

BRIEFING REPORT

REPORT TOPIC: Council and Council Committee Effectiveness Self-Evaluation

REPORT TO: COO Council

REPORT FROM: COO Governance Committee

DATE: October 1, 2018

REPORT PURPOSE:

- | | |
|--|---|
| <input type="checkbox"/> Decision-Making - Policy Development/ Enhancement/Regular Review/Approval | <input type="checkbox"/> Monitoring of Registrar, CEO Report |
| <input type="checkbox"/> Ends Policy | <input type="checkbox"/> Ends (critical outcomes) Achievement |
| <input type="checkbox"/> Operational Boundaries Policy | <input type="checkbox"/> Operational Boundaries Compliance |
| <input type="checkbox"/> Council-Staff Relationship Policy | <input type="checkbox"/> Council Linkage Report |
| <input type="checkbox"/> Governance Process Policy | <input type="checkbox"/> Incidental Report |
| <input checked="" type="checkbox"/> Council Implementation of Policy | <input type="checkbox"/> Registrar, CEO |
| <input type="checkbox"/> Council-Staff Relationship Policy | <input type="checkbox"/> Council President |
| <input checked="" type="checkbox"/> Governance Process Policy | <input type="checkbox"/> Other: Briefing Report |

BACKGROUND

The Council, facilitated by the Governance Committee, launched a formal Council effectiveness evaluation process in December 2016. The Council has participated in the process twice now including at the end of 2016 and 2017. During the Council debrief of the 2017 Council Effectiveness Self-Evaluation in January 2018, Council provided feedback regarding the need:

- for clarification of a small number of questions;
- in future, for a closed Council orientation session on the results prior to reporting out at a public session, and
- to have an amended tool to seek feedback from the Non-Council Appointed Committee Members.

The COO Governance Committee has reviewed the questionnaires and process in detail and is bringing forward revised tools to the October Council meeting. They are included in this package as outlined below.

This package includes:

1. a refreshed, shortened Full Council Effectiveness Evaluation Tool for use in December 2018, and
2. a tool for use by Non-Council Appointed Committee Members.
3. Appendix 1 – which outlines the Full Council Evaluation questionnaire used in 2016 and 2017. This is provided for reference only.

Part 1 – The Full Council Effectiveness Self-Evaluation (Condensed Version) Questionnaire for 2018

- This is an alternative to the extensive questionnaire used in 2016 and 2017.
- It covers nine (9) of the twelve (12) areas of the first tool and contains fewer questions in each section.
- It now also includes a section for Council Members to evaluate Council Committee process.
- The Governance Committee is recommending use of this tool for December 2018 by all Council Members.

Part 2 – The Non-Council Appointed Committee Member Questionnaire

- This tool will be used by Non-Council Appointed Committee Members.
- It covers key points for which Non-Council Appointed Committee Members can provide feedback related to aspects of overall Council effectiveness with which they will be familiar and also provides questions about Council Committee process.
- The Governance Committee is recommending use of this tool for Non-Council Appointed Committee Members for use in December 2018.

Appendix 1 - Full Council Evaluation questionnaire used in 2016 and 2017

- Appendix 1 of this report contains the original COO Council Effectiveness Self-Evaluation Questionnaire used in 2016 and 2017. It highlights the questions that Council recommended be clarified. The revised, clarified wording is also listed.

Part 1 - 2018 Council Effectiveness Self-Evaluation (Condensed Version)

FOR COUNCIL INFORMATION FROM GOVERNANCE COMMITTEE

Dear Council Member:

RE: 2018 COUNCIL EFFECTIVENESS SELF-EVALUATION PROCESS INSTRUCTIONS TO COMPLETE THE QUESTION

The Council sets a standard of excellence for the College of Opticians of Ontario (COO) and as a Council, we have committed to doing what is necessary to achieve excellence in governance. An important part of this commitment is to annually assess our performance, to identify what the Council is doing well and what the Council can improve. The Governance Committee has been working to facilitate the development of this Council effectiveness self-evaluation process. We secured the support of the Council for this process in September 2016. This year will be the Council's third effectiveness evaluation.

The information you submit to the 2018 COO Council Effectiveness Self-Evaluation will be anonymously combined with that of your Council colleagues so that the Council as a whole can review a profile of how the full Council believes it is contributing. Again, the results are meant to be an overall profile so no information about any individual will be provided in the report. Please be as open as possible with constructive comments so that true learning by the Council can take place through this Council self-evaluation process. The results from this year's effectiveness evaluation will be compared to last year's results in the final report which will be provided to Council at its January 2019 Council meeting.

This package contains the information to complete the annual Full Council Self-Evaluation. It covers the period from January 1, 2018 to December 15, 2018.

