



DIGITAL ID & AUTHENTICATION COUNCIL OF CANADA (DIACC)

Operating Procedures Final V 3.0
Board of Directors – Supplemental Policy
Board approved on Sept 9th, 2025

Purpose

The Corporation's Operating Procedures provide the operational framework for the formation, conduct, and dissolution of Expert Committees (ECs), Special Interest Groups (SIGs), Design Teams, and the development of deliverables. These procedures:

- Enable transparent, consistent processes for:
 - Committee formation and disbandment.
 - Voting and consensus.
 - Draft and recommendation publication.
- Complement the Corporation's bylaws and Board-level policies, which govern the Board of Directors directly.
- Recognize that each committee operates under its own Charter or Terms of Reference (ToR).

This document also integrates explicit references to the Corporation's DEI Principles and Code of Conduct and Intellectual Property Rights (IPR) Policy, which apply to all committees and subgroups. Members participating in any governance activity must acknowledge the Corporation's controlling policies before engaging.

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1. Scope

- This document defines:
 - the governance procedures for The Corporation's Working Groups, including Expert Committees, Design Teams, Special Interest Groups and;
 - the procedure and policies that guide the development of informative and normative deliverables.
- This document outlines the rules for developing and maintaining the Pan-Canadian Trust Framework (PCTF) normative documents, including the conformance criteria for service provider certification and informative documents.
- This document does not define the:
 - certification policies and methodology service providers must follow to demonstrate conformity to the PCTF, which the Corporation's Certification Program document suite specifies; and
 - procedures applicable to the Board, controlled by the Corporation's by-laws and additional governance policies and procedures approved by the Board.
- Accessibility and Inclusion
 - All governance activities under these Procedures must adhere to the Corporation's accessibility and inclusion standards, working to ensure equitable participation for members regardless of location, ability, or language, including provisions for remote participation tools and multilingual materials.

2. Definitions

- **"Board"** means the Corporation's Board of Directors.
- **"Call for Comments"** means (at least) a 30-calendar-day review period during which Members of the Corporation and the public may submit comments for consideration.
- **"Call for Rough Consensus"** means the primary process by which an Expert Committee (EC) seeks to reach a decision unless otherwise specified by these procedures.
- **"Certification Program Management Office"** is composed of the Certification Program Manager, President, and may involve an assigned Program Manager (PM) for the Trust Framework Expert Committee.
- **"Chairperson," "Chair," "Co-Chair,"** or **"Vice-Chair"** means the elected or interim leaders of an EC. Collectively referred to as **"Officers."**
- **"Charter"** means the documentation required to specify and form an EC or SIG.
- **"Conflict of Interest"** or **"COI"** means a Participant's personal, professional, or financial interests, relationships, or circumstances could reasonably be perceived to interfere with their ability to act in good faith, exercise independent judgment, and fulfill their procedural duties in alignment with the Corporation, its bylaws, procedures and policies. All actual, potential, or perceived conflicts must be promptly disclosed and managed under the Corporation's Conflict of Interest procedures.
- **"Contributions"** means the software code, documentation, or any other original work of authorship, including any modifications or additions to an existing work, that is intentionally submitted to the Corporation for inclusion in, or documentation of, any of the products owned or

managed by the Corporation (the work Deliverables). For this definition, “submitted” means any form of electronic, verbal, or written communication sent to the Corporation or its representatives at any time, including but not limited to submissions to GitHub, as well as communications on electronic mailing lists, source control systems, and issue tracking systems that are managed by, or on behalf of, the Corporation to discuss and improve the Deliverable, but excluding communication that is conspicuously marked or otherwise designated in writing by the Participant as “Not a Contribution.”

- **“Corporation”** means the not-for-profit corporation of the Digital ID & Authentication Council of Canada (DIACC).
- **“Deliverables”** means the Corporation's collective work output, including proof of concepts, research, specifications, reports, images, audio, videos, and papers.
- **“Design Teams”** typically include Observers, Participants, and non-member Invited Experts whose purpose is to quickly iterate on a specific topic or task, returning it to the full EC for review and resolution.
- **“DEI Principles and Code of Conduct”** means the organization's diversity, equity, and inclusion code that governs member conduct and participation in the Corporation's activities.
- **“Director”** means a member of the Board.
- **“Discussion Drafts”** means the early findings of an EC developed for sharing and feedback purposes.
- **“Disposition of Comments”** refers to the process of reviewing, evaluating, and making decisions about a set of comments or feedback received during review periods.
- **“Draft Recommendations”** means the findings approved by an EC of the Corporation.
- **“Expert Committee”** or **“EC”** means a Corporation committee based on an EC Charter formed to address a scope of work and associated Deliverables.
- **“Executive Team”** means the Corporation President and Board Officers.
- **“Final Recommendations”** apply to Deliverables, including components or profiles of the PCTF, that are normative and intended for certification purposes, which are developed and approved primarily by the Trust Framework Expert Committee (TFEC) of the Corporation and have been ratified by a Sustaining Member Ballot.
- **“In-Good-Standing”** or **“IGS”** means a member has fulfilled the membership requirements.
- **“Invited Expert”** means a non-Member individual who participates in a meeting or initiative with the approval of the Executive Team, Board, and EC Officers.
- **“IPR Policy”** means the Intellectual Property Rights policy that governs Contributions, ownership, licensing, and use of Deliverables produced under the Corporation's auspices.
- **“Lead”** means a person who provides guidance, instruction, and direction to a group to achieve its goals.
- **“Members”** means an entity that has completed the application forms and executed the required membership and Contributors Agreements, satisfied the objective membership criteria for the Corporation and paid the appropriate membership fee as established by the Board and per the Corporation's by-laws.
- **“Observer”** means a representative of an EC that does not Regularly Attend Meetings, does not count towards the meeting Quorum, and does not have voting privileges enabled.
- **“Ordinary Resolution”** means a resolution passed where i) a Quorum is present and ii) more than 50% of the ballot Participants vote in favour of such Ordinary Resolution.
- **“Papers”** are informative documents that share learnings and insights.
- **“Participant”** means a representative who Regularly Attends Meetings of an EC, counts towards the Quorum and has voting privileges enabled.

