Content Portfolio Advisory Group (CPAG): Roles and Responsibilities

Created April 2018; Revised May 2020

MISSION: Support the AIHA Board in aligning content (both emerging priority and existing) to the needs of the profession.

CHARTER: CPAG will establish policy and procedures to drive three goals: promotion of new content for future state; maintenance or retirement of existing content; and management of stakeholders through communication, documentation, and process execution.

ORGANIZATION: The AIHA Board has determined that the role of the CPAG will be to provide guidance to the Board in resource allocation for Content Priorities that provide value to membership. As a result, the Board, Volunteer Group (VG) Board Liaisons, the AIHA Staff, the CPAG, VG leadership, and members responding to open calls for working group assignments will each have defined roles, responsibilities, accountabilities and authorities as stakeholders in the development and maintenance of content.

PROCESSES AND PROCEDURES:

Attachment #1 Content Portfolio Advisory Group (CPAG) members
Attachment #2 Process for the Strategic Identification of Content Priorities
Attachment #3 Process for the Evaluation of Existing Content
Attachment #4 CPAG Proposal Scoring Protocol
Attachment #5 Process to Determine If Existing or New Content Is Managed Through the Content Portfolio Processes
Attachment #6 Content Priority Teams

STAKEHOLDERS TO THE CHARTER:

AIHA BOARD MEMBERS

ROLE: Provide leadership and direction to the assigned Board Liaison and CPAG Chair in execution of CPAG duties.

RESPONSIBILITIES: Approve CPAG recommendations and affirm CPAG activities are in alignment with AIHA Board direction. Support CPAG initiatives through resource investment and priorities as recommended by CPAG chair and the AIHA Managing Director of Education and Technical Initiatives.

ACCOUNTABILITIES:

- Attendance at briefings and enthusiastic attention to CPAG efforts.
- Promotion of CPAG concepts as outlined in the CPAG Communication Plan.

AUTHORITIES: Funding and management of the CPAG initiative in accordance with AIHA Bylaws.

AIHA BOARD LIAISON

ROLE: Act as eyes and ears of the AIHA Board.
RESPONSIBILITIES: Convey information between the AIHA Board and CPAG Chair and members.

ACCOUNTABILITIES:

- Report to the AIHA Board for execution and leadership of the mission of CPAG as defined by the charter above.
- Other duties as defined by the AIHA Board.

AUTHORITIES: As defined by the AIHA Board.

AIHA STAFF

ROLE: Variable based upon business accountability of the various directors (education/technical initiatives, eLearning). Senior Project Manager, Technical Initiatives will review all proposals and documents. Project Manager serves as the CPAG Point of Contact and will coordinate meeting content and activities with the CPAG Chair.

RESPONSIBILITIES: Managing Director, Education and Technical Initiatives, Senior Project Manager, Technical Initiatives and Project Manager, Technical Initiatives will support CPAG in fulfilling its mission, ensure maintenance of the CPAG web page and Catalyst site, and update the Board quarterly at face-to-face board meetings.

ACCOUNTABILITIES:

- Maintenance of the Content Priority dashboards for each of the active emerging content priorities with support from the CPAG members, engaged VG Chairs, and Board Liaisons to those VGs.
- Maintenance of Content Priority initiatives and existing content review status.
- Communication of these two perspectives (emerging content and current content status) to the AIHA Board on a regular basis.

AUTHORITIES:

- Propose actions and budgets to advance content development in a timely fashion.
- Engage the AIHA staff (e.g., education/technical initiatives, and publications) as appropriate in the content development and management process.
- Manage content progress (deliverables, schedule, budgets) in consultation with the AIHABoard liaison.

CPAG CHAIRPERSON

ROLE: Leadership of the CPAG team for effective content management as prescribed by the AIHA Board.

RESPONSIBILITIES: Guide the performance of the CPAG team and promote collaboration between the Board Liaisons, AIHA staff and CPAG members.
ACCOUNTABILITIES:

- Report to the AIHA Board for execution and leadership of the mission of CPAG as defined by the charter, and the communication of progress with respect to pursuit of content development through VGs and the membership.
- To the CPAG members for effective and efficient management of the CPAG.

