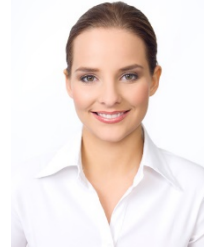


Team Operating Agreement



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Purpose of the Team Operating Agreement (TOA)

This TOA serves as the guidelines and ground rules to help the project team work most productively together over the course of the project. The TOA is a living document and may be updated as the need arises throughout the project. Any updates will be discussed with and ratified by the project team members.

Team Communications

- ✓ The project's site will house the most up-to-date version of project documents. All team members will be given access.
- ✓ Meeting agendas will be e-mailed to project team members at least 24 hours prior to meetings.
- ✓ Team members will appreciate the sensitive nature of information discussed during this project and will share with care. Where applicable, documents will include a footer indicating that information is confidential.
- ✓ "Sidebar" conversations between team members during team meetings will not be allowed.
- ✓ All communication will be open and courteous. No "overtalking" or interrupting.
- ✓ Team members will keep each other informed.

Decision Making

- ✓ Consensus means that everyone can live with the decision. It doesn't mean everyone has to agree 100%.
- ✓ The team will use thumbs up/thumbs down voting to make decisions quickly and move on.
 - Thumbs up = agree with no further discussion.
 - Thumbs sideways = agree, but have further questions. (Questions will be asked and answered immediately after the vote.)
 - Thumbs down = cannot agree to the solution proposed. (Be prepared to answer the question: What would it take for you to go to thumbs sideways or thumbs up?)
- ✓ Anyone on the team may call for a vote at any time.
- ✓ Members may abstain from voting.
- ✓ No decision is made if there are any thumbs-down votes.
- ✓ Meeting minutes will document the decisions made. If you have questions after reviewing the minutes, contact the project manager and determine the course of action, such as to bring questions to the team for discussion again.

Meetings

Project team members will meet twice a month. During each meeting, a “parking lot” will be used to record topics that require discussion at a later date.

Issues, risks, change requests, and action items will be reviewed and updated at each meeting.

The project manager will be responsible for facilitating and keeping meetings on track. Team members will accept the project manager’s decision to table or “park” a discussion topic.

Meetings will start and end on time. Team members will attend meetings in person when feasible. A dial-in number will be available for remote attendance.

It is the responsibility of each team member to stay current on the project team activities, even when he or she has missed a meeting

Personal Courtesies

Each team member represents a specific area of expertise or business unit. Team members will bring their individual perspectives to the team and will also consider what is best for the company.

All cell phones and other communication devices must be silenced during meetings and used on an exception basis only

Reviewed and approved by:

Project Manager	
Senior Team Member	
Novice Team Member	
Company Lawyer	