The Board is committed to ethical, information-based, generative, strategic, and transparent decision making in the best interest of the beneficiaries (the public who use COO services), the ownership (the public including members), and the organization.

The Board's decision-making process is based on ensuring the following principles are applied:

1. The Board actually needs to make a decision or policy decision on the issue (i.e. that it is not an operational means issue covered by an existing Operational Boundaries Policy)

2. Identification of the need for a new Board Policy/ Board Decision can come from several sources, including:
    a. Registrar/CEO
    b. Government Regulation
    c. Board/Committee discussion; Board/Committee Members
    d. Legal Advisors/Governance Consultant
    e. Public/Registrants
    f. Other boards/Experts in the sector
    g. Regular policy review

3. The Board assigns a committee, small group, task force, or expert to seek out information to analyze and support its decision.

4. Broader stakeholders/the ownership will be consulted where appropriate. The Registrar, CEO and/or a committee may engage in initial stakeholder consultation before presenting a proposed policy to a committee or the Board.

5. When making a policy/decision, the Board will follow these critical steps:
    a. Listen to the issue for consideration.
    b. If more information is required, identify who, which committee, person or group will further research the matter and prepare a briefing memo for the Board.
    c. When making a decision, the Board will work to achieve consensus.
    d. Final Board decisions are made by using a motion and a simple majority voting process.

6. The Board fully discusses all aspects of the decision/policy decision and its implications. The Board will take sufficient time to consider significant policy decisions and will not rush. This may require additional Board meeting time or alternative meeting formats (e.g. teleconferences)

7. All policy decisions are recorded in the Board minutes and where applicable, the Board Policy Manual after the Board decision has been made

8. Directors will respect the diverse views of their colleagues

9. Once a motion of decision is determined through a vote, all Directors will support the Board's decision/policy

The COO Framework for Ethical Decision-Making provides the guidelines for Board decision-making.

Note: Board briefing notes are prepared to inform Directors regarding significant matters requiring a Board decision or policy direction or to brief the Board on information about the regulatory sector to build their knowledge for future decision-making. The briefing note should contain information on recent developments, environmental scan, chronology, data analysis, implications of possible decisions, and input from subject matter experts where relevant.

Board briefing notes are designed to provide sufficient information to support decision-making and policy direction decisions. They are used to achieve understanding and build consensus and direction for policy development.

FRAMEWORK FOR ETHICAL BOARD POLICY/DECISION-MAKING PROCESS

The Board 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. Identify the appropriate committee, individual or task force to address the policy issue

   a. The Committee or other assigned person or group will 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

   b. The Committee/assigned person or group will identify relevant stakeholders, say how they may be affected, and consult with them where possible and appropriate

   c. The Committee/assigned person on group will develop alternatives and consider their impacts. What are the alternatives to be considered? Project the consequences and the opportunity costs of each alternative, both short term and long term. Identify the values conflicts inherent in the various alternatives

3. Apply criteria for decision making and evaluate alternatives or options

4. Make the decision/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…

5. Record the Board's decision in the minutes and in the Board Policy Manual

6. Communicate regarding the Board's decision to appropriate stakeholders

7. Evaluate the decision over time through regular policy review