

## BRIEFING REPORT

**REPORT TOPIC:** Council Decision-Making Policy (GP 4-35)

**REPORT TO:** COO Council

**REPORT FROM:** COO Governance Committee

**DATE:** December 3rd, 2018

---

### REPORT PURPOSE:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Decision-Making - Policy Development/Enhancement/Regular Review/Approval</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ends Policy</li> <li><input type="checkbox"/> Operational Boundaries Policy</li> <li><input type="checkbox"/> Council-Staff Relationship Policy</li> <li><input checked="" type="checkbox"/> <b>Governance Process Policy</b></li> </ul> </li> <li><input type="checkbox"/> <b>Council Implementation of Policy</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Council-Staff Relationship Policy</li> <li><input type="checkbox"/> Governance Process Policy</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Monitoring of Registrar, CEO Report</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ends (critical outcomes) Achievement</li> <li><input type="checkbox"/> Operational Boundaries Compliance</li> </ul> </li> <li><input type="checkbox"/> <b>Council Linkage Report</b></li> <li><input type="checkbox"/> <b>Incidental Report</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Registrar, CEO</li> <li><input type="checkbox"/> Council President</li> <li><input type="checkbox"/> Other: Briefing Report</li> </ul> </li> </ul> |
|---|---|
- 

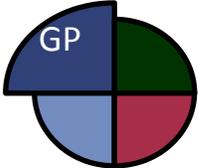
### BACKGROUND

The policy topic "Council Decision-Making Policy" (4-35) falls under the Governance Process policy quadrant. This is a proposed new COO policy for the COO Council's consideration and discussion. This policy is designed to clarify the process and principles used by Council in its decision-making. The policy outlines the principles for Council's own decision-making and the related ethical, transparent framework used by Council as it deliberates and arrives at decisions/policy directions. This draft policy is intended to facilitate Council as it creates disciplined, information-based, and values-driven rigour in its decision-making process.

### RECOMMENDED MOTION

That the Governance Committee recommends to the COO Council, that the Council approve the new Governance Process Policy (GP 4-35) Council Decision-Making Policy as current and relevant.

**FIGURE 1  
PROPOSED NEW POLICY**

<b>POLICY TITLE:</b> COUNCIL DECISION-MAKING POLICY	<b>POLICY SECTION:</b> GOVERNANCE PROCESS	<b>POLICY NO:</b> 4-35	
<b>APPROVED BY:</b> COUNCIL	<b>REGULAR COUNCIL POLICY REVIEW FREQUENCY:</b> EVERY 5 YEARS	<b>MONITORING OF COUNCIL COMPLIANCE WITH POLICY CRITERIA FREQUENCY:</b> EVERY 2 YEARS	
<b>DATE APPROVED:</b> <ul style="list-style-type: none"> <li>• Reviewed by Governance Committee on Nov 7, 2018</li> <li>• Ready for Council review in Dec 2018</li> </ul>	<b>PRESIDENT'S SIGNATURE:</b>		
<b>DATE REVIEWED / REVISED:</b>			

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

1. The Council 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. The Council seeks out information to analyze and support its policy decision.
3. Broader stakeholders will be consulted where appropriate.
4. When making a policy/decision, the Council will follow these critical steps:
  - a. Listen to the issue for consideration.
  - b. If more information is required, identify who, which person/group will further research the matter and prepare a briefing note for Council.
  - c. When making a decision, the Council will work to achieve consensus.
  - d. Final Council decisions are made by using a motion and a simple majority voting process in accordance with the College by-laws.

*Note: The Council may use an individual, small group, task force, expert, or committee to prepare a discussion brief to inform Council decisions, if warranted. This party/group will produce a briefing note to support Council's decision-making.*

5. The Council fully discusses all aspects of the decision/policy decision and its implications. The Council will take sufficient time to consider significant policy decisions and will not rush. This may require additional Council meeting time or alternative meeting formats (e.g. teleconferences).
6. All policy decisions are recorded in the Council minutes and where applicable, the Council Policy Manual after the Council decision has been made.

7. Council Members will respect the diverse views of their colleagues and refrain from referring to “who said what” outside of Council meetings.
8. Once a motion of decision is determined through a vote, all Council Members will support the Council’s decision/policy.

The process for decision-making, outlined in Appendix 1, will be generally followed by the Council. The Framework for Ethical Decision-Making provides the guidelines for Council decision-making.

