



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# Terms of Reference

## Next Generation Network

July 2022



PROTECTION • SERVICE • INTEGRITY

Canada 

Table of Contents

- 1. Mandate..... 2
- 2. Steering Committee Membership ..... 2
- 3. Steering Committee Members Roles and Responsibilities..... 4
- 5. Additional participants..... 7
- 6. Meeting Frequency ..... 7
- 7. Operation of the Meetings ..... 7
- 8. Language of work..... 8
- 9. Communications with the Membership ..... 8
- 10. Amendments..... 8
- 11. Date of Approval ..... 8

1. Mandate

- 1.1. The Next Generation Network (NGN) Steering Committee constitutes the executive collaborative forum and decision-making body of the NGN. The NGN Steering Committee facilitates the exchange of ideas among its members by studying, debating, and approving initiatives and activities developed and implemented by the NGN. The NGN Steering Committee constantly seeks out new and innovative opportunities and processes.
- 1.2. The NGN helps deliver a platform where CBSA employees in non-management roles can feel comfortable sharing their ideas, have an opportunity to interact with other CBSA personnel from varying departments, and be involved in NGN events, initiatives, and projects.
- 1.3. The NGN aims to support and assist in the development of the next generation of CBSA employees by providing opportunities for networking, professional development, innovation and change.

2. Steering Committee Membership

- 2.1. General
  - 2.1.1. The NGN Steering Committee shall normally consist of one (1) member per region, one (1) supplementary member, and a minimum of two (2) co-chairs of which:
    - 2.1.1.1. There shall be a minimum of five (5) Steering Committee Members
- 2.2. Selection of Chair(s)
  - 2.2.1. The term of a Chair shall be for 2 years commencing on the date of election. The term must be renewed through a new election.
  - 2.2.2. Chair election shall occur when required to maintain a minimum of two co-chairs.
  - 2.2.3. Steering Committee Members may present themselves for re-election as Chair ad-infinitum.
  - 2.2.4. Should a Chair resign or be removed, the NGN Steering Committee shall elect a new Chair to carry out the remainder of the mandate of the former Chair.

- 2.2.5. Should no eligible Steering Committee Member wish to present themselves for election, the Chair may open the nomination of co-Chair to membership at-large.
- 2.3. Selection of Members
- 2.3.1. Steering Committee Members shall be selected from within the at-large membership of the NGN.
- 2.3.2. Steering Committee Members shall self-identify as candidates through a formal advertised selection process organized by the NGN Steering Committee.
- 2.3.3. Once selected, Steering Committee Members must remain in their position for a minimum of 2 years.
- 2.3.4. Steering Committee Member selection shall occur on a yearly basis, if required, to maintain a minimum of five (5) members.
- 2.3.5. Steering Committee Members may present themselves for re-selection ad infinitum.
- 2.3.6. Should a Steering Committee Member resign or be removed, the Co-Chairs may choose to appoint another member at large to complete the balance of the departing member's term.
- 2.4. Selection of Team Leads
- 2.4.1. Team Leads shall, in general, be selected from amongst the Steering Committee Members.
- 2.4.2. A Team Lead must be selected for each NGN initiative.
- 2.4.3. A Team Lead may also be selected from among the membership at-large, especially for special events or initiatives. Where a Member at-large is named Team Lead, a Steering Committee Member shall be named co-Team Lead.
- 2.4.4. Steering Committee Members shall be asked to identify initiatives or events that are of personal interest to them and for which they would like to take a leadership role. Where no Steering Committee Members volunteer to lead an initiative or event, the Chair(s) shall be deemed Team Lead.
- 2.5. Resignation of Chair(s)
- 2.5.1. The Chair of the NGN may resign at any moment for any reason.
- 2.5.2. The Chair must provide formal written notice to the NGN Steering Committee of his/her desire to resign, along with an effective date.
- 2.5.3. The Chair will endeavor to provide at least 2-weeks notice.
- 2.5.4. The NGN Steering Committee shall formally accept a duly presented resignation.
- 2.5.5. The remaining co-Chair(s) is/are responsible for immediately notifying the CBSA NGN Champion of the resignation.
- 2.5.6. The NGN Steering Committee shall, within 1 month, elect a new Chair to carry out the remainder of the mandate of the former Chair.
- 2.6. Resignation of Steering Committee Member
- 2.6.1. A Steering Committee Member may resign at any moment for any reason.
- 2.6.2. The Steering Committee Member must provide formal written notice to the NGN Steering Committee of his/her desire to resign, along with an effective date.
- 2.6.3. The Steering Committee Members shall endeavor to provide 2-weeks notice.
- 2.6.4. The NGN Steering Committee is responsible for accepting a duly presented resignation.
- 2.6.5. The Chair(s) is/are responsible for immediately notifying the CBSA NGN Champion of the resignation.

