

BRIEFING NOTE

TO: Board of Directors

FROM: Alicia Munian, Facilitating Director

DATE: March 3, 2025

SUBJECT: Board Monitoring System Policy 4-25 Monitoring Report

☐ For Decision

☐ For Information

☒ Monitoring Report

Purpose:

To review the Board Monitoring System Policy 4-25 Monitoring Report.

Background:

In December 2019, the board approved the **Board Monitoring System Policy (4-25)**. The purpose of this policy is to outline the rationale, process, and mechanisms that the Board uses to monitor the Registrar, CEO/organisation's achievement of results (Strategic Outcomes Policies) within operational risk boundaries (Operational Limitations Policies).

For Consideration:

A monitoring report on the **Board Monitoring System Policy** is attached at **Appendix A**. A copy of the policy is attached at **Appendix B**.

Public Interest Considerations:

The board has recognised the importance of strong governance to carry out its object of regulating the profession in the public interest and has invested significant time and resources into updating its governance policies and processes. Monitoring important policies confirms that the board is fulfilling its duties and responsibilities and ensures that appropriate processes are in place to provide due diligence to planning and oversight over the College.

Diversity, Equity, and Inclusion Considerations:

When reviewing the report, it is incumbent on the board to consider whether any issues or concerns have arisen from a diversity, equity or inclusion perspective.

Risk Management Considerations:

Continually monitoring important policies helps to identify, analyse, and address potential organisational risks before they negatively impact the College.

Recommendations/Action Required:

That the board evaluate the success of implementing the Board Monitoring System Policy as presented by the facilitating director's report. In doing this, the board should consider the following questions:

1. The report identifies how the board has interpreted each part of the policy. Does the board agree that these interpretations are accurate?
2. Does the board believe that any areas of the policy should be interpreted differently?
3. Does the board agree with the evidence identified in the report?
4. Does the board have any recommendations on steps that should be taken to address any concerns that have been identified?

Board Monitoring System Policy 4-25

Monitoring Report

#	Policy Criteria	Board Interpretation of Policy Criteria	Evidence Board has met the criteria	Deficiencies and Recommendations	Conclusion: Level of Achievement 1 – Compliance Not Achieved 2 – Compliance Partially Achieved 3 – Compliance Fully Achieved
1.	The Board is committed to a thorough review and evaluation of Monitoring Reports and to providing useful feedback to the Registrar, CEO.	<i>The Board will have fulfilled this policy criteria if it adheres to the policies outlined in 4-25.</i>	<i>The Board has reviewed in detail and provided feedback on the following policies:</i> <ul style="list-style-type: none">• Strategic outcomes• Financials planning and budgeting• Financial condition• Investments and reserves• Vendor relations• Public relations and beneficiaries• Technology and cybersecurity• Asset protection <i>The Board has voted in favor of specific items, each was recorded and passed by formal motions.</i>	None	3

2.	Monitoring will be as automatic as possible such that the majority of the Board's time can be focused on designing the future.	<i>The Board will have fulfilled this policy criteria if it has reviewed the detailed reports.</i>	<p><i>A detailed 5-year plan exists to review and discuss the following additional policies:</i></p> <ul style="list-style-type: none"> <i>• General executive constraint</i> <i>• Corporate identity, public image, and communication</i> <i>• Human resources and relations</i> <i>• Communications and support to the Board</i> <i>• Registrant relations</i> 	None	3
3.	Monitoring of the Registrar, CEO is considered synonymous with monitoring organizational performance.	<i>The Board will have fulfilled this policy criteria if it regularly reviews and assesses monitoring reports from the Registrar, CEO.</i>	<i>Internal reports were presented to the Board for review. Reports were reasonable interpretations of College actions and were accepted by the Board. The Board monitors its own performance through the Registrar. A monitoring schedule has been published with the expected frequency of monitoring for each report.</i>	None	3
4.	The Board will record in the Board meeting minutes the outcome of its evaluation of each report as to whether the Registrar, CEO policy interpretation is reasonable and as to whether the evidence provided demonstrates	<i>The Board will have fulfilled this policy criteria if the minutes reflect its evaluation of the monitoring reports.</i>	<i>Minutes are captured and can be considered as proof for the evaluation of every policy.</i>	None	3

	policy achievement.				
5.	Each year by January/February, the Board will conduct a formal Annual Performance Evaluation Summary for the Registrar, CEO.	<i>The Board will have fulfilled this policy criteria if it conducts a detailed performance review of the CEO.</i>	<i>The Board has fulfilled this policy and reviewed in detail the performance of the CEO for the 2024 fiscal year. Each policy was provided with considerations (public interest, DEI and risk), recommendations and action required.</i>	None	3

