

## Example: Team Norms & Operating Agreement

<b>Project Name:</b> Improve in HR A/P Processes	<b>Project ID:</b> 2013-HR-AP
<b>Project Manager:</b> Lisa Carona	<b>BPI Project Team Members:</b> Lisa, Jack, Joe, Samantha, Sarah

AREA OF IMPORTANCE	DETAILS (be specific)
<b>Operating Norms</b>	<i>Use of voicemail, email and instant messaging</i> <ul style="list-style-type: none"> <li>• Return voicemails and emails within a specified amount of time (12 - 24 hours)</li> <li>• Provide “out of office” notice when you are unable to check emails or voicemails due to vacation, sickness, or other reason</li> <li>• Follow best practices for email such as: use of subject line, use of “reply all,” communication of sensitive information, do not use all capital letters, etc.</li> <li>• Be clear and concise in all email or voicemail messages</li> <li>• Keep instant messaging “on” when available and turn “off” when away from the office</li> </ul>
<b>Communication Guidelines</b>	<i>Communications among the team</i> <ul style="list-style-type: none"> <li>• Be clear and concise in all communications</li> <li>• Think clearly before responding - don’t respond if you are angry</li> <li>• Keep confidential information among the team, do not share with those outside the core team</li> <li>• Send communications to the appropriate individuals</li> <li>• Provide only necessary information in communications (succinct)</li> <li>• Use appropriate and agreed upon communication challenges</li> </ul>
<b>Decision-Making Processes</b>	<i>Decision making and problem solving on the team/ conflict management</i> <ul style="list-style-type: none"> <li>• Follow common processes and procedures for decision making, problem solving and resolving conflicts</li> <li>• Work toward consensus</li> </ul>

AREA OF IMPORTANCE	DETAILS (be specific)
	<ul style="list-style-type: none"><li>• Balance interests of individuals with interests of initiative as a whole</li><li>• Use expert team member opinion</li><li>• Resolve differences by being professional and courtesy</li><li>• Don't let tensions build, address issues early on</li><li>• Follow appropriate and agreed upon escalation procedures</li></ul>
<b>Problem Solving Processes/ Approach</b>	See above – decision making processes section.
<b>Conflict Resolution Approach</b>	See above – decision making processes section.
<b>Collaboration Approach/ Team Sharing of Information</b>	<p>Collaborate via a variety of forums:</p> <ul style="list-style-type: none"><li>• Email</li><li>• BPI project team portal</li><li>• Via virtual platforms</li></ul> <p>Share information on status of individual assignments/tasks via weekly team meetings.</p>
<b>How Will Team Support Each Other?</b>	Team members will support each other via sharing of information/reaching out to other team members during weekly team meetings and via the BPI project portal.
<b>What else is important to the team??</b>	<ul style="list-style-type: none"><li>• All opinions and thoughts are valid and are equal</li><li>• Miscommunications are OK (don't be afraid to speak up)</li><li>• Varied perspectives are expected and welcome</li><li>• Differences of opinion, problems that arise, conflicts will be resolved through a defined process</li><li>• Complete all assignments as agreed to and on time</li><li>• Seek assistance when needed and offer assistance when needed</li><li>• Seek out others' opinions</li><li>• Respect others' ideas and listen before responding</li><li>• Ask clarifying questions to ensure understanding</li></ul>