

2021



# VOLUNTEER HANDBOOK



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## WEF Leadership

### Board of Trustees

The Board of Trustees is the governing body of WEF and holds legal authority and fiduciary responsibility on behalf of WEF and its membership. The Board is responsible for oversight, control, and direction of WEF under such rules as the Board may determine and is subject to applicable laws and regulations, WEF’s Articles of Incorporation and Bylaws. The Board of Trustees is responsible for establishing the WEF strategic direction and the [WEF Strategic Plan](#), establishing and overseeing implementation of policies, approving a budget to support implementation of the Strategic Plan, and providing direction to WEF Committees.

### House of Delegates

The House of Delegates (HOD) comprised of representatives of each WEF Member Association, and Delegates representing other WEF member constituencies is the deliberative and representational body of WEF. It advises the Board on matters of strategic direction and public policy development and has authority to confirm and remove Trustees to the extent provided for in the Bylaws.

### Committees

WEF Committees develop programs and activities to support implementation of the [WEF Strategic Plan](#) and provide recommendations to the Board of Trustees on programs and services to achieve the WEF vision and mission. WEF committees are responsible to and receive direction from the WEF Board of Trustees.

### Committee Leadership Council (CLC)

The Committee Leadership Council (CLC) consists of the Chair and Vice-Chairs of all WEF standing Committees and all members of the CLC Steering Committee. The CLC serves as a communication link between the committees and the Board, fosters communications between the committees and the Board, and provides a committee-based voice to the Board. The CLC was created by the Board of Trustees (Board) to provide a mechanism for WEF committees to share ideas; improve communications within WEF; and serve as a communication link between committees, councils, House of Delegates (HOD) and the Board. The CLC Chair serves as a liaison to the Board. WEF provides support for the CLC Chair to travel/attend open Board meetings as an invited, non-voting guest.

### CLC Steering Committee

The CLC is led by a CLC Steering (leadership) committee which is comprised of the CLC Chair, CLC Vice- Chair,

community of practice (CoP) Directors, HOD representative and a Board representative. The Steering Committee will organize the activities of the CLC, establish goals and objectives and provide leadership to the CLC. The Steering Committee shall consist of appointed members and be populated in the following manner:

- CLC Chair (appointed by the Board for a 2-year term)
- CLC Vice-Chair (appointed by the Board for a 2-year term)
- CoP Directors, number to be defined as needed to meet the needs of the CLC (appointed by the CLC Steering Committee for a 2-year term) currently there are (7) CoP Directors
- Board representative, appointed by the Board for a 1-year term
- HOD Speaker-elect

### WEF Staff

WEF staff shall serve to support the technical, administrative, and logistical duties of WEF activities through the execution of said functions and shall support committee activities as staff liaisons and through the committee administrator.

### Volunteer Responsibility and WEF Policy

#### Responsibility and Authority

WEF volunteers are responsible to be knowledgeable of WEF policy and procedures governing committee activity and operation. Authority of volunteers is limited to specific work activities of the volunteer group or committee. **Specific and written authorization of the Board of Trustees is required for:**

- Committing WEF to an expenditure of funds.
- Representing WEF or expressing positions or opinions on behalf of WEF.
- Continuation, consolidation, subdivision, or sunset of committees.
- Entering liaisons with other organizations.
- Representing WEF at public or private hearings.
- Changes to the committee charge.

#### Volunteer Responsibilities and Indemnification

The Water Environment Federation® (WEF®) accomplishes its goals and objectives through its membership and their volunteer participation. Whenever participating in a committee or other volunteer activity, members must act with the best interests of WEF in mind, including:

- making reasonable decisions considering the circumstances, guarding against loss or injury to WEF, and acting in a way that is consistent with the goals of WEF;
- never making decisions based on personal interests or personal gain, and disclosing any interest that is believed may cause a conflict of interest in accordance with WEF's Conflicts of Interest and Disclosure Policy; and
- abiding by antitrust laws, including:
  - not discussing or exchanging information that would be anticompetitive in nature such as, but not limited to, current or future prices, price fixing or price-stabilizing agreements, discounts, cost studies or other competitive business terms.
  - Acknowledging and agreeing that prices charged must be calculated and determined by each business

separately by their respective owners and managers based on separate determinations of costs and what constitutes a reasonable profit.

### **Indemnification**

In accordance with the limitations described in the Bylaws, WEF will indemnify any person who is or has been a Trustee, Delegate, Officer, Committee Member, or Employee (hereinafter "Indemnified Person") of WEF against legal expenses and liabilities reasonably incurred or imposed on the indemnified person in connection with serving WEF. WEF has the latitude to purchase coverage and currently carries liability insurance for its indemnification obligation.

Indemnification will be provided if WEF determines the person acted reasonably, in good faith, in a manner not opposed to the best interests of WEF and had no reason to believe his/her actions were unlawful. No indemnification will be provided if it is determined by WEF that the person has:

- engaged in fraudulent, criminal, malicious or knowingly wrongful conduct;
- gained personal profit or advantage which is either in breach of the indemnified person's fiduciary duty to WEF or represents a conflict of interest with WEF;
- breached a professional duty by reason of any negligent act, error or omission committed in the performance of professional duties unrelated to WEF;
- not acted in good faith;
- engaged in an act which constitutes false arrest, wrongful detention, wrongful entry, wrongful eviction, a violation of the right to privacy and/or immoral, licentious, or sexual behavior intended to lead to or culminate in any sexual act; or
- violated the provisions of the Employee Retirement Income Security Act of 1974 or similar Federal legislation.

A request for indemnification must be made by the indemnified person in writing to the President no later than 15 days after (1) the commencement of any action, suit or proceeding against the person or (2) the person became aware of any fact or situation which may reasonably be anticipated to give rise to a claim for indemnification. The Board investigates, or oversees investigations, and makes determinations on requests for indemnification, as outlined in the Board Operations and Meeting Policy.