- **“President”** means the President of the Corporation, who serves as an executive officer of the Corporation.
- **“Program Management Office”** or **“PMO”** means the Corporation support person(s) responsible for supporting program and project aspects of Working Groups and Deliverables.
- **“Quorum”** means that at least 50% of the EC Participants are in attendance unless otherwise defined.
- **“Regularly Attend(s) Meetings”** means a representative has attended at least two (2) of the last three (3) consecutive meetings and has indicated intent to be a Participant.
- **“Secretary”** means the person responsible for supporting the work of an EC, including meeting minute-taking and issue tracking. The PMO may fulfill this role.
- **“SIG Participant”** means a representative who regularly attends Special Interest Group (SIG) meetings.
- **“Special Interest Group”** or **“SIG”** means a Corporation group formed based on a SIG Charter to discuss specific issues.
- **“Special Resolution”** means a resolution passed where i) a Quorum is present and ii) not less than 66% or 2/3rds of ballot Participants vote in favour of such Special Resolution.
- **“Steering Council”** or **“SC”** means the Corporation's non-authoritative council formed based on an SC Charter to address a scope of work and associated Deliverables.
- **“Sustaining Members”** means an entity that has completed the application forms and executed the required membership and Contributor Agreement, satisfied the objective Sustaining Member class membership criteria for the Corporation and paid the appropriate membership fee as established by the Board and per the Corporation's by-laws.
- **“Sustaining Member Ballot”** means an in-person or electronic ballot of Sustaining Members.
- **“Technical Writers Office”** means PMO technical resources and subject matter experts who may support Design Teams' drafting efforts.
- **“Working Groups”** is a collective term for ECs, Sub-Committees, Design Teams, SIGs, and all ad-hoc committees of the Corporation that develop Deliverables per the Corporation's policies, rules, and procedures.

3. Working Groups

3.1 Expert Committees

- A Board Ordinary Resolution is required to approve an EC charter and formally establish an EC.
- ECs are working groups of eligible Corporation Sustaining Members with operational experience and expertise in a particular subject matter.
- ECs may provide insights and reviews to assist the Corporation in forming a position.
- ECs shall identify from their Participants one (1) or more authors to produce Deliverables and one (1) or more editors to edit and finalize Deliverables.
- EC Participation is contingent on a representative being an employee or representative designated on behalf of a Sustaining Member IGS.
- The Board may establish liaison agreements, as per the by-laws, that allow liaison participation in an EC.

3.1.1 Formation

- EC Charter proposals require the endorsement of three (3) or more Sustaining Members of IGS.
- Sustaining Members must submit a proposed EC Charter to the Board for its review and approval by Ordinary Resolution.
- An EC Charter must include the following:
 - Committee Name
 - Initial Sustaining Members forming the committee
 - Scope to be the subject of the EC
 - Tasks to be carried out by the EC
 - An estimate of the time frame for the EC (limited or ongoing)
 - Additional information that the Board may request

3.1.2 Annual Charter Review

- ECs will perform a Charter review at the start of each calendar year to propose amendments and re-endorse their Charter.
- The Officers will submit proposed adjustments to the Charter to the Board for ratification.

3.1.3 Officers

- An EC shall, at a minimum, have a Chair. An EC may elect one or more Co-Chairs (or a Vice-Chair) as defined in its Charter.
- Officers and nominees must be Participants representing Sustaining Members of IGS.
- Participants representing Sustaining Members, not IGS, may be required to forfeit any held Officer positions.
- An EC shall develop a list of Officer nominees. The PMO will confirm each nominee's willingness to serve if elected.
- The Officer nominees list is provided to the Board to review for diversity, mitigate potential conflicts, and balance stakeholder representation. The Board has the opportunity to raise concerns.
- Officers' elections shall be conducted by secret ballot unless an EC waives the secret ballot requirement through a Call for Rough Consensus with no objections. In this case, an EC may elect Officers via a non-secret ballot. When an Officer election is non-competitive, the EC may affirm leadership by a simple call for objections from Participants.
- Changes in eligibility or capability to serve.
 - There may be cases where an Officer can no longer serve their position within an EC. If the Officer steps down from the position or concludes affiliation with their original Sustaining Member organization, the remaining Officers, in consultation with the PMO, will conduct a call for nominations to fill the vacant position(s).
 - Depending on the time between the position vacancy and the election terms of the EC, the Officers may opt to:
 - Establish the mid-term election to serve the remaining time of the term, with candidates automatically added to the slate for the next election or;
 - Reset the term to the date of the mid-term elections, with the current leadership running as an incumbent.
 - When an Officer is engaged in a known transition between one Sustaining Member IGS and another Sustaining Member IGS, and there may or may not be a period during which

the Officer is not officially with any Member, an Officer transfer shall be allowed provided the following process is followed:

