




Policy Title: CMLTO Board Composition and Leadership Continuity Policy		Policy Section: IV Governance Process	Policy Number: IV-40
Approved By: Board of Directors	Date Approved: Sept 16, 2010	Date Reviewed/ Revised: Sept 17, 2013 Sept 20, 2018 Feb 21, 2025	Board Chair's Signature: 

BACKGROUND

The CMLTO Board of Directors is committed to providing effective and accountable governance for the CMLTO. Effective governance is, in part, contributed to through active recruitment and nomination of Board Members as well as ongoing evaluation and development of Board Member knowledge, skills, competencies and characteristics. To achieve this, GP IV-40 CMLTO Board Composition and Leadership Continuity Policy governs the nomination, election, and appointment processes for Professional and Academic Board Members, as defined in the CMLTO By-Law. It is also designed to inform the appointment process of Public Board Members. It establishes a structured, competency-based approach to these processes, contributing to candidates being selected based on the competencies outlined in the CMLTO Board Competency and Leadership Characteristics Profile.

Integration of the nomination, election, appointment, and continuing Board Member development processes with the guiding principles and competencies defined in the CMLTO Board Competency Framework and the Board Competency and Leadership Characteristics Profile is believed by the CMLTO Board to be critical for Board effectiveness.

PURPOSE

The GP IV-40 CMLTO Board Composition and Leadership Continuity Policy has been created by the CMLTO Board of Directors to articulate the Board's values regarding what factors are important to enable a Board capable of being strategically future-focused along with producing effective fiduciary oversight.

In support of this purpose, the policy achieves the following:

1. Ensuring the Board is equipped over time with the necessary skills, knowledge, and leadership for effective governance while determining the strategic direction of the organization.
2. Promoting leadership continuity through periodic competency assessments, Board Member development, and strategic succession planning.



3. Informing and enabling alignment with the Public Appointments Secretariat (PAS) for Public Member appointments, where feasible.

Guiding Principles

This policy is guided by the following principles to ensure effective governance and leadership continuity:

- **Strategic Alignment:** The composition of the Board enables determination of CMLTO's strategic direction and long-term goals.
- **Serving the Public Interest:** The Board understands the priority of serving the public interest, ensuring that the Board's composition and capacity reflects the needs and expectations of the public.
- **Diversity, Equity, Inclusion, and Justice:** The Board values diverse perspectives and is committed to promoting equity, inclusion, and justice in its composition and decision-making processes.
- **Transparency and Accountability:** All processes outlined in this policy are transparent, fair, and accountable.
- **Public Engagement:** Where feasible, public perspectives are actively considered in the Board composition process.
- **Leadership Continuity:** Leadership continuity is promoted by fostering the ongoing development of the Board Members and planning for succession to ensure sustained governance success.

Listed below are the principles and related processes for supporting CMLTO Board composition and leadership continuity.

1. CMLTO Board Election/Appointment for Professional and Academic Board Members

The CMLTO Board Professional Members are elected by the registrants from the relevant district and Academic Board Members are appointed by the Board of Directors.

1.1. Nomination and Election of Professional Board Members

The nomination process for Professional Board Members includes:



- 1.1.1. Alignment with the principles and competencies defined in the CMLTO Board Competency Framework and the Board Competency and Leadership Characteristics Profile.
- 1.1.2. Facilitation of the process to encourage at least one (1) qualified professional candidate stands for election for all districts by implementing a proactive and targeted election process.
- 1.1.3. The expectation that Board Members have the responsibility to actively promote the concept of serving on the Board as an important aspect of professional life for CMLTO Registrants and to encourage registrants to proactively consider standing for election when positions become available on the Board. (See Board Member Job Description GP IV-10).

1.2. Appointment of Academic Board Members

The appointment process for Academic Board Members is aligned with the Board Competency Framework and the Board Competency and Leadership Characteristics Profile. Academic Board Members are appointed by the Board of Directors in alignment with the CMLTO By-Law.

2. Appointment of Public Board Members

The appointment process for Public Board Members is through the Public Appointments Secretariate (PAS). The CMLTO provides the CMLTO Board Competency Framework and the Leadership Characteristics Profile to the Public Appointments Secretariate in order to clarify the types of skills, competencies, and characteristics the CMLTO Board is seeking for new appointments and reappointments of Public Board Members. This is designed to achieve alignment between CMLTO's plan for Board composition and the public appointments made.

3. Competency Evaluation and Continuing Development of Board Members

Board Member competencies are regularly evaluated using a structured framework to systematically assess gaps and align the current competencies of Board Members with the established competencies. This system guides the Board and Board Member development priorities and ensures that the Board remains equipped to fulfill its governance responsibilities effectively.

- 3.1. Board Members have a series of options and vehicles they may utilize in order to enhance their governance professional development, their governance competencies, and leadership characteristics. Both individual and collective Board learning needs are addressed.



The following are key components fostering Board and Board Member continuous development and effectiveness:

- 3.1.1.** A formal, well planned Board orientation process is utilized to ensure that all new Board Members receive comprehensive training on their roles, responsibilities, CMLTO's governance approach, and governance expectations. Part of this onboarding orientation involves support through the Board Mentor Program (see the GP IV-130 Board Mentor Program Policy).
- 3.1.2.** A Board continuing education and learning program using a development framework is in place to enhance the competencies of Board Members, ensuring they are equipped to address evolving regulatory, governance, and strategic challenges. These ongoing educational initiatives are in place to ensure that all Board Members remain informed about industry trends, regulatory changes, and governance best practices, and Board Member skill/competency development.
- 3.1.3.** A system is utilized to identify and facilitate individual Board Member skills development. This process provides targeted development opportunities based on personal competencies and strategic goals/needs of the Board.

4. The CMLTO Board Leadership Continuity and Growth Plan

This Board process is in place to ensure leadership continuity, incorporating succession planning, and ongoing Board and Board Member development, and initiatives for to sustain and grow long-term growth, and governance capacity. The CMLTO Board Leadership Continuity and Growth Plan includes the Board's commitment to recruiting qualified candidates, onboarding new Board Members, continuing education for Board Members as well as the processes outlined below.

- 4.1.** Succession Planning: The Board proactively identifies and prepares potential candidates for future leadership roles on the Board. This process includes fostering development, offering mentorship, and involving candidates in governance activities to build the necessary skills and knowledge for effective leadership.

The Board works to foster a balance of experience and turnover to maintain expertise and corporate knowledge while developing new Board Members. Part of this process is facilitated by the Executive Committee.

- 4.2.** Candidate Pipeline: The Board maintains a roster of qualified and enthusiastic candidates as a potential resource for future Board appointments.



5. Systematic Review/Refresh of the CMLTO Board Competency Framework and the Competency and Leadership Characteristic Profile

- 5.1. The Board will review a minimum of every four (4) years its Board Competency Framework and the Competency and Leadership Characteristics Profile to maintain their relevance and ensure alignment with the Board's evolving needs.
- 5.2. As a component of the Board effectiveness evaluation process, the Board evaluates the effectiveness of its Board Composition and Leadership Continuity Policy annually to inform any needed updates to these critical governance processes.

REFERENCES

- [CMLTO By-Law](#)
 - 4.4 Election of Board Members
 - 4.5 Appointment of Academic Board Member
- CMLTO Board Competency Framework
- CMLTO Board Competency and Leader Characteristics Profile
- CMLTO Board Competency Framework Implementation Plan
- GP IV-130 Board Mentor Program Policy