There are 10 sections to this questionnaire:

- | | |
|--|--|
| 1. Council Role and Responsibilities | 6. Council Process, Organization, Decision-Making, and Service |
| 2. COO Critical Outcomes | |
| 3. Governance of Risk | 7. Council Meeting Chair and Council President Feedback |
| 4. Council Priorities | 8. Council Orientation and Continuing Education |
| 5. Council-Registrar, CEO Relationship | 9. Council Committee Process |
| | 10. Final Comments |

It will take you approximately up to 25 to 30 minutes to complete this Council Effectiveness Self-Evaluation. Your feedback needs to be submitted by **Monday January 14, 2019**. Your completed participation in this important process is very much appreciated.

Part 1 - 2018 Council Effectiveness Self-Evaluation (Condensed Version)

FOR COUNCIL INFORMATION FROM GOVERNANCE COMMITTEE

As mentioned, Council Members' responses will be collated and analyzed to provide a consolidated report. Once the full report has been reviewed by Council, individual responses will be destroyed. The Council will receive its full report at its January 2019 Council meeting.

We have requested that Meridian Edge Leadership & Governance Consulting assist with the data collection and implementation of this evaluation.

If you have any questions about how to fill out the questionnaire or have any difficulties, please contact Carol Milton, Research Coordinator at Meridian Edge Leadership & Governance Consulting at 519-439-7503 or email at cmilton@meridianedgeconsulting.com.

SPECIFIC INSTRUCTIONS FOR COMPLETING THE FULL COUNCIL EFFECTIVENESS SELF-EVALUATION

To Complete this Questionnaire Online

- You will receive a personalized email announcing the launch of the evaluation.
- Embedded in the body of the message will be a personalized link for you to click on to start the evaluation.
- The opening screen will be an explanation of the questionnaire.

Saving Your Responses and Restarting the Questionnaire

The survey has been designed to allow you to save your responses and restart at a later date should you not be able to complete the questionnaire in one sitting.

- Select the Resume Later button.
- You will be prompted to enter:
 - Name
 - Password
 - Repeat Password
 - Your email address
 - The system will send you an email with a subject line of: Saved survey details – COO Council Effectiveness Evaluation
 - This email will contact the name you entered, the password you entered and a link for reloading your responses.
- Select the Save Now button.

*****IMPORTANT NOTE:** After having clicked the save button you can either close this browser window or continue filling out the survey. **DO NOT CHOOSE Exit and clear survey. This will delete your responses.*****

Part 1 - 2018 Council Effectiveness Self-Evaluation (Condensed Version)

FOR COUNCIL INFORMATION FROM GOVERNANCE COMMITTEE

Council Members' responses will be collated and analyzed to provide a consolidated report. Once the full report has been reviewed by Council, individual responses will be destroyed. The Council will receive its full report at its January 2019 Council meeting. **[Is more time needed for Governance Committee to digest the results?]**

Thank you for taking the time to give careful consideration to your responses in this questionnaire.

If you have any questions about how to fill out the questionnaire or have any difficulties please contact Carol Milton, Research Coordinator at Meridian Edge Leadership & Governance Consulting at 519-439-7503 or email at cmilton@meridianedgeconsulting.com. Remember your feedback is due **Monday January 14, 2019**.

Notes:

1. *In Appendix 1 there is a Glossary of Terms. It is recognized that Council Members have different levels of experience with different types of the governance approaches and with the governance approach at the College of Opticians of Ontario. Different approaches use some varied terms. As such, a glossary of terms is provided to assist with the use of the terms in this questionnaire. This glossary of terms can be found at the end the questionnaire in Appendix 1. The questionnaire begins immediately after these instructions and the glossary follows the questions.*

NOTE TO COUNCIL:

The glossary is not attached in this Council package to save space in the package. The glossary has been previously approved by the Governance Committee.

Part 1 - 2018 Council Effectiveness Self-Evaluation (Condensed Version)

SECTION 1: COUNCIL ROLE AND RESPONSIBILITIES

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

1.1 I understand that the roles and responsibilities of the Council are clearly defined in Council Policy.

☐ ☐ ☐ ☐ ☐ ☐

1.2 I believe I have a good understanding of my role as a Council Member.

☐ ☐ ☐ ☐ ☐ ☐

1.3 COO Council Members behave consistently with the policies for addressing actual or apparent conflicts of interest.

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1.4 As a Council Member, I have an effective working knowledge of the Council's policies.

☐ ☐ ☐ ☐ ☐ ☐

1.5 Please provide any input you have regarding the clarity of the Council's role and responsibilities?

SECTION 2: COO CRITICAL OUTCOMES

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

2.1 The Council understands its role and responsibilities with regard to designing the COO Critical Outcomes policies.

☐ ☐ ☐ ☐ ☐ ☐

2.2 All Council Members share common understanding of where COO wants to be in 3 years; this vision is well documented with concrete critical outcomes.

☐ ☐ ☐ ☐ ☐ ☐

SECTION 2: COO CRITICAL OUTCOMES

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

2.3 This year the Council has spent an appropriate amount of time scanning the environment in order to continue to shape the COO Critical Outcomes Policy (Ends).

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2.4 The organization's progress and effectiveness in meeting its critical outcomes/targets is assessed by the Council at least twice in each year.

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2.5 The Council is beginning to be more specific in developing clarity on expected critical outcomes for COO, do you have any comments or questions?

