

Council Effectiveness Evaluation

Policy Section: Governance Process	Policy Number: GP-20	Approved By: Chair
Regular Council Policy Review Frequency: Every three years	Date Approved: June 7, 2018	Date Reviewed/Revised: March 6, 2020

Purpose:

The public relies on the CRNM Council to achieve its mandate. The Council believes that it is a major responsibility to govern with excellence and integrity and holds itself accountable. This self-discipline applies to attendance, preparation for meetings, policy-making principles, ownership linkage, effective monitoring of the CEO/Registrar, respect of roles, fulfilling the Council's role description and ensuring the continuity of governance capability. The Council creates Governance Process and Council-CEO/Registrar Relationship Policies in order to guide the Council in its work, processes, and mandate.

Council recognizes its responsibility to allocate resources to support the Council in learning to govern well. The Council as a whole and individual Council Members will actively participate in continuous learning regarding governance excellence. Further, the Council recognizes that in order to do so, it needs an ongoing plan for Council effectiveness evaluation.

Given these principles, the Council will assess its effectiveness using four primary strategies including:

1. **Monitoring Council Compliance/Achievement of Its Policies**
 - Regular ongoing monitoring of compliance/achievement of both Governance Process and Council-CEO/Registrar Relationship Policies, which are policies that instruct/guide the Council's ethics, prudence, and processes.
 - Usually conducted at three (3) Council meetings per year. (Council Monitoring Form for Council Compliance/Achievement of Council Policies – see Appendix 1)
2. **Council Effectiveness Self-Assessment**
 - An annual self-reflection against key governing criteria to provide a profile of the Council's overall effectiveness/performance.
 - This includes self-assessment of the Council as a whole, individual self-assessment, and committee self-assessment.
3. **Council Meeting Assessment**
 - Council will assess a minimum of two (2) Council meetings annually in order to determine Council meeting engagement and effectiveness (Council Meeting Assessment Form - see Appendix 2).

4. Integrated Council Strategic Agenda/Work Plan Tracking

- Council monitors its progress throughout the year on accomplishing its own work plan.

Monitoring Governing Process and Council-CEO/Registrar Relationship Policies

The purpose of monitoring the Council's Governance Process and Council-CEO/Registrar Relationship policies is to determine the degree to which the Council is complying with and achieving its own policies. Monitoring will be as automatic as possible, using Council time effectively, so that meetings can be used to create the future rather than to review past Council performance.

These policies are monitored through Council self-assessment performed by individual Council Members or a small group of Council Members and discussed by the whole Council. Usually each Monitoring Report on Council compliance with its own policies will be completed by the relevant Policy Champion and one other Council Member randomly assigned.

The Council Member conducting the review of a specific Council policy compliance or achievement will provide a written summary of the Council's current interpretation of the policy, the verifiable evidence that the policy is being complied with or achieved, any areas of concern, and an overall conclusion (see Appendix 1- Council Monitoring Form for Council Compliance/Achievement of Council Policies).

The Council will evaluate whether the interpretation of the policy is reasonable and whether the Council is complying with/achieving its own policies. The Council will follow a monitoring schedule as outlined in Appendix 3.

The Council will use the information gained from all of these evaluations to:

1. Compare to earlier evaluations to measure progress and improvements (including using the Governance Scorecard).
2. Plan ways to enhance the future Council's effectiveness.
3. Develop and plan for Council learning and development as part of the Annual Integrated Council Strategic Agenda/Work Plan.

APPENDIX 1
Report on Monitoring of Compliance with Council Policies
[Governance Process and Council-CEO/Registrar Relationship Policies]

MONITORING WORKSHEET AND REPORT EVALUATION OF COUNCIL COMPLIANCE WITH ITS [INSERT POLICY CATEGORY TYPE]

Policy Under Review:	
Policy No.	Date of Review:

The CEO/Registrar is the Council's link to operational achievement and conduct, such that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the CEO/Registrar.

COUNCIL COMPLIANCE					
No.	Policy Criteria	Chief Governance Officer (CGO) Interpretation of the Policy Criteria	Evidence Council Has Met Each Policy Criteria	Compliance Yes/Partial/No	

CONFIRMATION OF OVERALL COMPLIANCE

With respect to the provision of this policy, the Council concludes that its overall performance during the previous year has been:

- a) ____ In compliance/policy achieved.
- b) ____ In compliance/policy achieved with the following exceptions:

- c) ____ Not in compliance/policy not achieved related to:

In order to maintain its commitment to excellence in governance, to the provisions of this policy, and to improve its own performance, the Council commits to the following actions:

1		By: (insert date)
2		By: (insert date)
3		By: (insert date)

The Council will review its compliance/achievement of these actions again by: (insert date)

Overall Comments:

Name(s) of Council Member(s) Monitoring Policy Compliance/Achievement	Signature	Date

Council Chair (Chief Governance Officer)	Signature	Date

RECOMMENDED MOTION

Be it resolved that: Council moves to approve that Council has been governing in a manner consistent with its [insert policy name and number].

