

CANADIAN COUNCIL OF LAND SURVEYORS
GUIDE TO GOVERNANCE POLICY AND PROCESSES

Adopted June 4, 2004 Motion D-04-27

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1. CCLS VISION (APRIL 2003)

The Canadian Council of Land Surveyors is a national consensus based enabling forum providing proactive leadership to its member associations. Its prime objectives are to provide national strategies, and national and international representation, for land surveyors within the geomatics profession.

Le Conseil Canadien des Arpenteurs-Géomètres, un forum national habilitant axé sur le consensus, joue un rôle de chef de file proactif à l'égard de ses associations membres. Ses objectifs principaux consistent à établir les stratégies nationales et à représenter les arpenteurs-géomètres dans le secteur de la géomatique, à l'échelle nationale et internationale.

2. CCLS KEY ROLES

2.1. Member Association

- Finds Volunteers
- Provides resources to CCLS Director
- Ensures CCLS Director reports directly to Association Council
- Supports CCLS initiatives
- Delivers services to individual members

2.2. Board of Directors

- Seeks consensus using defined methodology
- Sets policy
- Approves budgets
- Approves committee and task force terms of reference
- Sets strategic direction

2.3. Director

- Champions one project/committee
- Must be good communicators
 - Serve as liaison between the CCLS Board and their Association Council (i.e. attend all Association Council meetings)
 - Ask for feedback from their Council and communicate to CCLS Board
- Must have an appreciation of national issues
- Must be an ambassador of their Member Association and of CCLS at the National level
- Supports CCLS initiatives
- Feeds national issues to CCLS from a variety of sources

2.4. Champion

- Is a CCLS Director
- Does not chair committees/task forces
- Does not perform committee work
- Brings policy direction from Board to committee/task force
- Brings policy and resource issues to the attention of the Executive Committee
- Ensures task forces/committees meet their terms of reference
- Provides a report to the CCLS Board as required to keep Board generally informed of progress and provide background to address policy issues
- Is an observer at the committee/task force meeting
- A Champion may have a dual role if deemed appropriate

2.5. Executive Committee

- Allocates Resources
- Monitors task force/committees through Champions
- Acts as portal for bringing policy issues to the Board (from task forces/committees, Presidents' forums, submitted proposals, etc.)
- Reports to the CCLS Board
- Deals with management issues
- Sets the Executive Directors priorities

2.6. Executive Director

- Priorities set by the Executive Committee
- Should provide less administration and more policy and advocacy
- Has the authority to represent CCLS in certain situations as provided by the Executive Committee and the CCLS Board
- When representing CCLS, must articulate limitations within policy
- Communicates with the Executive Committee on a regular basis
- Articulates issues/policies with balance
- Knows personal and professional limitations
- Takes minutes of meetings and distributes same for the CCLS Board, the Executive Committee and certain committees per priorities set by the Executive Committee

