

REPORT TO COUNCIL

Topic of Report **2017 Results of the College of Opticians of Ontario Full Council Effectiveness Self Evaluation**

Submitted To **College of Opticians of Ontario Council**

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Evaluation Period **January 1 – December 15, 2017**

Report Purpose:

☒ Policy Development, Enhancement, Implementation, Revision, Approval

☐ Ends Policy

☐ Executive Limitations Policy

☒ Governance Process Policy

☐ Board –Registrar Relationship Policy

☒ Monitoring Report

☐ Linkage Report

☐ Incidental Briefing Report

☐ Other:

BACKGROUND:

The COO Council is committed to the process of formally evaluating its own performance and effectiveness. The Council recognizes that the Council sets the standard of excellence for the College and leads in this area partly through self-reflection.

The Governance Committee worked to facilitate the development of this Council effectiveness self-evaluation process and secured the support of the Council for this process starting in 2016. The first Council Effectiveness Self-Evaluation was launched in December 2016.

From its 2016 evaluation, the Council was provided with a report that addressed:

- Its governance strengths and growth opportunities, and
- A series of recommendations developed from the key themes that emerged from analysis of the Council self-identified growth opportunities.

The Council used recommendations to establish a series of goals to focus its work for 2017.

In December 2017, the second COO Full Council Effectiveness Self-Evaluation was launched. This report contains the close-ended question results from that evaluation.

2017 Results of the College of Opticians of Ontario Full Council Effectiveness Self-Evaluation

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HOW TO READ THIS REPORT:

There are 12 sections to the COO Full Council Effectiveness Self-Evaluation including:

- | | |
|--|---|
| 1. Council Roles and Responsibilities | 7. Council Service |
| 2. Strategic Outcomes/Public Impact | 8. Council Composition |
| 3. Governance of Risk | 9. Council Orientation and Continuing Education |
| 4. Council Priorities | 10. Council Chair Effectiveness |
| 5. Council/Registrar, CEO Relationship | 11. External Relations Practices |
| 6. Council Process and Organization | 12. Final Comments |

For each topic under each section of the Council Effectiveness Evaluation, the report provides the 2017 results as well as the results of the previous year (2016).

The numerical results are provided along with the results of the previous year for comparison where available. The results of each question are colour coded to flag improvement, status quo, or decrease in Council self-evaluation of its effectiveness for that specific topic.

COLOUR CODING SYSTEM

The following colour code system is used to rank the results.

Council Overall Ranking	Colour Code	Decision Rule
Strong / Very Strong	Green	Majority of Council Members indicated success on this topic
Potential Areas for Review/Work	Orange	Four to six indicated 'not sure', 'disagreed', or 'strongly disagreed' that the Council was successful on the point
Areas for Review/Work (i.e. with weaker or weak results)	Red	Seven or more indicated 'not sure', disagreed', or 'strongly disagreed' that the Council was successful on the point

YEAR OVER YEAR ASSESSMENT

Current year results are compared with the results of previous years. The raw data is provided for your review. In addition, at the left side of each question, there is a colour coded symbol indicating the following:

↑	Improvement over previous year
✓	Status quo (continued success)
↑	Improved and yet potential for review remains
→	Status quo and still a potential area for review
→	Status quo and still an area for improvement
↓	Decrease over previous year and area for improvement

This colour coding will assist you in quickly identifying where there has been improvement and/or a decrease in Council performance as evaluated by the Council.

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Total Possible Council Responses = 21

Total Responses Received (Council & Staff) = 20

Note: 2016 data is strictly Council Member responses

LEGEND		
↑	Improvement over previous year	Majority of Council Members indicated they achieved success on this topic
✓	Status quo (continued success)	
↑	Improved and yet potential for review remains	Four to six Council Members more indicated 'not sure', 'disagreed', or 'strongly disagreed' that the Council was successful on the point
→	Status quo and still a potential area for review	
→	Status quo and still an area for improvement	Seven or more indicated 'not sure', 'disagreed', or 'strongly disagreed' that the Council was successful on the point
↓	Decrease over previous year and area for improvement	

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.

✓	2017	5	13	2			
	2016	4	15	1			
		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.

↑	2017	2	12	3	3		
	2016	6	4	4	5		
		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.

✓	2017	12	6				2
	2016	9	9	1			1
		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?

↑	2017		16	2	1	1	
	2016	4	8	6	1		
		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.