SECTION 3: GOVERNANCE OF RISK

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

3.1 The Council is provided with sufficient information to identify emerging risks which could significantly, negatively or positively impact on the ability to achieve the COO Critical Outcomes. *Note: Emerging Risks are defined as new issues which may have a significant impact on the long-term success of the organization.*

☐ ☐ ☐ ☐ ☐ ☐

3.2 The Council understands the organization's key risks and ensures the appropriate Council policies are in place (through Operational Boundaries Policies) to govern these risks.

☐ ☐ ☐ ☐ ☐ ☐

Part 1 - 2018 Council Effectiveness Self-Evaluation (Condensed Version)

3.3 Comments on Emerging Risks – what risks do you believe are becoming more significant for COO?

SECTION 4: COUNCIL PRIORITIES

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
4.1	The Council has set measurable goals for itself to focus and guide its own performance for 2018.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	The Council regularly assesses the effectiveness of our relations with our ownership/stakeholder groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	Please list the top three topics which you believe should be the top three strategic priorities for the Council's focus/work over the next year (2019).						

SECTION 5: COUNCIL/REGISTRAR, CEO RELATIONSHIP

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
5.1	The Council clearly delegates to the organization's Registrar, CEO sufficient authority to lead the organization and to achieve the organization's critical outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	The Council supports the Registrar, CEO's interpretation and operational outcomes for achieving the Critical Outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	The Council has built a relationship of mutual trust, respect, and open communication between the Council and the Registrar, CEO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 5: COUNCIL/REGISTRAR, CEO RELATIONSHIP

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
5.4 The Council has a clear view on succession and holds the Registrar, CEO accountable for managing this process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5 The Council is confident that an effective emergency succession plan is in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6 All Council Members individually contribute to the development of the annual performance appraisal of the Registrar, CEO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7 Comments: Council/Registrar, CEO Relationship						
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SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
6.1 I leave most Council meetings feeling my time has been used productively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 When information is presented to the Council, the Council asks effective, constructive questions that result in productive discussion and decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 The Council strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 The Council ensures that decisions made by the Council are clearly articulated (usually in policy form) so that the rest of the organization can be aware of and understand the nature of the decision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5 All members of the Council participate, contributing their "fair share" to the Council's work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 6: COUNCIL PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
6.6 Council Members in general regularly attend Council meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.7 Major policy decisions are brought to Council for approval.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.8 As representatives of the broader community, the Council actively works to understand the public's perspective on the needs and future direction for COO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.9 Comments on Council Structure, Processes, Decision-making, and Service:						
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SECTION 7: COUNCIL MEETING CHAIR AND COUNCIL PRESIDENT FEEDBACK

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
7.1 The Council looks to its Meeting Chair to provide leadership in facilitating effective Council process during Council meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.2 The Council Meeting Chair is prepared for Council meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.3 The Council Meeting Chair keeps Council meetings on track and the discussion focused while at the same time ensuring that all Council Members have opportunity to express their perspective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.4 The issue of Council Member Conflict of Interest/potential conflict of interest is managed appropriately, by the Meeting Chair at Council meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 7: COUNCIL MEETING CHAIR AND COUNCIL PRESIDENT FEEDBACK

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

7.5 The Council Meeting Chair effectively summarizes Council discussion and decisions prior to moving on to the next agenda item.

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7.6 Do you have any suggestions for the Council Meeting Chair? Please describe.

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

7.7 The Council President genuinely listens to the Council Members' input on Council processes, issues, and concerns.

☐ ☐ ☐ ☐ ☐ ☐

7.8 The Council meeting agendas generally reflect the input of Council regarding what topics Council wants to address.

7.9 Do you have any suggestions for the Council President? Please describe.

SECTION 8: COUNCIL ORIENTATION AND CONTINUING EDUCATION

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

8.1 Council Members have sufficient educational opportunities (e.g. through seminars, publications, presentations, etc. and experts in the field) to become informed about issues of importance.

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8.2 Our Council effectively informs new Council Members about responsibilities and important organizational information through a structured New Council Member Orientation Program.

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8.3 Please list any topics which you recommend for Council orientation and continuing education:

SECTION 9: COUNCIL COMMITTEE PROCESS

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

9.1 The role of Council Committees is clear to me as a Council Member.

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9.2 Council Committees generally receive a clear and thorough orientation to their role and responsibilities.

☐ ☐ ☐ ☐ ☐ ☐

9.3 The Council Committee(s) I served on in 2018 generally analyzed issues/topics/cases well and achieved their mandate well.

☐ ☐ ☐ ☐ ☐ ☐

9.4 The Council Committee process of the Committee(s) I served on is generally fair and objective.

☐ ☐ ☐ ☐ ☐ ☐

9.5 The Council Committee(s) respect the confidentiality of their work.

☐ ☐ ☐ ☐ ☐ ☐

Part 1 - 2018 Council Effectiveness Self-Evaluation (Condensed Version)

- 10.1 Comments: please provide any further insights or feedback you would like to share regarding
- a) Council Committee processes in general
 - b) Any specific committee observation/feedback (please state the committee and then list your observations/feedback).

