From: Wendy Hassen [mailto:wendy@wendyhassen.ca]
Sent: December-09-15 4:46 PM
To: Paul Conway; Stan Galbraith; Michelle Simpson
Subject: RE: ADRIC Committees

Hi Paul , Stan and Michelle,

Thanks for putting this together Paul – a good summary of many things we have discussed (plus more!)

I have noted a few thoughts below in case they are of any benefit. *[in italics, purple 10 pt font]*

(I believe the MOU process will be a lengthy one!!!???)

Best to all!

Wendy

PS: in case it is helpful – I have attached a template I created some time ago (reviewed a lot of TOR's out there) that I use to work with a group who is developing a TOR for themselves\others – just some elements to consider – not all but some standard ones

Wendy Hassen
facilitation
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What we have to do... is to find a way to celebrate our diversity and debate our differences without fracturing our communities.
Hillary Clinton

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From: Paul Conway [mailto:paul@adralberta.com]
Sent: Wednesday, December 9, 2015 3:43 PM
To: Stan Galbraith; Wendy Hassen; Michelle Simpson
Subject: RE: ADRIC Committees

Thanks for bringing this issue up with the ADRIC/Affiliate MOU TF Wendy, and I hope it generates some good discussion vis-a-vis the MOU.

Stan, Wendy, Michelle - do you have any further feedback or thoughts on the rough cut below?

Should I proceed to expand on the bullets and put this in letter format?

Will a finalized letter be further circulated to the Board as a whole for comment (electronically or in January), before being formally signed off by Stan?

Paul Conway | ***Executive Director***

780-433-4881 ext 111

ADR Institute of Alberta (ADRIA)
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From: Paul Conway
Sent: December-04-15 1:34 PM
To: Stan Galbraith
Cc: Wendy Hassen; 'Michelle Simpson'
Subject: ADRIC Committees

Stan - This is only a first cut, and I`ve tried to keep it succinct.

Michelle/Wendy - your feedback is always appreciated

I have enclosed a recent set of our own committee TORs as an example, which we might wish to include as such in our submission to ADRIC

Letter from Stan to Scott, with copies to the PRT

ADRIC Committees, Affiliate Representation, and Terms of Reference

The ADRIA Board of Directors met on Tuesday, December 1st, 2015 and discussed the issue of ADRIC Committees. Specifically they discussed what committee structure and governance model would best provide the Affiliates with appropriate opportunities have their needs and expectations appropriately represented during a committee`s work on policy development or recommendations. It was agreed that the following recommendation(s) would be made formally to ADRIC:

It is recommended that ADRIC develop an overarching policy without delay to define the reporting relationship between ADRIC Committees, the ADRIC Board and the Affiliates. Such a policy might ultimately be incorporated into the ongoing work of the ADRIC/Affiliate MOU development, but it is needed now. This policy should include overarching Terms of Reference (TOR) with mandatory provisions that can only be set aside by motion of the ADRIC Board of Directors.

(I think we can mention that these questions have been brought to the attention of the MOU Task Force to explore in their work and maybe suggest that implementation of an interim policy which we need now - can assist them in their task by providing some learning about what works)

The rationale for this recommendation is vested in the knowledge that ADRIC Committee recommendations and/or policy decisions have significant strategic and operational impact on the Affiliates, and recognizing that early connectivity and input into the work of ADRIC committees will enhance communications and result in better outcomes. Having a common policy and standard elements for the TOR will clarify expectations, roles and responsibilities, and avoid having an incoherent set of ADRIC committee TORs

ADRIC Policy/TOR provisions for its committees should include the following: *Question – is this for ALL ADRIC committees (Will there be operational vs policy committees? Just don't want them to think we want to get involved in all their internal business?)*

There should be opportunity for any Affiliate to appoint representation to each committee (noting that not every Affiliate will seek representation on every committee).
Affiliate representatives should be fully expected to voice their Affiliate positions, but should be free to vote in the best interests off ADRIC as a whole.
Committee confidentiality should not normally preclude the sharing of appropriate information with the Affiliate
To this end, Conflict of Interest (COI) guidelines should ensure that no committee member is placed in a COI between their ADRIC and Affiliate responsibilities

There should also be opportunities for the general membership to seek committee appointments, either as an Affiliate representative or as a member-at-large

Corporate ADRIA members should also be invited to serve on ADRIC Committees.

