



A New CIPS Governance Model

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Introduction

CIPS has existed as an organization for almost 50 years. In recent years the Society has developed a new vision focusing on professionalism. This vision is described in the document *CIPS in the 21st Century - A Vision for the Future of CIPS*. That document describes how CIPS may look in the future and identifies a number of steps needed to reach that future state. A significant step is changing how the society is governed.

This document describes a new governance model for CIPS. The approach taken in formulating the new model is to look at the various roles and activities undertaken within CIPS, as it exists today at the various levels, and then formulate an approach to best support these activities in the future.

Background

CIPS currently operates at 3 levels; national, provincial, and local (sections). There is one National organization and a number of provincial and local bodies. Each of these groups:

- has a board of directors elected by the membership of the group
- sets its own fees
- has a set of activities that it undertakes.

Each level currently exists largely independent of the others. This is especially true of the provincial levels, which, other than representation on the Certification Council, have no formal connection to the rest of the organization. There is currently a lack of alignment between the three levels. Because CIPS is primarily a volunteer organization each level, to some extent, competes for resources in terms of both volunteers and finances.

In order to address the governance issues, terms of reference were established and approved for the creation of a Governance Committee. (See Appendix D.) The CIPS Governance Committee was formed in May 2005 and currently consists of the following members:

- Project Manager: Jon Nightingale, I.S.P.
- National Rep: Rick Penton, I.S.P.
- Provincial Rep: Bruce Gorman, I.S.P.
- Section Rep: Trekker Armstrong, I.S.P.
- National Office Rep: Mary Jean Kucerek

The Challenge

Canada is a vast country with a federal constitution. The Canadian constitution has given the Provinces the power to regulate professions. Although there is precedent for some professions to be governed federally, especially where there are international considerations (e.g. airline pilots), CIPS has for several years been moving down the road of setting up provincial bodies to govern the profession. Further, there does not appear to be a political will in Canada to change this to a National focus and, given the geographic vastness of the Country, a provincial model is not totally inappropriate. In short, some things are better done locally and some are better done nationally.

As part of our analysis, we looked at the activities that the organization should perform and determined where it makes most sense to deliver these activities. The activities recommended at a National level are performed there primarily for one of two reasons: either it is more economical to do it nationally due to economies of scale or because it is necessary to maintain national standards, which is a mandatory requirement.

The challenge for the governance model is to put power in the hands of the Provincial bodies, while at the same time strengthening the role played nationally and locally in the advancement of the professionalism agenda. Provinces must have the statutory right to set and enforce their own standards, even though in practice such authority should be exercised by the routine approval of common standards developed jointly

with other provinces. The practical delegation of standard setting authority from the provinces to national is both frail and essential. Such delegation must be done in such a way that it could withstand a dispute which might arise between provinces. A prolonged dispute lasting more than one elected term should not arise if the governance model is working. The agreement between the provincial bodies to adopt the same standards as recommended by the proposed Canadian Council of IT Professionals (CCITP) should be by a contract, which binds the parties by time and process such that routine disputes can easily be resolved within its timeframe. The notice period required to leave the CCITP should long enough to preclude a Province from leaving over a single dispute. To further reduce the likelihood of a province leaving the CCITP, whenever possible, ownership of assets relating to professionalism (e.g. Guides to the body of knowledge, Exams, Trademark of the designation, etc.) should reside at the National level.

A New Approach

CIPS National

It is important to maintain a strong national body for a variety of reasons:

- To assure uniform standards and thus portability of the I.S.P. designation between provinces.
- To conduct relations such as mutual recognition agreements with other National and International bodies.
- To run the educational accreditation councils in order to maintain consistent standards across the country.
- To ensure consistent national branding for CIPS in its institutional messaging, work with media, overall community presence and outreach programs, and as a home for the IT practitioner and umbrella for IT communities.

In addition there are a number of activities that for economies of scale make sense to do in a central office.

Canadian Council of IT Professionals

The Canadian Council of IT Professionals (CCITP) will replace the current National Board. It shall be made up of members from the provincial organizations. Each province shall appoint one member to the Council who will serve for an initial three year term. Subsequent terms shall be for two year periods. The board shall annually select one member of the board who shall serve as chair for a period of one year. A second member shall be selected as vice-chair.

