

**COO Council Effectiveness Evaluation:
2019 Action Plan**

In December 2018, all board members participated in a comprehensive self-evaluation of the board’s overall effectiveness. The board then met to review the results of the evaluation and develop an action plan. The following is a summary of the action items identified by the board for 2019 and the board’s progress.

Action		Status	Progress (at February 2020)
1.	Engage in a major strategic planning process beginning in January 2019 that will include: a. Comprehensive environmental scanning, and b. The creation of a Strategic Outcomes Policy that will identify the specific critical ends of the COO	Complete	Comprehensive Environmental Scanning completed January 2019. Council approved strategic outcomes policy in October 2019.
2.	Undertake board continuing education on: a. Appreciative Inquiry (how to ask challenging questions effectively). b. Troubleshooting complex governance and fiduciary duty scenarios (by case study).	a. Deferred to 2020 b. Complete	Complex Governance Scenario Training completed on October 7, 2019. Appreciative inquiry training deferred to 2020.
3.	Create a list of other board continuing education topics it wants to address in 2019.	Complete	Training completed in 2019 included: <ul style="list-style-type: none"> • Complex Governance Scenarios • Introduction to Diversity and Inclusion
4.	Review organizational values to ensure Council behaviours continue to match them.	Complete	Council reaffirmed organizational shared values policy October 7, 2019. COO Values are: Transparency, Accountability, Integrity, Efficiency
5.	Set and evaluate Council’s progress on specific goals for the year.	Complete	Board reviewed 2019 plan progress in January 2020 and determined that any action steps in progress would be deferred to 2020.
6.	Incorporate the following topics into the 2019 Council Strategic Agenda/Work Plan: a. Ensuring continued public confidence in optician regulation and regulation in general. b. Accountability to the public and to registrants through transparency and excellent, regular communication	Complete	A 2020 strategic agenda was approved by Council in December 2019. Amendments were made to the Strategic Agenda Policy in October and approved at Council meeting on December 2, 2019. These items are also captured in the Council’s 2020 – 2022 strategic plan.

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	<ul style="list-style-type: none"> c. Strengthening governance through continuous learning, coaching, experience and reform. d. Preventing and addressing conflicts of interest and avoiding unconscious bias. e. Safe delivery of vision care as the primary role of the COO. f. Ensuring that all Council Members share a common understanding of where the COO wants to be in 5 years (strategic vision). g. Regularly assessing the effectiveness of Council's relations with stakeholder groups. 		
7.	Ensure that Council follows the agreed upon 2019 Council Strategic Agenda/Work Plan.	Complete	Amendments were made to the Strategic Agenda Policy in October, approved at Council meeting on December 2, 2019. A 2020 Strategic/Agenda Workplan was approved by Council in December 2, 2019.
8.	Refresh the Council process and policy on Registrar, CEO Performance Evaluation.	Complete	CEO Performance Evaluation Policy approved by Council on October 7, 2019.
9.	Develop an updated framework for the regular monitoring of policy achievement by the Registrar, CEO.	Complete	Council Information and Monitoring System Policy approved by Council on October 7, 2019.
10.	Ensure that Council Members are prepared to share informed perspectives in Council discussions.	Complete	On December 2, 2019, Council approved changes to the Council meeting rules of order which allows for consensus based meetings, facilitated by a professional facilitator to encourage effective meetings and informed perspectives. Facilitated board meetings began in February 2020.
11.	Update the Role of the President Policy to address how Council Members will provide input to the President and how that input will be used.	Complete	Governance Policy on the role of Board Officers approved in February 2020.
12.	Enhance the orientation process for new Council Member	Complete	Board Orientation Guide developed and comprehensive Board training conducted in February 2020.
13.	Enhance Council cohesion by prioritizing Council as the primary decision-making body as opposed to Executive Committee.	Deferred to 2020	Revise Executive Committee Terms of Reference in 2020.

Action		Status	Progress (at February 2020)
14.	Continued commitment to Council's own generative/exploratory discussion and developing Council thought-leadership.	Complete	Facilitated Council meetings to commence in February 2020, which may encourage deeper exploratory discussions. Training on appreciative inquiry and governance and regulatory trends in 2020 will equip council members with the tools to develop thought-leadership.
15.	Build Council plan to link with public (and registrants) on informing critical outcomes.	Complete	The council's strategic Plan, which includes with KPIs on critical outcomes approved in October 2019, includes the strategic end of Public Trust – Collaborative relationships with stakeholders exist that demonstrate effectiveness and trustworthiness. The strategic goal is to enhance the College's effectiveness and trustworthiness through improved stakeholder awareness and engagement.
16.	Develop a plan for Council to more broadly connect with the public, including registrants.	Complete	Reflected in the board's 2020 strategic plan.