AUTHORITIES: In accordance with the guidance of the AIHA Board Liaison to represent the CPAG in all matters of accountability back to the AIHA Board.

CPAG MEMBERS

ROLE: CPAG provides input and advice to the AIHA Board and staff regarding AIHA’s body of content. Content may include documents, articles, white papers, fact sheets, publications, and bodies of knowledge. CPAG has three primary roles:

1. Provide guidance on the content development agenda for AIHA, including:
   a) Review proposals for new content development initiatives in accordance with New Content Evaluation Procedure as described in Attachment #2;
   b) Champion the Content Priorities and work with VGs and staff, as described in Attachment #1 and
c) Suggest topics for the AIHA Guideline Foundation’s research agenda.
2. Review determinations of VG existing content in accordance with the procedure outlined in Attachment #3.
3. Monitor the market and industry landscape to identify emerging topics for which new content may be needed.

RESPONSIBILITIES: CPAG members are expected to attend: one in-person Planning Workshop (for which AIHA will cover the cost) and AIHce (for which CPAG members will cover their own costs), as well as participate in monthly conference calls throughout the year. CPAG members are expected to put forth their best efforts to the collective effort of the CPAG. CPAG members will support staff with promotion of collaborative efforts to engage the right VGs to create the best content possible. CPAG members will review and update if necessary, this CPAG Roles and Responsibilities document annually prior to AIHce.

ACCOUNTABILITIES:

- Attend meetings and phone calls regularly.
- Seek updated information on progress on CPAG initiatives when such meetings are missed.
- Execute responsibilities in a timely manner, as outlined in the attachments.
- Represent the interests of CPAG during collaborative efforts with AIHA staff, liaisons, and VGs.
- Fulfill duties of CPAG Champion as outlined in Attachment #1.

AUTHORITIES: None identified.
VOLUNTEER GROUP LEADERSHIP

ROLE: Responsible for executing processes outlined by CPAG for evaluating new content needs, maintaining existing content, and responding to requests for project considerations when emerging priorities are adopted that are best served by the mission of those VGs.

RESPONSIBILITIES: Put forth the best effort in the research, development, testing and maintenance of content for new, existing, or proposed content.

ACCOUNTABILITIES: Timely response to Content Priority initiatives or actions.

AUTHORITIES: Address tasks in response to Content Priority assignments from CPAG, VG Board Liaison or AIHA staff that satisfy consideration of assigned deliverables. Create Action Plans to the best of the VGs ability and faithful execution to meet schedule deliverables in a timely manner.

OPEN CALL RESPONDENTS

There may be an opportunity for an open call to research, develop and test new content. Individuals selected will allocate enough time to fulfill the scope of the working group assignment as defined in the open call. The working group will develop metrics to discuss progress and communicate to CPAG and their VG Board Liaison.

ROLE: Members responding to and selected for discrete working groups to research, develop, or test content.

RESPONSIBILITIES: Allocate enough time to fulfill the scope of the working group assignment as defined in the open call.

ACCOUNTABILITIES: Meet deliverables for duration of the working group assignment.

AUTHORITIES: None

METRICS:

Leading indicators of progress:

- Numbers of new content submitted via new proposals (white papers, position papers, fact sheets, others as previously discussed)
- Number of initiatives proposed by VGs that support content priorities
- Number of existing content documents reviewed and updated
- Other metrics as defined by the AIHA Board and CPAG
Attachment #1: Content Portfolio Advisory Group (CPAG) Members

Six to ten members of the AIHA General Membership will make up the CPAG; the number reflects the state of CPAG program development. The following requirements are established as a general administrative procedure, but the CPAG Chair and/or AIHA Board is free to modify them at any time to serve the business needs of AIHA.