APPENDIX 2
COUNCIL MEETING MONITORING/EVALUATION DISCUSSION TOOL
Council Self-Evaluation Conducted by Council

Meeting Date _____

Name: _____

INTRODUCTION

The CRNM Council is committed to evaluating its effectiveness in the pursuit of excellence in governance. The purpose of this Council Meeting Monitoring/Discussion Tool is to assist Council in evaluating the effectiveness of its Council meetings. A Council Meeting Monitor is responsible for observing and reflecting upon this particular meeting and providing relevant observations to Council for discussion at the end of the Council meetings.

1. GOVERNING FOCUS – WHERE COUNCIL IS SPENDING ITS VALUABLE TIME

A. The Council will govern with an emphasis on:

Criteria	Provide an example of Council focusing on this area in its meeting	Which of these criteria could possibly be improved upon and how for future meetings?
<input checked="" type="checkbox"/> Vision/strategy/policy leadership rather than internal operations and administrative detail		
<input checked="" type="checkbox"/> Encouraging and listening to diverse viewpoints and working then to building consensus		
<input checked="" type="checkbox"/> Collective Council rather than individual decisions (one voice)		
<input checked="" type="checkbox"/> Pro-activity (future oriented discussions) rather than reactivity (discussing the past/present results/events)		
<input checked="" type="checkbox"/> Governing risk through asking critical questions and evaluating monitoring results on Executive Expectations of Operations Prudence and Ethics		

B. Council limited its decisions to items that related to the Council’s governance job (versus operational means).

- Always
- Most of the Time
- Some of the Time
- Rarely

Are there any examples of Council discussion being focused on prescribing how the CEO/Registrar conducts operations?

2. STRATEGIC AND FIDUCIARY LEADERSHIP THROUGH POLICY DIRECTION

The Council has committed to govern, direct, and inspire through the careful establishment of broad written policies reflecting the Council’s values and perspectives about Public Benefit Outcomes (‘ends’) to be achieved. The Council also works to govern risk by establish Executive Expectations around operational means. The Council’s major policy focus will be on the intended long-term outcomes/impacts of the College, not on the administrative or programmatic means of attaining these.

A. At the meeting, Council provided strategic leadership spending at least one section of the meeting focusing on:

- Environmental scanning information and discussion on Public Benefit related areas.
- Ongoing development of Public Benefit Policies.
- CEO/Registrar interpretation of Public Benefit Policies
- Monitoring Public Benefit Policy CEO/Registrar Interpretation achievement

List specific examples or comments:

3. SENSE OF GROUP RESPONSIBILITY

A. The Council cultivated a sense of group responsibility and hence decisions were made collectively.

- Always
- Most of the Time
- Some of the Time
- Rarely

Please list specific examples:

B. The Council, not the CEO/Registrar, has committed to be responsible for excellence in governance. Further, the Council is the initiator of Council policy. Lastly, the Council will not allow any officer, individual, or committee of the Council to hinder or be an excuse for not fulfilling Council’s commitments.

Describe any observations of situations in this meeting where Council took group responsibility for its own processes and behaviours:

4. COUNCIL OWNERSHIP LINKAGE/ENGAGEMENT

Council obtained and/or considered Council Ownership Linkage/Engagement at some point during the meeting.

A. List brief comments or specific examples.

- B. Did Council Members discuss policy issues with a public protection mindset? (E.g. Is this a public protection issue? Were Council Members' perspectives and comments focused on protecting the public vs. personal interests or the interests of the profession?)
- Always
 Most of the Time
 Some of the Time
 Rarely

5. ENCOURAGE MULTIPLE PERSPECTIVES

A. The meeting structure and President (Chair) encouraged diversity of viewpoints and the right amount of Council Member participation.

- Always
 | Most of the Time
 | Some of the Time
 | Rarely
 |

List specific examples:

6. COUNCIL DISCIPLINE

6.1 Council discussion and debate was:

- a) Respectful
- b) Honest, candid, and open
- c) Focused on the topic at hand

	Yes	Usually	No	Not Sure	Examples:
a) Respectful					
b) Honest, candid, and open					
c) Focused on the topic at hand					

6.2 Council addressed any Council matters related to:

- a) Attendance at Council meetings
- b) Preparation for the meeting by Council Members
- c) Role clarity between Council and CEO/Registrar and staff

	Yes	Partially	No	Not Sure	Examples:
a) Attendance at Council meetings					
b) Preparation for the meeting by Council Members					
c) Role clarity between Council and CEO/Registrar and staff					

7. RESPECTFUL/EFFECTIVE STAFF AND CONSULTANT INPUT TO COUNCIL

A. The Council welcomed staff and/or consultant initiative and cultivated a sense of teamwork with staff and/or consultants.

- Yes
 | Some of the Time
 | No
 |



List specific examples:

B. The staff, consultants, and advisors who presented to Council or facilitated Council learning provided useful assistance to the Council.

- Always | Most of the Time | Some of the Time | Rarely |

List specific examples:

8. MONITORING REPORTS

A. Did the questions that Council Members asked about Monitoring Reports, assist the Council in furthering its understanding of whether the relevant policies are being achieved?