- The Officers must notify the EC program manager of the transition, including the name of the Member to which they will be transitioning, their intent to continue serving as Officers, and the dates by which they will cease and begin representing the Member organizations.
- The program manager shall share the information with the President, who shall communicate with the primary contact of the Member to whom the Officers will be transitioning to confirm their affirmation of the transition and support of the Officers to continue in their role with the respective group or committee.
- The duties and responsibilities of Officers include:
 - Serve as the EC representative to the Board;
 - Schedule and provide timely notice of EC meetings;
 - Chair EC meetings in an unbiased manner, representing the will of the group;
 - Submit a monthly EC status report to the Board;
 - Appointing such persons as may be needed to expedite EC business (e.g., Secretary, author(s), editor(s));
 - Ensure an EC follows all applicable Corporation Bylaws and other policies;
 - Assure fair and open participation in the EC; and
 - Seek consensus of the EC as the primary means of resolving issues.
- An EC Chair should appoint a Secretary. When an EC does not appoint a Secretary, the Officers must ensure that the EC fulfills the Secretary's duties. The PMO may carry out the Secretary's duties. The duties and responsibilities of the EC Secretary include recording:
 - meeting attendees;
 - meeting's Quorum status;
 - consensus decisions;
 - dissenting opinions raised;
 - a list of known unresolved issues; and
 - an action item list that includes assignments and status.
- Terms
 - The term of an elected officer is one year.
 - One month before the end of the current term, the Corporation must call for nominations for an Officer and conduct a ballot of the EC Participants.
 - The same individual may serve as an Officer for two (2) or more consecutive terms without restriction.
 - The Board may initiate a re-confirmation ballot of an Officer at any time based on the written request of three (3) or more EC Participants. If the re-confirmation vote fails, the Board may conduct an election to select the new Officer.
- EC Confidence in an Officer
 - Participants shall have a means of voicing displeasure about the performance of an Officer. If a Participant believes that an Officer is not effectively performing their duties, that Participant may email the Corporation's President voicing such an opinion. This communication will be private.
 - The President will recommend actions that may include summarizing the details for Board consideration.
 - These anonymous inputs shall not be guaranteed any reaction or response, although the Board may, at its sole discretion:

- remove an Officer at any time by Ordinary Resolution;
- initiate a reconfirmation ballot; and
- conduct an election to select the new Officer.
- Several variables, including but not limited to the opinions of the Participants, may determine the course of the Board's action in this regard.

3.1.4 Participation

- EC participation is open to Sustaining Members that are IGS of the Corporation.
- EC participation may be open to Adopting Members of the Corporation under the explicit approval and terms set by the Board.

3.1.5 Contributions

- An EC Secretary shall note oral, electronic and written Contributions made by Participants and Observers in the EC's meeting minutes, and the Corporation may include Contributions in a Deliverable.
- The submitting Participant shall have a maximum of twenty (20) calendar days to withdraw its Contribution from minutes by communicating such withdrawal in writing to at least one Officer or the PMO.
- Approval of a final Deliverable shall not occur until such period has elapsed after the final Contribution to the Deliverable. Contributions to the EC are subject to the rules of the Corporation's Contributor Agreement.
- The Corporation's controlling policies, including the Membership Agreement, Contributor Agreement, and applicable IPR and Copyright policies defined by the Board, govern all Contributions.

3.1.6 Meetings

- Officers and PMO announce meetings and agendas to Participants via the EC's mailing list.
- While most meetings will be via teleconference, an EC may hold in-person meetings. Virtual attendance at in-person meetings is permitted.
- Participant organizations are eligible to vote on EC issues and be counted towards the Quorum, with only one (1) vote per Participant organization.
- Observers are not eligible to vote on EC issues and do not count towards the Quorum.
- Officers may move a Participant who misses three (3) or more consecutive meetings in succession to Observer status.
- An Observer may move to Participant status by attending two (2) meetings in succession and advising the Officers of the desire to become a Participant.

3.1.7 Records Retention and Privacy

- The Corporation will retain committee minutes, Disposition of Comments, ballots, and final deliverables for seven (7) years, unless a legal requirement dictates otherwise. The PMO is responsible for secure storage and access controls to ensure compliance with applicable privacy and legal requirements.

3.1.8 Termination

- The Board can terminate an EC for the following reasons:

- Incorrect Formation
 - The EC did not meet the requirements stated in these procedures.
 - The Board shall notify the EC mail list of the termination date.
 - The Board shall subsequently ratify the termination of the EC.
- Becomes dormant
 - The EC has not held a meeting for three (3) months.
 - The EC has not reported activity to the Board for three (3) months.
 - The Board shall notify the EC mail list of the termination date.
 - The Board shall subsequently ratify the termination of the EC.
- The EC Charter has expired
 - The Board shall notify the EC mail list of the termination date.
 - The Board shall subsequently ratify the termination of the EC.
- EC Special Resolution
 - The EC passes a Special Resolution to shut down the EC.
 - The Board shall subsequently ratify the termination of the EC.

3.1.9 Design Teams

- An EC may create one or more Design Teams to quickly iterate on a specific topic or task and return input to the entire EC for review. A Design Team allows the EC to support concurrent work on the various topics that require action.
- The Design Team's duration should be short, ideally lasting up to one calendar year.
- Design Teams should be small and self-organizing. They should include subject matter experts in that specific space and conduct their work by consensus.
- Design Teams will include a Design Team Lead, typically a volunteer supported by team Participants. The teams will also (ideally) include an expert in international standards and legislation subject matter.
- The Design Team Lead will organize meetings, ensure document development alignment, conduct meetings in a fair and unbiased manner, maintain impartiality in team discussions and input, and reach out to subject matter experts from both the PMO and membership as needed.
- Design Teams will regularly report back to the EC with status and team decisions.
- The Corporation's Technical Writers Office, consisting of technical and subject matter experts, may be called upon to support Design Teams' drafting efforts.
- The Design Team may include Invited Experts. Invited Experts are not Participants of the EC and are not part of the voting process.
- Design Teams should use the following Invited Experts invitation process:
 - The Design Team Lead emails the Officers requesting approval for Invited Experts to join the Design Team.
 - The request should include at minimum the names, organization(s), and contact information for all Invited Experts, rationale for the invitation, project name, requested period of participation, and desired access level (may include access to Design Team documents, meetings, and EC meetings when expressly invited by the Design Team Lead and approved by the Officers), and access to collaboration tools.
 - The Officers will review the Invited Expert request and indicate support, feedback or object to the request.
 - If Officers object to the request for Invited Experts, they will respond to the Design Team Lead's request with their concerns.