SECTION 10: FINAL COMMENTS

- 10.1 Do you have any further ideas on what would facilitate improvement in the effectiveness of Council function and/or results?

*Thank you for your work in completing this questionnaire. **Please submit your answers Monday January 14, 2019 at 5:00 p.m. EST.** You can submit online to Meridian Edge Leadership & Governance Consulting (see instructions on Page 2).*

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

Dear Appointed Non-Council Committee Member:

RE: 2018 NON-COUNCIL APPOINTED COMMITTEE MEMBER EFFECTIVENESS SELF-EVALUATION PROCESS INSTRUCTIONS TO COMPLETE THE QUESTION

The Council sets a standard of excellence for the College of Opticians of Ontario (COO) and as a Council, we have committed to doing what is necessary to achieve excellence in governance. An important part of this commitment is the critical role our committees play in achieving the work of the College. Give this we are also committed to annually assessing committee performance and to seek committee input on what the Council is doing well and what the Council can improve. The Governance Committee has been working to facilitate the development of this Council effectiveness self-evaluation process. The Council launched Council evaluation in 2016. This year will be the first year to use this Council Committee Effectiveness Evaluation.

The information you submit to the 2018 COO Council Committee Effectiveness Self-Evaluation will be anonymously combined with that of your Council Committee colleagues so that the Council and Council Committees as a whole can review a profile of how the committees believe they and Council are doing. Again, the results are meant to be an overall profile so no information about any individual will be provided in the report. The data will be reported by type of Committee where applicable. Please be as open as possible with constructive comments so that true learning by the Council and Council Committees can take place through this self-evaluation process. The results from this year's effectiveness evaluation will be provided to Council and Council Committees at the _____ 2019 meeting.

This package contains the information to complete the annual Council Committee Self-Evaluation. It covers the period from January 1, 2018 to December 15, 2018.

There are 7 sections to this questionnaire:

- | | |
|--|--|
| 1. Council and Committee Role and Responsibilities | 5. Council Process, Organization, Decision-Making, and Service |
| 2. COO Critical Outcomes | 6. Council Committee Orientation and Continuing Education |
| 3. Governance of Risk | 7. Final Comments |
| 4. Council Committee Priorities | |

It will take you approximately up to 20 to 30 minutes to complete this questionnaire. Your feedback needs to be submitted by **Monday January 14, 2019**. Your completed participation in this important process is very much appreciated.

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

As mentioned, Council Committee Members' responses will be collated and analyzed to provide a consolidated report. Once the full report has been reviewed by Council and Council Committees, individual responses will be destroyed. The Council and Council Committee will receive the full report at the _____ 2019 meeting.

We have requested that Meridian Edge Leadership & Governance Consulting assist with the data collection and implementation of this evaluation.

If you have any questions about how to fill out the questionnaire or have any difficulties, please contact Carol Milton, Research Coordinator at Meridian Edge Leadership & Governance Consulting at 519-439-7503 or email at cmilton@meridianedgeconsulting.com.

SPECIFIC INSTRUCTIONS FOR COMPLETING THE COUNCIL COMMITTEE EFFECTIVENESS SELF-EVALUATION

To Complete this Questionnaire Online

- You will receive a personalized email announcing the launch of the evaluation.
- Embedded in the body of the message will be a personalized link for you to click on to start the evaluation.
- The opening screen will be an explanation of the questionnaire.

Saving Your Responses and Restarting the Questionnaire

The survey has been designed to allow you to save your responses and restart at a later date should you not be able to complete the questionnaire in one sitting.

- Select the Resume Later button.
- You will be prompted to enter:
 - Name
 - Password
 - Repeat Password
 - Your email address
 - The system will send you an email with a subject line of: Saved survey details – COO Council Committee Effectiveness Evaluation
 - This email will contact the name you entered, the password you entered and a link for reloading your responses.
- Select the Save Now button.

*****IMPORTANT NOTE:** After having clicked the save button you can either close this browser window or continue filling out the survey. DO NOT CHOOSE Exit and clear survey. This will delete your responses.***

Council Committee Members' responses will be collated and analyzed to provide a consolidated report. Once the full report has been reviewed by Council and Council Committees, individual responses will be destroyed. The Council and Council Committee will receive the full report at the _____ 2019 meeting.

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

Thank you for taking the time to give careful consideration to your responses in this questionnaire.