1. AIHA Staff will provide an “open call” to membership seeking volunteers to self-nominate, in May or as needed, to replace vacated positions. CPAG members will rotate on and off at AIHce conference.
2. The CPAG Chair, Vice Chair, Past Chair, and Board Liaison will evaluate nominee demographics, experience and leadership capabilities. They will also consider the expertise and demographics of the current members of the CPAG to ensure the committee is diversified.
3. The names of proposed new CPAG members are conveyed to the AIHA Board for review and approval.
4. New members will be notified of selection and the duration of their assignment.
5. CPAG members will be assigned to a Content Priority as the CPAG Champion and/or Co-Champion that shepherds that content development under the emerging content process (see Attachment #2 and Attachment #5).
6. CPAG members will be assigned to a review of existing content (see Attachment #3, Process for the Evaluation of Existing Content).

CPAG members may be assigned other duties as seen appropriate by the Chair.

CPAG members will self-identify if they are interested in being Vice Chair or Chair of the CPAG and communicate that information to the current CPAG Chair and Board Liaison assigned to the CPAG. After discussion by the Chair, Vice Chair, Past Chair, and Board Liaison a recommendation will be provided for approval to the AIHA Board for incoming Vice Chair.

AIHA Staff, along with the CPAG Chair will maintain the roster of members, start and stop cycle dates, and Content Priority assignments.
Attachment #2: Process for the Strategic Identification of Content Priorities

CPAG evaluates emerging priorities, discussing what projects are envisioned and should be considered that align with AIHA Emerging Priorities. If ideas are suggested, they should be discussed with the relevant VG. These ideas may take the form of new project submittal requests for the following calendar year (or current year if there is bandwidth and no substantial costs are involved).

PROCESS FOR THE STRATEGIC IDENTIFICATION OF CONTENT PRIORITIES

1. High level comprehensive scanning at least every 5 years
2. Evaluate candidate priorities
   a. Choose, define, and validate priorities
3. Build a dashboard for each priority
   a. Vision statements (What does our vision of success look like?)
   b. Initiatives (both what we would like to see and those underway)
   c. Action plan (what CPAG needs to do to promote development)
4. Promote the priorities, work on dashboard action items
5. Review priorities at least annually for additions and retirees
6. Communicate recommendations to the Board

CONTENT PROPOSAL AND DEVELOPMENT CYCLE STEPS

STEP 1: VG Project Leader fills out CPAG Content Proposal form (available on the CPAG Community site), which is automatically sent to AIHA staff. The Proposal is reviewed by AIHA staff and the VG Board Liaison concurrently. Comments are compiled from the Board Liaison, AIHA staff and VG Board Liaison and an email is sent to members of CPAG to notify them that a proposal is ready for review.

STEP 2A: CPAG members are given 5 Business Days to review the Proposal and fill out their scorecard. Project Manager, Technical Initiatives compiles the input from CPAG and posts it to the Community Page (Catalyst). The Project Manager, Technical Initiatives, CPAG Board Liaison and CPAG Chair will make an initial recommendation for a decision, based on the CPAG Proposal Scoring Protocol (see Attachment #5).

STEP 2B: The initial recommendation(s) for a decision are sent to the CPAG members. If the only decisions are for ‘approval’ or ‘disapproval’, then there is no need for a group call. If there is not consensus or there is a recommendation that is ‘uncertain’, then a call will be scheduled the following week to allow the group to come to a consensus. The CPAG group will ‘speak with one voice’ after the decision has been made. The possible decisions are detailed in the CPAG Proposal Scoring Criteria (see attachment #5), with the following three choices:

A. Moderate to Strong Yes – the project has been approved without further discussion.
B. Weak Yes and Weak No – the project is neither approved nor disapproved;
   a. CPAG determined that additional information or exploration work is warranted before a decision can be reached.
   b. If a “Weak Yes” or “Weak No” decision was reached, then a CPAG or staff member will communicate with the VG Project Leader and ask for additional information or communicate the concerns.
The VG Project Leader can then resubmit the Initial Content Proposal form. The proposal will follow the process from Step 1 above.