In the event of any payment by WEF, directly or through insurance, to an indemnified person, WEF will be subrogated and have rights of recovery for the payment provided. In connection with a payment, the indemnified person will execute documents to secure the right of recovery and will assist WEF in reaching settlement or defending the suit. If the Board authorizes payment prior to final disposition of any suit or proceeding, the indemnified person will also provide written commitment and surety of repayment should the investigation conclude that the person is not eligible for indemnification.

*Approved*  
*WEF Board of Trustees*  
*February 2020*

## Antitrust Policy

### General Policy Statement

Antitrust laws promote and protect business competition and prohibit activities between competitors in restraint of trade. Such laws extend to not-for-profit associations, such as WEF, which bring competitors together for the exchange of information. WEF trustees, members, and staff must be attuned to the potential for situations, discussions, or information exchanges that could give rise to antitrust allegations or the appearance of antitrust behavior.

Water Environment Federation (WEF) policy is to comply with all applicable antitrust laws and WEF trustees, members, and staff must abide by this policy when participating in WEF activities. Under no circumstances will WEF directly or indirectly be involved in conduct that leads to or implies an agreement among its members that would restrain trade and/or otherwise violate antitrust laws. Any conduct by WEF trustees, members or staff that is contrary to the antitrust laws and WEF's policy is subject to appropriate disciplinary action.

Violations of the antitrust laws can have serious consequences for WEF and its trustees, members and staff including, but not limited to, damage suits, criminal fines and penalties, imprisonment, and damage to reputations for WEF and those involved.

### Prohibited Conduct

Antitrust laws apply to all competitors, business rivals that sell products or services to the same customers in the marketplace. As a result, WEF (the organization) may have competitors (e.g. AWWA), and WEF's members also may have competitors (e.g. consultant vs consultant, manufacturer vs manufacturer]. To comply with antitrust laws, WEF may not engage in prohibited conduct, or knowingly provide a forum for its member competitors to engage in prohibited conduct, including at formal WEF meetings, on conference calls, in correspondence, or through informal contact with other WEF members. Specifically, WEF trustees, members, and staff must not, as individuals or as a group, participate in the following illegal violations:

- Agreements on prices or pricing policy with, or in the presence of, a direct competitor
  - Accept or solicit a price list or written information on prices or pricing directly from a competitor (except when purchasing services of a competitor)
  - Agreements on dividing or allocating territories or customers with a competitor
  - Agreements to standardize, limit or restrict a product or service with a competitor
  - Attempt to coerce a distributor to maintain certain resale prices
  - Agreements with a competitor(s) to boycott or refuse to deal with certain customers or vendors
- Several additional areas may or may not be illegal depending on the circumstances and could undergo a "rule of reason" analysis in a court of law. It is important that conduct in the following areas is conducted properly, with the assistance of counsel, as needed:
- Membership decisions (inclusion, exclusion, termination of);
  - Industry-wide surveys, data collection, statistical gathering, and similar activities; and,
  - Standardization and certification programs.

### Antitrust Meeting Guidelines

Adherence to the following guidelines will help ensure compliance with antitrust laws.

1. Each formal WEF meeting (Board, HOD, CLC, committee, task force or work group, etc.) should include a written or verbal reminder to all attendees about WEF's Antitrust Policy.
2. Discussions during formal WEF meetings should relate solely to the legitimate purpose of WEF. Formal meetings should be held only if there are proper matters to be discussed which justify the meeting. Care should be taken to avoid competitively sensitive topics that might result in prohibited conduct.
3. To avoid the perception that formal WEF meetings could violate this Antitrust Policy, good meeting practices should be exercised, including:
  - Distributing an agenda in advance to each attendee and following the agreed upon agenda. In general, subjects not included on the agenda should not be considered at the meeting.
  - Preparation of minutes that accurately report what actions, if any, were taken in the meeting.
  - Avoiding unscheduled, informal, or secret meetings held in conjunction with formal meetings. Such meetings seriously jeopardize legitimate WEF activities and create a substantial risk of investigation.
4. A WEF staff member should attend all formal WEF meetings. If staff are not able to attend a meeting, the meeting chair will serve as contact for any antitrust concerns. Members should check with WEF staff or the meeting chair if there is any doubt about the propriety of a subject for discussion during the meeting.
5. If a subject of doubtful legality is brought up at a formal meeting, the person leading the discussion should be told immediately that the subject is not a proper one for discussion and the discussion should be halted. Should the discussion continue, despite protest, it is advisable that attendees leave the meeting.
6. WEF legal counsel should participate in meetings where there is potential for discussion of legally sensitive subjects. Members should cooperate with legal counsel in all matters, particularly when counsel has ruled adversely about a particular activity.
7. During informal gatherings of trustees, members and/or staff, participants are expected to comply with the Antitrust Policy and avoid competitively sensitive topics that might result in prohibited conduct as outlined earlier in this policy.

*Approved*  
*WEF Board of Trustees*  
*April 2020*

## Confidentiality Policy

### General Policy Statement

Water Environment Federation® (WEF®) volunteers, including without limitation members of the Board of Trustees, committee chairs and members, and other volunteers, as well as WEF staff members, and contractors, may be given or have access to certain confidential information of WEF or third parties (collectively, “Confidential Information”). Confidential Information is defined to include all information that is not known to the public regarding the organization, operations, programs, activities, policies, procedures, practices, financial condition, trade secrets, membership lists, and standards of WEF, its members, or third parties. Confidential information includes information designated as confidential and information not so designated but that fits the above definition, including information developed or learned by an individual because of his/her service to WEF as a volunteer, contractor, or employee. The Executive Director, or his/her designee, may revise any decision that information is, or is not, confidential information, provided, however, that a majority vote of the Board of Trustees may override any such determination by the Executive Director that a particular piece of information is Confidential. Confidential Information shall not include information that enters the public domain through no fault of a WEF volunteer, contractor, or staff member or which was rightfully obtained from a third party without comparable restrictions on disclosure or use.