2.7. Task Forces/Committees

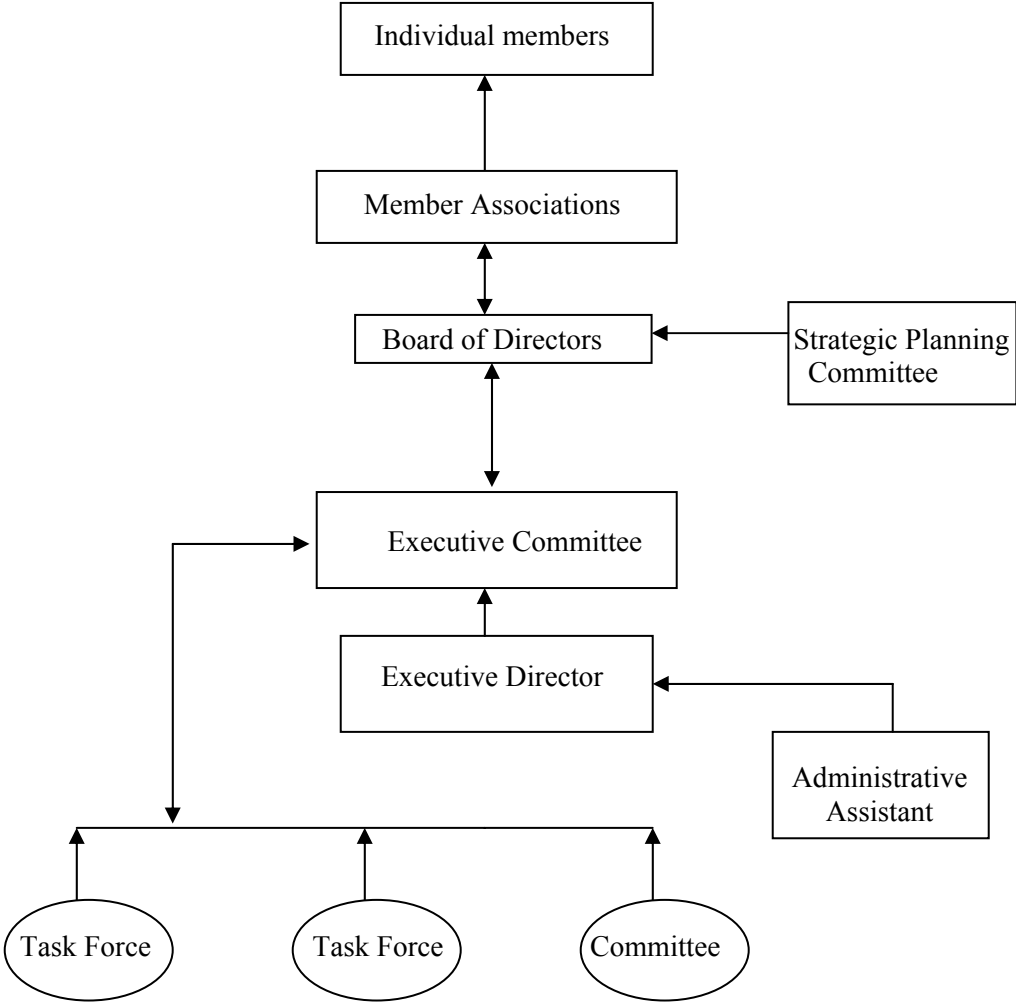
- Are sanctioned by the CCLS Board
- Report to the Executive Committee through Champions
- Meet their terms of reference as set by the CCLS Board
- Provide a report to the Executive Committee after each meeting

2.8. Strategic Planning Committee

- Brainstorms issues from various sources
- Recommends strategies and priorities within CCLS vision and resources
- Presents whole picture to the Board of Directors

3. CCLS ORGANIZATIONAL CHART

3.1. Reporting Relationships



4. COMMUNICATIONS

4.1. Essential Nature

Communication is embedded in the key roles documented for each component of CCLS in section 1. Reporting relationships are illustrated in the organizational chart in section 3. While the chart shows the official reporting relationships which denote authority and accountability, communication is more varied, farther-reaching and flexible.

Communication is key to the consensus building and enabling aspects of the CCLS Vision and, to be effective, must be integrated into all aspects of CCLS work. Communication is by definition two way and includes both presenting and receiving information.

Communication includes the target for presentation of information, source from which information is received, specific avenues for the exchange of information and appropriate methods or tools of communication.

4.2. Targets/Sources

- Member Association Councils
- Member Association Presidents
- Senior Administrators
- Presidents Forums
- Stakeholder Groups
- CCLS Board
- Executive Committee
- Other Committee
- Executive Director
- Government

4.3. Avenues of Communication

4.3.1. *Individual members*

- Receive communications from their Member Associations as required.
- Addressed by Directors at annual meetings.
- Addressed by CCLS president at annual meetings.
- May approach Directors or Committee members with questions or input.
- not targeted as a priority of the CCLS.

4.3.2. *Member Associations*

- Are the key 'client' of the CCLS.
- Major focus of communication.
- Directors are the primary means of communicate.
- Also, association Presidents and senior administrators.

4.3.3. *Board of Directors*

- Meets regularly.
- Meetings documented with agendas, background reports and minutes.
- Reports presented from the committees.
- Through the Champions, Executive Committee and Executive Director.
- Board sets policy which is communicated to committees.

4.3.4. Directors

- Primary means of communication with Associations.
- Attend all meetings of the Association Council.
- Act as Champions.
- Facilitate communication between the committees and CCLS Board.

4.3.5. Task Forces and Committees

- Report regularly to the Executive Committee
- Through them to the CCLS Board.

4.3.6. Executive Director

- Facilitates all communication.

4.4. Methods of Communication

- Face to Face Meetings
- Teleconference
- Email
- Web Site
- Backgrounders
- Reports
- Minutes
- Policy Documents

4.5. Communications Plans

- Key to structured communications
- Outlined in all committee and task force terms of reference
- Include the target and sources of communications
- Include avenue of communication and
- Include method of communication.

