

# **Federal Provincial Territorial Deputy Ministers' Table on Service Delivery Collaboration**

## **Terms of Reference**

### **1.0 Context**

In June 2006, the Deputy Ministers responsible for service delivery met for the first time in Victoria to initiate a dialogue and learn about initiatives underway to improve service delivery to citizens. The meeting also provided an opportunity to build partnerships and explore opportunities for collaboration. Part of the impetus for this meeting came from interest shown by the Council of the Federation at a ministers' meeting in Quebec, in November 2005, where there was recognition that, while there was a great deal of work and collaboration happening between senior staff across jurisdictions, it was time to see if a Deputy Ministers' Table was needed to help them advance their work. At the Victoria meeting, it was decided that there was indeed value in having the Deputies meet, and a list of 12 priorities for collaboration was developed. This list was presented to the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Office Council (PSCIOC) for their review, comments and recommendations.

In October 2006, the Deputies met to review the reports and the recommendations from the PSSDC and PSCIOC, confirm opportunities for collaboration, and determine the next steps in moving ahead with identified priorities. At this meeting, the Deputies launched their first project, a Task Force responsible for creating a pan-Canadian identity management and authentication strategy. The Task Force's final report was tabled at the Deputy Ministers' meeting in Halifax in November 2007.

As this report represented the first collective decision of the Table, the issue of the governance and mandate of the group was raised. Because the issues raised at the Table often impact departments other than the one represented by the Deputy from any given jurisdiction, it requires that Deputies articulate their jurisdiction's perspective at the Table, and not just the interests of their individual department.

To facilitate the work of the Deputy Ministers' Table, a proposal was made to re-structure the Table to align it with a more traditional structure for Federal Provincial Territorial tables, and to prepare these Terms of Reference.

### **2.0 Role/Purpose**

The Federal Provincial Territorial Deputy Ministers' Table on Service Delivery Collaboration (FPT DMs' Table) will serve as a forum to promote inter-jurisdictional discussion and collaboration on service delivery.

In particular, the Table will:

- Support the pan-Canadian vision for ***“Collaborative leadership to accelerate the delivery of best in class public services in Canada”***;
- Identify priority areas for collaboration to enhance and promote high-quality, horizontal, client-centered services for all Canadians;
- Promote inter-jurisdictional dialogue and co-operation on service delivery issues and provide a forum to establish and meet common goals;
- Create sub-committees or work groups where necessary and appropriate to advance priority initiatives;
- Define outcomes, accountabilities, and evaluation mechanisms for collaborative inter-jurisdictional activities; and
- Focus on common service delivery topics and issues, and will not make decisions regarding government programs, such as motor vehicle, vital statistics, and taxation program policy.

### **3.0 Co-Chairs**

The Table shall be co-chaired by a federal (Service Canada) representative and a provincial/territorial representative.

#### **3.1 Selection of Provincial/Territorial Co-Chair**

The provincial/territorial Co-Chair must be a sitting member of the Table and will be approved biennially by the provincial/territorial members. The provincial/territorial Co-Chair position will rotate every two years preferably following the in-person meeting of the Table. To the extent possible, each province and territory should have an equal opportunity to have its representative serve as Co-Chair.

The Table Secretariat will manage the nomination process for the provincial/territorial Co-Chair position, and will consult with provincial/territorial members one year in advance of the previous Co-Chair's term expiring to seek nominations for the position.

#### **3.2 Co-Chair Roles & Responsibilities**

The Co-Chairs play a joint leadership role in terms of co-ordinating the Table's activities and managing its meetings and initiatives. It is agreed that the Co-Chairs will be responsible to:

- Undertake a proactive approach to encourage the active participation of all jurisdictions;
- Determine the timing and agenda of all meetings, teleconferences and sanctioned events, in consultation with members;
- Approve materials for circulation to Table members, such as briefing materials, presentations, records of decision, terms of reference, etc.;

- Ensure effective teleconferences, meetings, and events through an agreed meeting management approach;
- Review the Record of Decisions from meetings/teleconferences for members' final approval;
- Lead the development of the work plans and budgets;
- Select, with members' support, external consultants and/or advisors to perform work for the Table;
- Agree to any external attendees at Table events;
- Select and welcome, with members' support, observers; and
- Ensure the smooth transfer of responsibility to incoming provincial/territorial Co-Chair.

