

BRIEFING REPORT

REPORT TOPIC: Communication and Support to the Council Policy (II-50)

REPORT TO: COO Council

REPORT FROM: COO Governance Committee

DATE: October 2, 2017

REPORT PURPOSE:

☒ Policy Development/Enhancement/Regular Review/Approval

☐ Ends Policy

☒ Executive Limitations Policy

☐ Council-Staff Relationship Policy

☐ Governance Process Policy

☐ Council Implementation of Policy

☐ Council-Staff Relationship Policy

☐ Governance Process

☐ Monitoring Report

☐ Ends

☐ Executive Limitations

☐ Ownership Linkage Report

☐ Incidental Report

☐ CEO & Registrar

☐ Council President

☐ Other: Briefing Report

BACKGROUND

The policy topic “Communication and Support to the Council” falls under the Executive Limitations policy quadrant. This policy is designed to set the executive boundaries around the risks related to not keeping the Council informed and supported.

This Executive Limitations Policy was originally approved on September 20, 2011 and has not been reviewed since it was initially implemented.

Governance Committee Members reviewed the attached original policy (see Figure 1 below) from the following perspective:

- Is the policy still relevant?
- Are there any areas of the policy that upon review appear unclear?
- Do any additional policy criteria need to be added?
- Are there any new or emerging related risk areas for which you believe an executive boundary is required?

The Governance Committee made further revisions to the updated policy draft as outlined in the version in Figure 2. If you have any recommendations regarding revisions to the policy, please be prepared to present your ideas at the October Council meeting.

RECOMMENDED MOTION:

“That the COO Council approve the revised “Communication and Support to the Council” (II-50) Executive Limitations policy to be current and relevant”.

Figure 1 outlines the current COO Communication and Advice to Council Policy.

**FIGURE 1
CURRENT POLICY**

POLICY TYPE:	GOVERNANCE PROCESS
POLICY TITLE:	Communication and Advice to Council
<i>Approval Date:</i>	September 20, 2011

With respect to providing information and advice to the Council, the Registrar shall ensure that the Council is informed. Accordingly, he or she shall:

1. Inform the Council of relevant trends, anticipated adverse media coverage, material, particularly changes in the assumptions upon which any Council policy regarding the College has previously been established.
2. Submit required monitoring data in a timely, accurate and understandable fashion, directly addressing provisions of the Council policies being monitored.
3. Advise Council through the President if, in the Registrar's opinion, the Council or its members are not in compliance with its own policies on Governance Process and Council-Registrar Relationship.
4. Provide Council with adequate staff, external points of view, issues and options as needed for fully informed Council decisions.
5. Present information in a manner that is not unnecessarily complex or lengthy and in a form that differentiates between monitoring, decision-making, and general background information.
6. Deal with the Council as a whole except when responding to Officers or Committees duly charged by the Council.
7. Report in a timely manner on actual or anticipated non-compliance with any policy of the Council and provide an explanation for such non-compliance.

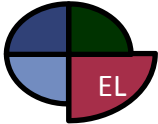
The President shall report to the Executive Committee as part of the Registrar's review.

Figure 2 outlines proposed updates to the current policy as follows:

- A proposed change to the policy template header that is aligned with the principles of the policy governance approach and Council's job products.
- A small policy title change.

The original policy is written as a prescription for what the CEO & Registrar should do versus what the limitations are. Figure 2 presents similar policy criteria as limitations on 'means'.

FIGURE 2
PROPOSED UPDATES TO CURRENT POLICY

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE COUNCIL POLICY	POLICY SECTION: EXECUTIVE LIMITATIONS	POLICY NO: II-50	
APPROVED BY: COUNCIL	REGULAR COUNCIL POLICY REVIEW FREQUENCY: EVERY 4 YEARS	MONITORING OF CEO & REGISTRAR FREQUENCY: ANNUAL	MONITORING METHOD: INTERNAL REPORT
DATE APPROVED: For discussion at September Governance Committee to go COO October Council meeting	PRESIDENT'S SIGNATURE:		
DATE REVIEWED / REVISED:			

The CEO & Registrar of the COO may not permit the Council to be uninformed or unsupported in its work.

Further, the CEO & Registrar shall not:

1. Allow the Council to be without adequate information to support informed Council decisions, including relevant environmental scanning data, a representative range of staff and external points of view, significant issues or changes within the external or internal environment which may have a bearing on any existing Council policies, along with alternative choices and their respective implications.
2. Neglect to submit the monitoring data required by the Council (see policy IV-50 on Council Monitoring of Executive Performance) in a timely, accurate and understandable fashion, including explicit CEO & Registrar interpretations of the Council policies being monitored and evidence of compliance.
3. Let the Council be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, in a timely fashion, regardless of the Council's monitoring schedule.

4. Let the Council be unaware of any material information it requires, including anticipated media coverage, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.
5. Allow the Council to be unaware that, in the CEO & Registrar's opinion, the Council is not in compliance with its own policies on Governance Process and Council-Staff Relationship, particularly in the case of Council behaviour which is detrimental to the work relationship between the Council and the CEO & Registrar.
6. Present information in unnecessarily complex or lengthy form or in a manner that fails to differentiate among information of three types: Council decision-making, Council monitoring, and general incidental information.
7. Allow the Council to be without a workable a mechanism for official Council, Officer or Council Committee communications and administrative support for Council activities.
8. Neglect to deal with the Council as a whole except when:
 - a) fulfilling individual requests for clarification of information or
 - b) responding to Officers or Council Committees duly charged by the Council.
9. Neglect to supply for the Required Approvals Agenda (Consent Agenda) all items delegated to the CEO & Registrar, that are required by law, regulation, or contract to be Council approved, along with monitoring assurance pertaining to these items.