The current National Board is responsible for setting policy and, a subset of the board, namely the executive committee, is actively involved in the day to day management of the organization. In the target state, it is envisioned that most of the day to day management and some of the policy would be handled by staff. The CCITP is ultimately responsible for setting policy and approving policy as proposed by staff. The level of executive responsibility transferred to paid staff could vary (presumably increase) over time as the CCITP gains confidence in the capabilities of the staff that are in place. It is recognized that it might be several years before this model is realizable, due to the cost of such staff and transition steps may required along the way.

The role of the CCITP in the envisioned target state becomes more of an oversight role, ensuring that the staff executive is meeting the needs of the organization. It becomes up to the Executive office to meet the needs of the organization and up to the CCITP to replace the staff officers of the organization if they fail to meet the needs of the organization. The CCITP would vote on routine Board matters, such as appointment of Auditors and approval of annual budgets. They would also periodically approve strategic plans for the organization, which are prepared by the staff executive.

The target organization must address the ongoing dichotomy that legal responsibility for certification lies with the Provinces but the organization can only be sustainably successful if the standards are set at a National level and are agreed to by the Provinces. This implies that the National organization should be responsible to the Provincial organizations and not directly responsible to the members. The logical composition of the Council, therefore, is members appointed by the provinces.

In the ideal working model, the Council should not have close votes. Almost all votes should be unanimous and when not unanimous, there should be only one or two provinces voting against. If this is not the case, then the National office is not meeting the needs of the organization by setting policies that can be accepted by all Provinces. If we accept the premise that almost all votes should be unanimous, then it becomes less important that each province have a vote or that larger provinces have more than one vote. Economics may be a factor in whether smaller provinces want to have their own representation on the Board, due to the cost of supporting a Board member. It is suggested that each Province be entitled to appoint one representative to the Council but allow Provinces to join together by their own arrangement in appointing a single representative for more than one Province.

Office of the Executive Council

The Office of the Executive Council (OEC) shall include paid employees or individuals hired on a contractual basis. They will hold positions determined necessary by the Canadian Council of IT Professionals. Such positions may include President, Vice President, Financial Officer, Standards Director, Marketing Director etc.

They will be responsible for developing policy, standards, public relations, advocacy and other functions as identified in the activities matrix. It will be the requirement of the OEC to develop policy that meets the acceptance of the Canadian Council of IT Professionals. The OEC will develop the annual budget based on priorities it sets for the year and submit the budget to the CCITP for approval.

The Executive Council will also be responsible for ensuring that an appropriate infrastructure is in place to adequately implement policy and service all stakeholders.

National Supporting/Related Bodies

Committees

Many executive policies will be developed and recommended to the OEC by volunteer committees or committees comprised of both staff and volunteers. The OEC would have the authority to create ad hoc committees to address an issue or project-related situation that might arise. Standing committees would report to the OEC and the creation of new standing committees would require the approval of the CCITP.

Professional Standards Committee

One standing committee that should be mentioned is the one whose mandate is to recommend changes to professional standards. This committee may have sub-committees as it chooses to handle the Body of Knowledge, Standards of Practice, etc. The ultimate approval of changes to professional standards is an executive responsibility held by the CCITP and the Professional Standards Committee shall report to the CCITP or its designate.

Councils

The main distinction between councils and committees is that councils are semi-autonomous bodies. Their decisions with respect to their mandate (certifications or accreditations) do not require the approval of the CCITP. The councils are funded through the OEC budget and the relationship between the Councils and the CCITP is a contractual one. The Councils shall report to the CCITP or its designate through the Professional Standards Committee.