- With the support of the Officers, the President will share the request with the Executive Team and the Board. The Board shall conduct a one-week call for objections regarding the request.
- If the Board raises no objections, the PMO shall:
 - inform the EC and Design Team Leads;
 - formally invite the Invited Experts to participate;
 - provide access levels and;
 - assist the Invited Experts in completing the EC sign-up form, including acknowledgement of the Corporation's IPR Policy and Contributors Agreement.
- Upon receiving the completed sign-up form, the PMO shall add the Invited Expert to all relevant collaboration spaces and, along with the Design Team Lead, schedule an introductory meeting between the Design Team Lead and the Invited Experts before the next scheduled Design Team meeting.
- Invited Experts are non-voting and limited to the approved participation period (extensions require Officer approval).

3.1.10 Performance Accountability

- Each EC will establish annual Key Performance Indicators (KPIs) approved by the Board Governance Committee. An EC will conduct an annual effectiveness review to assess:
 - Timeliness of deliverables against planned schedules;
 - Member engagement levels and participation metrics;
 - Quality and adoption/impact of outputs (e.g., citations, adoption by stakeholders, use in certification activities);
 - Accessibility and inclusivity metrics (e.g., remote participation uptake, accommodation requests addressed).
- Results from the annual effectiveness review will inform the Board Governance Committee about EC renewal, restructuring, additional support, or termination. The PMO shall compile an annual EC Effectiveness Report for the Board Governance Committee and Board.

3.2 Special Interest Groups

- SIGs may discuss issues related to marketplace trends, rollout, specifications, business guidelines, privacy, and policy impact.

3.2.1 Formation

- Submission of a SIG Charter for approval to the Board requires the endorsement of two (2) or more Corporation Sustaining Members of IGS.
- SIG endorsers must submit the proposed SIG Charter to the Board for approval by a Board Ordinary Resolution.
- A SIG Charter must include the following:
 - Group Name
 - Endorsing Sustaining Members IGS
 - Initial Sustaining Members and other parties forming the SIG
 - Specific area and scope to be the subject of the SIG
 - Tasks to be carried out by the SIG
 - The estimated duration of the SIG is typically three to six (3-6) months

- Additional information that the Board may request

3.2.2 Leadership

- SIGs may choose a Lead or Leads whose primary role will be to drive discussions and exchange of ideas.

3.2.3 Participation

- SIG participation is open to Sustaining Members, Adopter Members, and non-members interested in a particular vertical industry segment or other common interest area.

3.2.4 Deliverables

- SIG discussions result in informative output.
- A SIG must redirect potential normative output to an EC for deliberation.

3.2.5 Meetings

- SIG meetings operate by consensus with no formal voting rules.
- The Corporation provides logistical support for SIGs during regular meetings.
- SIGs may meet at other times and places based on SIG Participants' preferences. In these cases, the Corporation may not provide logistical support.

3.2.6 Relationship to ECs

- SIGs can be a source of input for ECs or other working groups to consider.
- SIGs can provide input and analysis of EC output before publication.

3.3 Steering Council

- The Steering Council (SC) shall ensure EC operational alignment and coordination with the strategic direction set by the Board.
- Ensure impartiality in the coordination between Officers and their respective activities.
- While each EC reports directly to the Board, the ECs may use the SC to coordinate the development of reporting materials.
- The scope of the SC shall be to work collaboratively to align the efforts of ECs to:
 - coordinate activities with ECs, SIGs, and Members;
 - align with the Corporation's mission and vision;
 - support the development, promotion, and adoption of the PCTF;
 - act complementary and not contradictory to each other; and
 - fulfill other activities as agreed by the SC and other stakeholders.

3.3.1 Participation

- Membership of an SC shall include at least one Officer from each EC or their designated alternate.

4. Deliverables

- The Corporation produces two categories of deliverables, normative and informative, to support its mission, vision, and strategic objectives. Each deliverable type has a defined intent, audience, and applicable approval process.
 - Informative deliverables include:
 - TFEC is the EC responsible for developing and maintaining informative PCTF documents, including Discussion Drafts to share early findings and to gather broad feedback.
 - The Board, Executive Team, EC or SIG create papers to inform about a topic.
 - Normative deliverables include:
 - Recommendations to represent specified requirements and criteria.
 - TFEC is the EC responsible for developing and maintaining the PCTF's normative documents. The TFEC revisions follow the PCTF Change Request Process (CRP).

4.1 Papers (*Informative*)

- Papers are non-normative resources, such as reports, innovation papers, case studies, research, and educational materials.
- Papers share research, analysis, guidance, or perspectives without creating binding requirements.
- Paper audiences may include members, partners, industry, government, and the public.
- An EC approves its Papers for release by Ordinary Resolution.
- The President approves other papers (not developed by an EC) for release.
 - EC or President approval triggers an informative Board notice.
- For detailed approval information, see Decision Making & Approval Processes, Informative Flow.