There should be no need to specify the size of any specific committee,*(I think size may be something to think about – a committee of 20 is not functional – I think referencing a target range or indicating that " the size of the committee should provide resources\perspectives needed while remaining able to function effectively" is ok in a TOR)*and its composition need not be limited to the ADRIC membership

Committees should be encouraged to seek out members or non-members with specific expertise, relevant to the committee's work

Committees should be expected to assess the impact of their work on the Affiliates and Corporate members, and ensure that these views are available and considered.

It must be recognized in policy that many Affiliates will not be able to send representation to every committee, but that they must be consulted appropriately

- Any Affiliates not represented within the committee must be consulted prior to recommending or implementing any policy initiatives
- All Affiliates must be consulted or represented before any policy recommendation *that may impact them (I don't think we want to be consulted on ADRIC Board operating policy for example – per note above on different committees)* is brought to the ADRIC Board of Directors for approval

Committee Chairs (or Co-Chairs) should be appointed by the ADRIC Board of Directors - *Curious about this requirement – sometimes its ok for committee's to select their own Chairs or Co-Chairs (Example The MOU Task Force)– and may be appropriate in some cases - key is that the committee have a guiding TOR and report regularly to the ADRIC Board (in case they run amock) as you have noted below*

Committee Chairs should report to the ADRIC Board of Directors annually, or as required/requested

Terms limits, recommendations or guidelines should be considered. For example: *While I think a term likely make sense (not 100% sure - committees may be a bit different) - Just wondering if we need to take a position on term at this point? Does it benefit us? My bias is normally stating the principal\goal then keeping things open at early stages of discussion — without taking a position – so if there is agreement on the principle - all parties get to contribute to the detail – I find that creates less resistance. That's just me . ☺*

- Committee Chairs (or Co-Chairs) should be appointed by the ADRIC Board of Directors for a term not to exceed three (3) years unless renewed.
- As a guideline, a individual`s term with any particular committee should not exceed six (6) continuous years.

Paul Conway | ***Executive Director***

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ADRIA has engaged a dedicated team of part-time staff, so calls and e-mails are usually returned within 2 business days. Calls & visits are best accomodated weekdays from 10am-2pm.

Terms of Reference (TOR) \ Team Mandate\ Team Charter\Other name?

A TOR\Mandate document describes the purpose and structure of a group of people who agree to work together to accomplish a shared goal. It clarifies what a group does and how it operates – this is important not only for group members but also to communicate with the group's stakeholders. The following are elements that a group may consider including in a TOR:

Group Name\Title

Background: (How did the group come to be)

Purpose\Goals: (A compelling Direction – usually challenging and meaningful)

Guiding Principles: (*What behaviours will help the group work together and achieve their goal)*

Scope: *Any boundaries or parameters around the area of the group's work*

Members: *Who should be part of this? What skills do we need? What perspectives? How do we find them? How are members selected? Is a Chair or Co-Chair needed?*

Roles & Responsibilities: *Committee members; Committee Chair\Co-Chairs? Recorder? Etc.*

Deliverables*:* Any tangible results\products the group is expected to produce

Authority: *Who does the group report to – what decisions can they make?*

Governance - *How does the group make decisions – by consensus, if so what does consensus look like? If voting – what is quorum, etc.*

Term: *Is it an ongoing group or only in place for a certain task of project*

Resources\Budget – Any resources allocated for the group operation (and by whom)

Communications: does the group update on progress or share information with others\information sharing

Meetings – *frequency \ place*

How We Measure\Monitor Success: *What will the look at to know if it is successful* ?

Relationships to other committees- Is this committee dependent or related to other committees, working groups