

Council Decision-Making

Policy Section: Governance Process	Policy Number: GP-16	Approved By: Council
Regular Council Policy Review Frequency: Every five years	Date Approved: September 13, 2019	Date Reviewed/Revised:

Purpose:

The CRNM carries out its mandate, duties, powers, and governs its members in a manner that serves and protects the public interest. As such, Council decision-making will be transparent, prudent, and information-based.

Our decision-making process is based on ensuring that:

1. The Council actually needs to make a decision on the issue (i.e. that it is not a specific operational means issue or matter under the delegated authority of the CEO/Registrar).
2. The Council seeks out appropriate information to analyze and support its policy decision.
3. The Council may use an individual, small group, task force, or committee to prepare a discussion brief for the Council if warranted.
4. The public and/or the registrants will be consulted where applicable and appropriate.
5. The Council will take sufficient time to address significant policy decisions considering all aspects of the decision including the options and implications. This may require additional Council meeting time or alternative meeting formats (e.g. teleconferences) as needed.
6. When making the policy decision, the Council will work to achieve consensus. Final Council decisions are made using a majority vote process.
7. All Council policies are recorded on the Council Policy website.
8. The process for decision-making, outlined in Appendix 1 will be generally followed by the Council.

Appendix 1: Council Policy Decision Process – Flowchart

Appendix 2: Framework for Ethical Council Policy/Decision-Making Process

APPENDIX 1 (Policy GP-16)

COUNCIL POLICY DECISION MAKING PROCESS-FLOWCHART

NEED A NEW COUNCIL POLICY OR REVISED POLICY DECISION

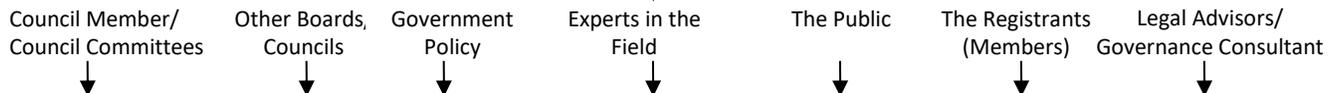
Many sources may identify potential issues/matters that Council may choose to address through policy direction. Once such an issue is raised, the Council needs to consider whether it will spend time on the topic to explore a policy/position on a matter. The majority of Council decisions will be policy decisions and it is recognized that 60 to 70% of the Council activity will be focused on informing and making Council policy decisions.

Potential Sources of Policy Issues



The Council will then determine if there is a need to speak/direct CRNM through a Council policy on the matter – is a Council policy decision really necessary or is it a specific operational means issue that should be addressed by the CEO/Registrar?

If yes, a policy is needed. Input may be sought from...



COLLECTING INFORMATION AND INFORMING THE COUNCIL OF OPTIONS

The Council may identify an individual, small group, Task Force, or Council Committee to prepare a discussion brief or draft for the Council's consideration (what, where, why, policy options, implications)

FULL COUNCIL DISCUSSION

A full Council discussion will be organized aimed at exploring the policy issue, creating a consensus and policy decision. Respectful inquiry and discussion of diverse perspectives is considered useful to assist the Council with arriving at the best possible decision.

The discussion will involve:

- What is the philosophy, value, or outcome which the Council is addressing through the policy discussion?
- Are there any broader issues of policy which are required to put this policy discussion in context?
- Can Council live with an operational decision made within any reasonable interpretation of this policy?

COUNCIL POLICY DECISIONS APPROVED AND ARTICULATED

The Council makes its decision which will be clearly articulated as a Council Policy. Once it is approved, it will be recorded on the Council Policy website which contains all of the CRNM's governance policies. Council policy decisions are also communicated more broadly as appropriate.

DELEGATED FOR ACTION

The Council specifies whether a Council or Management action is required (this depends on the type of policy).

MONITORING POLICY COMPLIANCE AND ACHIEVEMENT

Policies are monitored for compliance and achievement through CEO/Registrar Monitoring Reports (Public Benefit and Executive Expectations Policies) and/or through Council self-evaluation (Governance Process and Council-Executive Relationship Policies). Required actions are addressed and pursued.

APPENDIX 2 (Policy GP-16)

FRAMEWORK FOR ETHICAL COUNCIL POLICY/DECISION-MAKING PROCESS

The Council will generally follow the relevant steps below when making policy decisions:

1. Describe the need to make the decision or to solve the problem. What problem are we trying to address? Why do we need to make a choice? What policy area do we need to address?
2. Gather data as necessary to understand the problem/issue. What general information do we need to understand the problem? What are the main issues to consider in making the decision? Describe the values to be considered, and outline any potential conflicts between values.
3. Identify relevant stakeholders, explore how they may be affected, and consult with them where possible and appropriate.
4. Develop alternatives and consider their impacts. Apply criteria for decision making, including:
 - a. Apply the value of achieving as much benefit as possible for the public and relevant stakeholders with the resources available.
 - b. Review the alternatives in light of existing policies and laws.
 - c. Evaluate and compare the relative costs. Project the consequences and the costs of each alternative, both short term and long term.
 - d. Evaluate how the options/alternatives align with the CRNM values.
 - e. Choose the option that on balance provides the most benefit to the public for the best cost.
5. Make the policy decision. Based on the information and decisions from the “most benefit” analysis and considering that on balance key values as defined have not been violated, the best decision is...
6. Record the Council’s decision in the minutes and on the Council Policy website.
7. Communicate regarding the Council decision as appropriate.
8. Evaluate the decision over time through regular policy review.