4.2 Discussion Drafts (*Normative or Informative*)

- ECs prepare pre-decisional Discussion Drafts to circulate early concepts, frameworks, or proposals for internal review and feedback.
- Discussion Draft audiences may include EC/SIG/Design Team Participants, invited stakeholders, and the public.
- Discussion Drafts may lead to the development of Draft Recommendations (normative) or Papers (informative).
- Officers and the President approve Discussion Drafts for release.
 - If the Officers and the President cannot resolve a disagreement regarding the release of Discussion Drafts, the Board will provide a final resolution.
- For detailed approval information, see the Decision Making & Approval Processes, Informative or Normative Flow.

4.3 Draft Recommendations (*Normative*)

- Draft Recommendations are normative deliverables containing requirements, criteria, or conformance specifications.
- ECs prepare Draft Recommendations for formal community review through a Call for Comments and IPR review.

- Draft Recommendation audiences may include corporation members, liaisons, and the public.
- An EC approves Draft Recommendations for release by Ordinary Resolution.
 - EC approval triggers Board review and authorization of a Call for Comments.
- For detailed approval information, see the Decision Making & Approval Processes, Normative Flow.

4.4 Final Recommendations (*Normative*)

- Final Recommendations establish normative Draft Recommendations as formally adopted by the Corporation.
- An EC prepares Final Recommendations after Draft Recommendations have completed a Call for Comments, Disposition of Comments, and Sustaining Member Ballot (Special Resolution).
- Final Recommendation audiences may include members, implementers, government, industry, and the public.
- An EC approves Final Recommendations candidates for release by Ordinary Resolution.
 - EC Approval triggers Board review and authorization of a Sustaining Member Ballot.
- For detailed approval information, see Decision Making & Approval Processes, Normative Flow.

5. Decision Making and Approval Processes

5.1 Quorum Calculation

- Quorum means 50% of the currently registered EC Participants (excluding Observers).
- For electronic ballots, a Quorum requires 50% or more of the eligible EC Participants to have cast a ballot unless a different threshold is specified; a cast vote counts as participation (abstentions count as participation).
- For Sustaining Member Ballots, a Quorum requires 15% of Sustaining Members IGS at the time of issuance to participate; a cast vote counts as participation (abstentions count as participation).
- Percentages are calculated to the nearest whole number (0.5 rounds up).

5.2 Call for Rough Consensus

- The Officers may open a Call for Rough Consensus during a Quorate meeting or via the EC's electronic mail list following an EC discussion on a proposal.
- Participants, Observers, and Invited Experts are encouraged to openly share their views, including support, concerns, and objections.
- Objections raised by Participants, Observers, and Invited Experts are carefully recorded and addressed by the EC. The Officers shall facilitate efforts to resolve or accommodate these objections through discussion, modification of the proposal, or explanation.
- A single objection does not automatically block the proposal. Instead, the Officers evaluate the overall "sense of the group present," considering the extent and significance of any remaining objections.
- Observers' and Invited Experts' concerns must be recorded and considered, but do not formally block the Rough Consensus.

- If objections remain but are deemed minor and/or unresolvable, the Officers may declare that the EC has reached a Rough Consensus and move forward.
- If the EC cannot achieve Rough Consensus after reasonable efforts, the Officers may return the proposal to the EC for further discussion and revision.

5.3 Votes

- For votes taken, the following rules shall apply:
 - A Quorum of Participants shall be present for a meeting called for a formal vote.
 - The decision or issue under consideration shall be structured to make a clear “yes/no” choice. The Secretary shall include the exact text of the ballot verbatim in the meeting minutes.
 - The Officers shall schedule sufficient time to discuss the decision or issue before the vote.
 - All Participants present shall have the opportunity to vote on behalf of their organization. Only one (1) vote per organization shall be recorded. No organizational proxy voting is allowed.
 - The Officers will announce the vote results immediately upon the ballot’s completion and record them in the meeting minutes.
 - [[UPDATED: For significant deliverable votes, the Corporation will record a summary of the vote outcome and rationale.]]

5.4 Call for Comments

- The Call for Comments process applies primarily to normative deliverables, but an EC may use a Call for Comments for informative deliverables at its discretion.
- Process Flow:
 - 1. Duration**
 - Minimum of 30 calendar days.
 - Extensions require EC and then Board approval.
 - 2. Audience**
 - Defined by EC when requesting Board approval:
 - All Members.
 - Specific liaisons or partner organizations (MOU/LOI).
 - Public.
 - A combination of the above.
 - 3. Administration**
 - The PMO distributes the notice and draft to the defined audience.
 - The PMO maintains an open submission channel for comments.
 - 4. Comment Logging**
 - The PMO records comments in a Disposition of Comments table.
 - Each entry should include: commenter (or anonymous ID), comment text, category, and proposed action.
 - 5. Disposition Of Comments Review**
 - The relevant EC or its Design Team reviews comments.
 - The Design Team, or its PMO support, marks each comment as:
 - a. Accept & incorporate.
 - b. Defer & incorporate later.
 - c. Reject with a reasonably detailed rationale.

- The completed Disposition of Comments is shared with EC Participants.
- 6. Transparency Requirement**
 - A substantive summary of member and public input received and an explanation of substantive changes, or reasons for no change, shall be published with the final deliverable.
 - The Corporation will address any IPR concerns logged during the Call for Comments per the Corporation's IPR Policy; IPR disputes may extend disposition timelines.
- 7. Post-Comments Decision**
 - EC may:
 - a. Request the Board to open an additional Call for Comments.
 - b. Advance to Final Recommendation candidate stage.
 - c. Terminate the deliverable, with a detailed rationale, by Special Resolution.