It is the policy of WEF that WEF volunteers, staff and contractors may not disclose, nor permit to be disclosed, any Confidential Information, and will not appropriate, photocopy, reproduce, or in any fashion replicate any Confidential Information, except to the limited extent required to perform the work assigned to them by WEF. Volunteers, staff, and contractors further agree to use reasonable efforts to maintain the confidentiality of the Confidential Information and agree not to use any Confidential Information for their own benefit or that of a third party.

*Approved*

*WEF Board of Trustees*

*July 2018*



## Conflict of Interest and Disclosure Policy

### General Policy Statement

The Water Environment Federation (WEF®) Board of Trustees (Board) and other volunteer and staff leaders are dedicated to ensuring that the WEF is operated in accordance with its 501(c)(3) tax-exempt mission. Further they are committed to maintaining an organization that is operated in the most honorable and ethical manner possible, assuring WEF constituencies that decision making and governance at WEF, at the various levels and roles of contribution to WEF, is conducted in an objective and bias-free manner.

The purpose of this conflict of interest policy is to protect WEF's interests when contemplating entering into any transaction or arrangement that might benefit the private interest of any volunteer leader, Board member, or staff or that might result in a possible excess benefit transaction. The policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest application to nonprofit, charitable and educational organizations.

Volunteer leaders, Board members and staff have a duty of loyalty to place the best interests of WEF uppermost when acting on WEF's behalf. This duty of loyalty, or fiduciary duty, encompasses the obligation to avoid or disclose any other interests that could dilute, diminish, or divide a volunteer leader's or Board member's unqualified loyalty and complete commitment to WEF. Where such interests exist, or even appear to exist, they are conflicts of interest that WEF is responsible to manage to ensure bias-free governance.

### "Other Interests" Defined

A person has "other interests", whether financial or otherwise, if the person has, directly or indirectly, through business, investment, or family:

- Ownership or investment interest, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that competes with WEF;
- Ownership or investment interest, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that is, or seeks to be, a vendor of products or services to WEF;
- A compensation arrangement with any entity or individual with which WEF has a transaction or arrangement;
- A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which WEF is negotiating a transaction or arrangement;
- Position as spokesperson, consultant, employee, or agent for another commercial or nonprofit organization that advances opposing or adverse public policy positions from those of WEF.

### Duty to Disclose

In connection with any actual or potential conflict of interest, the party with the alleged conflict must disclose the existence of the financial interest or conflict of interest and be given the opportunity to disclose all material facts to the WEF entities or individuals authorized to consider and make decisions on the proposed transaction or arrangement.

Disclosure of "Other Interests" should include sufficient information to permit an evaluation of the effect these might have on the volunteer leader's, Board member's, or staff roles in WEF. Any confidential information included in a disclosure should be clearly marked. WEF will strive to keep information confidential unless it precludes a fair evaluation of the disclosure by the appropriate entity or individual reviewing the disclosure.

### **Board of Trustees Policy Requirements and Responsibilities**

The primary duties of each Board of Trustees member are to govern WEF in accordance with the needs of the constituencies served by WEF and in accordance with applicable state and federal laws, to ensure that WEF policies are implemented, and to ensure that the WEF mission is effectively carried out.

Each Board member is required to disclose “other interests” using procedures established by WEF annually and more frequently if other interests arise. The Board or delegated representatives of the Board must decide what if any corrective measures to take in response to disclosures of other interests.

Board members must not use their influence to sway the view of any other Board member in arriving at his or her personal decision in voting. Additionally, there may be instances where WEF decides to purchase goods or services from a Board member or decides to participate with a Board member (or his or her associates) in a specific project. In all such instances the relationship shall be disclosed to the Board and all financial aspects of the transaction shall be reviewed to determine that they are at least substantially equivalent, or more favorable to WEF, as any similar transaction with an unrelated third party.

A Board member who ignores these requirements may not be entitled to any protection pursuant to the indemnification provision in WEF Constitution and Bylaws. Additionally, the Trustee may not be entitled to the protection provided Trustees of not-for-profit organizations under applicable state laws.

### **Volunteer Leader Policy Requirements and Responsibilities**

In taking an active role in volunteer activities, it is foreseeable that conflicts of interest may arise. All actual and potential conflicts of interest should be disclosed in writing to the appropriate entities with which the volunteer is working, with a copy sent to the WEF Executive Director. It is the Executive Director’s responsibility to ensure that all such conflicts are resolved in the best interest of WEF. Generally, a volunteer may not participate in the final discussion or vote on a matter in which she/he has a conflict of interest. The fact that a conflict was disclosed, and the volunteer recused her/himself from participating in the final discussion and vote should be recorded in the appropriate meeting minutes.

### **Staff Policy Requirements and Responsibilities**

Staff are also responsible for disclosing conflicts of interest as further outlined in WEF’s employment policies in keeping with this policy.

### **Determining Whether a Conflict of Interest Exists**

After disclosure of a possible conflict of interest, presentation of all material facts, and discussion with the interested party, the appropriate governing entities and/or individuals shall meet to decide if a conflict of interest exists. If the interested party with the Conflict of Interest is a member of the governing entity reviewing the issue, he/she shall not participate in the discussions.

The governing entity evaluating and making a determination will vary, as appropriate, with the situation. Generally, conflicts of Interest at the Board level, or involving the Executive Director, are addressed by the Board or delegated representatives of the Board. While conflicts of interest at other volunteer levels within WEF or for staff are handled by the WEF Executive Director, or his/her designee, and those entities he/she deems appropriate to involve in the determination.

**1. Violations of the Conflicts of Interest Policy**

If it is determined that a conflict of interest exists, or if it is determined that the interested party failed to disclose an actual or potential conflict of interest, the Board and/or Executive Director shall take appropriate disciplinary and/or corrective action.