5. SOURCING OPTIONS FOR VOLUNTEERS

5.1. Sources of Volunteers

- Member Associations
- Related Organizations or Stakeholder Groups

5.2. Volunteer Provisions in Terms of Reference

All committee and task force terms of reference will include provisions for membership including:

- Number of members,
- Requirements for membership,
- Desired characteristics of members,
- Method of locating and appointing members,
- Requirements for ratification of appointments,
- Method of replacing members, and
- Term and responsibilities of members.

5.3. Methods of Finding Volunteers

Different methods of finding the volunteer that CCLS relies upon may be suited to different tasks or committees. To the extent possible, the preferred method or methods should be determined early in the development of a strategy addressing the specific issue. Methods for finding suitable volunteers include the following:

- Specific individual(s) may be recommended as having required characteristics such as special interest in the issue, experience, expertise, position on a related body, representing a region or constituency,
- Recommendation may come from the Committee through the Chair or Champion or existing members, from a Member Association through the President, Director or senior administrators, or from CCLS Executive or Executive Director,
- A call may be put to the Member Associations through the Directors or the senior administrators for a specific representative of that association,
- A call may be put to the Member Associations through the Directors or the senior administrators for potential members based on specific requirements or characteristics, or
- A call may be put out to a specific Member Association or sub set of Member Associations if representation for that jurisdiction or region is required.

6. THE PROCESS TO MAP OUT A NATIONAL AGENDA

6.1. The Objectives

- 6.1.1. *CCLS will develop National strategies. These strategies will include funding strategies.*
- 6.1.2. *CCLS will build consensus amongst member associations.*

Note: CCLS will not be project oriented. CCLS does not have the resource base required to implement projects at a National level. CCLS does not have the authority to commit member resources to projects. Projects will be implemented by member associations after a consensus has been reached by the associations.

6.2. Identifying Key Concerns

6.2.1. *Sources of issues*

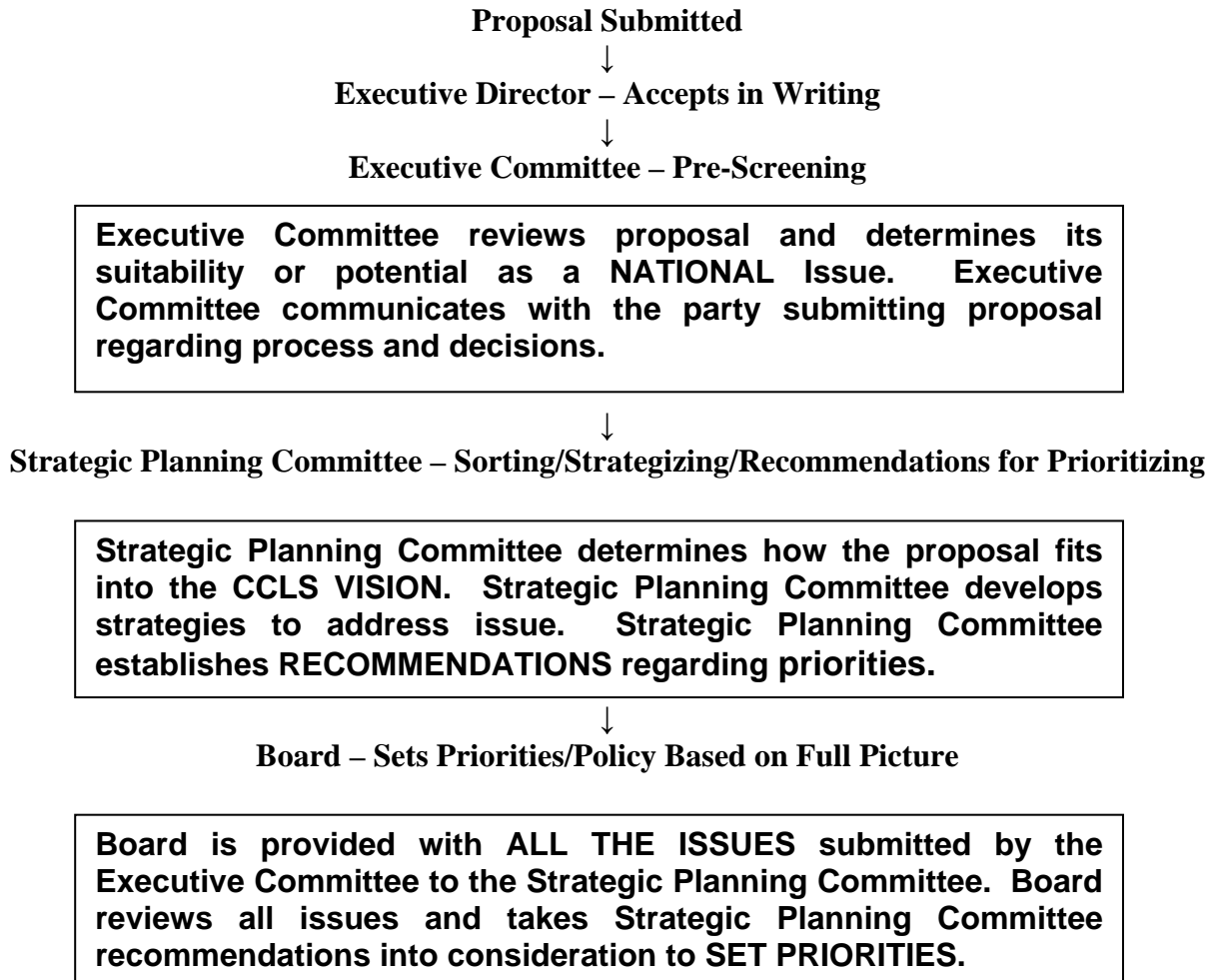
- i. External
 - Federal government
 - HRDC Sector Study
 - CIG/GIAC
 - Outside organizations
 - Foreign country
- ii. Internal
 - Individual member associations
 - Members of associations
 - Directors
 - Presidents Forum
 - CCLS Executive
 - Strategic Planning Committee