5.5 Papers (Informative)

- Informative deliverables follow a streamlined process to maintain flexibility while ensuring accuracy.
- Process Flow:
 - 1. Draft Development**
 - Developed within an EC, SIG, or Design Team.
 - May involve invited experts and non-member observers.
 - 2. Internal Review & Approval**
 - An EC approves its Papers by Ordinary Resolution.
 - i. Triggers a notice to the Board for their awareness.
 - The President approves SIG Papers.
 - i. Triggers a notice to the Board for their awareness.
 - 3. Optional Public Input**
 - An EC may open a Call for Comments at its discretion.
 - If an EC requests public feedback, it must review comments and provide a substantive summary of comments received and actions taken.
 - 4. Publication**
 - The EC's approval of EC Papers, along with the awareness notice to the Board, triggers the publication of EC Papers.
 - The President's approval of SIG Papers, along with the awareness notice to the Board, triggers the publication of SIG Papers.
 - PMO publishes with a clear non-normative disclaimer.

5.6 Recommendations (Normative)

- Normative deliverables follow a structured multi-step process to ensure quality, transparency, and broad consensus.
- Process Flow:
 - 1. Discussion Draft Development**
 - An EC drafts an initial version for internal review and feedback by EC Participants.
 - Purpose: Identify issues, align on scope, and prepare for formal drafting.
 - 2. Draft Recommendation Development**
 - Incorporates feedback from the Discussion Draft stage.

- Must be approved by an Ordinary Resolution of a quorate EC meeting or electronic ballot.
- EC specifies the intended audience for the upcoming Call for Comments.
- 3. **Board Review – Call for Comments Request**
 - An EC requests that the Board open a Call for Comments and IPR review.
 - The Board reviews for process quality assurance and organizational risk management. The Board may:
 - Approve the request.
 - Conditionally approve with required changes.
 - Request further information.
 - Reject the request.
 - An EC may amend and resubmit the request if rejected or conditionally approved.
- 4. **Call for Comments** (*Full procedural detail in 5.4*)
 - PMO administers the Call for Comments for a minimum of 30 calendar days.
 - The EC, Design Team, or its PMO logs the comments in a Disposition of Comments document, with a reasonably detailed rationale for:
 - Accept & incorporate.
 - Defer to future revision.
 - Reject (with explanation).
- 5. **Post-Comments Revision**
 - EC revises the Draft Recommendation as needed based on disposition outcomes.
 - EC may:
 - a. Request an additional Call for Comments.
 - b. Advance to Final Recommendation candidate stage.
 - c. Terminate the deliverable.
- 6. **Final Recommendation Candidate Approval**
 - EC approves the post-comment version by Ordinary Resolution.
 - EC requests that the Board initiate a Sustaining Member Ballot.
 - The Board reviews the request for process quality assurance and risk management. The Board may:
 - Approve the request.
 - Conditionally approve with required changes.
 - Request further information.
 - Reject the request.
 - EC may amend and resubmit the request if rejected or conditionally approved.
- 7. **Sustaining Member Ballot**
 - Administered by the PMO; may be electronic or in-person.
 - Requires quorum (15% of Sustaining Members IGS at the time of issuance).
 - Approval requires a Special Resolution.
- 8. **Final Publication**
 - PMO publishes the Final Recommendation, including a summary of the vote outcome and rationale.
 - PMO publishes a substantive summary of the Disposition of Comments.

5.7 Conflict Resolution Between Participants and Groups

- Where procedural disputes arise between Participants and/or Working Groups (e.g., EC vs. SIG, EC vs. EC, or Participants within the same group), the following dispute resolution process shall apply:
 - Direct Resolution at Chair Level
 - The respective Chairs (or Acting Chairs) of the involved groups shall attempt to resolve the matter collaboratively, ensuring that all affected parties have an opportunity to present their positions. Chairs (or Acting Chairs) must document outcomes of these discussions in meeting minutes or a written summary.
 - Board Governance Committee Mediation
 - If the Chairs cannot resolve the matter, the Chairs shall refer the matter to the Board Governance Committee. The Board Governance Committee will review the documented positions, facilitate mediation between the parties, and recommend a resolution consistent with the Corporation's mandate, bylaws, and policies.
 - Board-Level Determination
 - If mediation fails to achieve consensus, the Board Governance Committee shall escalate the matter to the Corporation's Board. The Board shall make the final determination by Ordinary Resolution, taking into account all prior documentation and recommendations.
 - Recordkeeping
 - All conflict resolution proceedings, including initial discussions, Board Governance Committee mediation records, and the Board's final decision, must be documented and retained under the Corporation's records retention policy. Where appropriate, at its discretion, the Board may share a redacted summary with the membership to support transparency.

6. Risk, Compliance, and Ethics

- All committees must follow the Corporation's Risk and Compliance Framework, which includes the following mandatory elements:
 - Conflict of Interest (COI): Participants must declare potential COIs at the outset of joining a Working Group and whenever circumstances change. COI declarations will be recorded and maintained by the PMO. The PMO must implement processes for managing identified COIs (e.g., recusal, disclosure) for relevant activities.
 - Members must file a COI declaration within five (5) business days of joining a Working Group or being nominated to an Officer role. The PMO maintains a COI register. Where a COI exists, the Officer will require recusal from discussion and vote on directly related deliverables; the PMO will ensure that the Secretary records recusals in the minutes.
 - Data Handling and Cybersecurity: All work products and collaboration artifacts must comply with the Corporation's data protection protocols, secure collaboration tools, and cybersecurity requirements. Sensitive data handling procedures and minimum security baselines will be maintained by the PMO and published for committee reference.
 - Ethical Safeguards: Working Groups must ensure outputs align with the Corporation's ethical principles, including privacy protection, equity, accessibility, and

non-discrimination. Outputs expected to affect citizens or consumers materially should include an ethical impact statement as part of the deliverable.

