

**COO Council Effectiveness Evaluation:  
2020 Action Plan**

In December 2019, all board members participated in a comprehensive self-evaluation of the board’s overall effectiveness. The board then met in February 2020 to review the results of the evaluation and develop an action plan. Also included in the action plan are any items deferred from its previous Action Plan. The following is a summary of the action items identified by the board for 2020.

<b>Action Plan Goals</b>	
1.	Review strategic plan to gain clarity on the board’s strategic outcomes for 2020 – 2022
2.	Reassess the board’s strategic outcomes policy following review of twice annual monitoring reports to determine relevance going forward
3.	Continue environmental scanning to inform the board’s future strategic priorities (Topics to scan include: remote dispensing and bricks and mortar service delivery methods, ensuring continuing competence for experienced ROs)
4.	Enhance board orientation training (Topics recommended by the board include fairness, transparency, public protection, governance principles and monitoring reports)
5.	Education, using case studies, on COO values and how they impact the board’s behaviours, decision making, and its evaluation of the performance of the organization.
6.	Education on ‘appreciative inquiry’ to strengthen skills asking effective challenging questions about organizational risk
7.	Education on trends in the regulatory landscape and the changing role of regulators
8.	Education on its current risk framework using its Operational Boundaries Policies
9.	Education on fiduciary duties and the obligations of board directors, including participation on board dialogue and decision making
10.	On an ongoing basis, assessing how Board decisions effect the public interest
11.	Include a glossary of Governance terms in the Governance Manual to ensure common understanding of the new terms used as part of the governance framework recently adopted by the board.
12.	Confirm any additional goals to address in 2020 (beyond the strategic plan or the 2020 action plan) and evaluate progress on these goals at the same time it reviews its workplan in October.
13.	Create engagement plan for registrants and other stakeholders
14.	Using effective meeting facilitation, ensure all board members weigh in on critical board subjects and strengthen board director familiarity with facilitation skills and techniques
15.	Clarify CEO Succession Plan
16.	Enhance Council cohesion by prioritizing Council as the primary decision-making body as opposed to Executive Committee. (Deferred from 2019 plan)

The board also determined that in 2021, a review of organizational values will be undertaken to ensure that they continue to be reflective of the organization’s beliefs and behaviours.