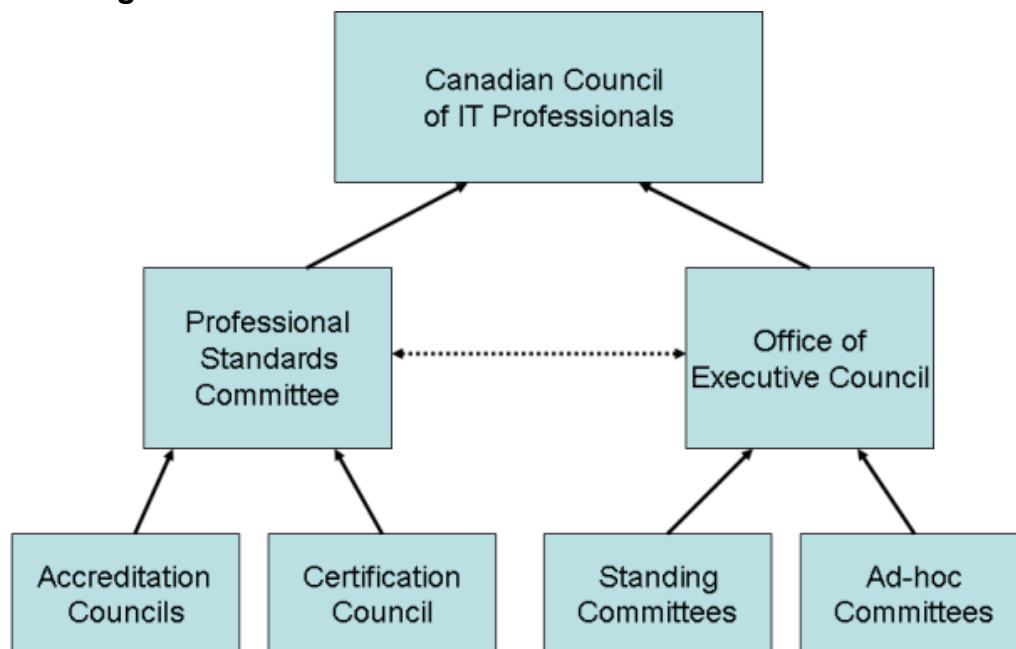
Accreditation Councils

The Accreditation Councils shall continue to exist and operate much as they do currently.

Certification Council

The Certification Council's primary role will be receiving and assessing applications for the I.S.P. The Council may make recommendations for new criteria for certification as well as adjustments to existing criteria.

National Organization Chart



Provincial Organizations

The provincial organizations will take the lead role in the new organization. Regulation of professional designations is done on a provincial basis and thus each province is responsible for maintaining the I.S.P. designation within their jurisdiction.

CIPS Sections

The establishment and funding of CIPS local sections shall be the responsibility of the provincial bodies. It is recognized that sections typically represent the primary point of contact between the individual member and the society and as such are an important part of CIPS.

In some cases there may not need to be two distinct levels where there is only one major population centre and the same people are really involved in organizing and running society activities, i.e. the section and provincial board may be one and the same. In such instances it may be a committee of the provincial board that is responsible for organizing those activities traditionally carried out by the sections. Smaller population centers may also be served by local committees of the provincial bodies rather than through formally constituted sections.

Individual Members

Non-I.S.P. Holders

Under the new model accommodation needs to be made for non-I.S.P. holders. Those members are currently not members of provincial associations, and are in fact not eligible to be members since the provincial bodies only include certified members.

The simplest approach would be for the provincial associations to allow for a category such as "associate member" for non-I.S.P.'s. These would be non-voting members but would pay dues and have the other privileges of membership.

International Members at large

Non Canadian residents remain affiliated with the province they received their ISP from. Foreign I.S.P. applicants abroad will need to apply to a province of their choice. The I.S.P. is legislated as a self regulating designation currently in six provinces: British Columbia, Alberta, Saskatchewan, Ontario, Nova Scotia and New Brunswick. Other provinces are working toward similar legislation through their provincial government.

Funding Model**Introduction**

The issue of funding is fundamental to the sustainability of any governance model. In a multi-level governance environment like CIPS it is important that each governing body have the ability to raise the funds that are required to fulfill their mandate and that this be done in a manner that is effective in terms of achieving overall organizational goals and non-conflicting with the other constituent bodies. The new funding model seeks to support the needs of the new governance model and to improve on some funding issues that exist today.

In a discussion of funding it is useful to classify the various sources of funds. For CIPS, funds generally come from one of three sources:

- i) Membership Dues – the dues paid by members to the various governing bodies.
- ii) Fee for Services – including fees collected from persons attending CIPS organized events or fees collected from government or other organizations for the provision of services.
- iii) Sponsorship – can be in the form of cash paid to CIPS or “in-kind” for the provision of goods and service to CIPS. Sponsorship is paid to CIPS by corporations or other organizations to publicly support the activities of CIPS. In addition to public acknowledgement of this contribution, sponsors may receive other intangible benefits, plus event discounts and/or other tangible benefits.

Current Situation**Membership Dues**

Today Sections, Provinces and National each set their own dues and the members pay an aggregate fee depending on which bodies (section, province) they are members of. All members of CIPS pay the National dues. A member who lives in a city that has a local Section must also join the Section (and pay Section dues). A certified member must join the provincial association for the province in which he/she lives if one exists, or pay National an addition fee for administration of the professional designation if a provincial body does not exist.