- DEI Compliance: All activities must reflect the Corporation's DEI Principles and Code of Conduct and associated policies. Members should report perceived violations to the PMO, and members may escalate perceived violations to the Board Governance Committee or Board for action.

7. Version History

- Version 1.0 (approved on 2016-09-14)
 - Initial version of the Operating Procedures Supplemental Policy
- Version 2.0 (approved on 2017-11-08)
 - Section 1. Definition Contributions
 - Section 2. The Board may establish liaisons
 - Section 2.5. Contributions governed by controlling policies
 - Section 2.11. Design Teams
 - Section 3. Deliverables specified.
 - Section 3.1. Report specified
 - Section 3.2. Recommendation specified
 - Section 3.2.1. Recommendation Approval Process specified
 - Section 3.2.2. Call for comments specified
 - Section 3.3. Innovation White Papers specified
 - Section 3.4. Use Case specified
- Version 2.1 (approved on 2018-05-09)
 - Section 2.3. EC Leadership
 - Elections clarification
 - Section 2.5. Expert Committee Contributions
 - “calendar” clarified
 - Section 2.8. Votes
 - Online ballot Quorum details clarified
 - Section 4. Member Ballots
 - Added “Sustaining” to align with Bylaws
- Version 2.2 (approved on 2019-01-21)
 - Section 1. Definitions: “Board,” “In-Good-Standing,” “Discussion Drafts”, and “Steering Council”
 - Section 2.4. Not In-Good-Standing
 - Leadership eligibility restrictions
 - Section 3. “Steering Council” added
- Version 2.3 (approved on 2019-05-08)
 - Section 1. Definitions
 - “Board,” “In-Good-Standing,” and “Discussion Drafts”
 - Section 2.9. Participants
 - May raise an unresolved dispute with the Board of Directors
 - Section 4.1. Details for “Discussion Drafts”
 - Formatting of definitions throughout for consistency
- Version 2.4 (approved on 2019-12-11)

- Definition of “Special Interest Group”
- Clarified “Sustaining” member participation in “Expert Committees”
- Clarified the “Annual Charter Review” procedure
- Reduce the prescribed “Calls for Comments” time from 45 days to 30 days
- Formatting revisions throughout for consistency
- Version 2.5
 - Adjusted the Scope section to address work group maturity
 - Terms and definitions arranged alphabetically
 - Clarified the definition of “Final Recommendations”
 - Added definition for “Reports”
 - Clarified the definition of “Working Groups”
 - Updated the roles of Officer Leadership
 - Removed the use of the term and definition of “Vice-Chair”
 - Updated Meetings section to include the use of the Chatham House Rule.
 - Added “Technical Writers Office” to the Design Teams section
 - Updated the Steering Council's purpose and role
 - Clarified the DIACC Deliverables section to make TFEC deliverables clear
 - Added detail to the Reports section
 - Added additional details in the Recommendation Approval Process section
 - Defined the term “Disposition of Comments”
 - Removed the use of the term “white” from the Innovation Papers section
 - Additional details included for the Use Cases section
- Version 2.6
 - Added “informative” reports and recommendations to the Scope of the document
 - Clarified that this document does not define the certification policies and methodologies
 - Clarified and added definitions to: “Chairperson, Chair, Co-Chair, Vice Chair, Design Teams, Invited Expert, Observer, Participant”
 - Added clarifying language on Officer (EC) makeup, and process for mid-term leadership changes
 - Updated the bulleted list describing Design Teams to include a process for welcoming Invited Experts to the Design Teams.
 - Updated information about Special Interest Groups, including deliverables, non-normative information, non-confidential discussions, and relationship to Expert Committees
 - Updated the Reports section to clarify the development process
 - Removed Innovation Papers section of DIACC Deliverables
 - Removed use of Chatham House Rule for committee meetings, as its use is an EC determination.
 - Changed the Reports section to Papers that includes reports, stories, use cases and other informative deliverables.
 - Removed Use Cases section and moved use cases under Papers.
 - Changed “DIACC Sustaining Member Ballot” to “Sustaining Member Ballot”
 - Added definition for PMO, Executive Team, and President.
 - Reorganized deliverables into two categories - informative and normative.
 - Added SIG Participant noted the difference from a Participant who regularly attends EC meetings.
- Version 3.0

- Reorganized information into sections for Working Groups, Deliverables, and Decision Making and Ballots for clarity.
- Created sections on transparency, conflict resolution, risk/compliance, accessibility/inclusion, performance accountability, public engagement, and policy integration.
- Collected quorum requirements in one section under Decision Making and Ballots.
- Expanded Officer options for flexible leadership representation.
- Codified Officer appointments by affirmation in non-competitive ballots.
- Revised Call for Consensus to Call for Rough Consensus and preventing Observers from blocking while ensuring their concerns are recorded and addressed.
- Clarified the Board's role in recommendation approvals, emphasizing process quality assurance and organizational risk management.
- Added definitions for "Conflict of Interest", "DEI Principles and Code of Conduct" and "IPR Policy"
- Standardized "Corporation" as the term for DIACC.
- Applied non-substantive grammar and editorial improvements.
- Added "References and Appendices" to link to controlling policies and include charter templates.