### 3. Steering Committee Members Roles and Responsibilities

#### 3.1. General Principles

##### 3.1.1. All Steering Committee Members shall:

- 3.1.1.1. Agree to abide by all provision of the NGN Terms of Reference;
- 3.1.1.2. Act on a volunteer basis with no expectation of remuneration or material gain;
- 3.1.1.3. Receive approval from their Manager to participate in NGN-related activities if they occur during regular work hours;
- 3.1.1.4. Undertake to be present at all steering committee meetings, where at all possible, at to contribute fully to the work of the committee;
  - 3.1.1.4.1. If a scheduled meeting is cancelled, a new proposed time must be provided at time of cancellation.
- 3.1.1.5. Undertake to contribute fully to the activities or events organized by the NGN and to be present when possible;
- 3.1.1.6. Agree to represent the NGN in a professional way and to faithfully apply the decisions of the NGN Steering Committee;
- 3.1.1.7. Agree to strive for consensus-based decision-making;
- 3.1.1.8. Agree to abide by the values of the CBSA Code of Conduct and Values and Ethics Code for the Public Service; and
- 3.1.1.9. Agree to create a safe, respectful, and open environment that allows for the free and frank exchange of ideas and information.

#### 3.2. Responsibilities of the Chair(s)

3.2.1. The Chair(s) of the NGN Steering Committee are responsible for the overall management and priority setting within the NGN including managing and coordinating NGN's activities.

3.2.2. While the number of hours required to fulfill the obligation of a Chair is not defined, co-chairs should expect to spend approximately 15 hours a month participating on NGN related activities.

3.2.3. Specifically, the Chair(s) are responsible for:

- 3.2.3.1. Ensuring that the NGN is able to meet its mandate and objectives;
- 3.2.3.2. Informing the CBSA NGN Champion and other senior management officials of the activities and progress of the NGN;
- 3.2.3.3. Liaising directly with the CBSA NGN Champion and other senior management officials to seek guidance and support for NGN-led activities;
- 3.2.3.4. Providing guidance to Steering Committee Members in their leadership role;
- 3.2.3.5. Monitoring, coordinating, and reporting on the progress of the yearly action plan;
- 3.2.3.6. Monitoring the official CBSA NGN inbox and disseminating official communications to the membership at-large;
- 3.2.3.7. Chairing the meetings of the NGN Steering Committee and encouraging members to reach a consensus;
- 3.2.3.8. Acting as arbiter where disagreements arise; and
- 3.2.3.9. Nominate an individual as their alternate should they be unavailable to exercise their responsibilities.

#### 3.3. Responsibilities of the Steering Committee Members

- 3.3.1. Steering Committee Members are responsible for the planning and monitoring of the initiatives and activities of the NGN. Steering Committee Members support the Chair(s) in fulfilling his/her specific responsibilities.
- 3.3.2. While the number of hours required to fulfill the obligation of a Committee member is not defined, members should expect to spend approximately 5-10 hours a month participating on NGN related activities.
- 3.3.3. Specifically, Steering Committee Members are responsible for:
  - 3.3.3.1. Attending all scheduled meetings;
  - 3.3.3.2. Being respectful of other Steering Committee Members' views;
  - 3.3.3.3. Allowing for an open environment that allows all Steering Committee Members to contribute to the work of the NGN Steering Committee and to be fully involved and engaged;
  - 3.3.3.4. Recruiting volunteers and other members to assist when required;
  - 3.3.3.5. Liaising and providing guidance to Team Leads and other members; and
  - 3.3.3.6. Coordinating NGN Steering Committee meetings on a rotational basis.
  - 3.3.3.7. Being an active participant on the committee and to be willing to offer ideas and input.
  - 3.3.3.8. Not missing 3 consecutive meetings without notice or reasonable cause, which will require a meeting with the Co-Chairs.