C. Strong to Moderate No – the proposal is declined.

*NOTE: For submitted proposals requesting updates to existing content, skip to step 5.

**STEP 3:** Moderate to strong Yes or No decisions and rationale are sent to the AIHA Board for review and final decision. The Board makes their decision within 5 business days and communicates it to staff.

**STEP 4:** Once a decision from the Board to either support the CPAG recommendation or not support the CPAG recommendation has been determined, there are several possibilities at this step:

A) AIHA Board approves a project that CPAG has approved - If there is no need for funding requests, then the VG Project Leader may start work. If the proposal is approved and there is a need for funding, then the VG Project Leader will submit funding requests at the time of their annual business plan submission or work with staff to secure funds.

B) AIHA Board approves a project CPAG has not approved - The Project Leader can submit a new proposal that addresses and eliminates or mitigates the CPAG’s concerns. If there is no need for funding requests, then the VG Project Leader may start work.

C) AIHA Board disapproves a project that CPAG has approved - The Project Leader can submit a new proposal that addresses and eliminates or mitigates the Board’s concerns.

**STEP 5:** Staff communicates the decision to the Project Leader, Proposal Sponsors, including VG Chair and Vice Chair, CPAG, and any staff who played a role in providing input on the verdict of the proposal.
Attachment #3 Process for The Evaluation of Existing Content

The review of existing content began in January of 2018 and moving forward will be conducted under the CPAG processes.

STEP 1: Existing content will be reviewed by the VG, as coordinated by staff. VGs/WGs will review content using one of the following options for action by the VG:

- RETAIN without any updating-
- UPDATING REQUIRED
- ARCHIVE

Retained and updated content will be available and accessible via AIHA webpage access, while ARCHIVED content will not be visible. Archived data may be requested by VG leadership from Education and Technical Initiatives staff via infonet@aiha.org.

STEP 2: The result of the VG evaluation will be reviewed by staff and peer reviewed by CPAG assigned members (as determined by the CPAG chair).

STEP 3: For existing content decisions that CPAG concurs with, staff will retain documentation that the process was followed and a schedule of the next review.

STEP 4: For existing content decisions that the CPAG does not concur with, the CPAG assigned members will identify in the matrix of review the reasons for the disagreement, and propose to the VG chair, CPAG chair, and CPAG Board Liaison the action requested.

STEP 5: Resolution of the CPAG direction will occur between the CPAG and VG chairs. Appeals will be addressed to the CPAG chair, who carries the full faith and responsibility of the AIHA Board for the final determination.
Existing Content Flowsheet for graphical representation of this process.
Attachment #4 CPAG Proposal Scoring Protocol

This attachment describes how CPAG scores submitted proposals and makes recommendations to the Board.

CPAG members score proposals on a 0-5 scale for each of the following questions:

1. **Mission.** Is the proposed project aligned with AIHA’s mission?
   - “The AIHA promotes, protects and enhances industrial hygienists and other occupational health, safety and environmental professionals in their efforts to improve the health and well-being of workers, the community and the environment.”

2. **Priorities.** Does the proposed project integrate one or more of AIHA’s Content Priorities?
   - Consider if it is strong in one or touches upon several (Total Exposure Health, Occupational Exposure Banding, Big Data & Sensor Technology, Communicating IH Concepts, Serving the Changing Workforce).

3. **Fit.** Is AIHA well-suited to take on the proposed project?
   - Consider: Is it within volunteer/organization capabilities? Is it the kind of content AIHA is experienced in producing? Is AIHA positioned for success, or are other organizations a better choice for the project?

4. **Strategy.** Does the proposed project provide strategic value?
   - Consider: Does this open a new market? Protect an existing one? Is it pioneering or innovative? Does it have a path for future content? Does it enhance the AIHA brand or influence? Is there other long-term investment value?

5. **Return.** Will the proposed project provide a positive return on resource investment?
   - Consider: Will the target audience consume/use the proposed content? Is there competing content from other sources? Is the anticipated benefit (financial & non-financial) worth the effort and resources required to produce it?