→	2017	3	9	4	1		3
	2016	3	9	5			3
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	5	10	1	3	1	
	2016	6	10	1	1	1	1
		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.

✓	2017 N=19	3	12	1	2		1
	2016	5	11	2	1		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017 N=19	7	10				2
	2016	7	9	3			1
		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	↓	2017 N=18	12	5	1			1
		2016	12	8				
Ensuring the Council establishes risk boundaries related to the operations boundaries	✓	2017 N=18	9	9			1	
		2016	8	11	1			
Ensuring that the College of Opticians of Ontario fulfills its responsibilities under legislation	✓	2017 N=18	15	4				
		2016	16	4				
Ensuring that the College of Opticians of Ontario fulfills its responsibilities to the Minister of Health	✓	2017 N=18	12	6	1			
		2016	8	12				
Monitoring the results of the College of Opticians of Ontario to ensure effective outcomes are being achieved	✓	2017 N=18	11	7	1			
		2016	7	11	1	1		

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10. 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.

✓	2017	7	8			1	3
	2016	12			1		3
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION II: STRATEGIC OUTCOMES/PUBLIC IMPACT

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

↓	2017		13	7			
	2016	3	13	2	2		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

12. 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.

↓	2017	3	13	4			
	2016	4	14	2			1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

13. 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.

✓	2017	5	12	2	1		
	2016	2	15	2	1		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

14. 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.

↑	2017	8	11				1
	2016	3	14		1		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

15. 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.

↓	2017	3	9	5	2		1
	2016	1	10	5	1		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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16. 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?

↑	2017	3	14	3		
	2016	2	11	5	3	
		Very Well	Well	Poorly	Very Poorly	Do not have enough information to comment

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

✓	2017	8	10		2	
	2016	10	10			1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
						Do not have enough information to comment

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

→	2017	5	11	4		
	2016	3	13	3	1	1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
						Do not have enough information to comment

19. 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.

↓	2017	4	11	3	1	1
	2016	2	14	1	2	2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
						Do not have enough information to comment

20. 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.

↓	2017	3	11	5		1
	2016	2	16	2		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
						Do not have enough information to comment

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

↑	2017	4	14	1		
	2016	7	11	1	1	1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
						Do not have enough information to comment

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SECTION III: GOVERNANCE OF RISK

22. 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.*

↓	2017	4	9	3	3		1
	2016	5	14	2			
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

23. 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.

↓	2017	3	13	4			
	2016	4	14	1			2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

24. The Council approved the appointment of the independent auditor for 2017.

✓	2017	9	8	2			1
	2016	7	10	2			2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↑	2017	9	8	2			1
	2016	7	9	3			2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION IV: COUNCIL PRIORITIES

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

✓	2017 N=14	1	3				10
	2016	1	10	4	5		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

27. 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.

✓	2017 N=19	4	14		1		
	2016	2	14	2	3		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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28. The Council's goals for the 2017 year are listed below. Please indicate whether you believe these goals have been successfully achieved in 2017.

a) Goals

Clarify the COO governance approach and prepare a Governance Approach Policy to reflect the COO Council governing approach principles.	16 Significant Progress	4 Moderate Progress	<input type="checkbox"/> Little to No Progress
Begin to update and refresh the COO Council Operational Boundaries Policies on governing risk.	12 Significant Progress	7 Moderate Progress	1 Little to No Progress
Clarify the Council's role and to articulate the role in a Council policy. N=19	9 Significant Progress	10 Moderate Progress	<input type="checkbox"/> Little to No Progress
Monitor the Strategic Plan implementation and achievement of the 2017 milestones /deliverables, via reports from the Registrar & CEO.	12 Significant Progress	8 Moderate Progress	<input type="checkbox"/> Little to No Progress
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.	10 Significant Progress	10 Moderate Progress	<input type="checkbox"/> Little to No Progress

SECTION V: COUNCIL/ REGISTRAR,CEO RELATIONSHIP

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

✓	2017	8	10	2			
	2016	9	11	1			
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	8	11		1		
	2016	8	12	1			
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

31. 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.

↑	2017	11	8		1		
	2016	8	11		1		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	12	7				
	N=19						
	2016	11	9	1			
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↑	2017	11	8				1
	2016	9	9	2			1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↑	2017	3	15	1	1		
	2016	5	10	2	2		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

35. 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.

↑	2017	3	9	2	1	1	4
	2016	4	5	9			3
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

36. 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.

