




Policy Title: GOVERNANCE PHILOSOPHY/ APPROACH		Policy Section: IV Governance Process		Policy Number: IV-01
Approved By: Board of Directors	Date Approved: Sept 9, 2005	Date Reviewed/ Revised:		Board Chair's Signature: 
		Sept 15, 2009 Sept 21, 2012 Sept 15, 2015 Dec 3, 2018	Dec 3, 2021 Feb 16, 2024 Dec 10, 2024	

BACKGROUND

The CMLTO Board recognizes that it has the responsibility of being the primary force pressing CMLTO to be accountable to the broader public and to achieve CMLTO Ends (Critical Outcomes) Policies. The Board ensures that all business of the CMLTO is conducted in a transparent, legal, prudent, ethical, equitable, inclusive, and just manner.

In the fulfillment of this responsibility, the Board is committed to rigorous, continual improvement of its capacity to govern.

POLICY PURPOSE

The purpose of this policy is to describe the Board's approach, principles, and values for its governance role. The Board, in its governance, shall ensure that it fulfills its mandate as the representative of the broader public, by assuring that CMLTO achieves the results described in the CMLTO Ends (Critical Outcomes) Policies and operates within the governance of risk parameters and operational values boundaries described in the CMLTO Executive Limitations Policies.

POLICY

Board's Governance Commitment, Beliefs, and Values

The Board, supporting safe, quality medical laboratory technology care, holds itself accountable to the people of Ontario for ensuring that all action it takes is consistent with the law, CMLTO By-Law, the Board's policies, and is aligned with the public interest. The Board works on behalf of this broad public careholdership, including medical laboratory technologists, to serve the public interest. The Board intentionally evaluates its decisions to ensure those decisions are in the public interest.

The Board's purpose is to assure that the College of Medical Laboratory Technologists of Ontario (CMLTO) achieves the results described in its Ends (Critical Outcomes) Policies and operates within the governance of risk parameters described in its Executive Limitations Policies. The Board ensures that all business of the



CMLTO is conducted in a transparent, legal, ethical, equitable, inclusive, and just manner.

Governing Approach

The Board follows the Policy Governance® systems approach to governing. The governing style of the Board is visionary, strategic, transparent, and focused on equity, inclusion, and accountability. The Board, through example, will set a standard of excellence and integrity for the organization. In order to carry out this role effectively, the Board is committed to functioning in a manner that will retain and enhance the confidence and trust of CMLTO's careholdership (the broader public, including the registrants) and beneficiaries (the public, registrants, applicants, employers, government, etc.). Public interest is foremost; CMLTO registrants' needs with regard to ensuring competent, ethical practice are also important.

The Board is the CMLTO's principal connection with the public's voice in governing the CMLTO. As such, the Board's governing approach:

- Emphasizes Ends clarity (Critical Outcomes) for the public, the CEO, and other interested parties.
- Encourages and invites diverse perspectives to seek input and uncover/mitigate potential **barriers, where there is a lack of understanding, awareness, impartiality, and sensitivity**, and ensure an equitable, inclusive approach while building consensus.
- Practises collaborative, collective decision-making.
- Clearly distinguishes between governance (Board) and management roles (Registrar & CEO).
- Focuses on forward thinking, strategic direction, and visionary leadership rather than administrative detail.
- Is proactive rather than reactive using generative thinking to explore new possibilities.
- Demonstrates a commitment to engagement with the CMLTO's broader careholdership, the public.

Accordingly, the Board:

1. Cultivates a sense of group responsibility by working in partnership with the Registrar & CEO, staff, registrants, applicants, and the communities CMLTO serves. Commits to strategic communication and dialogue to ensure the whole Board's ability to engage the careholdership in understanding the organization's work as well as seeking out and sharing viewpoints and values.
2. Takes responsibility for excellence in governance. The Board uses the skills and expertise of individual Board members to enhance the ability of the Board



as a whole rather than to substitute individual Board member judgments for the Board's collective vision, values and decisions.

3. Holds itself accountable for governing with excellence. This self-discipline will apply to attendance, preparation for meetings, policymaking principles, respect of roles, strategic direction processes, governance of risk, and ensuring the continuity of governance capability. Annually the Board sets goals and an Integrated Strategic Board Agenda/Work Plan to achieve its specific goals including appropriate governance metrics.
4. Relies on each Board Member and Statutory Committee to fulfill its commitments and does not allow any individual or sub-part of the Board to stand in the way of fulfilling the Board's commitments.
5. Directs and inspires the CMLTO through the careful establishment of written policy direction reflecting the Board's values and principles. The Board's major policy focus will be on the intended long-term impacts (Ends [Critical Outcomes]) for the public, rather than on the strategic, administrative or programmatic choices made by the Registrar & CEO to achieve those critical outcomes (results).
6. Regularly reviews, updates, and monitors its policies. However, the Board may revise or amend its policies at any time by majority vote. (Note: Policies will normally be reviewed and monitored as scheduled in the Board's Annual Integrated Board Strategic Agenda/Work Plan)
7. Recognizes that its role is in governance, not management. As such, the Board is an initiator of policy, not merely a reactor to employee initiatives. The Board is clear in its delegation to the Registrar & CEO and expects the Registrar & CEO to appropriately interpret, implement, and achieve the Board's policy direction. The Board is also committed to persistent due diligence through monitoring the Registrar & CEO's achievement of policy and policy implementation in order to ensure accountability and effective CEO and organizational performance. The Board addresses course corrections as needed.
8. Continuously develops its governance capacity through:
 - orientation of candidates and new members to the Board's approach and process,
 - regular Board continuing education regarding leading governance and regulatory practices, and



- periodic discussion and evaluation of the Board and the impact it is having to assure understanding of governance best practices, CMLTO's governance system, and continued improvement in CMLTO's governance capacity and results.
9. Makes decisions, to the extent possible, on a consensus basis with a willingness to move to a Board decision through a simple majority vote. Speaks with one voice once Board decisions have been thoroughly explored and discussed and a Board decision has been made (i.e. approval by a motion).
 10. Builds positive working relationships for Board and Board Member well-being, to ensure healthy Board dynamics and that the Board functions as a team. The Board Members recognize and respect each other and work to build and sustain trust. The Board is committed to using collaborative approaches to problem-solving and decision-making.
 11. The Board enforces upon itself whatever discipline is needed to govern with excellence and equity. The Board maintains a structure and process that enhances its effectiveness. The Board is committed to evaluating its performance, at least annually, in fulfilling its mandate and goals. The Board regularly reviews its governance structure (i.e. Board and Statutory Committees).

REFERENCES

- CMLTO By-Law
 - Article 4.3 Board Members
 - 4.3.1 Duties and Responsibilities of Board Members
- CMLTO Board Policies
 - GP IV-05 Board of Directors Terms of Reference Policy
 - GP IV-01.05 Board Equity, Diversity, Inclusion and Justice Principles and Values
 - GP IV-10 Board Member Job Description Policy
 - GP IV-30 Annual Planning Cycle & Annual Integrated Board Strategic Agenda/Work Plan Policy