**Scoring**

Each CPAG member scores each of the questions 0 to 5 per the chart below. Scores are averaged for each question and across all questions. (Note: if a CPAG member is uncertain with respect to a question, then in general a “weak NO” should be selected, and a comment should be made explaining why).

To result in a “yes” recommendation to the Board, the proposal must score as follows:

- Average ≥2.5 for question #1 (Mission Alignment), and
- Average ≥2.5 for question #2 (Content Priority integration), and
- Average ≥2.5 for all questions combined.
The recommendation is provided to the Board as the “finding” based on total score for all questions combined along with a summary of comments. (Note: if a circumstance occurs where total score for all questions is ≥2.5, but the total for question #1 or #2 alone is <2.5, then it is reported as a “Weak NO” with explanation).

<table>
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<tr>
<th>Scoring:</th>
<th>0 points</th>
<th>1 point</th>
<th>2 points</th>
<th>3 points</th>
<th>4 points</th>
<th>5 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>0 to &lt;0.5</td>
<td>0.5 to &lt;1.5</td>
<td>1.5 to &lt;2.5</td>
<td>2.5 to &lt;3.5</td>
<td>3.5 to &lt;4.5</td>
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<td>Finding:</td>
<td>Strong NO</td>
<td>Moderate NO</td>
<td>Weak NO</td>
<td>Weak YES</td>
<td>Moderate YES</td>
<td>Strong YES</td>
</tr>
</tbody>
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**Comments**

**CPAG members can make two types of comments:**

- **Red Flag.** Comment (pro or con) that must be addressed by CPAG/Staff/VG prior to finalizing Board recommendation. A request for more information from the proposal submitter may be needed.
- **General.** Comment passed on to the submitting party for consideration to help maximize the value/utility of the proposal.

**Example Recommendations to the Board**

**Proposal:** XYZ Guidance Document

<table>
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<th>Recommendation:</th>
<th>Strong NO</th>
<th>Moderate NO</th>
<th>Weak NO</th>
<th>Weak YES</th>
<th>Moderate YES</th>
<th>Strong YES</th>
</tr>
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</table>

**Comment:** This proposal addresses an emerging health and safety issue in which AIHA should establish leadership. It creates an opportunity to produce additional content in the future. It also strongly integrates and advances our XYZ content priorities.

**Proposal:** XYZ Document Translation

<table>
<thead>
<tr>
<th>Recommendation:</th>
<th>Strong NO</th>
<th>Moderate NO</th>
<th>Weak NO</th>
<th>Weak YES</th>
<th>Moderate YES</th>
<th>Strong YES</th>
</tr>
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</table>

**Comment:** CPAG supports the idea of translating content to serve international markets, however it is not clear how this document fits in an overall strategy. Given the resource commitment involved, it would seem prudent for AIHA to first have an overall strategy for prioritizing what content is translated and promoted for what markets.
Attachment #5 Process to Determine If Existing or New Content Is Managed Through the Content Portfolio Processes

Any AIHA published books, applications, white papers or tools managed by VGs are considered content. The following content is exempted because it is under separate processes maintained by AIHA functions:

1. Professional development course content developed by authors. Though not “owned” by AIHA, the review processes of the Continuing Education Committee assure that PDC selection aligns to the Content Portfolio objectives.

2. Conference education evaluated by Conference Program Committee.

3. Webinars and eLearning courses are evaluated by staff, taking member needs assessment into consideration.

4. *The Synergist*, a monthly magazine with in-depth news and information about the occupational and environmental health and safety fields and the industrial hygiene profession.

5. Time sensitive projects in the midst of a public health crisis or natural disaster are often exempt from going through the official CPAG content proposal process.
Attachment #6 Content Priority Teams

I. PURPOSE

The purpose of the Content Priority Team (CPT) will be to identify potential initiatives to support the Content Priority (CP) and to help move them forward through the AIHA processes.

II. ROLES AND RESPONSIBILITIES

A. CPAG TEAM MEMBERS

1. One CPAG member will be identified as the Champion for each CP. Another CPAG member may participate as a backup CPAG team member.