**2. Records of Proceedings**

The minutes of a governing entity and/or any committees with board delegated powers shall contain:

- The names of individuals who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing entity’s decision as to whether a conflict of interest in fact existed.
- The names of the individuals present for discussions and votes relating to the transaction or arrangement, the content of the discussion (including any alternatives to the proposed transaction or arrangement), and a record of any votes taken in connection with the proceedings.

*Approved*  
*WEF Board of Trustees*  
*July 2018*

## Diversity and Inclusivity Policy

### **General Policy Statement**

The Water Environment Federation is committed to enhancing diversity and awareness of race, ethnicity, nationality, gender, age, disability and sexual orientation among its staff, consultants, contractors and members. As a matter of principle and practice, the Water Environment Federation values and seeks a diverse and inclusive membership. It is the Federation's goal to encourage full participation in the activities of the Federation, its Member Associations and affiliated entities by all individuals

*Approved*

*WEF Board of Trustees*

*May 2015*

## Member Discipline Policy

### General Policy Statement

Membership in WEF is a privilege and not a right. WEF members may be subject to discipline if the member's conduct conflicts with WEF bylaws, policies and procedures or applicable law. This policy outlines conduct for which disciplinary action may be justified, and the procedures for taking disciplinary action, against a WEF member.

The WEF Board of Trustees (BOT) is the governing body of WEF and holds legal and fiduciary authority on behalf of WEF and its membership, including the authority to discipline members, up to and including expulsion from WEF.

### Member Conduct Subject to Discipline

Disciplinary action may be justified against a WEF member for conduct including, but not limited to, the following:

- Failure to abide by WEF governing documents, policies, and procedures
- Conviction of a crime relating to or arising out the member's work, or which is violent or dangerous to others
- Violation of any statute, governmental regulation, or disciplinary action by any licensing or other authority
- Unlawful financial dealings relating to the member's work
- Unprofessional or discourteous behavior when engaged in WEF business which includes, but is not limited to:
  - Using offensive or discriminatory language or intimidating, threatening, or harassing behavior toward others
  - Disrespecting other people's views, including interrupting others while they have the floor and are speaking
  - Lewd, indecent, unsafe, disruptive, or disorderly conduct

### Member Discipline Procedure

Any WEF staff, member, or Member Association (MA) of WEF (complainant) may bring a complaint against any other member (respondent) if they believe in good faith that the conduct is subject to disciplinary action in accord with WEF policy. Complaints must be in writing, provide all facts upon which the complaint is based and be delivered to WEF's Executive Director (ED).

The ED will share the complaint with the Board Ethics Subcommittee (ESC). The ESC will consider if there are sufficient grounds for an investigation, including sharing the complaint with the WEF outside counsel for review, if appropriate. If the ESC determines that an investigation is warranted, the ESC will then provide notification (including a copy of this Policy), in writing, to the respondent of the alleged conduct giving rise to the complaint, including all relevant facts provided in the complaint and/or found by the ESC during its investigation. Within 30 days from the date the notice is received, the respondent may respond.

After receipt of a response from the respondent, or at 30 days, the ESC will meet to review the respondents' response, including any provided remedy, and any other relevant information provided in the complaint and obtained by the committee's investigation, and decide, by a majority vote, whether to dismiss the case or to take disciplinary actions. If the respondent fails to respond within 30 days after the notice is received, the ESC shall decide whether to dismiss or take disciplinary actions based on all available information at the time.

A decision by the ESC to take Disciplinary Action will be carried out following the provisions of Paragraph D below.

If the ESC votes to dismiss the case, the respondent, complainant, and Member Association (MA) where appropriate, are notified immediately thereafter in writing.

### **Disciplinary Actions**

If the ESC determines disciplinary action is justified, the Subcommittee may then determine, by majority vote, the disciplinary action to be taken. Examples of disciplinary actions include, but are not limited to:

- Written Warning: May be combined with other disciplinary actions.
- Disciplinary Probation: A period of time specified for observing and evaluating the respondent's conduct, with or without special conditions indicating that further misconduct while on probation may result in further disciplinary action. Probation will be imposed for a specific period, and the respondent shall automatically be removed from probation when the specified period expires.
- Restrict or ban participation in WEF events and/or activities for a specified period.
- Suspension or removal from WEF leadership positions, committees, or other workgroup/task forces/panels for a specified period.
- Hold the respondent personally liable for restitution if damage occurs as a result of the respondent's action.
- Retraction of WEF awards, grants or scholarships including but not limited to termination of any funding commitments to the respondent and retraction of any awards, grants, or scholarships presented.
- Suspension of membership for a specified period, including a requirement that the respondent must apply to the ESC for reinstatement of membership after the suspension period is over.
- Termination of membership with no opportunity to reapply for membership.

The above disciplinary actions may be taken individually or in any combination thereof. The ESC will promptly notify the respondent complainant, and MA of the committee's decision.

### **Appeal**

Respondents and complainants have 30 days from the date the ESC decision is received to provide a written response and appeal a decision of the ESC.

If the respondent chooses not to appeal the decision, and WEF terminates membership in connection with disciplinary action, the respondent's WEF dues for the current year will be forfeited and they will cease to be a WEF member.

Any appeals made by the respondent will be reviewed in a hearing by a quorum of the BOT. The appeals hearing will provide an opportunity for the complainant and/or respondent to present their individual accounts of the alleged actions. The BOT also may:

- hear from any witnesses and/or review any statements of fact provided
- question anyone in attendance at the hearing on the allegations

The BOT will meet in Executive Session (excusing all others), to consider the information presented and to determine the action to be taken, including upholding, or overturning the decision of the ESC. Decisions by the Board on disciplinary actions require a majority vote of a quorum of the BOT and the decision shall be final.

The complainant, respondent, and respondent's MA(s) will be notified of the Board's decision in writing within thirty (30) days of the hearing.