## **4.0 Membership**

### **4.1 Members**

Each province and territory and the federal government, through the appropriate authority responsible for service delivery issues, may be represented by one Deputy Minister or equivalent.

Each member will serve as the point of contact for issues raised in respect to their jurisdiction. Given the horizontal nature of some of the topics discussed, it is understood that each Deputy Minister will consult within their jurisdiction to bring its perspective to the Table.

### **4.2 Observers**

The Table Co-Chairs may extend observer status to an organization that can contribute to the goals and priorities of the Table provided there is unanimous support from all members.

Observers are invited to contribute to service delivery discussions, recognizing that members' interventions may be prioritized as required.

An observer may not participate in the decision making processes (e.g. the selection of Co-Chair, approval of Records of Decision, endorsement of agendas, and revisions of Terms of Reference).

Observer status will be reviewed every two years to ensure that the interests and nature of the Table are preserved.

## **5.0 Meetings**

The Table shall have one annual in-person meeting, unless this is deemed unnecessary by Table members. The Table may also choose to meet more frequently, either in person or by teleconference, if required. A member may be accompanied at meetings by additional experts to address particular issues.

## **6.0 Secretariat**

### **6.1 Role of the Secretariat**

The role of the Secretariat is to:

- Support Co-Chairs in fulfilling their duties as identified herein;
- Ensure coherence and policy support on priorities and governance for the Table;
- Provide orientation for new members;
- Facilitate ADM-level and inter-jurisdictional collaboration and networking between members outside of Table meetings;
- Circulate agendas and related materials for meetings and teleconferences;
- Prepare records of decisions from meetings/teleconferences and circulate a draft to Deputies for review before submitting them for final approval.

### **6.2 Location of Secretariat**

Secretariat support for the Table shall be jointly provided by the federal and provincial/territorial Co-Chairs.

## **7.0 Working Groups**

The Table may choose to establish working groups to carry out projects or activities on its behalf. Working groups will report their progress during Table meetings and/or teleconferences.

## **8.0 Decision-Making Process**

The Table is fundamentally a collaborative forum where service delivery interests and experience are exchanged and areas of collaborative action can be identified and pursued.

Decisions of the Table will be:

- made within the scope, mandate, and context of the Table (the Table is informal and decisions are therefore non-binding and respectful of the interests of jurisdictions);
- based on a principled approach to advance initiatives in a collaborative multilateral and/or bilateral basis while not binding any jurisdiction(s) wishing to abstain; and
- agreed to unanimously for essential matters such as the Terms of Reference for the Table.

## **9.0 Reporting and Accountability**

Members of the Table are accountable to their individual jurisdictional authorities and it is expected that they will actively consult their colleagues on matters pertaining to the work of the Table.

## **10.0 Disclosure of Table Documentation**

Contingent on the Co-Chairs making a proposal to the Table, documents may be made public with the consent of members.

## **11.0 Financial Considerations**

Secretariat costs shall be divided equally, with the provincial/territorial Co-Chair contributing 50% and the federal Co-Chair contributing 50%.

Members and stakeholders will be responsible for the costs of travel, meals, and accommodation incurred to attend Table meetings.

Individual projects or initiatives will be funded on an “at-will basis” and will vary with each individual jurisdiction’s priorities, financial constraints, and state of readiness.

## **12.0 Review of Terms of Reference**

The Terms of Reference for the Table shall be open to review one year after initial finalization and every two years thereafter to ensure an effective framework exists to support the Table.