

Guidelines for establishing a new Working Group or Community of Practice of the Joint Councils, PSSDC and/or PSCIOC

Section 1 – General

1.1 - Intended Audience:

This document is intended to inform Council members and Co-chairs of Working Groups or Communities of Practice, that are in the process of being created or have been created by the Joint Councils, on available guidelines, templates and relevant material that they may consider and/or utilize, as appropriate, in the process of establishing and managing a working group or community of practice and throughout its lifecycle.

1.2 - Revisions:

As further experience is developed in the management, operation and practice of Working Groups and Communities of Practice, it is intended that this document will be reviewed and updated when appropriate. Any proposals for updates or changes should be submitted to the ICCS Secretariat for consideration by the Co-Chairs and members of the Councils.

Section 2: Criteria for Working Group and Community of Practice

2.1. – Criteria for Working Group or Community of Practice

WORKING GROUP CRITERIA:

- Initiated due to ask / action item from the Councils to study, report on a defined question or issue; make recommendations based on findings (create informal document, standard, resolution of a specific problem, continuous improvement or research).
- The working group aligns its mandate and deliverables to the priorities of the council(s).
- Has a defined start and end date; group is disbanded once task is complete.
- Participation from at least several jurisdictions is encouraged. Membership should represent the FPTM community.

- At least 1 Co-Chair of the group to be a Member of the Councils. *If a member of the Councils designates a representative to serve as working group Chair, the member is responsible for providing oversight that the group meets its mandate and deliverables.*
- Provides a Terms of Reference with defined purpose / objectives, roles and responsibilities, and expected outcome or deliverable. The Terms of Reference must be approved by the Joint Councils or PSSDC or PSCIOC, as applicable.
- Provides a Work Plan to the Councils on bi-annual basis (workplan to include work timeline), with actionable and tangible deliverables and roadmap.
- Co-Chair(s) ensure new members of the group are briefed on mandate and priorities of the Councils.
- Working Group provides own secretariat support (membership list, agendas, meeting minutes and associated documentation).
- Co-Chair(s) responsible to provide working group documentation to the ICCS for the members only repository.
- Co-Chair(s) responsible to provide regular updates to the Councils.
- Co-Chairs can submit request for funding if needed for project deliverables. The funding request must meet criteria and must be approved by the Councils.
- Co-Chairs can submit request for funding if needed for in-person meetings of the group as per the existing Funding Guidelines for Working Group In-Person Meetings. The funding request must meet criteria and must be approved by the PSCIOC and/or PSSDC Treasurers.

COMMUNITY OF PRACTICE CRITERIA:

- Interjurisdictional Information Sharing forum (Best practices, next practices, lessons learned, roadmaps etc.)
- Not necessarily tied to a Joint Councils priority but Co-Chairs would be asked to report to Councils at least once a year.
- No defined start and end date.
- Participation from at least several jurisdictions is encouraged. Membership should represent the FPTM community.
- At least 1 Co-Chair of the group to be a Member of the Councils. *If a member of the Councils designates a representative to serve as working group Chair, the member is responsible for providing oversight that the group meets its mandate and deliverables.*
- Exists as long as COP members see it as valuable.
- Prepares a Terms of Reference with defined purpose and objective.
- Community of Practice provides own secretariat support (membership list, agendas, meeting minutes and associated documentation).
- Co-Chair(s) responsible to provide Community of Practice documentation to the ICCS for the members only repository.

2.2 – Proposal for establishing a new Working Group or Community of Practice

A member of the Joint Councils may, at any time, table a proposal for the establishment of a working group or community of practice. The request should be directed to the ICCS who will advise the Joint Councils Co-Chairs. The Joint Councils Co-Chairs will review any documents pertaining to the proposed group's mandate, project scope, targeted outcomes and/or deliverables. The Co-Chairs may request further information or documentation before the item is tabled, otherwise the Co-Chairs will add proposal to an upcoming Councils' meeting or teleconference agenda for review and approval by members. The working group or community of practice proponent must fill out the High-Level Scope Form.

2.3 – Approval of a new Working Group or Community of Practice

Members of the Joint Councils will be asked to review and approve the proposal for the formation of the new working group or community of practice. Typically, this is done at either an in-person meeting or at a teleconference. When the proposal is tabled at a teleconference, the ICCS will send out an electronic confirmation following the call to ensure that all members had a chance to review information, provide feedback and/or inform members of their decision.