*Approved*

*WEF Board of Trustees August 2020*

## Non-Discrimination and Harassment Policy

### General Policy Statement

WEF is committed to an environment in which all individuals are treated with respect and dignity. WEF expects that all relationships among persons, including staff, contractors, members, volunteers, and customers will be business-like and free of bias, prejudice, and harassment. WEF prohibits discrimination or harassment based on race, color, religion, sex (including pregnancy, childbirth, and related medical conditions), age, national origin, disability, perceived disability, marital status, ancestry, citizenship, sexual orientation, gender identity, genetic information, veteran status, or on any other legally protected characteristic in accordance with applicable law ("Protected Categories") in any of its activities or operations. All who violate this policy are subject to discipline, in accordance with WEF policies, up to and including expulsion from membership or applicable legal action. Information on non-discrimination and harassment policy applicable to WEF employees is contained in WEF's employment policies.

### Procedures for Reporting Complaints

Any member, volunteer, or customer who believes that he/she has been subject to discrimination or harassment, or who has become aware of actual or suspected discrimination or harassment, should immediately notify the Executive Director or a member of the WEF Board of Trustees. Staff should follow policies contained in WEF's employment policies for reporting complaints, regardless of whether the violation came from other staff or from people outside of staff.

WEF will make reasonable efforts to promptly investigate reports of discrimination or harassment, in accordance with applicable policies.

### Retaliation Prohibited

Retaliation against a complaint filed, as outlined in this policy, is a serious violation of this policy, and like harassment or discrimination itself, will be subject to disciplinary action in accordance with applicable policies. No individual will be subject to harassment, intimidation or any type of retaliation because they have:

- (1) filed a good-faith complaint regarding suspected discrimination or harassment;
- (2) assisted or participated in an investigation, compliance review, hearing or any other activity related to the administration of any applicable law;
- (3) opposed any act or practice made unlawful by any applicable law; or
- (4) exercised any other legal right protected by applicable law.

Acts of retaliation should be reported immediately and will be promptly investigated and addressed. Anyone found to be engaging in retaliation will be subject to disciplinary action, in accordance with WEF policies, up to and including expulsion from membership or applicable legal action.

### False Complaints

False and malicious complaints of harassment, discrimination, or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may be subject to appropriate disciplinary action, in accordance with WEF policies, up to and including expulsion from membership or applicable legal action.



## Whistleblower Policy

### General Policy Statement

The Water Environment Federation's (WEF's) Whistleblower policy is designed to:

- 1) Encourage WEF members, volunteers, and staff to come forward with credible information on illegal practices or violations of adopted policies of the organization.
- 2) Specify that WEF will protect the individual from retaliation; and
- 3) Identify to whom such information will be reported.

WEF will investigate any possible fraudulent or dishonest use or misuse of WEF resources or property, or violation of policy by trustees, volunteers, members, or staff. Anyone found to have engaged in fraudulent or dishonest conduct is subject to disciplinary action by WEF up to and including civil or criminal prosecution.

### Reporting Concerns

All members of the WEF community are encouraged to report possible fraudulent, dishonest conduct, or violation of policy. WEF members, volunteers, or customers should report concerns to the Executive Director, or a member of the Board of Trustees. Staff should follow employment policies, provided in the Employee Policy Manual, for reporting concerns/complaints regardless of whether the complaint is about staff, trustees, members, or volunteers.

### Investigations

The Executive Director or his/her designee will maintain a written log of all whistleblower complaints including the outcome of the investigations. Investigations vary as follows:

#### 1. Members/Executive Director/Volunteers:

The Executive Director or trustees receiving concerns/complaints will forward them to WEF's Ethics Subcommittee who will investigate complaints and may delegate such action to staff, legal counsel, or others as appropriate. The Ethics Subcommittee will report fraudulent behavior and significant violations of policy to the Board, including reporting what actions are being taken. Fraudulent behavior and significant violations of policy will be the responsibility of the Board Ethics Subcommittee to address, in consultation with the WEF Legal Counsel. For members, the Member Discipline Policy will serve to guide handling of the reported concern.

#### 2. Staff:

As outlined in WEF Employment Policy Manual, the Executive Director will investigate concerns/complaints reported on staff and will report fraudulent behavior and significant violation of policy to the Board, including reporting what actions are being taken. Fraudulent behavior and significant violations of policy at the staff level are the responsibility of the Executive Director to address, in consultation with the WEF Legal Counsel.

### Retaliation

WEF will use best efforts to protect whistleblowers against retaliation. WEF cannot guarantee confidentiality, however, and there is no such thing as an "unofficial" or "off the record" report. WEF will keep the whistleblower's identity confidential, unless the person agrees to be identified; identification is necessary to allow WEF or law enforcement officials to investigate or respond effectively to the report;

identification is required by law; or the person accused of the fraudulent conduct is entitled to the information as a matter of legal right in disciplinary proceedings. WEF is not obligated to provide the results of the investigation to the whistleblower.

WEF staff, trustees, members, volunteers, and customers may not retaliate against a whistleblower. Whistleblowers who believe that they have been subject to retaliation may file a written complaint with the WEF Ethics Subcommittee.

*Approved*  
*WEF Board of Trustees*  
*August 2020*

## Sunset Review Policy

The duties of the Water Environment Federation's Board of Trustees include the responsibility to "create and dissolve WEF committees, Communities of Practice (COPs), and councils and approve the appointment of the Committee Leadership Council (CLC) Chair and Vice-Chair" (WEF Constitution and Bylaws, Article 3.5.6). This WEF Sunset Review Policy and Procedures statement provides the guidelines to be used by the Board and the CLC to accomplish this responsibility.