→	2017	2	2	4	6	2	4
	2016	1	2	6	7	2	3
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	5	12	2			1
	2016	5	12	2	1		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

38. 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.

↑	2017	3	10	4		1	2
	2016	5	6	5	2		3
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	4	4	7			5
	2016	3	11	2			5
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↑	2017	2	2	8	2	1	5
	2016	1	2	10	4	1	3
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	6	13		1		
	2016	6	13		1		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION VI: COUNCIL PROCESS AND ORGANIZATION

42. 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.

✓	2017	6	10	2			2
	2016	2	12	2	1		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

43. 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.

↓	2017	6	9	3	1		1
	2016	4	13	1	1		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	2		5	2	2	7
	2016	2	6	6	5	1	5
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	3	8	6	1	1	1
	2016	5	12			2	1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	3	12	3		1	1
	2016	5	13	1		1	1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

→	2017	5	8	3	3		
	N=19						
	2016	5	10	2	2		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

→	2017	5	9		4		2
	2016	2	14	2	2		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	6	11	2			1
	2016	8	11				2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	4	12	2	1	1	
	2016	7	13				1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	5	11	2	2		
	2016	8	11	1		1	
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	6	14				
	2016	9	11	1		1	
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

53. The Council assumes collective responsibility for its decisions.

✓	2017	3	13	2	1		1
	2016	5	13	1	1		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↑	2017	9	7	1		1	2
	2016	9	8	3	1		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

55. Council decisions are recorded accurately in meeting minutes.

✓	2017 N=19	7	12				
	2016	8	12				1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION VII: COUNCIL SERVICE

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

→	2017	2	5	5	5	2	1
	2016		7	5	6		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↑	2017	2	15	1	2		
	2016	3	13	2	3		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017 N=19	4	12	1	2		
	2016	5	14		1		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	8	11	1			
	2016	9	10				2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

60. The Council respects the work of committees; discussing their reports and recommendations but not redoing their work.

↓	2017	5	10	4	1		
	2016	6	12	2			1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	3	16		1		
	2016	5	14	1		1	
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

62. 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”.

→	2017 N=19	1	11	4	2		1
	2016	9	7	1	5		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

63. 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.

→	2017	1	10	4	4		1
	2016	3	8	6	1		2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION VIII: COUNCIL COMPOSITION

64. 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.

↑	2017	2	9	3	3	1	2
	2016	2	10	6	3		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION IX: COUNCIL CHAIR EFFECTIVENESS

65. The Council looks to its Chair to provide leadership in facilitating effective Council process.

✓	2017	6	11	1	1	1	
	2016	3	16	1			1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	5	11	3	1		
	2016	7	12	2			
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

67. The Chair is prepared for Council meetings.

↓	2017	7	8	1	3		1
	2016	6	15				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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68. The Chair keeps meetings on track and the discussion focused.

✓	2017	7	9	2	1		
	2016	7	12	2			
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

69. The issue of Council Member Conflict of Interest / potential conflict of interest is managed appropriately at Council meetings.

↑	2017	5	11	2		1	1
	2016	7	9	4		1	
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

70. The Council Chair ensures that all Council Members have opportunity and do contribute to Council discussion.

✓	2017	5	12	1		1	
	2016	6	13		1		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

✓	2017	4	12	1	2	1	
	2016	8	12		1		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

72. The Council Chair genuinely listens to the Council Members' input.

✓	2017	4	13	2	1		
	2016	8	11			2	
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION X: COUNCIL ORIENTATION AND CONTINUING EDUCATION

73. 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.

↑	2017	1	14		4	1	
	2016	1	10	7	1	1	1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

→	2017	2	6	4	5	1	2
	2016	3	6	7	4		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

2017 Results of the College of Opticians of Ontario Full Council Effectiveness Self-Evaluation

PUBLIC VERSION

75. 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).

→	2017	2	6	5	2	2	3
	2016	1	13	4	3		
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

76. 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).

→	2017	2	9	4	4	1	
	2016		10	6	4		1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

SECTION XI: EXTERNAL RELATIONS PRACTICES

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

✓	2017	6	11	1	1	1	
	2016	4	13	3			1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

↓	2017	3	6	7	1	1	2
	2016	3	9	4	2	1	2
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment

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

→	2017	2	7	7	1	1	2
	2016	1	7	8	3	1	1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Do not have enough information to comment