The membership system is administered by the National office which collects the total fee from members and distributes the pro-rated fee to the Sections and Provincial bodies.

There are two problems inherent in the current model, namely a proliferation of fees and inter-jurisdictional impact of fee changes.

Proliferation of Fees

These various membership jurisdictions combined with the various classes of membership for students, fellows, etc. result in an astounding number (over 900) of different membership rates that can be collected from members. Not only is this an administrative challenge for the National office to support and maintain but it contributes negatively to our image as a National organization and makes marketing more difficult. We should strive to move closer to a common fee or at least reduce the number of different fees.

Inter-jurisdictional Impact

Today, each body (National, Provincial and Section) can set their fee unilaterally. A fee increase by one jurisdiction can limit the ability of other related jurisdictions to raise fees, as the market will only pay so much for membership. There is no single governing body in the organization responsible for balancing the budget needs of the various stakeholders.

Fee for Services

Today all levels of CIPS charge fees for services. For example a Section charges a fee for attendance at a dinner meeting or golf tournament. National charges a fee for attendance at Informatics or for performing an accreditation assessment. National also charges a fee to outside organizations for services provided, such as to PDit for administration work performed or to SHRC or other groups for services performed under contract. Provinces rely the least on this source of income, as they usually do not organize many events but can and do charge for some provincially organized events.

Generally fees for an event are set on the basis of breaking even or making a small profit to offset potential losses on other events. One criticism of the current fee for services implementation is that the fee charged combined with any sponsorship for the event is, in many cases, not enough to cover the cost of providing the event. In these cases, membership dues are used essentially to subsidize the event. This is OK as an exception, but if it happens regularly can result in the valuable resources being deployed for non-strategic activities.

Sponsorship

Sponsorship today is mostly collected at the Section level. Many Sections offer sponsors both an annual sponsorship package and/or the opportunity to sponsor a specific event. The benefits offered to sponsors can include visibility and public acknowledgment, advertising, access to members, discounts on event attendance, etc.

National also has a sponsorship program targeted to specific events, such as INFORMATICS or Women in IT. National has avoided seeking general sponsorship in recent years due to the possibility of conflict over sponsors with the Sections.

Provinces have avoided seeking sponsorship because funds received from a third party might be seen to impair their ability to enforce professional standards.

Proposed Model**Membership Dues**

All fees will be levied by the Provincial bodies only. The provinces should, but are not bound to, maintain consistency of dues across the country if possible. The provinces, in turn fund both the national CCITP and any Sections within the province. It is likely that the Provinces will delegate collection of dues to the OEC.

It is up to the provincial body to decide how and to what extent local events within the Province will be funded. As discussed elsewhere, some provinces may opt to have formal Sections with their own budgets and others may decide to administer local activities directly.

Annually, the OEC will submit a budget to the Canadian Council of IT Professionals. The CCITP will approve a budget for Office of the Executive Council and each province will be bound to fund this budget based on their proportional membership. The share paid by each province should be based equally on all membership types. If based on certified membership only, then there is an incentive for a province to increase the proportion of non-certified members and this is contrary to overall organizational strategy.

Each Province will set their membership dues appropriately to fund the OEC, Provincial and Section (if applicable) budgets. In setting their membership dues, the provinces should consider the following guidelines:

1. A desire to maintain consistency in fees across the country.
2. Participation in national membership discount programs that may exist from time to time.
3. Provincial and local administration should be kept to a minimum. Whenever possible administrative activities should be delegated to the National Office of the Executive Council, to achieve economies of scale.

Fee for Services

Fees should continue to be charge for services rendered by the organization. Events should be funded by a fee for attendance and/or sponsorship. Generally speaking, *all events should be self-supporting or revenue generating unless they have a significant strategic component to them.*

Sponsorship

General sponsorship of the organization should be avoided due to the potential for the sponsorship being perceived as impairing the organizations ability to define and enforce professional standards.

Sponsorship of specific events or programs is encouraged. In all cases, the benefits to the sponsor should be well-defined. There is a possibility that, if the organization receives a large percentage of its revenues from sponsorship, that it could loose its independence and ability to protect the public interest. Therefore the CCITP should set, and from time to time revise, a guideline for the maximum sponsorship. The initial guideline is that revenue from sponsorship should not exceed 30% of Total revenues on a Provincial basis.