#### 3.4. Responsibilities of the Team Lead

- 3.4.1. Team Leads are responsible for the direct managing, planning, coordination and monitoring of a specific initiative or activity of the NGN.
- 3.4.2. While the number of hours required to fulfill the obligation of a Team Leader is not defined, members should expect to spend approximately 10 to 15 hours a month participating on NGN related activities.
- 3.4.3. Specifically, Team Leads are responsible for:
  - 3.4.3.1. Provide updates on the status of their file at all scheduled meetings;
  - 3.4.3.2. Recruit volunteers from the membership at-large to assist as required.

## 4. Non-compliance

### 4.1. General

- 4.1.1. Where a Steering Committee Member becomes aware of an occurrence where another Member has failed to abide by a provision of the Roles and Responsibilities of the NGN Terms of Reference, they shall immediately notify the Chair(s).
- 4.1.2. It is the responsibility of all Steering Committee Members and the Chair(s) to report and/or take action against instances of non-compliance.
- 4.1.3. The Chair(s) shall report all instances of non-compliance, and the remedial action pursued, to the CBSA NGN Champion.
- 4.1.4. The Chair(s) shall clearly document all instances of non-compliance, along with all remedial actions being pursued.
- 4.1.5. The NGN Steering Committee shall use a graduated approach for addressing issues of non-compliance, as detailed below.

### 4.2. Non-compliance of the Chair(s)

- 4.2.1. For a first occurrence, or where the matter is deemed minor in nature:

- 4.2.1.1. The Steering Committee Members shall approach the Chair to informally discuss the matter and provide guidance and advice on remedying the situation and to remind the Chair of his/her responsibilities under the Terms of Reference;
- 4.2.1.2. The Steering Committee Members shall follow-up with the Chair to ensure the issue has been effectively resolved.
- 4.2.2. For a second occurrence, where the matter is of a serious nature, and/or where the Chair has failed to remedy an issue after receiving informal notice:
  - 4.2.2.1. The Steering Committee Members shall provide a written notice to the Chair along with a specific date by which the issue shall be remedied;
  - 4.2.2.2. The Steering Committee Members shall follow-up with the Chair to ensure the issue has been effectively resolved.
- 4.2.3. For a subsequent occurrences, where the matter is of an exceptionally serious nature, and/or where the Chair has failed to remedy an issue after receiving one or more written notices:
  - 4.2.3.1. The Steering Committee Members shall convene a special meeting of the NGN Steering Committee including the CBSA NGN Chair and excluding the Chair deemed in non-compliance, to review and discuss the issue, and recommend follow-up action. This can include any of the following:
    - 4.2.3.1.1. Provide a written notice to the Chair along with specific steps and dates for remedying the issue;
    - 4.2.3.1.2. Ask the Chair to resign from the NGN Steering Committee;
    - 4.2.3.1.3. Discharge the Chair of their responsibilities and remove them as a Steering Committee Member.
- 4.3. Non-compliance of Steering Committee Members
  - 4.3.1. For a first occurrence, or where the matter is deemed minor in nature:
    - 4.3.1.1. The Chair(s) shall approach the Steering Committee Member in private to informally discuss the matter and provide guidance and advice on remedying the situation and to remind the member of their responsibilities under the Terms of Reference;
    - 4.3.1.2. The Chair(s) shall follow-up with the Steering Committee Member to ensure the issue has been effectively resolved.
  - 4.3.2. For a second occurrence, where the matter is of a serious nature, and/or where the Steering Committee Member has failed to remedy an issue after receiving informal notice:
    - 4.3.2.1. The Chair(s) shall provide a written notice to the Steering Committee Member along with a specific date by which the issue shall be remedied;
    - 4.3.2.2. The Chair(s) will inform the NGN Steering Committee of the situation and the corrective action taken to date;
    - 4.3.2.3. The Chair(s) shall follow-up with the Steering Committee Member to ensure the issue has been effectively resolved.
  - 4.3.3. For a subsequent occurrences, where the matter is of an exceptionally serious nature, and/or where the Steering Committee Member has failed to remedy an issue after receiving one or more written notices:
    - 4.3.3.1. The Chair(s) shall convene a special meeting of the NGN Steering Committee, excluding the Steering Committee Member deemed in non-compliance, to review

and discuss the issue, and recommend follow-up action. This can include any of the following:

- 4.3.3.1.1. Provide a written notice to the Steering Committee Member along with specific steps and dates for remedying the issue;
- 4.3.3.1.2. Ask the Member to resign from the NGN Steering Committee;
- 4.3.3.1.3. Discharge the Member of his responsibilities and remove them as a Steering Committee Member.

#### 4.4. Recourse for Chair(s) and Steering Committee Members

- 4.4.1. Where there is a disagreement arising with regards to the process of finding a Chair or Steering Committee Member in non-compliance and subject to remedial action, the NGN Steering Committee shall make use of the CBSA's Informal Conflict Management System to resolve the issue and invite the Champion to attend to the Informal Management system sessions.

## 5. Additional participants

- 5.1. Members at-large or other persons may be invited to attend regular or ad-hoc meetings of the NGN Steering Committee as Team Lead on an NGN initiative or activity, as special advisor, or as a subject matter expert. The additional participants should speak only on the agenda items for which they are invited. Additional participants may be asked to excuse themselves from sensitive discussions.

## 6. Meeting Frequency

- 6.1. Meetings will be held at least once every two months.
- 6.2. The Chair of the NGN Steering Committee may decide to hold meetings on an ad hoc basis for any reason.

## 7. Operation of the Meetings

- 7.1. All meetings shall be led by the Champion or Chair(s).
- 7.2. Quorum shall be attained when at least 50% Steering Committee Members are present, of which at least one must be a Chair.
- 7.3. The Chair(s) may designate another Steering Committee Member to be the Designated Meeting Coordinator.
- 7.4. The Designated Meeting Coordinator is responsible for:
  - 7.4.1. Scheduling meetings;
  - 7.4.2. Preparing the agenda by seeking submissions from the Steering Committee Members;
  - 7.4.3. Distributing relevant meeting material and documents prior to the start meeting;
  - 7.4.4. Recording meeting minutes and distributing them to all Steering Committee Members.
- 7.5. Meeting deliberations are considered confidential and should not be shared with the membership at-large without the consent of the NGN Steering Committee.
- 7.6. All documentation prepared by the Steering Committee Members is the legal property of the NGN Steering Committee and shall not be distributed or disseminated without the consent of the Committee.

- 7.7. Decisions of the NGN Steering Committee shall, where possible, be undertaken through consensus. Where a consensus cannot be reached, the rule of the majority shall apply as deemed necessary by the Chair(s).

## 8. Language of work

- 8.1. Steering Committee Members are encouraged to communicate using the official language of their choice during meetings and deliberations.
- 8.2. All official documents, materials and written and oral communications material shall be produced in both official languages.

## 9. Communications with the Membership

- 9.1. The NGN Steering Committee endeavors to keep its membership informed of all its activities and initiatives.
- 9.2. The NGN Steering Committee may use any communications tools at its disposal, including (but not limited to):
  - 9.2.1. Updating the NGN page on the CBSA Atlas intranet site;
  - 9.2.2. Updating the NGN page on the Government of Canada GCForums and GCPedia sites;
  - 9.2.3. Email communications;
  - 9.2.4. Printed communications, such as posters and brochures;
  - 9.2.5. Presentations, including the use of PowerPoint and other multimedia tools;
- 9.3. All communications products shall be produced in both official languages.

## 10. Amendments

- 10.1. Amendments to any clause of the Terms of Reference may be made when required by the Champion.
  - 10.1.1. The Champion shall inform the Steering Committee of the changes.

## 11. Date of Approval

- 11.1. Adopted on July 1, 2022.