| **TEAM TERMS OF REFERENCE** |
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| **Team Title** | **GOVERN CONSISTENCY FRAMEWORK TEAM** |
| **Terms First Approved** | Sep 2016 |
| **Terms Last Updated**  | Dec 6, 2018 | **Approved by:** Karen Fryday-Field, Govern CEO |
| **Team Mandate/Purpose** | The Govern Consistency Framework Team is an operational team under the direction of the Govern’s CEO. The team is charged with creating independent thought, perspective, and publications regarding the integrity of the conceptual coherence of the application of the Policy Governance Model in the context of Govern for Impact. The team will only address issues that arise from Govern business and communications and will only address issues that are passed to it by the CEO. Items addressed will be at the discretion of the CEO.The Govern for Impact Consistency Framework Team primarily helps to develop and assure a high standard of consistency of all Govern provided content with the principles of the Policy Governance system.  The team also conducts assessment of other governance systems (as identified based on accordance with Govern's criteria for advanced systems of governance) and clarifying the connection of all governance systems to Policy Governance. |
| **Team Responsibilities** | 1. The development of the Govern Consistency Framework relying on critical resources, for example the Govern Consistency Advisory Group, the Authoritative Source, and authoritative sourced Policy Governance literature.
2. Regular review of the Govern Consistency Framework.
3. A managed process of peer review for Govern Conference presentation materials using the Govern Consistency Framework and quality of presentation review.
4. Responses to the CEO on consistency questions or issues using the Govern Consistency Framework.
5. Educational presentations to Govern Consultants' Forums, Conferences and other learning events.
6. Updates for Govern members on the work of the team including changes to the Govern Framework itself, practical implications on those changes to Policy Governance practice and identification.
7. Development of the content and use of the Govern ‘criteria for advanced systems of governance’ and learning about other governance approaches that meet the Govern criteria for advanced systems of governance (where they exist).