Regional Differences & Equalization

It is incumbent on the CCITP to create an even playing field in terms of participation at the national level. In order to eliminate regional differences that might adversely affect the ability of a member from a more remote region from participating, such expenses should be budgeted at the national level. Examples include the cost of attendance at CCITP meetings and the cost of participation in National committees.

Notwithstanding the establishment of an even playing field, it is possible that over time, one or more provincial bodies may be significantly more successful than others from a financial perspective. No formalized plan for financial equalization is contemplated by this governance model. The decision of one or more provinces to fund an “equalization” of another could be made independently of the governance model on a project-by-project basis.

Transition Issues

This model is intended to represent a final state in which all provinces and territories have the I.S.P. designation registered. It is recognized that arriving at this state may take a number of years and that there will be a number of steps and transition issues to deal with. The transition team will deal with these issues. Some of them are identified here.

I.S.P. Holders from non-registered provinces

There are still several provinces and territories that have not yet achieved registration of the I.S.P. I.S.P.-holders in these areas are currently represented by CIPS National. In the case of the provinces it may make sense for them to join together and be represented as a single group in the interim. The territories may wish to join with the nearest registered province.

Financial Issues

There are a number of financial issues to be considered in the development of the transition plan to the new governance model.

Current bank balances & debts– The bank balances and debt obligations of each existing CIPS body should be reviewed as part of the transition.

Initial Budget for National Initiatives – As part of the transition project, an initial budget for the Office of the Executive Council and provincial councils should be prepared by the Transition Committee, working with the stakeholder groups.

Appendix A - Table of CIPS Activities and Responsibilities

Explanation of Responsibility Types:

- R Indicates a Required activity and identifies who has responsibility for it. These are generally activities for which there is a regulatory or administrative requirement.
- S Indicates an activity that is handled at the National level in order to maintain a national Standard and/or for consistency and portability.
- E Indicates an activity that, for Economies of scale, may be handled at the National level.
- D Indicates a Discretionary or optional activity. These are generally activities that have been done traditionally but are not required.
- TBD To be determined.

Category	Activity	Responsibility		
		National	Provincial	Section (local)
Professionalism	Certification	ES	R	
	Re-certification - standards	S	R	
	Re-certification - processing	E	R	
	Discipline		R	
	Registrar	E	R	
	Enforcement - protection of legislation		R	
	Code of Ethics and Conduct	S	R	
	Body of Knowledge	S		
	Standards of Practice	S	R	
	Accreditation	S		
	Testing - creating and validating	S		
	Testing - delivery	E	R	
	PLAR	S		
	Mutual Recognition Agreements - National/International	S		
	Mutual Recognition Agreements - Provincial		R	
	Professional Journal/Publications	E	D	
	Education and Training	E	D	D
	Mentorship		D	D
Networking	Local events (eg:, dinner, lunch, breakfast meetings)			D
	Social Activities	D	D	D
	Volunteer Participation	R	R	R
	Special Interest Groups	D	D	D
Advocacy	Position papers	D	D	
	Legislative Reviews	D	D	
	Government Liaison	D	D	
	International Liaison	D		
	Industry Liaison (advisory committees, feedback, needs assessment)	D	D	D
	Educational Liaison (universities, colleges, schools)	D	D	
	Media Relations	D	D	D
	Public Relations	D	D	D
	Awards	D	D	D

	Scholarships	D	D	D
Membership Stewardship	Membership Administration and Directory	E	R	
	Employment Assistance	D		D
	Product Discounts	D		
	Group Insurance	D		
	Reciprocal Organization Discounts	D		D
	Communications with Members	D	R	D
	Governance	R	R	R
Infrastructure	Financial Management (incl budgeting, funding proposals)	R	R	R
	Elections	TBD	R	R
	Section Support	TBD	TBD	
	Board and Committee Support	R		
	Marketing and Sales	R		
	Membership recruitment			R
	Strategic Planning	S	R	
	Operational Planning	S	R	Ra
	Human Resources (incl Volunteer Recruitment, succession planning, orientation)	R	R	R

Appendix B - Present CIPS Structure

This section describes the current structure of CIPS as it exists today. It is included as background information for those who may not be totally familiar with how CIPS currently operates.

CIPS National

All CIPS members are members of CIPS National. Where there is a local section members are generally required to also be members of the section. I.S.P. holders are also members of their provincial bodies, where such bodies exist.