- Fully | Partially | Not Really | Not Sure |

List examples:

9. MEETING EFFECTIVENESS CONCLUSIONS

A. Overall what factors do you believe contributed to the effectiveness of Council’s governance at this meeting?

B. In the meeting monitor’s opinion, is there something important that the Council could/should do to improve the effectiveness of future meetings?

APPENDIX 3

Council Monitoring of Council Compliance with Council Policies – Monitoring Schedule

COUNCIL MONITORING OF COUNCIL COMPLIANCE WITH COUNCIL POLICIES – MONITORING SCHEDULE –				
NUMBER	GOVERNANCE PROCESS	QUARTER, YEAR, AND COUNCIL MEETING REVIEWED	FREQUENCY OF MONITORING	METHOD OF MONITORING
GP-1	Council Commitment and Governing Approach		3	Council Monitoring of Policy Compliance
GP-2	Role of Council		3	Council Monitoring of Policy Compliance
GP-3	Council Code of Conduct, Confidentiality, Conflict of Interest		2	Council Self Evaluation Survey
GP-4	Council Committee Principles		2	Council Committee Self Evaluation Survey
4.1	Appointments Committee (Statutory Committee)		2	Council Committee Self Evaluation Survey
4.2	Finance Committee		2	Council Committee Self Evaluation Survey
4.3	Governance Committee		2	Council Committee Self Evaluation Survey
4.4	Committee on CEO/Registrar Performance		2	Council Committee Self Evaluation Survey
GP-5	Council and Committee Expenses		3	Council Monitoring of Policy Compliance
GP-6	Council Planning Cycle and Strategic Agenda /Work Plan		2	Council Self Evaluation Survey
GP-8	Council Linkage		3	Council Monitoring of Policy Compliance
8.1	Council Linkage/Engagement Processes		3	Council Monitoring of Policy Compliance



**COUNCIL MONITORING OF COUNCIL COMPLIANCE WITH COUNCIL POLICIES
– MONITORING SCHEDULE –**

NUMBER	GOVERNANCE PROCESS	QUARTER, YEAR, AND COUNCIL MEETING REVIEWED	FREQUENCY OF MONITORING	METHOD OF MONITORING
8.2	Linkage/Engagement with Members		3	Council Monitoring of Policy Compliance
8.4	Public Access to Council Meetings		3	Council Monitoring of Policy Compliance
GP-9	Appeals to the Council		2	Council Monitoring of Policy Compliance
GP-10	Awarding Costs		2	Council Monitoring of Policy Compliance
GP-11	Decisions Made Publicly Available		2	Council Monitoring of Policy Compliance
GP-12	Mandatory Employer Reports		2	Council Monitoring of Policy Compliance
GP-13	Individual Council Member Role		3	Council Monitoring of Policy Compliance
GP-14	Role of Council Officers		3	Council Monitoring of Policy Compliance
GP-16	Council Decision-Making		2	Council Self Evaluation Survey
GP-17	Council Meeting Process		5	Council Monitoring of Policy Compliance
17.01	Council Minutes		5	Council Monitoring of Policy Compliance
GP-18	Types of Information Provided to Council		2	Council Self Evaluation Survey
GP-19	Council Monitoring Process of the CEO/Registrar		2	Council Self Evaluation Survey
GP-20	Council Effectiveness Evaluation		3	Council Monitoring of Policy Compliance



COUNCIL MONITORING OF COUNCIL COMPLIANCE WITH COUNCIL POLICIES – MONITORING SCHEDULE –				
NUMBER	GOVERNANCE PROCESS	QUARTER, YEAR, AND COUNCIL MEETING REVIEWED	FREQUENCY OF MONITORING	METHOD OF MONITORING
GP-21	Council Policy Development/Updating / Approval/Recording		3	Council Monitoring of Policy Compliance
21.1	Process to Address Potential Contravention to Council Policy		2	Council Self Evaluation Survey

COUNCIL MONITORING OF COUNCIL COMPLIANCE WITH COUNCIL POLICIES SCHEDULE				
NUMBER	COUNCIL- CEO/REGISTRAR RELATIONSHIP POLICIES	QUARTER, YEAR, AND COUNCIL MEETING REVIEWED	FREQUENCY OF MONITORING	METHOD OF MONITORING
CR-1	Global Council- CEO\Registrar Relationship		2	Council Self Evaluation Survey
CR-3	Delegation to the CEO\Registrar		2	Council Self Evaluation Survey
CR-4	Accountability of the CEO\Registrar		2	Council Self Evaluation Survey
CR-5	Unity of Control		2	Council Self Evaluation Survey
CR-6	Council Support of the CEO\Registrar		2	Council Self Evaluation Survey
CR-7	CEO\Registrar Job Products		2	Council Self Evaluation Survey
7.1	CEO\Registrar Position Description		---	NA
CE-8	CEO\Registrar Performance Evaluation		2	Council Self Evaluation Survey
CR-9	CEO\Registrar Compensation Program		3	Committee on CEO/Registrar Performance Report to Council
CR-10	Vote Majority for Termination of an CEO\Registrar		---	NA