Notes:

1. *In Appendix 1 there is a Glossary of Terms. It is recognized that Council Members have different levels of experience with different types of the governance approaches and with the governance approach at the College of Opticians of Ontario. Different approaches use some varied terms. As such, a glossary of terms is provided to assist with the use of the terms in this questionnaire. This glossary of terms can be found at the end the questionnaire in Appendix 1. The questionnaire begins immediately after these instructions and the glossary follows the questions.*

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

Note: Questions on Council Committees for Council Members are contained in the Full Council Evaluation Questionnaire

SECTION 1: COUNCIL AND COMMITTEE ROLE AND RESPONSIBILITIES

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
1.1 I believe I have a clear understanding of the roles and responsibilities of the Council.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 I believe I have a good understanding of my role as an Non-Council Appointed Committee Member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 COO Council Committee Members understand and follow COO Council policies for dealing with actual or apparent conflicts of interest.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 As a Non-Council Appointed Committee Member, I have an effective working knowledge of the Council and Committee policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5 Please provide any further input you have regarding the clarity of the Council's or Council Committees' roles and responsibilities? Please describe.						

SECTION 2: COO CRITICAL OUTCOMES

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
2.1 In general, the Council Committees are aware of and understand the critical outcomes that COO is working to achieve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

SECTION 2: COO CRITICAL OUTCOMES

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

2.2 All Council Committee Members share common understanding of where COO wants to be in 3 years; this vision is well documented with concrete critical outcomes.

☐ ☐ ☐ ☐ ☐ ☐

2.3 The Council Committee(s) I serve on clearly understands how its role and responsibilities directly contribute to achievement of the COO critical outcomes.

☐ ☐ ☐ ☐ ☐ ☐

2.4 COO Council Committees have been consulted by the Council with regard to creating the appropriate and relevant COO Critical Outcomes.

☐ ☐ ☐ ☐ ☐ ☐

2.5 Comments on critical outcomes clarity.

SECTION 3: GOVERNANCE OF RISK

Strongly Agree Agree Neutral Disagree Strongly Disagree I don't have enough information to comment

3.1 The Council Committee is provided with sufficient information to identify emerging risks which could significantly, negatively or positively impact on the Committee's ability to achieve its expected outcomes. *Note: Emerging Risks are defined as new issues which may have a significant impact on the long-term success of the organization.*

☐ ☐ ☐ ☐ ☐ ☐

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

3.2 Comments on Emerging Risks – what risks do you believe are becoming more significant for COO?

SECTION 4: COUNCIL COMMITTEE PRIORITIES

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.1 The Council Committee set measurable goals for itself to focus and guide its own performance for 2018.

4.2 Please list the top three topics which you believe should be the top three priorities for the Council Committee's focus/work over the next year (2019). [If you serve on more than one Council Committee, please list the Committees you serve on and list the 3 key topics for each].

SECTION 5: COUNCIL COMMITTEE PROCESS ORGANIZATION, DECISION-MAKING, AND SERVICE

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	I don't have enough information to comment
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.1 I leave most Committee meetings feeling my time has been used productively.

5.2 When information is presented to the Committee, the Committee asks effective, constructive questions that result in productive discussion and decision-making.

5.3 The Committee strives for consensus in its decision-making; however, when necessary is prepared to move forward with a decision based on a majority vote.

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

SECTION 5: COUNCIL COMMITTEE PROCESS ORGANIZATION, DECISION- MAKING, AND SERVICE

Strongly
Agree
Agree
Neutral
Disagree
Strongly
Disagree
I don't have
enough
information
to comment

5.4 All Committee Members participate, contributing their "fair share" to the Committee's work.

☐ ☐ ☐ ☐ ☐ ☐

5.5 Attendance at Council Committee meetings is usually excellent.

☐ ☐ ☐ ☐ ☐ ☐

5.6 Non-Council Appointed Committee Members demonstrate interest in the work of the Committee.

☐ ☐ ☐ ☐ ☐ ☐

5.7 Please provide any comments that you wish to make regarding Council Committee Structure, Processes, Decision-making, and Service:

SECTION 6: COUNCIL COMMITTEE ORIENTATION AND CONTINUING EDUCATION

Strongly
Agree
Agree
Neutral
Disagree
Strongly
Disagree
I don't have
enough
information
to comment

6.1 Non-Council Appointed Committee Members have sufficient orientation and educational opportunities (e.g. through seminars, publications, presentations, etc. and experts in the field) related to the work of the Committee.

☐ ☐ ☐ ☐ ☐ ☐

6.2 Our Council effectively informs new Council Members about Committee responsibilities and important organizational information through a structured Committee Member Orientation Program.

☐ ☐ ☐ ☐ ☐ ☐

Part 2 - 2018 Council Effectiveness Self-Evaluation

To be completed by Non-Council Appointed Committee Members

SECTION 7: FINAL COMMENTS

7.1 Do you have any further ideas on what would facilitate improvement in the processes or effectiveness of Council Committee function and/or results?