National Board Makeup

Nationally CIPS is governed by a National Board, currently made up of 20 members. These include the President, Vice-president, Past President and 17 directors. There are 13 regional representatives, representing specific regions in the country:

- 2 from BC
- 2 from Alberta
- 1 from Saskatchewan
- 1 from Manitoba
- 4 from Ontario
- 2 from Quebec
- 1 from Atlantic Canada

In addition to the regional directors there are 4 directors-at-large.

Directors are elected to the board for 2-year terms. Regional directors are elected by the members within their regions while the directors-at-large are elected by all CIPS members. Half of the board members are elected each year, in order to provide continuity. The Vice-president is elected annually by the members of the National Board, from the Board and automatically becomes President and then Past-President.

National Supporting/Related Bodies

National Office

The National Board of Directors employs a Chief Staff Officer (Executive Director) who is responsible for operating the organization under the limit and constraint policies set by the Board. In addition to supporting the National Board and Executive Committee, staff provides support to all Standing Committees and Councils of the Board through a staff co-chair.

The Executive Director also performs the role of Registrar for the I.S.P.

Accreditation Councils

CIPS has established the Computer Science Accreditation Council (CSAC) and the Information Systems and Technology Accreditation Council (ISTAC) as autonomous bodies. These are the lead councils in CIPS that review and accredit Canadian publicly funded baccalaureate programs in Computer Science, Software Engineering, Management Information Systems, Computer Systems Technology, Applied Information Technology, and Post-Diploma type programs at the college-level. The Councils are responsible for the development of accreditation criteria, selection of program evaluators, and ultimately the granting of the accreditation status. The accreditation process is voluntary.

Certification Council

The Certification Council has been established to manage the Information Systems Professional of Canada (I.S.P.) designation and to undertake activities which support professionalism in information systems as a partnership between the CIPS National Board and the CIPS provincial societies.

Standing Committees

CIPS committees provide the Board with an assessment of alternatives and recommended plans of action. Once approved, committees implement these plans with support from the National Office. They are instrumental in developing the appropriate budget that will form part of the Society's budget and give CIPS its focus and direction.

Finally, CIPS committees initiate, consider, investigate or take action on matters that pertain to the committee. Many of these reflect directly on the benefits offered to CIPS Members.

Special Interest Groups

At the National level, Special Interest Groups (SIGs) provide a forum for the various areas of specialization within the information technology field. SIGs are arms-length organizations who have contracted with CIPS to provide Member processing services and support

CIPS Sections

CIPS Sections are local organizations that exist in a number of cities (currently 23, although some are currently essentially dormant). They carry on local activities such as educational events and dinner meetings. The primary connection between National and the sections is through the regional directors. The connection between sections and regional directors varies greatly. In some sections the Regional Director is a voting member of the section board. Other sections, for example some of the smaller sections, may have little or no contact with their regional directors.

The sections have their own constitutions and bylaws and elect their own boards.

Members of sections are also members of CIPS National and if they are I.S.P. holders they are also members of their provincial bodies (assuming that a provincial body exists).

Provincial Organizations

The provincial bodies are relatively new to the organization. Their primary role is the maintenance of the I.S.P. designation within their province. The main connection between the provincial organizations and the rest of CIPS is through the Certification Council. In some cases there are also informal relationships between the provincial organizations and the sections within their jurisdictions. There is currently no formal constitutional relationship between provincial bodies and the national organization (or the sections).

The provinces have their own constitutions and bylaws and elect their own boards.

All I.S.P. holders are required to be members of a provincial body, where such a body exists. Conversely, members must be I.S.P. holders to be members of the provincial bodies. Typically they are also members of CIPS National, and of a local section where one exists.

Appendix C - Current CIPS Organizational Status

Province	Provincial Body exists	I.S.P. Designation registered	Local Sections
British Columbia	Yes	Yes	Kamloops, Vancouver Victoria Prince George
Alberta	Yes	Yes	Calgary Red Deer Edmonton
Saskatchewan	Yes	Yes	Saskatoon Regina
Manitoba	Yes	No	Winnipeg
Ontario	Yes	Yes	Ottawa Toronto London Kitchener/Waterloo Hamilton
Quebec	Quebec members are represented by F.I.Q.		
New Brunswick	Yes	Yes	Fredericton Saint John
Nova Scotia	Yes	Yes	Halifax
Price Edward Island			Charlottetown
Newfoundland			
Yukon/NWT/Nunavit			Whitehorse

Appendix D - Governance Project Terms of Reference

As an ad hoc committee of the National Board, the Governance project team will report to the National Board through an appointed project sponsor from the national executive.

