

Roles and Responsibilities of a Guidelines Development Group (GDG)

Part I

Chair

To work well, the Guidelines Development Group (GDG) needs an effective chair (or co-chairs when identified). The chair is to be appointed by the CDA Board of Directors and should be recruited before any work starts.

The chair is to guide the GDG in terms of task (developing the guidelines) and process (how the group is to work). The chair also helps the GDG to work collaboratively, ensuring a balanced contribution from all members.

The chair should be completely free of any COIs (this includes both direct and indirect interests) with respect to the subject of the guideline topic. The chair is not required to be a content expert for the guideline topic but should be familiar with the scientific literature and management of the clinical condition. The chair is expected to identify and approve the membership needed to complete the GDG.

To facilitate the working of the group, the chair:

- sets out the rules for how the GDG operates, based on the principles set out below in the section entitled 'General Principles'
- assists with the planning of all GDG meetings
- establishes a climate of trust and mutual respect among members
- provides opportunities for all members to contribute to the discussions and activities of the group
- may meet individual GDG members outside GDG meetings.

In GDG meetings, the chair:

- ensures that GDG members declare any conflicts of interests and handles any conflicts as they arise, in line with CDA's policy (Appendix)
- steers the discussions according to the agenda
- keeps the group discussion unified and avoids disruption by sub-conversations or dominance by any members
- encourages constructive debate, without forcing agreement
- prevents repetitive debate and disagreements through careful negotiation
- summarises the main points and key decisions from the debate
- delegates writing assignments
- signs off meeting minutes once approved by the GDG.

Healthcare Professional Members

Healthcare professional members of the GDG should be recruited shortly after the guideline scope is agreed to by the CDA Board of Directors and the GDG Chair. They should represent the perspective(s) of the healthcare professionals (and social care professionals where relevant) involved in the care of patients affected by the guidelines.

They are on the GDG as healthcare professionals with appropriate knowledge and skills; detailed research expertise is not necessary, although an understanding of evidence-based medicine is essential. They are not expected to represent the views of their professional organisations.

Consideration for selection should also include geographic representation, subspecialty representation, experience in guideline development methodology, and the ability to attend meetings and meet assignment deadlines.

For each conjoint collaborative GDG, the CDA will develop an agreement with partner organisations on how key guideline elements (such as COIs and disagreement on final recommendations) will be handled in the event of disagreement between the organisations.

GDG members from the healthcare professions are expected to:

- Contribute constructively to meetings and have good communication and team-working skills, this should include a commitment to the needs of patients and carers
- Use their background knowledge and experience of the guideline topic to provide guidance to the technical team in carrying out systematic reviews and economic analyses
- Read all relevant documentation and make constructive comments and proposals at (and between) GDG meetings
- Develop recommendations based on the evidence reviews, or on consensus when evidence is poor or lacking
- Advise on how to identify best practice in areas where research evidence is absent, weak or equivocal
- Consider implementation issues arising from recommendations and inform the development of the implementation support tools by the CDA
- Approve the review protocols
- Agree on the minutes of GDG meetings.

They are not routinely expected to:

- Review the evidence
- Search the literature
- Write the guideline.

Patient and Carer Members

At least two members of each GDG should have experience and/or knowledge of issues that are important to patients and carers (the 'patient and carer members'). This is to ensure that patient and carer issues, as well as the views of healthcare professionals, inform the development process. In general, patient and carer members will have direct experience of the condition as a patient, as a carer or family member, or as a member of a patient or carer organisation or support group.

They should be willing to reflect the experiences of a wide network of patients, rather than basing their views only on their own experience. They do not represent the views of any particular organisation. Healthcare professionals are well represented on GDG, so patient and carer members usually do not have a healthcare professional background. Patient and carer members have equal status with other members of the GDGs.

Information Specialist

The information specialist (medical writer) identifies the relevant literature that is used for the review. The role of the information specialist involves:

- Contributing to the setting of review questions, where these are required
- Identifying which databases should be searched
- Advising on issues such as copyright and licences, metadata, archiving and record management
- Ensuring ad-hoc evidence updates (as well as scheduled updates) are carried out.

CDA Staff Lead

The staff lead oversees and facilitates the whole process, organising GDG meetings and providing administrative support to the chair and members.

