (Post, Region, National) will also “Enhance IGE” and increase participation. Planners specifically act as liaisons between public and private communities.
<b>How – Resourcing</b>	This action may require assistance from National Office to research membership demographics.
<b>How - Metrics</b>	If the Work Group is formed with active volunteers as leaders, the action will be deemed successful.

## APPENDIX C – Semi-Annual Report & Example

Semi-Annual Reports will specifically address progress toward the Annual Work Plan presented the previous May:

- One slide per action.
- What progress has been made? If none, why not?
- Is the COI on target for published timelines or deadlines?
- Are resourcing requirements enough for the action?
- Submitted to National Leader mid-October (actual deadlines determined by the Annual Governance Cycle and shared by National Leader).



<b>Building Resilient Communities &amp; Enhancing IGE</b>	<b>The Resilience COI will partner with ICC on ANCR to produce a standard for resilient communities.</b>
<b>What</b>	ANCR is a project spearheaded by the International Code Council to provide benchmarks for communities to be resilient. SAME will support this effort through collaboration and subject matter experts in the A/E/C fields.
<b>Progress</b>	COI Chair has made contact with ICC to connect specific subject matter experts with their benchmark teams.
<b>When</b>	(timeline progress) – on target
<b>How - Resourcing</b>	Would like to request a stipend for 2 COI members to attend important ANCR meeting in Dallas.

## APPENDIX D - Webinars

Webinars should be planned well in advance and scheduled to provide enough time for marketing and National Office Staff support.

- Webinars should be discussed with National Staff Liaisons prior to completing the on-line request form.
- COIs complete the on-line request form: <https://www.same.org/Become-Involved/Communities-of-Interest/Community-of-Interest-Webinar-Request-Form>
- COIs conduct 4 webinars per year (joint COI webinars are encouraged).
- Webinars should not take the place of Steering Committee monthly meetings.
- Webinars should provide professional development opportunities and/or be related to the COI Annual Work Plan.
- National staff Liaisons will do the following:
  - Update the COI web page with webinar information.
  - Coordinate with Registrar.
  - Add to the on-line National Calendar.
  - Send e-mail blasts to target demographics to market the webinar.
  - Update the web page after the webinar with PDH certificates & recordings.
- Webinar POC should ensure they are familiar with GoTo Meeting and should conduct a trial run prior to the webinar date.

### Example Communication:

Education Opportunity presented by the SAME Joint Engineering Contingency Operations (JECO) Committee

<https://www.same.org/jeco>

Webinar: **Task Force Essayons** - Wednesday, 28 November, 1300 EST (1300 - 1315: JECO Committee Business) Click [here](#) for agenda.



COL Corey M. Spencer, USA, will focus on the establishment of [Task Force Essayons](#) and the services they provided as they teamed with the Regional Contracting Command for ARCENT and the Combined Joint Task Force. Colonel Corey M. Spencer is currently the Deputy Commander for the North Atlantic Division, U.S. Army Corps of Engineers, located at Fort Hamilton, New York. Prior to his current assignment, he served as the Commander of Task Force Essayons, of the Transatlantic Division, at Camp Arifjan, Kuwait. Colonel Spencer also spent time as the Director, Assistant Chief of Staff Engineering, U.S. Army Pacific, Fort Shafter, Hawaii and prior to that Mobility Branch Chief, Full Dimension Protection Division, Army G8. COL Spencer also commanded the 62nd Engineer Battalion, 36th Engineer Brigade Fort Hood.

1 PDH offered

[Register Here](#)

## APPENDIX F – Communications

It is extremely important to ensure that communications are regular, consistent, and provide value.

- E-mail is reserved for internal COI communication or targeted audiences.
  - Blast e-mails are for marketing purposes, newsletters, or regularly scheduled communications. National Staff Liaisons should send all blast e-mails.
  - Content for e-mails should be drafted by appropriate SC positions (Communications, Secretary, etc.).
  - “Call for Volunteer” e-mails will always include a job description and time commitment for open positions.
- RealTiME is SAME’s e-newsletter. There is limited space in RealTiME, so information in this newsletter should be directed elsewhere for more detailed information. Information in RealTiME will be coordinated by the National Staff Liaison and Director of Communications.
- Bricks & Clicks blog is a great way to share updates, event previews and professional development opportunities: <https://www.same.org/blogsubmission>.
- The Military Engineer (TME) magazine is an excellent medium to share information with the global community of interest. Articles should be submitted according to directions on the TME website: <https://www.same.org/Online-Forms/TME-Submission-Form>.
- Take photos whenever possible – they make your communications come to life!
- Conference Calls (same information for webinars)
  - National Staff Liaisons will share login information for GoTo Meeting.
  - National Staff Liaisons will train COI Chairs and any other Steering Committee members on the GoTo Meeting platform.
  - COI Steering Committee members are responsible for starting all COI meetings and webinars using GoTo Meeting.
  - If COI Chair cannot be present for a scheduled call or webinar, the Chair is responsible for tasking another Steering Committee volunteer member to lead the conference calls or webinars.
- The COI Steering Committee is responsible for ensuring that all information displayed on the COI web page is current and correct. The National Staff Liaison will make any necessary adjustments and can advise the COI on best practices.