After members of the Councils have decided to proceed with establishing the working group or community of practice, a call out to Joint Councils members for participation as either co-chair or member of the group, will be sent via the ICCS in order to ensure broad representation and participation in the group. The group's co-chairs should also consider participation from external stakeholders (subject matter experts) that can add a valuable perspective and support to the group.

Ideally, the call out for participation should include the following information: the group's problem statement or value proposition, scope of work, targeted outcomes and/or deliverables and any other relevant or background material available such as Terms of Reference and/or Workplan.

Section 3 – Roles and Responsibilities

Co-Chairs and members' Roles and Responsibilities

It is expected that the Working Group or Community of Practice's Terms of Reference will outline the mandate and governance structure of the group. It is important to note that the Joint Councils operate on the principles of open and honest interaction amongst members to ensure trust, facilitate collaboration and encourage optimum member involvement. Members respect the exigencies in each jurisdiction. Council decision-making aims for maximum consensus, but not necessarily unanimous agreement. Jurisdictions will self-determine their participation in Working Groups and Communities of Practice.

3.1 Working Group or Community of Practice Co-Chairs responsibilities

The main responsibilities of Working Group or Community of Practice Co-Chairs include:

- Provide strategic leadership, direction and act as champions for the Working Group or Community of Practice.
- Ideally, Co-Chairs should have sufficient and substantive subject matter expertise related to the group's mandate, possess leadership skills and be skilled in consensus building. They are influencers and collaborate with group members to achieve targeted goals.
- Ensure representational balance of member views (FPTM) are reflected in the work of the group including targeted outcomes/deliverables.
- Set meeting agendas and lead discussions for the working group level.
- Provide Secretariat support to the group.
- Act as the liaison between the Working Group (or Community of Practice) and the Joint Councils.

- Prepares reports and presentations, as required, for Joint Councils meetings.
- Represent the Working Group (or Community of Practice) on matters related to collaborative initiatives with other working groups of the Councils or any collaborative tables (e.g. FPT DMs' Table on Service Delivery Collaboration).
- Determines appropriate resources required by the group to reach targeted outcomes and/or deliverables.
- *Any other responsibilities as determined by the Working Group or Community of Practice and included in its Terms of Reference.*

3.2 Working Group or Community of Practice Members responsibilities

The main responsibilities of Working Group or Community of Practice members will be determined by the group's co-chairs and referenced in the group's Terms of Reference. Overall, group members are expected to:

- Participate, contribute and drive the work of the group.
- Participate in working group meetings.
- Act as the representative of their jurisdiction on the working group (FPTM representation).
- Confirm membership or advice of any changes to the membership.

Section 4 – Guidelines / Templates

4.1 - Guidelines for Working Groups or Communities of Practice

This section of the document is intended to assist Working Group or Community of Practice Co-Chairs in the effective implementation of the group by providing a set of guidelines, templates, and any other relevant material that it should consider and/or utilize, as appropriate, in establishing, operating, managing, and guiding a Working Group to accomplish its targeted outcomes and/or deliverables or to assist a Community of Practice in fulfilling its mandate.

4.2 - Guidelines / Templates:

- A. High-Level Scope Form for new WG or CoP** – the proponent (Council member) of a new working group or community of practice must complete the High-Level Scope Form and submit to the ICCS. The form will be reviewed by the Joint Councils Co-Chairs before proposal is tabled for Council members for approval.
- B. Terms of Reference template*** – to be used by Working Group or Community of Practice Co-Chairs when developing the group's Terms of Reference. The Terms of Reference must be submitted to the Councils for approval.

The Working Group's Terms of Reference should outline the boundaries within which the group is expected to operate. The group's mandate or problem statement and scope of work should be clearly defined as well as the group's targeted outcomes and/or deliverables. In addition, objectives/goals could also include specific activities such as the organization of a workshop or development of certain documents or

deliverables. In general, well-defined group's objectives will structure and facilitate the deliberations and outcomes of the Working Group and should be written clearly and concisely to minimize questions and confusion.

- C. Work Plan template*** – to be used by Working Group Co-Chairs when developing a work plan for the group. The Work Plan must be submitted to the Councils for approval. All Working Groups of the Councils must develop a work plan.