The stakeholder groups shall be; the National Board, the Provincial Presidents, and the Section Presidents. Any other body or special interest group will be represented by one of the above.

Influencing Factors

Dependencies and considerations

The Governance project team should remain aware of other concurrent planning projects and adjust scope accordingly, specifically the "Strategic Plan" being produced by Sheryl Feller, FCMC.

A critical assessment should be made of the CIPS Activities chapter in the vision document, "CIPS in the 21st Century" and the results of the workshop conducted with respect to which level these activities are best delivered.

Consideration should be given to the report entitled, "Progressing Towards a Professional I.T. Society" presented to the National Board in October 2001 and the subsequent feedback obtained through various "town hall" meetings held across the country.

Term

The project team shall be deemed to exist upon acceptance of these terms of reference by the stakeholder groups, or at a subsequent date specified in the motion of approval of the terms of reference and shall dissolve upon acceptance of the implementation plan.

The project team will be empowered to:

- begin their work immediately without requirement to be fully constituted
- bring forward a plan, upon presumed adoption of the recommended governance changes, for the staged implementation of the governance changes at the earliest reasonable date
- present a report containing attendant recommendations with respect to the proposed governance changes at the May 2005 National Board meeting

Scope

The project team will consider all possibilities in order to determine the most logical way for CIPS to be organized to accomplish its objectives.

Governance Model

Identify how the following needs should be satisfied:

- for certified members to directly control all matters related to certification
- for non-certified members to have a say in governance of the organization
- for the maintenance of national standards (e.g. Code of Ethics and Standards of Conduct, Standards of Practice, and Canadian Information Technology Body of Knowledge)
- for ensuring portability of the designation across provinces and to realize economies of scale, while preserving the statutory responsibility of the provincial bodies

Organization and Administration

Identify issues and proposals to resolve issues with the current organization, specifically addressing:

- the composition of any national, provincial and local boards, their number of directors and their method of election

- the composition of any national, provincial and local support staff, including the question of whether and how IT professionals (CIPS members) might be included as paid staff, or compensated for work as independent contractors. Consider Industry Canada's Guidelines for Not-For-Profit organizations.
- the term of any national, provincial and local executive body
- the question of whether any members of executive bodies should be paid
- the question of whether an equalization formula is appropriate for travel expenses because of national meetings and events

Transition

Identify issues and a plan for transition to the new governance model, specifically addressing:

- the division of responsibility within the new organization (e.g. national, provincial and local)
- the mandates of any national, provincial and local boards or councils
- the mandates of any Special Interest Groups and their respective committees
- the mandates of any new bodies recommended by the project team
- the reporting relationships between all proposed CIPS bodies

Project team Composition and Representation

Each stakeholder group having authority to appoint project team members shall also have the authority to remove and replace such project team members.

Project manager

The project manager will strive to ensure that all aspects of discussion and decisions are fairly presented and considered, with the prime objective of bringing the project team activities to a successful conclusion. Since the project manager must be one who is deemed qualified to do the job, and who must be acceptable to all stakeholder groups, the selection will be made by mutual agreement of the stakeholders. If the project manager is selected from one of the project team members, that stakeholder representative shall be replaced by the stakeholder.

Core project team members

As stakeholder group representatives, each project team member will have a responsibility to; solicit, coordinate, and mediate stakeholder group responses to issues. The project team members will act as sub-project team leaders, showing leadership, innovation and a strong desire to seek proposed solutions. Each project team member will have an obligation to keep their respective stakeholder group informed by reporting issues and progress made to that group.

Supplemental project team members

Since the goal of the project team is to find the best solution for the Society, and to ensure that the solution is acceptable to the stakeholder groups, the project team may if the need exists, add one or more supplemental member(s) acceptable to all members, to make up a deficiency or provide additional expertise. The term of any supplemental project team member will be determined by the project team.

Core project team composition

The project team shall be comprised as follows:

- 1 project manager who will lead and coordinate the project team efforts
- 1 project team lead who will lead and coordinate the National efforts
- 1 project team member who will lead and coordinate the Provincial efforts
- 1 project team member who will lead and coordinate the Section efforts

Per the by-laws of the Society, the President will be an ex-officio member of the project team.

Project team meetings

The project team will meet regularly by teleconference. In addition there will be a requirement for one in-person meeting.