7.2 I served on the following Council Committees in 2018:

*Thank you for your work in completing this questionnaire. **Please submit your answers Monday January 14, 2019 at 5:00 p.m. EST.** You can submit online to Meridian Edge Leadership & Governance Consulting (see instructions on Page 2).*

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SECTION I: COUNCIL ROLES AND RESPONSIBILITIES

1. **The roles and responsibilities of our Council are clearly defined and separate from those of the Registrar, CEO and staff.**

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment
2. **The Council, as a whole, understands the difference in roles of the Council and the Registrar, CEO, and generally does not interfere with operational responsibilities of the Registrar, CEO.**

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment
3. **Individually, I believe I have a good understanding of my role as a Council Member.**

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment
4. **High standards of performance for Council Members are being utilized by the Council, i.e. the Council "within itself" enforces a high standard of performance by all Council Members?**

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment
5. **The Council has evaluation criteria for its members in terms of attendance.**

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment
6. **Council Members understand and follow policies for dealing with actual or apparent conflicts of interest.**

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment
7. **Council Members respect the confidentiality of Council (and Council committees) proceedings and information and do not disclose information inappropriately.**

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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8. As a Council Member, I am aware of the policies set by Council and have an effective working knowledge of these Council policies.

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

9. Please rank how important you believe the following Council duties are:

	Critically Important	Very Important	Somewhat Important	Important	Not Important	Don't Know/ Not Sure
Clearly articulating a vision for what outcomes the College of Opticians of Ontario should achieve						
Ensuring the Council establishes risk boundaries related to the operations boundaries						
Ensuring that the College of Opticians of Ontario fulfills its responsibilities under legislation						
Ensuring that the College of Opticians of Ontario fulfills its responsibilities to the Minister of Health						
Monitoring the results of the College of Opticians of Ontario to ensure effective outcomes are being achieved						

Consultant's Note: How important is it for the Council to know how the Council views the importance of each responsibility in this chart? Could this be removed?

10. As a Council Member, I prepare for each meeting by carefully reviewing the Council package and related materials in a thorough manner, in time to make informed decisions and to participate meaningfully at Council meetings.

☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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11. In reflecting back on my experience over the past year, I was able to participate as a Council Member in the manner in which I had hoped to serve.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

12. Please list any impediments to your Council participation/service:

13. What would facilitate further clarity with regard to the Council's role and responsibilities? / Other Comments on Council Role and Responsibilities

SECTION II: CRITICAL OUTCOMES/PUBLIC IMPACT

Notes: These questions relate to the written Critical Outcomes Direction from Council currently being worked on. At present, COO has a Strategic Plan that focuses primarily on capacity.

14. The Council understands its role and responsibilities with regard to designing the organization's critical outcomes/impact of the College.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

15. The members of the Council have reached a consensus on the vision for what strategic outcomes the College of Opticians of Ontario is aiming to achieve over the next 3 years.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

16. The organization has a clear, current, and appropriate Strategic Outcomes Policy which articulates the desired outcomes or targeted impacts of the College at a high level.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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17. During the most recent fiscal year, the Council has been sufficiently and appropriately involved in the development and/or ongoing confirmation of the strategic directions policy.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

18. This year the Council has spent an appropriate amount of time scanning the environment in order to continue to shape the organization's strategic outcomes policy direction.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

19. Council Members need to bring both their individual knowledge and expertise and their awareness of emerging strategic issues in the environment to inform strategic direction/outcome policy decisions. How well do you think the Council is fulfilling this function?

- ☐ Very Well
 ☐ Well
 ☐ Poorly
 ☐ Very Poorly
 ☐ Don't Know/Not Sure

Note: Formal monitoring against policies has not yet begun at COO.

20. The Council requires the Registrar, CEO, to have reasonable targets and plans in place to achieve the strategic outcomes policies.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

21. The Council keeps itself informed (through Monitoring Reports) of the organization's performance against predetermined targets/milestones for outcomes/results.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

22. The organization's progress and effectiveness in meeting its goals and milestones is clearly and comprehensively assessed by the Council on a regular basis through monitoring reports.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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23. The Council reviews and takes some necessary action in response to what it learns through monitoring information concerning progress toward achieving the strategic outcomes for the College.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

24. The Council has reason to be optimistic about the organization's ability to deal with whatever the future brings in the next 3 years.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

25. Comments on desired Strategic Outcomes clarity and achievement.

SECTION III: GOVERNANCE OF RISK

26. The Council is provided with sufficient information to identify emerging risks which could significantly, negatively or positively impact on the ability to achieve the strategic outcomes. [Note: *Emerging Risks are defined as new issues which may have a significant impact on the long-term success of the College of Opticians of Ontario*].

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

27. Comments on Emerging Risks

28. The Council understands the College's key financial and non-financial risks and ensures the appropriate Council policies are in place (through executive boundaries) to govern these risks.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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29. The Council approved the appointment of the independent auditor for in place over this year

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

30. The Council has a process in place to review the annual financial audit to ensure any recommendations contained in the audit are implemented.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

31. Comments on Governance of Risk

SECTION IV: COUNCIL PRIORITIES

32. The Council has set measurable goals for itself to focus and guide its own performance on an annual basis.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

33. The Council has an Annual Strategic Agenda/Work Plan which includes measurable Council goals and an action plan for the Council to focus its meeting agendas.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

34. The Council's goals for the 2018 year are listed below. Please indicate whether you believe these goals have been successfully achieved in 2018.