A Work Plan is expected to include some, if not all, of the following elements: targeted outcomes and/or expected deliverables, key milestones, and a target timeline - all of which can, if necessary, be further refined by the Working Group at its onset in conjunction with Council members. Although the identification of specific work tasks, outcomes, and deadlines might be perceived as constraining the Working Group in its activities, it is also intended to provide guidance to the Working Group and prevent unintentional scope creep. It should be noted that, in the event of any unforeseen issues and/or delays, the Working Group Co-Chairs can advise the Councils if deadlines need to be readjusted. Open communication between the Working Group and the Councils is essential.

- D. Guidelines for Working Group Meeting Expenses** – each Working Group of the Councils can submit a request for funding related to expenses for in-person meetings of the group. Coverage for expenses is limited to meeting room rental, basic audio/visual rental, up to two meals and two breaks (occurring during meeting hours) per meeting day to a maximum of 3 meetings per year (total number of meeting days per year not to exceed 6 days). In the case of a Working Group of the Joint Councils, reimbursement costs will be divided evenly between the two Councils otherwise the expenses are covered by either PSSDC or PSCIOC depending on which Council the group reports to. Working Group chairs must advise the ICCS in advance of upcoming meetings and provide an estimate of costs. The estimate is reviewed and approved by the PSSDC and/or PSCIOC Treasurers.

Once approval is granted, the working group co-chairs can either request for the ICCS to manage the contract directly with venue and vendors or it may, following the meeting, or submit invoices to the ICCS for payment. Invoices must include all receipts documenting the costs, consistent with the guidelines. The ICCS will conduct an audit for accuracy and compliance with this policy before payment is made.

- E. Funding Request Form** – If a working group has a specific deliverable for which funding is required, the group's co-chairs must complete a Funding Request Form. The information must include details on the project such as the project's value proposition, scope of work, project authority, lifecycle of the project, *(for example, is the deliverable a Playbook with a start and end time or is the deliverable an interactive tool that also requires post-project management, maintenance and further work by the Group and/or Councils?)*, and the amount of funding required and purpose for these funds. If the project requires the procurement of services (RFP process) and/or contract management, the group must indicate if this is to be done by the ICCS or another party. All funding requests must be first reviewed by the Joint Councils' Co-Chairs and then tabled for approval by Council members.

- A. Funding Request Evaluation Criteria** *(for JC Co-Chairs use)* – the criteria are intended for use by the Joint Councils' Co-Chairs when evaluating funding proposals from working groups to ensure that the request meets the funding criteria. The evaluation of funding proposals would be done by the Joint Councils Co-Chairs (PSSDC and/or PSCIOC) before the proposal is tabled for Council members' approval.

B. ICCS Procurement and Contract Management Timeline – this timeline provides information on an RFP process undertaken by the ICCS including contract management support. If a working group requires Procurement and Contract Management services provided by the ICCS, the working group must include this information in the funding request form. Procurement and Contract Management support provided by the ICCS has a fee of 10% of the total value of the contract. This fee is to be added to the funding amount being requested.

C. Working Group or Project Status Report Template – this template is intended to assist working group co-chairs when providing a project status report to either their own working group members or to members of the Councils. This template is also particularly useful when dealing with an external consultant. *Working group co-chairs are encouraged to request regular progress reports from Consultants to ensure project is on track and address any issues that may arise in a timely manner.*

Note: While these templates might be applicable to a wide range of circumstances, not all Working Group's Terms or Reference and Work Plans need to contain every section. The Group's Co-Chairs are encouraged to consider all the elements contained herein but should feel unconstrained in skipping any sections that are not relevant to a particular purpose or adding additional sections that are specific to the working group or community of practice's effort.

Section 5 – Resources / Contacts

5.1 – Resources – members' only website

Joint Councils Members and Co-chairs of all Working Groups and Communities of Practice have access to the members-only website hosted on the ICCS: citizenfirst.ca. The site is password protected.

Information related to the Joint Councils, PSSDC and PSCIOC's mandate, governance structure, membership lists and working groups' repositories are available on the site. Members and working group co-chairs are welcome to access the material online.

5.2 – Contact Information for Reference

- A.** Joint Councils Organizational Chart
- B.** PSSDC & PSCIOC Membership
- C.** Joint Councils Working Groups