### **WEF Sunset Review Procedures**

- Each standing, special or joint committee's charge and need for continuation shall be critically reviewed by the WEF CLC no less frequently than once every four years. No standing, special or joint committee shall be continued for more than four years without affirmative action by the Board.
- WEF staff with responsibility for committee management shall select approximately one-quarter of committees each year for review. This selection shall occur on a regular schedule so that each committee receives a review no less frequently than once every four years. The Board, the WEF President, the CLC and committee chairs can request committee sunset review outside of the regular schedule.
- The CLC Chair will lead a review of input from committee chairs, staff liaisons and the CLC Steering Subcommittee.
- WEF staff will distribute Committee Sunset Review Questionnaires to the Committee Chair and the committee staff liaison of the selected committees, along with the review timeline.
- The completed questionnaires will be compiled and provided to the CLC Steering Subcommittee, for review and comment.
- The CLC Steering Subcommittee will provide input to the CLC Chair.
- The CLC Chair, with support from the WEF committee staff, will prepare a consolidated Committee Sunset Review Report and recommendations for consideration by the Board.
- Following action by the Board the committee staff will notify the committee chairs and staff liaisons of the Board's action.

*Approved  
WEF Board of Trustees  
April 2017*

## WEF Committee Guidelines

### Types of Committees

#### **Committee**

Committees are charged with achieving the long-term strategic goals of WEF through the development of products and services. The technical knowledge and delivery committees are referred to as “Standing Committees” in the WEF Bylaws and are established by the Board of Trustees (Board). Committee activities may span multiple years as committee charges are reviewed every four years until the committee is sunset by the Board.

Committee membership is limited to WEF members. *Exceptions may be made for non-WEF members on a temporary basis, for individuals who, though not being qualified by membership, have unique qualifications required to achieve committee objectives.* Non-members may not be appointed as committee, subcommittee, or task force leaders.

#### **Board Committees**

Board Committees are established by the Bylaws and have specific membership, responsibilities, and continuing assignments from year to year. Currently, the Board Committees include the Audit, Finance, Governance, and WEFTEC Advisory Committees and Board Sub-Committees (*works through Governance Committee*) include the Nominating and Bylaws Sub-Committees. Termination and changes to these committees can be affected only by amendment of the Bylaws. Additional Board Committees may be established, as needed, to carry out the duties of the Board.

#### **Subcommittees and Work Groups**

Due to size and scope, Subcommittees and Work Groups may be established to perform specific duties. Subcommittees are formed as part of the committee with a specific task or activity in mind. Work Groups are formed to do a task within a committee and established to perform a specified duty.

#### **Task Force**

A Task Force is created with a specific charge to accomplish short-term objectives within a deadline and goes across committees.

### Committee Size and Organization

Committees may vary in size. Each committee will consist of a minimum of not less than ten WEF members. The minimum ten-member requirement is an element of consideration during the [Committee Sunset Review](#).

### Committee Membership

Members interested in applying to WEF committees should submit an email to [committees@wef.org](mailto:committees@wef.org) and include the following information:

- Name
- WEF Member ID Number
- Committee(s) of Interest
- One to two sentences explaining interest in joining the committee(s)

Applications for committee membership are reviewed and approved by the committee chair. Committee membership is limited to WEF members. *Exceptions may be made for non-WEF members on a temporary basis, for individuals who, though not being qualified by membership, have unique qualifications required to achieve committee objectives.* Non-members may not be appointed as committee, subcommittee, or task force leaders.

***Continuing service on a committee is dependent upon an annual review (immediately preceding WEFTEC,) and recommendation of the chair. The committee chair is required to annually review the committee roster and make recommendations to WEF for retaining or removing members.*** Committee members who do not participate in committee activities may be subject to removal from the committee.

### Committee Leadership

Each committee includes at a minimum, a chair, and a vice-chair. Each Committee should also have a Nominating Committee made up of current and past leadership members and a Steering Committee which includes the chair, vice-chair, and several subcommittee chairs or vice-chairs. These positions, together with the leaders of any appropriate subcommittees, workgroups, and task forces leadership, comprise the committee leadership. The role of committee leaders is to collectively implement the goals and objectives of the committee.

### Committee Leaders (Chair and Vice Chair)

Committee chairs and committee vice chairs and co-vice chairs may be appointed for a two or a three- year term of service. A committee leader term of service may be extended upon recommendation and approval of the CLC Chair. A minimum of one year of service on the committee is required before being appointed as a committee leader. Committees vary in the way they consider and select committee leaders, based on the needs of the committee.

### Member Participation

Committee leaders determine the level of participation needed by committee members and are responsible for monitoring the level of participation in committee work. Committee members who do not participate may be subject to removal from the committee.

### Removal of Committee Member of Chair

The CLC Steering Chairs has the authority to remove a committee chair or member at any

time. A committee chair can remove a committee member for non-participation or non-contribution to committee work during the annual committee membership review process.

## Committee Management

The WEF Vision and [WEF Strategic Plan](#) and the committee charge provide the framework for WEF committee activities. These resources serve as guides for evaluating and developing committee activities and as a benchmarking tool for evaluating ongoing and future committee activities.

Committee leaders, in collaboration with the staff liaison, are responsible for managing programmatic and administrative activities of the committee.

## Committee Charge

The charge provides focus for the committee and ensures that committee activities are consistent with the WEF Vision and [WEF Strategic Plan](#). A committee's charge is adopted when the committee is formed, and is reviewed every four years, during the Committee Sunset Review. The committee charge can be modified, upon approval of the CLC Steering.

## Subcommittees

The chair of a standing committee may establish subcommittees, and is responsible for 1) informing the staff liaison and the committee administrator of the formation and termination of subcommittees and task forces and their memberships; 2) appointing members of the standing committee to a subcommittee or task force, and; 3) evaluating the effectiveness of each subcommittee or task force.

## Committee Work Plan

Committee leaders are expected to develop and maintain a work plan that identifies the committee's charge, goals, mission, and strategies over a three-year period. Work plans must align with the WEF Strategic Plan and be realistic, achievable, and measurable.

