Policy	Program Administrator's Executive Committee Terms of Reference
Date Approved	August 24, 2021
Approved By	PA Executive Committee
Effective Date	August 24, 2021
Review to Commence	Annually
Responsible Portfolio/Unit/Committee	Program Administrator's Executive Committee
Responsible Officer(s)	Assistant Program Manager, Postgraduate Medical Education

Program Administrator's Executive Committee Terms of Reference

Part I: Mandate and Responsibilities

A.   Mandate:

The Program Administrators' Executive at Queen's University is responsible for, providing input and feedback on professional development needs for Program Administrators; providing guidance on systems updates and changes; facilitating connections and support for Program Administrators; implementing a PA mentorship program; and reporting back to Program Administrators at the regular PA meetings.

A.   Major Responsibilities:

1. Establish and maintain appropriate liaison with all Program Administrators

2. Provide direction on professional development needs for Program Administrators

3. Develop and implement a PA mentorship program

4. Bring forward issues and concerns of all Program Administrators

5. Establish an annual meeting schedule and agendas for regular PA meetings

B. **Access to Information:**

Members of the committee will have access to documents required to inform the effective management of the program assistants' executive.

Part II: Leadership & Membership

C. **Membership:**

Core Committee
Department of Family Medicine- Kingston
Department of Family Medicine –Site
Department of Internal Medicine
Royal College Specialty x2 (minimum)
Royal College Sub-Specialty x1 (minimum)

Ex-Officio
Program Coordinator, PGME Office

D. **Term of Membership:**

Terms will be three years, renewable for a second term.

E. **Responsibilities of Members:**
- Attend meetings
- Read pre-circulated material
- Participate in discussions
- Communicate committee activities and report feedback at meetings

Part III: Meeting Procedures

F. **Frequency and Duration of Meetings:**
- The Program Administrators' Executive will meet quarterly throughout the academic year (September to June), 2 weeks before a regularly scheduled PA meeting.
- Additional meetings may be called at the discretion of members.

G. **Decision-Making:**
- Committee members are encouraged to work towards consensus-based decision making (See Appendix 1).

H. Conflict of Interest:

Members **must** declare conflict of interest to the group in advance who will determine an appropriate course of action.

I. Confidentiality:

All documents and files reviewed and prepared by members of the committee are confidential unless otherwise stipulated.

Part IV: Administrative Support & Communication

J. Administrative Support:

Provided by the Postgraduate Medical Education Office.

K. Agendas & Minutes:

- Agendas and Minutes to be distributed electronically to all members within 1 week of meetings.
- Agendas and minutes are available to others upon request.

L. Reporting Relationship:

Core Committee: Rotating Chair reports to Program Administrators' Meeting

M. Evaluation:

Terms of reference to be formally reviewed by the Core committee on an annual basis, and as required.

APPENDIX A: CONSENSUS-BASED DECISION MAKING

Rules for Building a Consensus

A consensus requires that everyone involved in the decision must agree on the individual points discussed before they become part of the decision. Not every point will meet with everyone's complete approval. Unanimity is not the goal, although it may be reached unintentionally. It is not necessary that everyone is satisfied, but everyone's ideas should be thoroughly reviewed. The goal is for individuals to understand the relevant data, and if need be, accept the logic of differing points of view.

The following rules are helpful in reaching a consensus:
- Avoid arguing over individual ranking or position. Present a position as lucidly as possible, but seriously consider what the other group members are presenting.
- Avoid "win-lose" stalemates. Discard the notion that someone must win and thus someone else must lose. When an impasse occurs, look for the next most acceptable alternative for both parties.
- Avoid trying to change minds only in order to avoid conflict and achieve harmony. Withstand the pressure to yield to views that have no basis in logic or supporting data.
- Avoid majority voting, averaging, bargaining, or coin flipping. These techniques do not lead to a consensus. Treat differences of opinion as indicative of an incomplete sharing of information, and so keep probing.
- Keep the attitude that the holding of different views by group members is both natural and healthy. Diversity is a normal state; continuous agreement is not.
- View initial agreement as suspect. Explore the reasons underlying apparent agreement on a decision and make sure that all members understand the implication of the decision and willingly support it.