Non-GDG Members Attending GDG Meetings

Occasionally, people who are not members of the GDG may be invited to attend a meeting, as either expert advisers or observers. They may be healthcare professionals, patients or carers, or other experts. They are expected to follow the code of conduct of the GDG and to sign the confidentiality agreement form.

Expert Advisers

If the GDG does not have sufficient knowledge or expertise to make recommendations in a particular area, it may call on 'expert advisers' – external experts who can provide additional evidence from their experience and specific expertise to help the GDG make decisions. These can include people with a patient and carer perspective. Expert advisers attend a GDG meeting because of their knowledge in a particular area. It is therefore important that they sit within the group and enter fully into any discussion. However, they are not full members of the GDG; they do not have voting rights, and they should not be involved in the final decisions or influence the wording of the standards. They should submit a declaration of interests form before attending the GDG meeting.

Part II

General Principles

Because the GDG is multidisciplinary, its members will bring with them different beliefs, values and experience. All these perspectives should be valued and respected. Each member should have an equal opportunity to contribute to the guideline development process. It is important to check that the terminology that GDG members use is understood by all and clarified if needed. The chair should ensure there is sufficient discussion to allow a range of possible approaches to be considered, while keeping the

group focused on the guideline scope and the timescale of the project.

Quorum

The quorum of the GDG will be two-thirds of the appointed members. No business relating to the formulation of guideline recommendations may be conducted unless the meeting is quorate. If a member is excluded because of a conflict of interest and this causes membership to fall below the quorum, no business may be transacted. Expert advisers are not appointed members of the GDG and do not count towards the quorum.

Meeting Schedule

A minimum of four GDG meetings can be expected. These may either be face to face or use conference/teleconference facilities. Meetings will take place outside of work hours and include at least one face to face meeting.

Running the GDG

Running the GDG is the responsibility of the staff lead, in consultation with the chair. Core responsibilities for all meetings include:

- Setting meeting dates, which should be done well in advance
- Planning agenda items
- Sending out papers
- Keeping records of all meetings
- Setting out the project timetables and schedule of activities.

A summary of the minutes of the first GDG meeting will be made available to the members through email correspondence and will include:

- Where the meeting took place
- Who attended
- Apologies for absence
- Declarations of interest of those in attendance, including actions and decisions made about any conflict of interest
- A list of the items discussed, and subsequent actions agreed
- Date, time and venue of next meeting.

Ad-hoc meetings will be arranged as required, to coincide with key milestones in the project.

The First Two GDG Meetings

Specific aspects of the development process are covered in the first and second GDG meetings.

The first meeting should focus on providing information for GDG members on the following subjects:

- Guideline purpose and scope
- Guideline development process and timeline
- GDG membership expectations
- COI management actions
- Literature search needs.

The GDG should examine the scope to ensure it covers the key areas for the project. This should align itself to the objectives for the guideline, and specific tasks that need to be carried out within the guideline timetable. This will enable the group to focus and to develop a working relationship that is structured and well defined at the outset.

Making Group Decisions and Reaching Consensus

The role of the chair is to ensure that each individual on the GDG is able to present their views, that assumptions can be debated and that the discussions are open and constructive. As such, the chair is to allow sufficient time for all members to express their views without feeling intimidated or threatened and to check that all members of the group agree to endorse any recommendation.

In recognizing that GDG members will need to make collective decisions throughout the development of the guideline, use of Robert's Rules of Order is preferred (see Appendix 1). If the group cannot come to consensus in a particular area, this should be reflected in the wording of the decision and/or recommendation. External Stakeholder discussions may be held if the GDG is unable to reach a consensus on areas which has an impact on service provision.

Code of Conduct and Conflicts of Interest

Declaring Interests

The CDA will consider any potential conflict of interest for any person applying to become a GDG member before making a decision on their appointment. All GDG members and any individuals who have direct input into the standards should update their declaration of interests form before each GDG meeting. Any changes to a GDG member's declaration of interests should be recorded in the minutes of the GDG meeting. The chair, in discussion with the staff lead, should consider these in accordance with CDA policy. Declarations of interests will be published.