6.2.2. *Submission of issues/proposals*

All proposals will be submitted in writing to the Executive Director.

- Member Associations will submit in writing through their Director.
- Presidents Forum will submit in writing to the Executive Director.
- Individual members will submit through their Association.
- CCLS Directors will submit in conjunction with their Association.

6.3. Prioritization of Proposals



6.4. Time Line for Adoption of a Proposal

- Strategic Planning Committee needs 3 months prior to AGM to consider a proposal.
- Worst case scenario from the time a proposal is submitted to the time a proposal is considered by the Board is 18 months.
- CCLS has a built in mechanism for urgent or time sensitive issue. Executive Committee or special Strategic Planning Committee and/or Board meetings can be used to move a proposal forward.

6.5. Strategic Planning Process Review

- The Strategic Planning Committee will have one face to face meeting per year.
- The Strategic Map will be updated regularly.
- Strategic Planning will be on the agenda of CCLS Board through the Champions.
- Strategic Map on will be on the regular agenda of the Executive Committee.
- Opportunities for stakeholder input should be sought at all times.
- All strategies must strive for "Value Added" for the Member Associations.

7. BUILDING CONSENSUS

Consensus building begins with the development of a Task Force and its Terms of Reference.

7.1. Task Force Development

Task force should be provided with 5 key components

- i. **Strategies:** As recommended by the Strategic Planning Committee
- ii. **Deliverables:** Clearly defined in the Terms of Reference and including an end product and operational plan, if applicable.
- iii. **Resources:** A practical number of volunteers (5 to 6 is usually ideal) and the necessary funds to perform tasks.
- iv. **Expertise:** Must have at least one expert, either a volunteer or a consultant, training may be appropriate
- v. **Feedback:** May come from the CCLS Board, Executive Committee, Presidents' Forum, Member Associations, Strategic Planning Committee or outside body.

7.2. Terms of Reference Development

Development of the Terms of Reference is an iterative process.

- i. Initial proposal is the first step. (CCLS template provided)
- ii. Strategic Planning Committee provides options/strategies.
- iii. General terms of reference accepted by Board in Principle.
- iv. Champion and team is brought together.
- v. Champion and team refine specific Terms of Reference (CCLS template provided) and develop an Action Plan.
- vi. Board gives final approval.
- vii. Executive Committee monitors Terms of Reference from time to time to assess suitability.

7.3. Consensus Building

Consensus building is an iterative process.

- i. Strategic Planning Committee suggests potential policy questions.
- ii. Task Force further develops policy questions.
- iii. Task Force puts policy questions to Member Associations via the Directors.
- iv. Task Force addresses responses to policy questions.
- v. If no clear consensus is recognized out of the responses, the matter is referred to the Board by way of the Executive Committee. The Board may refer the matter to the Strategic Planning Committee for review and recommendations. The Board may also recommend that the responses be referred to the Presidents' Forum for discussion.