The work plan should include information on the committee's plans for the coming year and projections of committee activities for the next three years. Committees should review the work plan annually to review and revise goals for the current year, and to establish new goals for the subsequent three-year period.

## Requests for Funding for Committees

Each year the BOT includes funds in the budget for the CLC Steering Committee for special requests from committees, this amount will vary from year to year. Committee leaders should discuss funding requests with their staff manager and submit a request for funding form (Appendix C), to the CLC SC for consideration and approval. These requests are not considered by the BOT.

## Community of Practice (CoP) Reports

CoP Directors are requested to summarize each of the committee activities within their CoP once a year to **the Board of Trustees (Board)**. The Board report will focus on major initiatives within the committee and what is needed to fulfill these initiatives. All initiatives are to be aligned with the WEF Strategic Plan. The report-out schedule is provided annually by the CLC.

Report out to the Board will include a bulleted written report, see Appendix D for the report template. No verbal reports will be given unless requested by the Board. The only exception may be a verbal report, typically at the Summer Board meeting, from the Program Committee regarding the upcoming WEFTEC.

The report shall be at an executive summary level. The report should have 1 to 3 sections for each committee, task force, panel – depending upon the number of projects that the committee or task force completed and planned:

***A brief bulleted status report for each committee on the recent major accomplishments. List major accomplishments only – do not list committee activities such as monthly conference calls or liaisons with other committees – that is assumed as a normal committee business item.***

***Current major projects in progress and the defined required upcoming actions/deliverables for the identified initiatives. Relate how the projects tie to the WEF Strategic Plan by identifying the specific Critical Objectives and Strategic Goals.***

Define any special request the Committee has of the CLC Steering Committee. Please note that these requests can be made at any time of the year (not limited to the CoP Report to the Board). If making a request, please be clear when defining the “ask”. Any requests deemed appropriate by the CLC Steering leadership will be forwarded to the Board.

The report does not need to include a description of what the committee is – that should be clear from the accomplishments. Committee leadership issues, succession planning and other items related to the functioning of a committee will be reported to the CLC Steering and not in the Board report.

## Meetings

WEF does not provide financial support for travel to and participation in committee meetings. In addition, the coronavirus pandemic has resulted in strict prohibitions on travel and in-person gathering. Virtual meetings and email are recommended for committee activities.

## Scheduling

In the past, a meeting of each WEF committee was typically held during WEFTEC. With the advent of the coronavirus pandemic, in-person meetings have not been possible, and so, meetings have been conducted virtually. While not a replacement for in-person meetings, meeting virtually affords more freedom in scheduling meetings. In many instances, meetings do not have to coincide with other meetings, such as Mid Year meetings. WEF staff will be responsible for meeting logistics regardless of how the meetings are

conducted. **No committee meetings can be scheduled during the WEFTEC Opening General Session.**

These guidelines are also applicable to other meetings as well. Meeting scheduling and logistics will be reviewed and modified based on condition going forward

### **Agenda**

The agenda should be prepared by the chair and/or vice-chair, in collaboration with the staff liaison, to include relevant discussion/action topics, the amount of time allocated to each discussion, and the identity of the person leading each discussion. The agenda and supporting materials should be provided to committee members before the meeting.

### **Conducting Meetings**

WEF committee meetings are open to members and non-members. **Only WEF members holding full committee membership have the right to vote.** WEF recommends that all meetings be conducted using Roberts Rules of Order parliamentary procedures.

Committee meetings must be conducted so that discussions never result in antitrust liability for the participants or for WEF. The committee chair will open each meeting with a reminder to attendees of their responsibility not to engage in any antitrust violations. If a potential antitrust issue arises, the discussion must be stopped immediately and the advice of the committee chair and/or senior WEF staff obtained. If needed, the issue should also be brought to the attention of WEF legal counsel.

### **Minutes**

Committees are required to record minutes of each meeting and to provide the committee staff liaison with a copy of the approved minutes. It is the responsibility of the committee staff liaison and chair to ensure that minutes are recorded.

Minutes must include:

- Date, time, place of meeting, and presider name
- Participants
- Meeting agenda
- Decisions reached with follow-up actions and deadlines; Formal motions and outcomes – passage/defeat
- Summary of discussion to justify decisions

Minutes must not include:

- Transcripts of discussions
- Statements attributed to specific individuals



## Establishing New Committees

The WEF Bylaws provides for establishment of standing or special committees or councils as deemed necessary, by the Board of Trustees. New committees generally arise from the work of a task force or subcommittee on a topic of interest to the profession that is not included in any existing standing committee's charge, and that volunteers and staff believe support the WEF mission. Proposals for new areas of committee work may also come from within an existing committee, any leadership group, or WEF member.

The procedures for proposing a new WEF standing committee to be considered by the Board involve submitting a written proposal in collaboration with the appropriate staff and must include the following:

- Purpose and need for the committee.
- Relate the objectives of the committee to the WEF Vision and Strategic Plan.
- Discuss how the work of the proposed committee will assist WEF in achieving its goals.
- Demonstrate that the proposed work does not overlap with an existing committee.
- Committee Charge - describe the scope of the work to be done by the proposed committee, including details of areas on which the committee will focus, specific duties and/or goals necessary to support the mission, and liaisons with other groups.
- Three-year plan Committee Work Plan - Provide specific projects for the committee to undertake soon. Include future projections for the direction of the committee, (i.e., possible new areas of interest for the committee, future collaboration with other groups or organizations, international endeavors, plans for growth, etc.).
- Proposed Committee Membership – Include chair, vice-chair, and interested members.
- Proposed Budget – Provide an estimate of project-related expenses and staff resources.

Proposals should be submitted to the CLC Steering Committee which will provide recommendations to the Board of Trustees.