The development of the Govern Consistency Framework is guided by the following mandate:* The purpose of the Govern Consistency Framework is to help Policy Governance users to determine whether or not any practice is consistent with the principles of the Policy Governance system.
* The Govern Consistency Framework does not dictate particular practices (applications of the principles) because the effectiveness of the Policy Governance system can be assured by any set of practices that comprehensively covers, and is consistent with, all the system's principles.
* Only matters essential to understanding and assessing consistency with the principles of the Policy Governance system will be incorporated in the Govern Consistency Framework.
* The Policy Governance Principles on which the work of the Govern Consistency Framework is based are those indicated to be the most currently accurate by the Authoritative Source (currently John and Miriam Carver).
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| **Team Structure (# and type of members)** | The Govern Consistency Framework Team will consist of no less than 4 and no more than 6 members with an Advisory Group of no less than 6 members. Govern's CEO may not be a member of the team unless qualified (see Qualifications below). As a member of the team, the person will be operating independent of their role as CEO.The Advisory Group will assist Govern Consistency Framework Team in the conference review process and may be asked to help with questions of consistency if the team is unable to come to a conclusion using the Framework. The team determines the membership of the Advisory Group.**Recruitment and Succession**In order to preserve academic independence, Govern Consistency Framework Team and Advisory Group members will be selected by the current sitting members of the team. A conscious effort will be made to ensure a diversity of thinking perspectives and styles, a range of geographic understanding and an ability to work with others in a group.The team will utilize the Advisory Group's membership as a first place to look for new members and will only go outside that group if no candidate is forthcoming or if the need for diversity mentioned cannot otherwise be fulfilled.The team will appoint a Chair for a two-year term, once renewable.  New members joining the team will make a commitment to remain on the team for a minimum of two years. All members of the Govern Consistency Framework Team and Advisory Group will be re-appointed annually.  Members may resign at any time, or be removed if, in the CEO's opinion, the member has shown themselves to be unable to fulfill their duties by virtue of inability to attend meetings, deliver on assignments or behave in a manner conducive to effective group function.  Matters of genuine academic disagreement will not be grounds for removal. |
| **Team Chair Name and Start Date of Term** | Eric Craymer up to Dec 30, 2018Richard Stringham as of January 2019 |
| **Team Vice Chair** | TBA |
| **Team Members** | **Main Team**Eric CrayerKaren Fryday-FieldRichard StringhamLinda Stier | **Advisory Group**Richard (Dick) BieryJohn BohleyCam BrinsdonBill CharneyJannice MooreHartger Wassink |
| **Qualifications** | A strong knowledge of Policy Governance and a breadth of experience in using it either in or with multiple organizations as well as a deep familiarity with the Govern Principles Consistency Framework and an adept ability to use it for reasoning. Successful participation in the highest level of available training is required. An extraordinary commitment to upholding and developing the integrity of the conceptual coherence of Policy Governance is an essential qualification. The capacity to work within a team to collaboratively and openly explore new ideas and be candid regarding shared perspectives is also required. |
| **Team Staff Liaison (where applicable)** |  |
| **Team Reports To** | Govern for Impact CEO |
| **Notes (any relevant)** | **Issue Review Process**The Govern for Impact Consistency Framework Team will generally use the following process to review issues or questions raised by Govern for Impact's CEO:1. Assign a single team member as Issue Leader to take the matter through the steps as indicated below.
	* Determine the nature of the issue.
	* Identify which of the Principles and/or their further definitions, if any, would apply to the issue.
	* If none would, find it to be a practice issue rather than a principle issue.
2. If determined to be a practice issue:
	* Read through the Principle(s) and related Possible Lower Level definitions as well as Potential Criteria to see if they indicate a possible response.
	* If they do, respond to the CEO and the person(s) who forwarded the question.
3. If determined to be a principle issue and the current Framework does not provide appropriate information to address the issue:
	* Determine first if having more information (insight?) beyond the team's would add significant value to understanding the Principles and their use.
	* If not, go to #4. below. If so, go to the two steps below.
	* Ask the Advisory Group to review the question and add any possible comments.
		+ Stages (potential for both converging and diverging stages):
			- Expanding our Understanding: What do we know?  What don't we know?
			- Inclusive Solutions (i.e. solutions that address apparently conflicting/competing needs)
			- Synthesis (i.e. re-framing the issue to gain a different perspective)
		+ Determine what is missing and define a possible addition to the Framework that would allow the question to be answered.
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| **Notes (any relevant) - continued** | 1. If time allows, share the draft with the Advisory Group prior to submitting it to the Authoritative Source and refine the draft as the team sees fit.
	* Stage (Converging Stage)
		+ Refinement (i.e. evaluate and refine the quality of thinking)
2. If the Issue Leader believes it would be beneficial to have help in the initial research and knowledge gathering they can be empowered to form a sub-team by vote of the team. If the sub-team is granted the Issue Leader shall develop the Terms of Reference for that sub-team and may invite such individuals as the Issue Leader feels would advance their work.
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|  | **Documentation of Conclusion and/or Changes**1. If a possible revision or addition is developed, request that the Authoritative Source review it and suggest changes or other action.
2. Address any concerns that the Authoritative Source raises.
3. Update the Govern for Impact Principles Consistency Framework as appropriate.
4. In relation to every issue raised with the team, the Issue Leader will:
	* Be in regular communication with the person(s) who presented the question or issue to update them on the team's progress and eventual conclusion
	* Use input from the team to draft a likely resolution and all revisions thereof.
	* Request reviews of the draft by the Advisory Group and the Authoritative Source as appropriate.
	* Upon conclusion of the review, send a short summary write up of the presenting issue, the process of reasoning and the conclusion and outcomes to the CEO for publication on the Govern for Impact website.
5. The Issue Leader will also work with the full team to develop a paper describing the potential impact on model practice.
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| **Notes (any relevant) - continued** | **Conference Materials Review Process**The Govern for Impact Consistency Framework team will lead the process of reviewing Conference Presentations and Materials to:1. Identify and address any principles issues with the presenter (including consistency, possible misperception that could lead to inconsistent understanding by presentation attendees and standard language and acronyms to increase the alignment of all presentations) and
2. Offer any helpful suggestions about approach or presentation style.

Items of principle need to be worked through to the satisfaction of the presenter and the reviewer, suggestions are offered on a take it or leave it basis.The following process will be generally followed:1. Review teams of two per team are formed, primarily from the ranks of the Advisory Group and the Consistency Team. If there are too few reviewers, the team may recruit additional reviewers that they feel are able to fulfill the requirements. Those who are reviewers but not on the Advisory Group should be strongly considered for addition to the Advisory Group.
2. New reviewers are trained in the process and the expectations of the position.
3. Presenters who have not been through the Framework Orientation in the past will do so before submitting materials.
4. The team will work with the CEO to establish a timeline for:
	1. Getting materials out for review,
	2. Managing the review process and
	3. Concluding the review work in time such that the publication and promotion of Conference sessions can be done smoothly and on time.

One member of the team will manage the review teams, providing assignments and forwarding regular updates on progress, completion and remaining presentation to be received and/or reviewed. |