Code of Conduct and Confidentiality

CDA has developed a code of conduct and confidentiality agreement for GDG members and other people who attend GDG meetings. This agreement sets out the responsibilities of GDG, and the principles of transparency and confidentiality. On appointment, all GDG members are asked to sign this agreement stating they will not disclose any of the draft guideline before public consultation begins. This is to ensure that standards in the public domain have been agreed by all members of the GDG. All people who see documents or who are party to discussions relating to a guideline before public consultation will be required to sign the confidentiality agreement form before becoming involved. The CDA will keep copies of signed forms.

Dealing with Enquiries on GDG Work

If GDG members are asked by external parties – including stakeholders or their professional organisation – to provide information about the work of the GDG, they should first discuss the request with the chair and staff lead. They should declare this at the next GDG meeting.

Appendix 1: Robert's Rules of Order

Parliamentary procedure for meetings

Robert's Rules of Order is the standard for facilitating discussions and group decision-making. Copies of the rules are available at most bookstores. Although they may seem long and involved, having an agreed-upon set of rules makes meetings run more easily. Here are the basic elements of Robert's Rules used by most organizations:

1. Motion

To introduce a new piece of business or propose a decision or action, a motion must be made by a group member ("I move that...") A second motion must then also be made (raise your hand and say, "I second it.") After limited discussion the group then votes on the motion. A majority vote is required for the motion to pass (or quorum as specified in your by-laws.)

2. Postpone indefinitely

This tactic is used to kill a motion. When passed, the motion cannot be reintroduced at that meeting. It may be brought up again at a later date. This is made as a motion ("I move to postpone indefinitely..."). A second is required. A majority vote is required to postpone the motion under consideration.

3. Amend

This is the process used to change a motion under consideration. Perhaps you like the idea proposed but not exactly as offered. Raise your hand and make the following motion: "I move to amend the motion on the floor." This also requires a second. After the motion to amend is seconded, a majority vote is needed to decide whether the amendment is accepted. Then a vote is taken on the amended motion. In some organizations, a "friendly amendment" is made. If the person who made the original motion agrees with the suggested changes, the amended motion may be voted on without a separate vote to approve the amendment.

4. Commit (Refer, Recommit)

This is used to place a motion in committee. It requires a second. A majority vote must rule to carry it. At the next meeting the committee is required to prepare a report on the motion committed. If an appropriate committee exists, the motion goes to that committee. If not, a new committee is established.

5. Question

To end a debate immediately, the question is called (say "I call the question") and needs a second. A vote is held immediately (no further discussion is allowed). A two-thirds vote is required for passage. If it is passed, the motion on the floor is voted on immediately.

6. Table

To table a discussion is to lay aside the business at hand in such a manner that it will be considered later in the meeting or at another time ("I make a motion to table this discussion until the next meeting. In the meantime, we will get more information so we can better discuss the issue.") A second is needed and a majority vote is required to table the item being discussed.

7. Adjourn

A motion is made to end the meeting. A second motion is required. A majority vote is then required for the meeting to be adjourned (ended).

Note: If more than one motion is proposed, the most recent takes precedence over the ones preceding it. For example, if #6, a motion to table the discussion, is proposed, it must be voted on before #3, a motion to amend, can be decided.

In a smaller meeting, like a committee or Board meeting, often only four motions are used:

- To introduce (motion.)
- To change a motion (amend.)
- To adopt (accept a report without discussion.)
- To adjourn (end the meeting.)

Remember these processes are designed to ensure that everyone has a chance to participate and to share ideas in an orderly manner. Parliamentary procedure should not be used to prevent discussion of important issues.

Tips in parliamentary procedure

The following summary will help you determine when to use the actions described in *Robert's Rules*.