a) Goals

Develop a clarified Strategic Directions process	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Moderate Progress	<input type="checkbox"/> Little to No Progress
Continue to update and refresh the COO Council Operational Boundaries Policies on governing risk.	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Moderate Progress	<input type="checkbox"/> Little to No Progress
Monitor the Strategic Plan implementation and achievement of the 2018	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Moderate Progress	<input type="checkbox"/> Little to No Progress

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a) Goals

milestones /deliverables, via reports from the Registrar & CEO.			
Continue to explore the opportunities and progress related to COO transparency and consider any policy or policy updates which the Council believes it needs to make.	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Moderate Progress	<input type="checkbox"/> Little to No Progress
	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Moderate Progress	<input type="checkbox"/> Little to No Progress
	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Moderate Progress	<input type="checkbox"/> Little to No Progress

b) Please comment on any of the 2018 priorities for which you have specific ideas or concerns.

35. Please list examples that demonstrate where the Council has added value in 2018.

36. Please list the top three topics which you believe should be the top three strategic priorities for the Council's focus/work over the next year.

1.
2.
3.

37. Please list the top three topics/issues which you believe should be the top three priorities for the Registrar, CEO related to achieving strategic outcomes for the College of Opticians of Ontario over the next year.

1.
2.
3.

SECTION V: COUNCIL/ REGISTRAR, CEO RELATIONSHIP

38. The Council delegates to the organization's Registrar, CEO sufficient authority to lead the staff and achieve the organization's strategic outcomes.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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Note: It is recommended that as soon as Ends (Critical Outcomes) Policies exist the wording of this question be amended to: “The Council supports the Registrar, CEO’s Ends (Critical Outcomes) Policy Interpretation including targets 2019 for the College”.

39. The Council supports the Registrar, CEO’s plan for achieving the strategic outcomes for the College of Opticians of Ontario.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

40. The Registrar, CEO, and other members of administration who staff Council Committees, keep the Council, and its committees well informed, by providing relevant information in a timely manner and by being responsive to Council inquiries.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

41. The Registrar, CEO proactively seeks the discussion and counsel with the Council on major strategic outcomes.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

42. The Council has built a relationship of mutual trust, respect, and open communication between the Council and the Registrar, CEO.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

43. The Council clearly knows what duties and powers have been delegated by the Council to the Registrar, CEO of the College.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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44. The Executive Committee conducts an annual written performance appraisal of the Registrar, CEO which measures the Registrar, CEO's performance against achievement of Ends Policies (i.e. progress toward the desired outcomes) and compliance with Operational Boundaries policies (i.e. the boundaries of the Registrar, CEO's executive authority), and reports to the Council.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

45. All Council Members individually contribute to the development of an annual written performance appraisal of the Registrar, CEO measured against the Council Policy Criteria and the strategic Ends of the organization.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

46. The Council has created an environment where the Registrar, CEO can be frank about problems, challenges, and alternatives facing the organization.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

47. When Council Members hear from the public about a problem involving the organization, they bring the matter to the attention of the Registrar, CEO in an appropriate manner, even if the information is about the Registrar, CEO.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

48. When a problem or conflict arises between the Council and the Registrar, CEO, the Council moves quickly to resolve it.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

49. There is an appropriate emergency succession plan for the Registrar, CEO.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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50. The Council ensures that the Registrar, CEO has effective communication with the College's stakeholders.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

51. The Council monitors the College of Opticians of Ontario's compliance with applicable laws and regulations to the highest standards of ethics and prudence.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

52. Comments: Council/Registrar, CEO Relations

SECTION VI: COUNCIL PROCESS AND ORGANIZATION

53. a) As a Council Member, I am confident that the Council has put into policy all the concepts that it is responsible for addressing related to the College's Mission and desired strategic outcomes.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

b) Please list any specific areas of Council policy related to Ends (Desired Outcomes where you believe Council needs to add direction to be more specific.

54. a) As a Council Member, I am confident that the Council has put into policy all the Operational Boundaries (i.e. boundaries of Registrar, CEO's executive authority) to meet the Council's fiduciary responsibilities.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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- b) Please list any specific areas of Council policy related to Operational Boundaries where you believe Council needs to add direction or be more specific.

Note: Council requested a clarification of the question below. New wording has been proposed.

~~55. As a Council Member, is there a type of information which you require which you are not receiving? Please identify the type of information.~~

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

55 Are there any types of information which you believe Council needs to receive that Council has not yet requested?

- ☐ Yes
 ☐ No
 ☐ Not Sure

56 If you said yes, please list the type of information.

57. Council Members understand and follow policies for dealing with actual or apparent conflicts of interest.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

58. Council Members respect the confidentiality of Council and Council Committees proceedings and information, and do not disclose information inappropriately.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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59. Comments on Council Integrity:

60. The Council meets about as often as necessary over the year, i.e. the Council meets the right number of times per year.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

61. I leave most Council meetings feeling my time has been used productively.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

62. The Council's committees streamline our work processes appropriately and increase our Council effectiveness.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

63. Council meetings last an appropriate length of time for participation, discussion, and decision-making.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

64. The Council Package is received sufficiently in advance of the meeting.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