## WEF Staff Responsibilities

### Committee Liaison

- In collaboration with the chair, ensure that committee initiatives support WEF's Vision and Strategic Plan.
- Work with committee members to plan and implement committee projects
- Advise the committee regarding WEF policies and procedures and ensure that committee projects are within WEF guidelines.
- Ensure that committee-developed publications, products, and actions do not set standards, inhibit trade, or pose other liability issues.
- Ensure that committee leaders and members do not participate in antitrust violations at meetings and other functions.

- Budget for committee activities.
- Advise committee leaders and members regarding committee guidelines, including application and administrative procedures.
- Work with committee leaders on assigning who will take meeting minutes, post agenda/minutes and other meet logistics.

#### Committee Administrator

- Process committee applications and provide weekly notifications to staff liaisons
- Maintain WEF committee membership database and records for all standing committees
- Coordinate annual committee report submission
- Organize and execute the annual sunset review process
- Work with CLC leadership on annual succession planning
- Coordinate annual CoP Director nomination/application recruitment process
- Help plan and coordinate CLC WEFTEC and Midyear events with CLC leadership
- Participate on the CLC Steering monthly calls

## Appendix A – Board of Trustees Cover Sheet

<b>Cover Sheet</b>	<b>WEF Board Meeting Agenda Item</b>
<b>MEETING DATE:</b> <a href="#">Click/Enter date(s): Month DD, YYYY.</a> <small>(Month DD, YYYY)</small>	<b>ACTION:</b> <a href="#">Click/Select One.</a>
<b>SPONSOR:</b> <a href="#">Click/Select One.</a>	<b>SUBMITTED BY:</b> <a href="#">Click/Enter text.</a>
<b>AGENDA ITEM:</b> <a href="#">Click/Enter text.</a>	

**TEXT OF MOTION OR BRIEF DESCRIPTION OF AGENDA ITEM:**  
[Click/Enter text.](#)

**ATTACHMENT(S) INCLUDED:** [Click/Select Yes or No.](#) (Attach all supporting documentation for motion, discussion or other impacts on WEF).

**FINANCIAL IMPACT:**

To be Completed by Sponsor:			To be Completed by CFO or Treasurer if Financial Impact Estimate Is Greater than Zero		
Financial Impact Estimate: <small>(Enter dollar amount; \$0 for no impact; or unknown)</small>	Frequency of Impact:	Budgeted? <small>(Y/N/Partial)</small>	Estimate Reasonable? <small>(Y or N-\$Amt)</small>	Reviewed by <small>(Signature):</small>	
Expense	\$ <a href="#">Click/Enter text.</a>	<a href="#">Click/Select One</a>			
Revenue	\$ <a href="#">Click/Enter text.</a>	<a href="#">Click/Select One</a>			
Staff Time	\$ <a href="#">Click/Enter text.</a>	<a href="#">Click/Select One</a>			
			<b>Comments:</b> <small>(Attach sheets if needed)</small>		

**IMPACT ON WEF:** (WEF Staff, Member Associations, or Volunteers; if needed provide attachments)  
[Click/Enter text.](#)

**STRATEGIC PLAN ALIGNMENT** – *Check the parts of the strategic plan this item supports.*

- CO1: Develop an engaged membership representative of the multiple practice areas of the water environment...
- CO2: Provide a broad range of professional content and programming that is relevant and widely valued...
- CO3: Generate an increased public awareness of the value of water leading to increased funding....
- CO4: Establish conditions that promote accelerated development and implementation of innovative technologies...
- CO5: Operate a sustainable business that supports our mission and enables WEF to seize new opportunities....

WEF trade secrets, methods, product information, business and strategy plans, potential partners and strategic partners, financial information, sales information, promotional and marketing information, technical information, and all personally identifiable information, and all other business information relating to WEF, is confidential information. Individuals serving on the WEF Board of Trustees shall never disclose, or ever use, any confidential information except as necessary to discharge his or her obligations as fiduciaries of WEF.  
 Form revised December, 2019

## Appendix B – Sample Board Resolution Format

This sample of a Board Resolution is provided for your use in formatting resolutions for your committee.

**Water for  
People  
A Charity of Choice for the  
Water Environment  
Federation**

*Whereas:* The Water Environment Federation’s Vision is to be recognized as a leader dedicated to **the preservation and enhancement of the global water environment; and,**

*Whereas:* WEF recognizes that many people in the world do not have access to safe drinking water or adequate sanitation; and,

*Whereas:* Water for People is a charitable organization dedicated to assisting those in developing nations to develop systems for safe drinking water and adequate sanitation; and,

*Whereas:* WEF has chosen to advocate for and contribute financially to the good work of Water For People. Therefore,

*Be It Resolved,* that the Board of Trustees of the Water Environment Federation hereby designates Water For People as a Charity of Choice.

*Be it resolved further,* that Water for People is authorized to refer to the Water Environment Federation as having designated Water For People as a Charity of Choice and is authorized to use the Water Environment Federation logo in brochures related to Water For People programs.

Approved

Water Environment Federation Board of  
Trustees

October 28, 2005

Appendix C – Committee Budget Request

Name of the Committee \_\_\_\_\_

Date \_\_\_\_\_

Committee Contact Person \_\_\_\_\_

Committee contact person email address \_\_\_\_\_

WEF Staff Liaison \_\_\_\_\_

COP Director \_\_\_\_\_

Amount requested \_\_\_\_\_

When will the amount requested be needed? \_\_\_\_\_

Description and justification of request (attach additional sheets if necessary) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Appendix D - Community of Practice (CoP) Report Template

### **Board of Trustees Report**

**(insert CoP name)**

**[insert Director name]**

Committee (insert name),

Committee Chair [insert name/company]

Committee Vice Chairs [insert name(s)/company]

Committee staff manager

- a. Recent major accomplishments.
- b. Current major projects in progress and the defined required upcoming actions for the identified initiatives. All initiatives should be linked to with the identified WEF Strategic Plan Critical Objective and Strategic Goal by letter and number.
- c. Define any special request the Committee has of the CLC Steering Committee and/or Board.