



## **Leadership Team, Steering Committee, Technical and Community Advisory Committees Definition, Purpose and Internal Process**

### **Leadership Team:** *[below assumes a community partner and a technical practitioner]*

- **Definition:** The organizations/agencies funded to complete the HIA.
- **HIA Practitioner:**
  - o **Purpose:** Direct the research and empirical HIA process. Lead technical aspects of the HIA and help facilitate Steering Committee meetings and engagement. Coordinate the Technical and Community Advisory Committees.
- **Community Organization/Agency:**
  - o **Purpose:** Guide the HIA to serve the good of the community. Ensure HIA input from affected populations and stakeholders. Take the lead on understanding the political dynamics relevant to the success of the HIA, including the timelines, processes and materials relevant to the HIA. Coordinate with campaign organizing goals.

### **Steering Committee:**

- **Definition:** A group of high-level stakeholders who provide guidance on the overall direction of the HIA. They help obtain strategic input and buy-in from a larger set of stakeholders.
- **Purpose:**
  - o Guide the overall direction of the HIA.
  - o Provide strategic direction for the scope and implementation of the HIA, speaking to the views of people represented by their affiliate organizations.
  - o Review and provide input on data, materials and analyses developed in the HIA.
  - o Help develop recommendations based on HIA analysis.
  - o Support the HIA to ensure partnerships and linkages to other stakeholders and key relevant processes.
  - o Mobilize and sustain high level of engagement, political commitment and momentum to achieve the HIA objectives.
  - o Identify available resources and activities relevant to the HIA.
  - o Provide a communication channel to other stakeholders not formally represented on the Steering Committee.
  - o Monitor ongoing HIA progress.
- **Internal Process:**
  - o The HIA Leadership Team will identify Steering Committee members. At a minimum, the Steering Committee should consist of those funded to complete the HIA and those whose participation is central to completing the HIA. Additional members may be identified based on need. Depending on the number of funded organizations, sometimes the Leadership Team and the Steering Committee can be the same group.
  - o Any members joining the Steering Committee will sign onto the goals and purposes of the HIA, and will ensure their participation is constructive to that end.
  - o New members or alternatives will accept all decisions, analyses and input provided in the past in order to engage in present and future activities.
  - o Committee decisions will be taken on a consensus basis. Dissenting views may be recorded.

- Steering Committee members may appoint alternates to replace them as representatives in the event of an absence.
- Committee members' input and decisions must be received by the deadlines requested. The HIA efforts and activities will move forward based on input and decisions received by indicated deadlines.
- The Steering Committee will convene for a minimum number of meetings in order to:
  - Launch the Steering Committee and develop the HIA scope.
  - Provide input on baseline data analysis and next steps.
  - Provide input on impact predictions.
  - Develop and prioritize recommendations.
  - Share full analysis with relevant stakeholder groups.
- In addition to scheduled meetings, the Committee may hold periodic conference calls with a set agenda on an as-needed basis.
- Meeting notes will be prepared to record the decisions made and actions that need to be taken and by whom. Minutes will be prepared within two weeks of the meeting and sent to all members via email. Committee members will have the opportunity to add to the notes if anything is left out.

**Technical Advisory Committee (TAC):**

- **Definition:** A group of stakeholders – including researchers, government staff and elected officials – with expertise on key issues related to the HIA project.
- **Purpose:**
  - Using the best possible technical expertise, review and provide feedback on HIA methodologies and analyses.
  - Identify and, when possible, provide information, data, activities and resources.
  - Share the perspective of the organization or agency that the member represents.
  - Help with the HIA monitoring phase.
- **Internal process:**
  - TAC members will be identified through the HIA Leadership Team or Steering Committee based on an assessment of technical needs, scope and data needs and an overall understanding of the scientific context of the HIA.
  - TAC members may appoint alternates to replace them as representatives in the event of an absence.
  - TAC members' input and decisions must be received by the deadlines requested. HIA activities will move forward based on input received by indicated deadlines.
  - New members or alternates will accept all decisions, analyses and input provided in the past in order to engage in present and future activities.
  - Unless otherwise indicated, the TAC will not be formal voting members of the Steering Committee but will provide advice to Steering Committee members as they make decisions.
  - In addition to scheduled meetings, the TAC may hold periodic conference calls with a set agenda on an as-needed basis.
  - Individual TAC members may be called upon for input on issues within their area of expertise.

### **Community Advisory Committee (CAC):**

- **Definition:** A group of stakeholders who would be directly impacted by the proposed decision that is the focus of the HIA – such as community residents, members of vulnerable populations, community leaders, community-based organizations and other advocacy organizations.
- **Purpose:**
  - o Participate in identifying and prioritizing issues to be included in the HIA scope.
  - o Help collect data for assessment (e.g., through surveys, focus groups, interviews or other participatory data collection tools).
  - o Review and “ground truth” existing conditions data and impact predictions.
  - o Help develop and prioritize HIA recommendations.
  - o Participate in communicating HIA findings and recommendations to decision-makers.
  - o Play a role in longer term HIA monitoring.
- **Internal process:**
  - o CAC members will be identified through the HIA Leadership Team or Steering Committee based on an assessment of potentially impacted populations, scope and data needs and an overall understanding of the social and political context of the HIA.
  - o CAC members may appoint alternates to replace them as representatives in the event of an absence.
  - o Group members’ input and decisions must be received by the deadlines requested. HIA activities will move forward based on input received by indicated deadlines.
  - o New members or alternates will accept all decisions, analyses and input provided in the past in order to engage in present and future activities.
  - o Unless otherwise indicated, the CAC will not be formal voting members of the Steering Committee but will provide advice to Steering Committee members advice as they make decisions.
  - o In addition to scheduled meetings, the CAC may hold periodic conference calls with a set agenda on an as-needed basis.
  - o Individual members may be called upon for their input.

### **Examples of HIA Processes With Model Leadership and Committee Structures:**

- **Farm to School HIA**, conducted by Upstream Public Health (2011)  
<http://www.upstreampublichealth.org/F2SHIA>
- **Healthy Corridor for All: A Community HIA of Transit-Oriented Development Policy in St. Paul, Minnesota**, conducted by ISAIAH, PolicyLink, and TakeAction Minnesota (2011)  
<http://www.healthimpactproject.org/hia/us/st-paul-light-rail>
- **Mental Health Impact Assessment of EEOC Guidelines**, conducted by the Adler School of Professional Psychology’s Institute on Social Exclusion (2012)  
<http://www.adler.edu/page/institutes/institute-on-social-exclusion/projects/mhia>

**See also the “Guidance and Best Practices for Stakeholder Participation in HIAs (version 1.0)” for additional information on obtaining stakeholder engagement in HIAs:**

<http://www.humanimpact.org/hips-hia-tools-and-resources>