8. References and Appendices

- [Controlling Policies](#)
 - Bylaws
 - IPR Policy
 - DEI Principles and Code of Conduct
- Templates
 - EC Charter
 - SIG Charter
 - COI Declaration

8.1 EC Charter Template

Committee Name: *INSERT: Name of the committee (e.g., "Finance," "Digital Trust").*

Formation Date: *INSERT: The date the committee was established or chartered.*

Governance

- The Committee operates under DIACC's Operating Procedures.
- The Committee shall have Officers and a Secretary.
- Leadership should reflect balanced representation from relevant stakeholder groups.

Membership

- Membership is open to Sustaining Members.

INSERT: *The initial members, what expertise/stakeholder groups should be represented, and how Observers will be managed.*

Additional Representation Mechanisms

- DIACC is committed to openness, impartiality, legitimacy, and inclusivity.
- Non-members may provide input through public comment, consultations, or at the invitation of DIACC leadership and the Board of Directors.

INSERT: *Envisioned non-members (e.g., public consultations, guest experts) that should be included in the work of this committee.*

Scope

The Committee's scope may include, but is not limited to:

- Developing and maintaining deliverables that advance DIACC's mission.
- Ensuring relevance and adaptability of committee outputs.
- Identifying and addressing emerging challenges.
- Supporting broad adoption, interoperability, and assurance of committee deliverables.

INSERT: *What is this committee responsible for? What problems is it here to solve?*

Tasks

The Committee may:

- Develop and maintain deliverables within its mandate.
- Maintain and report on a roadmap for current and future deliverables.
- Process feedback from public comment or other review periods.
- Provide liaisons or technical support to related DIACC programs or oversight bodies.

INSERT: *List the main activities (e.g., producing papers, maintaining standards, hosting workshops). Keep it action-oriented.*

Timeframe

The Committee may be established for a limited duration or ongoing, as determined by DIACC's Board of Directors.

INSERT: *Is this a standing committee, or a time-limited working group?*

Other Information

Additional information may be requested by the DIACC Board of Directors.

INSERT: *Add any special notes (e.g., reporting cadence, budget needs, external liaisons).*

8.2 SIG Charter Template

Group Name: **INSERT:** *the official name of the SIG (in English and French if applicable).*

Formation Date: **INSERT:** *The date the SIG was established or chartered.*

Operations

- SIGs operate under open and transparent governance.
- SIGs provide a space to **discuss specific questions** and make recommendations.
- Participants must **not share confidential or proprietary information**.
- SIGs **do not create intellectual property**.

INSERT: *Briefly describe what the SIG will focus on.*

Participants to Support Formation

SIGs engage DIACC members and non-members across regions and industries to discuss, learn, and recommend actions.

DIACC Members:

INSERT: *List DIACC member organizations supporting formation.*

Non-DIACC Participants:

INSERT: *List external organizations supporting formation.*

Questions Considered

This SIG will respond to the following question(s):

INSERT: *the main question(s) the SIG is tasked to explore.*

Areas of Interest

INSERT: Describe how this SIG's work ties to DIACC's mission (e.g., trust, verification, credentials).

The SIG will provide a channel for open dialogue among diverse stakeholders, focusing on opportunities to leverage **digital trust and related technologies** to:

- **INSERT:** 3–5 specific opportunity areas (e.g., efficiencies, trust, transparency, fraud reduction).

Related DIACC Committees

The discussions that take place in this SIG will inform:

INSERT: relevant DIACC Committees (e.g., TFEC, AEC, Conformity Assessment).

Background

INSERT: Provide a brief rationale for why this SIG is needed, including relevant sector context, challenges, and opportunities.

Scope

SIG participants can offer suggestions for DIACC actions related to:

- **INSERT:** List 2–3 specific focus areas (e.g., use of digital credentials, evolving standards, cross-sector opportunities).

Tasks

The SIG will support discussions and activities such as:

- **INSERT:** Main activities (e.g., stakeholder engagement, discussion forums, amplification of opportunities, identification of proofs of concept).

Timeframe

- Expected duration: **INSERT:** timeframe (e.g., 6–9 months).
- Duration may be extended based on participant request and DIACC approval.

Source References (if any)

INSERT: Relevant reports, research, or government references.

8.3 Participant COI Declaration Template

Purpose

DIACC work groups rely on Participants to collaborate in good faith, contributing expertise while maintaining integrity and transparency. Conflicts of interest may arise when a participant's personal, professional, or organizational interests could influence, or appear to influence, their contributions.

Examples of Potential Conflicts

Conflicts of interest may include (but are not limited to):

- a. Financial or commercial interests that could bias contributions.
- b. Direct or indirect gain from privileged access to DIACC work group activities or materials.
- c. Family, personal, or professional relationships that may introduce bias.
- d. Contractual or organizational affiliations that overlap with DIACC activities.
- e. Previous or current consultancy work connected to topics under discussion.
- f. Employment or post-employment activities with organizations that may benefit from work group outcomes.
- g. Other circumstances that could reasonably be seen to affect impartiality.

Instructions

- **If you have no conflicts to declare:** Select *Option 1* and return the completed form to the DIACC Work Group Chair or Secretariat.
- **If you have a conflict to declare:** Select *Option 2*, complete page 2, and return the form to the DIACC Work Group Chair or Secretariat.

Options

- **Option 1:** The DIACC Work Group Participant certifies that they have **no conflicts of interest** relevant to their participation.
- **Option 2:** The DIACC Work Group Participant **declares a conflict of interest** as described on page 2.

Printed Name: _____

Work Group: _____

Date (mm/dd/yyyy): _____

Reporting Conflicts (if applicable)

If declaring a conflict of interest (COI), please include:

1. The **nature of the conflict** (see examples above).
2. A brief **description of how it relates** to your participation in the DIACC Work Group.