Respectfully submitted,

Alicia Munian
Name

February 10, 2025
Date

POLICY TYPE: GOVERNANCE PROCESS

4-25 Board Monitoring System Policy

PURPOSE

This policy outlines the rationale, process, and mechanisms that the Board uses to monitor the Registrar, CEO/organization's achievement of results (Strategic Outcomes Policies) within operational risk boundaries (Operational Limitations Policies).

POLICY

Monitoring Registrar, CEO performance is primarily done by the Board by measuring achievement of and/or compliance with Strategic Outcomes Policies and Operational Boundaries Policies (collectively the "Policies"). Monitoring is therefore synonymous to evaluation of Registrar, CEO performance.

1. The purpose of 'monitoring' is to determine the degree to which Board policies on Strategic Outcomes and Operational Boundaries are being achieved by the Registrar, CEO.
2. The following principles will apply to the Board's monitoring of the Registrar, CEO:
 - a. The Board is committed to a thorough review and evaluation of Monitoring Reports and to providing useful feedback to the Registrar, CEO.
 - b. Monitoring will be as automatic as possible such that the majority of the Board's time can be focused on designing the future.
 - c. Monitoring of the Registrar, CEO is considered synonymous with monitoring organizational performance.
3. The Board's monitoring of the Registrar, CEO will follow one or more of the following processes to generate "monitoring data/reports":
 - a. Internal Monitoring Reports: The Registrar, CEO will provide Internal Monitoring Reports on the Policies to the Board in accordance with the schedule set out in Appendix 1 or as otherwise directed by the Board.
 - b. External Monitoring Reports: These are reports prepared by a qualified, impartial external reviewer who is selected and retained at the direction of the Board to assess the Registrar, CEO's performance or achievement of a Policy. External Monitoring Reports assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated the external party's opinion/policies to be the standard. External Monitoring Reports may only be obtained in the following circumstances:
 - i. Where the Registrar, CEO has failed to provide a Monitoring Report in accordance with paragraph a;
 - ii. The Registrar, CEO provided a Monitoring Report in accordance with paragraph a, but upon review, at least 75% of Directors are of the opinion that further information is required in order to properly assess the performance of the Registrar, CEO; or

- iii. Where the Board has approved a policy for regularly scheduled external monitoring in accordance with the schedule set out in Appendix 1.
- c. Direct Board Inspection: This is a direct inspection of documents, activities or circumstances relating to the Registrar, CEO's performance or achievement of a Policy. The direct inspection may be carried out by the Board as a whole or delegated to a Director or committee and will apply a "prudent person" standard to the Registrar, CEO's performance/policy compliance. Direct Board inspection will only take place in the following circumstances:
 - i. Where an External Monitoring Report has been obtained in accordance with paragraph b, but upon review at least 75% of Directors are of the opinion that further information is required in order to properly assess the performance of the Registrar, CEO; or
 - ii. Where the Registrar, CEO has failed to provide a Monitoring Report in accordance with paragraph a, and at least 75% of Directors are of the opinion that it would not be appropriate to obtain an External Monitoring Report, having regard to all relevant circumstances.
- 4. The Board will review and evaluate all Monitoring Reports submitted by the Registrar, CEO. The Board will record in the Board meeting minutes the outcome of its evaluation of each report as to whether the Registrar, CEO policy interpretation is reasonable and as to whether the evidence provided demonstrates policy achievement.
- 5. Each year by January/February, the Board will conduct a formal Annual Performance Evaluation Summary for the Registrar, CEO. This evaluation will consider monitoring data as defined in paragraph 3 and as reviewed throughout the year along with the Board's general feedback on performance trends [See Registrar, CEO Performance Evaluation Process Policy, 3-07].

Appendix 1 – Board Monitoring System Schedule of Registrar, CEO/Organization