2. The Champion will act as the facilitator for the team, working to ensure that the appropriate parties are involved, and that regular communication is occurring. The Champion will gauge progress of the Content Priority initiatives and schedule calls accordingly.

3. The Champion will update the Dashboard, in collaboration with staff and the VG members.

4. The CPAG Champion (or other CPT members) will post news from meetings, calls or email communications to the CP Catalyst Community, to foster sharing with the full CP community.

5. The CPAG Champion can provide encouragement and advice; however, they are not in the role to set or manage expectations for delivery of content of the initiatives from the VG. If the CPAG member thinks that the VG is not delivering, then the CPAG member should communicate that to the staff for consideration and further action per B.3. below.

6. CPAG members will communicate that submission of a proposal does not ensure approval. That approval will depend on the input of the full CPAG team and the final decision by the AIHA Board.

B. AIHA STAFF

1. Staff will post the current Dashboard to the AIHA website (with links to the Catalysts Communities).

2. Staff will work directly with members of the VG regarding timing of deliverables and will work out logistics regarding the content of the initiatives.

3. **VG Board Liaison(s):** Board Liaisons may participate on the team if they have VG in their area of responsibility that are participating on the CPT. Board Liaisons’ role is to provide advice and counsel to the group.

4. **VG or other AIHA members:** VG leadership or staff may identify key subject matter experts to participate with the CPT, depending on the initiative identified.
   
   i. VG members are not expected to be on every call of the CPT. However, they are expected to provide regular status updates on initiatives that they are involved with. They are welcome to participate on all calls of the CPT.

   ii. The VG members will work with other members of their VG as needed to move their initiative(s) forward.
IV. PROCESS

A. Identify the CPT members
   1. A CPT will be identified for each Content Priority (CP).
      i. Members of the CPT will include a CPAG Champion, a backup CPAG member, and AIHA staff.
      ii. Members of VGs, other interested AIHA members and the associated Board Liaison(s) will be considered as ‘ad hoc’ members of the CPT, depending on their involvement with specific initiatives.
         a. AIHA will proactively invite VG members or other AIHA members to participate with the CPT as ad hoc members. This may be done by either contacting the VG directly or by putting out a general request for participation through the Catalysts Communities open forum.

B. Develop the Dashboard
   1. The CPT will help develop and refine the CP Dashboard, which identifies the vision statements, initiatives and proposed actions for the CP.
   2. The CPAG Champion has the lead role in managing the Dashboard.
   3. Input to the Dashboard will be a collaborative effort between CPAG, VG members and staff.
   4. The CPT will make regular updates (i.e., at least quarterly) to the Dashboard to reflect the status of the initiatives (e.g. action items).

C. Communication
   1. The team will communicate regularly (e.g. through postings to the CP Catalyst Community, periodic calls, or regular emails).
   2. Periodic calls (i.e., at least quarterly) will be held to review initiatives (current and proposed) and make updates on action plans.
      i. One goal of the calls will be to prioritize the initiatives and identify the most important ones to move forward.
      ii. Another goal is to identify the status of each initiative, and to determine if any activities are needed to help them move forward.
   3. The CPT may assist VG members in moving their initiative forward, such as counseling them on aspects of the State 1 and 2 proposals.
   4. Key members of the associated VG will be invited to the calls as appropriate, depending on their involvement with specific initiatives.
   5. The CPAG Champion of the CPT will make periodic and timely posts (i.e., at least quarterly) to Catalysts to share status of the CP activities.
      i. The ‘Open’ forum can be used to share general information regarding CPT activities with all AIHA members. This can also serve to encourage AIHA members to sign up for a CP Catalyst Community where they have interest in the CP and possibly volunteer to participate in current or future initiatives.
      ii. The Catalyst community related to the CP will be used to communicate with members who are interested in more details about the CP, or to communicate
activities of the CPT (e.g. results of recent calls, upcoming calls, dashboard updates).