- A main motion must be moved, seconded, and stated by the chair before it can be discussed.
- If you want to move, second, or speak to a motion, *address the chair*.
- If you approve the motion as is, *vote for it*.
- If you disapprove the motion, *vote against it*.
- If you approve the idea of the motion but want to change it, *amend it or submit a substitute for it*.
- If you want advice or information to help you make your decision, *move to refer the motion to an appropriate quorum or committee with instructions to report back*.
- If you feel they can handle it better than the Guideline Development Group (GDG), *move to refer the motion to a quorum or committee with power to act*.
- If you feel that that pending question(s) should be delayed so more urgent business can be considered, *move to lay the motion on the table*.
- If you want time to think the motion over, *move that consideration be deferred to a certain time*.
- If you think that further discussion is unnecessary, *move the previous question*.
- If you think that the GDG should give further consideration to a motion referred to a quorum or committee, *move the motion be recalled*.
- If you think that the GDG should give further consideration to a matter already voted upon, *move that it be reconsidered*.
- If you do not agree with a decision rendered by the chair, *appeal the decision to the GDG*.
- If you think that a matter introduced is not germane to the matter at hand, *a point of order may be raised*.
- If you think that too much time is being consumed by speakers, *you can move a time limit on such speeches*.
- If a motion has several parts, and you wish to vote differently on these parts, *move to divide the motion*.

Parliamentary procedure at a glance

To do this...	You say...	May you interrupt the speaker?	Needs a second?	Is motion debatable?	What vote required?
Adjourn meeting*	I move that we adjourn	No	Yes	No	Majority
Recess meeting	I move that we recess until...	No	Yes	No	Majority
Complain about noise, room temperature, etc.*	Point of privilege	Yes	No	No	No vote
Suspend further consideration of something*	I move we table it	No	Yes	No	Majority
End debate	I move the previous question	No	Yes	No	2/3 vote
Postpone consideration of something	I move we postpone this matter until...	No	Yes	Yes	Majority
Have something studied further	I move we refer this matter to committee	No	Yes	Yes	Majority
Amend a motion	I move this motion be amended by...	No	Yes	Yes	Majority
Introduce business (a primary motion)	I move that....	No	Yes	Yes	Majority
Object to procedure or personal affront* Per original table	Point of order	Yes	No	No	No vote, chair decides
Request information	Point of information	Yes	No	No	No vote
Divide a motion (if both able to stand on own)	I move to divide the question	No	Yes	No	Majority
Ask for actual count to verify voice vote	I call for a division of the house	No	No	No	No vote
Object consideration of undiplomatic vote*	I object to consideration of this question	Yes	No	No	2/3 vote
Take up a matter previously tabled*	I move to take from the table	No	Yes	No	Majority
Reconsider something already disposed of*	I move we reconsider our action relative to...	Yes	Yes	Yes	Majority
Consider something out of its schedule *	I move to suspend the rules and consider	No	Yes	No	2/3 vote
Vote on a ruling by the chair	I appeal the chair's decision	Yes	Yes	Yes	Majority

*Not amendable

This table presents the motions in order of precedence. Each motion takes precedence over (i.e. can be considered ahead of) the motions listed below it. No motion can supersede (i.e. be considered before) any of the motions listed above it.

Please note: Many organizations use only the main motion and subsidiary motions, handling other matters on an informal basis.

		Debatable	Amendable	Can Be Reconsidered	Requires 2/3 Vote
Privileged motions	Fix time at which to adjourn	No	Yes	No	No
	Adjourn	No	No	Yes	No
	Question of privilege	No	Yes	Yes	No
	Call for order of day	No	No	Yes	No
Incidental motions	Appeal	Yes	No	Yes	No
	Objection to consideration of a question	No	No	Yes	Yes
	Point of information	No	No	No	No
	Point of order	No	No	No	No
	Read papers	No	No	Yes	No
	Suspend the rules	No	No	No	Yes
	Withdraw a motion	No	No	Yes	No
Subsidiary motions	Lay on the table	No	No	Yes	No
	The previous question (close debate)	No	No	Yes	Yes
	Limit or extend debate	No	Yes	Yes	Yes
	Postpone to a definite time	Yes	Yes	Yes	No
	Refer to committee	Yes	Yes	Yes	No
	Amend the amendment	Yes	No	No	No
	Amendment	Yes	Yes	Yes	No
	Postpone indefinitely	Yes	No	Yes	No
Main motion	Main or procedural motion	Yes	Yes	Yes	No

In the meeting

Introduce a motion:

Address the chair. Wait until the chair recognizes you.

- Now that you have the floor and can proceed with your motion say "I move that..," state your motion clearly and sit down.
- Another member may second your motion. A second merely implies that the seconder agrees that the motion should come before the assembly and not that he or she is in favor of the motion.
- If there is no second, the chair says, "The motion is not before you at this time." The motion is not lost, as there has been no vote taken.
- If there is a second, the chair states the question by saying "It has been moved and seconded that (states the motion). is there any discussion?"