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

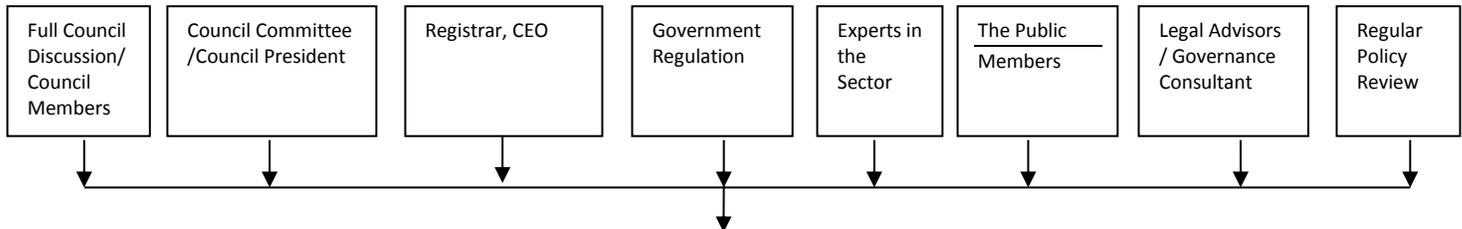
*Council Briefing Notes are designed to provide sufficient information to support decision-making and policy direction decisions. CBN’s are used to achieve understanding and build consensus and direction for policy development.*

## COUNCIL POLICY/ DECISION-MAKING PROCESS - FLOWCHART

### NEED A NEW COUNCIL POLICY/COUNCIL DECISION

The Council identifies an issue that the Council may need to speak to through a decision and/or a policy decision – i.e. develop a policy/position on the issue. Many sources will raise issues that the Council may have to consider in policy (see the list below). The majority of Council decisions will be policy decisions. It is recognized that 50 to 55% of the Council activity will be focused on informing Council policy decisions and making decisions.

**Identification of the need for a new Council Policy/Council Decision can come from several sources.**



“The Council determines if the Council really needs to “speak” through a decision/policy decision on the matter - is a Council policy decision really necessary or is it an operational means issue already covered by Operational Boundaries?” **If yes, a policy is needed. Input may be sought from....**



### COLLECTING INFORMATION AND INFORMING THE COUNCIL OF OPTIONS

The Council may identify an individual, small group, Task Force, or Council Committee to prepare a discussion brief for the Council’s consideration (what, where, why, policy options, implications, etc.)

### FULL COUNCIL DISCUSSION

A full Council discussion will be organized aimed at exploring the issue, creating consensus and a policy/policy decision. Respectful inquiry and discussion of diverse perspectives is considered useful to assist the Council with arriving at the best possible decision. The discussion will involve:

- What is the philosophy, value, or end which the Council is addressing through the discussion?
- Are there any broader issues of policy which are required to put this discussion in context?
- Can Council live with an operational decision made within any reasonable interpretation of this decision/policy?

### COUNCIL POLICY/DECISIONS ARE APPROVED AND ARTICULATED

The Council makes its decision which will be clearly articulated as a Council Policy, where applicable. Once it is approved, it will be recorded in the Council minutes and where applicable Council Policy Manual which contains COO’s policy decisions. The Council decision will be communicated as needed to relevant stakeholders.

### DELEGATED FOR ACTION

The Council specifies whether the Council or Management action is required (this depends on the type of decision/policy).

### MONITORING POLICY ACHIEVEMENT

Council policies are monitored for achievement through Registrar, CEO Monitoring Reports (Ends [Critical Outcomes] and Operational Boundaries Policies) and/or through Council self-evaluation (Governance Process and Council-Staff Relationship Policies). Required actions are addressed and pursued.

**FRAMEWORK FOR ETHICAL COUNCIL POLICY/DECISION-MAKING PROCESS**

The Council 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. 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.
3. Identify relevant stakeholders, say how they may be affected, and consult with them where possible and appropriate.
4. 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.
5. Apply criteria for decision making, and evaluate alternatives or options.
  - a. Apply the value of achieving as much benefit as possible for the public.
  - b. Review the alternatives in light of existing policies, laws, and in terms of increased public safety and quality of care.
  - c. Evaluate and compare the relative costs. Include the opportunity costs – that is, what is the cost of not setting this policy as well as the cost of doing it?
  - d. Evaluate the options in light of relevant values, projecting how each alternative will impinge on values.
  - e. Choose the option that on balance provides the most benefit to the most members of the public.
6. 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...
7. Record the Council’s decision in the minutes and in the Council Policy Manual.
8. Communicate regarding the Council decision to appropriate stakeholders.
9. Evaluate the decision over time through regular policy review.