

2.3.1 Governance Process Policy – Governance Approach Policy (IV-01)

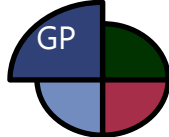
This policy provides the highest level principles related to the values and process for governance of the College of Opticians of Ontario.

The draft from the Governance Committee is outlined in Figure 1 below.

RECOMMENDED MOTION

That the COO Council approve the Governance Approach Policy (IV-01) governing policy.

FIGURE 1

POLICY TITLE: GLOBAL GOVERNANCE APPROACH/PHILOSOPHY	POLICY SECTION: GOVERNANCE PROCESS	POLICY NO: IVI-01	
APPROVED BY: COUNCIL	REGULAR COUNCIL POLICY REVIEW FREQUENCY: EVERY 3 YEARS	COUNCIL MONITORING OF COUNCIL COMPLIANCE FREQUENCY: TBA	
DATE APPROVED: DRAFTED BY GOVERNANCE COMMITTEE IN JUN/SEP 2017 FOR OCT 2017 COUNCIL MEETING	PRESIDENT’S SIGNATURE:		
DATE REVIEWED / REVISED:			

The College of Opticians of Ontario Council (COO) governing style emphasizes an encouragement of diversity in viewpoints and collective decisions, is strategic and visionary, has clear distinction of Council and Registrar roles and employs the four “E’s” of effective governance.

ACCOUNTABILITY

The Council works on behalf of the public and the members of the College to serve the public in Ontario.

The Council is the primary force pressing the College to be accountable to the public and leading the organization to achievement of its Ends Policies. The Council ensures that all business of the COO is conducted in a transparent, legal, and ethical manner.

In order to support accountability in governance, the Council commits to ensuring:

1. **Role Explanation** - A clear written description of the mandate and responsibilities of each major entity within the organization.
2. **Role Education** - Each person involved in the direction and operations of the College will be orientated as to their mandate and responsibilities. They will understand how they relate to the other entities within the organization.

3. **Role Evaluation** - Each entity within the organization will be accountable for their activities. They will report on what they have achieved and receive feedback on their performance.
4. **Role Enforcement** - Where a person or entity within the organization is not participating appropriately in the affairs of the College despite a clear explanation of their role, appropriate education, and evaluation of their participation, then there will be a means of enforcing the organization's expectations.

COUNCIL'S ROLE

The Council, through example, will set a standard of excellence and integrity for the organization and ensure the College's Ends Policies are achieved within the Executive Limitations boundaries. In order to carry out this role effectively, the Council is committed to functioning in a manner that will retain and enhance the confidence and trust of the public and our members.

COUNCIL'S GOVERNING PRINCIPLES

The Council's governing approach will:

- Clearly distinguish between governance and management roles.
- Emphasize outward focus.
- Demonstrate commitment to community engagement.
- Encourage diverse perspectives.
- Promote collaborative, collective decision-making.
- Demonstrate forward thinking and strategic leadership.

The Council recognizes its role in serving its many stakeholders. The Council will operate in a manner that is mindful of its obligation to be accountable to the public, the Ontario Government, and to the COO members for competent, conscientious, and effective accomplishment of its obligations as a body.

As such, the Council will be an initiator of policy, not merely a reactor to staff initiatives. The Council is committed to persistent due diligence through monitoring policy implementation to support the work of the organization. Protecting the public interest is paramount; however, College members' needs with regard to ensuring competent, ethical practice are also of primary importance.

The Council will use the Policy Governance system to guide its approach to governing COO, creating policy direction, monitoring and being accountable to the public.

COUNCIL EFFECTIVENESS

The Council will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, responding to requests for feedback and input on key issues, policy making principles, respect of roles, speaking with one voice, and ensuring the continuity of governance capability. The Council, not the staff, will be responsible for Council performance. The Council will ensure that it maintains a structure and process that will enhance its effectiveness. The Council is committed to evaluating performance, at least annually, in fulfilling its mandate and goals. The Council's committee structure and membership will be reviewed on a regular basis. The Council will speak with one voice once Council decisions have been made.

A Council Member will be in a conflict of interest if a personal or business gain could result from membership on the Council.

Council ongoing development will include orientation of new members in the Council's adopted governance process and periodic Council discussion of governance process improvement. The Council will not allow any officer, individual or committee of the Council to hinder or be an excuse for not fulfilling its commitments.

INDIVIDUAL COUNCIL MEMBER ROLE

Each Council Member will assist the College in achieving its mission and mandate. This responsibility will take clear precedence over any role an individual Council Member may have to represent a particular group or perspective. The Council will use the expertise of individual members to enhance the ability of the Council as a body, rather than to substitute their individual values for the Council's values. Council Members will actively build their sector and industry awareness and will bring a knowledgeable and enthusiastic approach to the organization.

Individual Council Members have a responsibility to enhance their skills and knowledge related to the College's mission and mandate, through Council Member continuing education. The Council will ensure that a process is in place to facilitate their learning and to orientate new Council Members.

ROLE OF PRESIDENT

The President (Chair of the Council) will ensure that the Council fulfills its responsibility for the governance of the College. The President will have a responsibility to see that the relationship between the Council and the CEO & Registrar is optimized.

The President is the spokesperson for the Council on governance matters and is the representative of record for representation of the Council to government and other related groups and Boards.

RELATIONSHIP WITH THE CEO & REGISTRAR

The Council recognizes that its role is in governance, not management. One of the Council's most important obligations is to ensure the College is a well-managed organization. The Council will achieve this by selecting, supporting, and measuring the performance of an effective CEO & Registrar, who will be the Chief Executive Officer of the organization. The relationship will be built on trust and respect. The Council's expectations of the CEO & Registrar will be outlined in a Position Description Policy. The Council will establish the desired, achievable results Ends Policies within the business environment and monitor the timely achievement of these results.