Debate or discuss a motion:

- The member who made the motion is entitled to speak first.
- Every member has the right to speak in debate.
- The chair should alternate between those "for" the motion and those "against" the motion.
- The discussion should be related to the pending motion.
- Avoid using a person's name in debate.
- All questions should be directed to the chair.
- Unless there is a special rule providing otherwise, a member is limited to speak once to a motion.
- Asking a question or a brief suggestion is not counted in debate.
- A person may speak a second time in debate with the assembly's permission.

Vote on a motion:

- Before a vote is taken, the chair puts the question by saying "Those in favor of the motion that (repeats the motion) say "Aye". Those opposed say "No". Wait, then say "The motion is carried," or "The motion is lost."
- If a member is in doubt about the vote, he or she may call out "division". A division is a demand for a standing vote (only applicable in person).
- A majority vote is more than half of the votes cast by persons legally entitled to vote.
- A 2/3 vote means at least 2/3 of the votes cast by persons legally entitled to vote.
- A tie vote is a lost vote, since it is not a majority.

Amendments illustrated

Any main motion or resolution may be amended by

1. Adding at the end
2. Striking out a word
3. Inserting a word or words
4. Striking out and inserting a word or words
5. Substitution

A member rises, addresses the chair, receives recognition and states the motion:

“I move that...”

Another member seconds that motion.

The chair repeats the motion says,
“Is there and discussion?”

To improve the motion, a member rises,
receives recognition and says, “I move to
amend the motion by...”

Another member seconds the amendment.

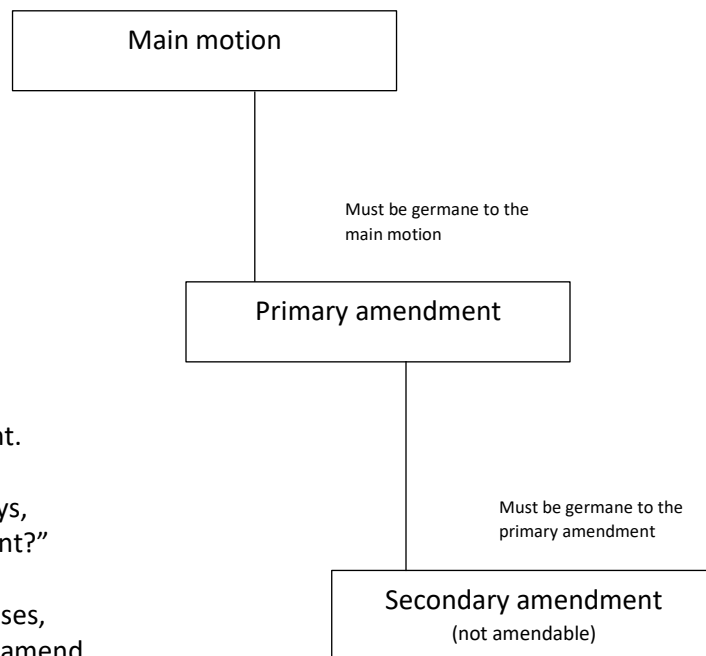
The chair repeats the amendment and says,
“Is there any discussion on the amendment?”

To improve the amendment, a member rises,
receives recognition and says, “I move to amend
amendment by...”

Another member seconds the amendment.

The chair repeats the amendment to the amendment
and says, “Is the any discussion on the amendment
to the amendment?”

- When discussion ceases, the chair says, “Those in favour of the amendment to the amendment say “Aye”. Those opposed, say “No”.
- If the vote was in the affirmative, the amendment is included in the primary amendment. The chair then says, “Is there any discussion in the amended amendment?”



- If there is no discussion, a vote is taken on the amended amendment. If the vote is in the affirmative, the amendment is included in the main motion. The chair then says, “Is there any discussion on the amended motion?”
- At this place, the motion can again be amended.
- If there is no further discussion, a vote is taken on the amended motion.
- Even though the amendments carried in the affirmative, the main motion as amended can be defeated.

Flow Chart

Robert’s Rules of Order Summary Sheet