65. The minutes and supporting materials provided to the Council by its Committees are clear and appropriate.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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66. The Council assumes collective responsibility for its decisions.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

67. Council uses in-camera sessions appropriately by just addressing topics which are eligible to be discussed in-camera.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

68. Council decisions are recorded accurately in meeting minutes.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

69. Comments on Council Structure and Processes:

SECTION VII: COUNCIL SERVICE

70. All members of the Council participate, contributing their "fair share" to the Council's work.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

71. When information is presented at Council and committee meetings, the Council asks effective, constructive questions that result in productive discussion.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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72. The Council is informed on a regular basis about major external/environmental sector trends, needs, policies, and strategic matters.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

73. Attendance at Council and committee meetings is usually 90% or better.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

Note: Suggest we discuss a revision/clarification regarding this question.

74. The Council respects the work of committees and discusses recommendations from the Committee to Council. The Council does not redo the Committee's work.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

75. Background information is generally provided to Council Members sufficiently in advance of Council and committee meetings.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

76. It is rare that a major policy decision which ought to have been brought to the Council for thoughtful consideration and approval instead is brought as a "done deal" that the Council is expected to "rubber stamp".

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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Note: Council Member requested this question be clarified. Once description of the purpose of this question was given, this question was then noted as fine – does Governance Committee have any concerns about this question?

77. As representatives of the broader community, the Council actively works to understand the community's perspective on the needs and future direction for the College.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

78. Comments on Council Service:

SECTION VIII: COUNCIL COMPOSITION

79. The nominating and selection process for Council Members and officers is working effectively, bringing to Council people with the right skills and talents and sufficient time and experience to devote to Council responsibilities.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

80. The Council could use more members with the following talents, community ties, or other attributes:

[Note: Does Governance Committee still believe it is important to give Council is place to provide feedback on the meeting Chair?]

SECTION IX (a): COUNCIL MEETING CHAIR EFFECTIVENESS FEEDBACK

81. The Council looks to its Meeting Chair to provide leadership in facilitating effective Council process during Council meetings.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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82. The role of the Council Chair, as the key facilitator of effective Council process is clear.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

83. The Council Meeting Chair is prepared for Council meetings.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

84. The Council Meeting Chair keeps meetings on track and the discussion focused while at the same time ensuring that all Council Members have opportunity to express their perspectives.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

85. The issue of Council Member Conflict of Interest / potential conflict of interest is managed appropriately, by the Meeting Chair at Council meetings.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

86. The Council Meeting Chair ensures that all Council Members have opportunity and do contribute and express their perspectives during Council discussions.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

87. a) The Council Meeting Chair effectively summarizes Council discussion and decisions prior to moving on to the next agenda item.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

b) Do you have any suggestions for the Council Meeting Chair? Please describe.

APPENDIX 1

FULL COUNCIL EFFECTIVENESS SELF-EVALUATION

(Provided for reference only so that Council can transparently see the place they recommended change)

SECTION IX (b): COUNCIL PRESIDENT FEEDBACK

88. The Council ~~Chair~~ **President** genuinely listens to the Council Members' input on Council processes, issues, and concerns.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

~~89. Do you have any suggestions to assist the Council Chair?~~

87. a) The Council meeting agendas generally reflect the input of Council regarding what topics Council wants to address.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

b) Do you have any suggestions for the Council President? Please describe.

SECTION X: COUNCIL ORIENTATION AND CONTINUING EDUCATION

88. Council Members have sufficient educational opportunities (e.g. through seminars, publications, or meetings with the Registrar, CEO and experts in the field) to become informed about issues of importance.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

89. Our Council and staff effectively inform new Council Members about responsibilities and important organizational information through a structured new member orientation program.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

90. There is an orientation process to facilitate the kind of learning which will allow new Council Members to become productive and contributing members of the Council quickly (within three months).

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

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91. Council Members have sufficient ongoing learning opportunities (e.g. through seminars, tutorials, or meetings with experts in the field) to become informed about issues of importance).

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

92. List topics for which you believe Council would benefit from further orientation or continuing education:

SECTION XI: EXTERNAL RELATIONS PRACTICES

93. The Council effectively represents the College of Opticians of Ontario to the public.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

94. Our Council regularly assesses the effectiveness of our relations with the public.

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

95. Individual Council Members effectively serve as ambassadors of the College of Opticians of Ontario

- ☐ Strongly Agree
 ☐ Agree
 ☐ Not Sure
 ☐ Disagree
 ☐ Strongly Disagree
 ☐ Do not have enough information to comment

96. Comments on External Relations Governance Practices:

SECTION XII: FINAL COMMENTS

97. Do you have any further ideas on what would facilitate improvement in the effectiveness of Council function and/or results?

APPENDIX 1

FULL COUNCIL EFFECTIVENESS SELF-EVALUATION

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98. Do you have any suggestions for improving the effectiveness of this Annual Council Self-Evaluation?

*Thank you for your work in completing this questionnaire. **Please submit your answers by Monday January 14, 2019.***