




Policy Title: BOARD MENTOR PROGRAM		Policy Section: IV Governance Policy		Policy Number: IV-130
Approved By: Board of Directors	Date Approved: Apr 25, 1997	Date Reviewed/ Revised: Sept 16, 2008 May 16, 2016 Feb 9, 2010 Nov 27, 2017 Feb 8, 2013 Feb 4, 2020 Feb 5, 2016 Feb 7, 2023 Feb 13, 2026		Board Chair's Signature: 

BACKGROUND

The CMLTO Board is composed of elected and appointed members who collectively have the ultimate authority and accountability for the achievement of the overall outcomes of the CMLTO. Accordingly, the Board is accountable for ensuring that its members can provide effective, equitable, and efficient governance.

The “Board Mentor Program” is a critical component of the CMLTO New Board Member Orientation and Training Program. Information and experience are shared by qualified Board Members who have significant tenure on the CMLTO Board to support new Board Members with their new role and responsibilities.

PURPOSE

The purpose of this policy is to set out the and goals and structure of the Board Mentor Program, and the respective responsibilities of the Board Mentor and the new Board Member, in their role as Mentee, in support of the new Board Members’ success.

For the purposes of this policy, “Mentee” refers to a new Board Member participating in the Board Mentor Program.

POLICY

All new Professional and Public Board Members are required to actively participate in and complete the CMLTO Board Mentor Program outlined below.

The goals of the Board Mentor Program are to:

1. Transfer specific knowledge and insights gained from existing Board Member experience to new Board Members.
2. Provide designated support for new Board Members as they learn the Board approach/philosophy, structure, dynamic/culture, and processes.
3. Provide a designated “go-to” experienced Board Member for each new Board Member to provide answers to specific questions and provide insights as they learn the Board processes.



4. Expedite the experiential learning of new Board Members.
5. Reinforce the learning from the formal Full and New Board Member Orientation and Continuing Education sessions.

New Board Member (Mentee) Responsibilities

All new CMLTO Board Members are assigned a Board Mentor and are required to fully engage in and complete the Board Mentor Program.

Throughout the program phases, the Mentee is responsible for scheduling the Mentor Sessions with the Mentor, except for the initial contact and introduction made by the Mentor.

The Mentee is also responsible for preparing a brief confirmation that the Board Mentor Program has been completed, as outlined in Phase 5 below.

Board Mentor Responsibilities

The CMLTO Board Chair and Registrar & CEO shall collaboratively select an experienced, qualified Board Member to provide mentoring to each Mentee.

The Mentor will:

- Share a perspective on how the Board works, e.g., its governance philosophy/approach structure, its dynamic/culture (norms), and its processes.
- Support the Mentee's learning journey throughout the phases of the Board Mentor Program.
- Be willing and able to devote the time and energy required for the mentoring relationship.

Should either the Board Mentor or the new Board Member determine that the mentoring relationship is not working, they may contact the CMLTO Board Chair and/or the Registrar & CEO, other than where the Board Chair is the Mentor, in which case the Registrar & CEO shall be the point of contact. The Board Vice Chairs, or another experienced Board Member as designated by the Board Chair or Registrar & CEO, will serve as back-up mentors as needed, in the event where a mentor is unavailable or where a mentoring relationship needs to be replaced.

Board Mentor Sessions may be conducted in a format agreed upon by the Mentor and the Mentee (e.g., in person or virtual). Some sessions may be more suited to in-person discussions, where feasible.

Program Phases

The Board Mentor Program consists of the following official phases, each of which must be completed:



Phase 1 – Initial Connection and First Mentor Session

1.1 Initial Connection

(Proposed Timeline: Within first two weeks of announcement of mentorship)

Upon announcement of the mentorship by the CMLTO Executive Office, the Mentor will contact the Mentee to introduce themselves and to schedule the first mentor session.

This initial contact will ensure the Mentee feels welcome and has a connection with their Mentor.

1.2 – First Mentor Session

(Proposed Timeline: After the Board meeting material is posted on the CMLTO Board Portal and prior to the new Board Member's initial Board meetings.)

The Mentor will schedule a meeting with the Mentee after the Board meeting material has been posted on the CMLTO Board Portal and prior to the new Board Member's first Board meeting.

This first mentor session is designed to prepare the new Board Member to engage in their first set of Board meetings.

Phase 2 – Second Mentor Session

(Proposed Timeline: Following the new Board Member's initial Board meetings)

The Mentee will meet with their Mentor for a brief period immediately following their initial Board meetings (usually conducted at the end of Day 2). This second mentor session is intended to support reflection on that initial Board meeting experience and to address any questions arising from those meetings.

Phase 3 – Third Mentor Session

(Proposed Timeline: Between the new Board Member's first and second set of Board meetings)

The third mentor session will take place between the new Board Member's first and second set of Board meetings, after the Board package is posted on the CMLTO Board Portal. This third mentor session is intended to support the Mentee's continued learning between Board meetings and to provide context on upcoming agenda items and governance considerations.

Phase 4 – Fourth Mentor Session

(Proposed Timeline: Prior to the new Board Member's second set of Board meetings)



The Mentor and new Board Member will meet for approximately a half-hour prior to the new Board Member's second set of Board meetings. This fourth mentor session is intended to support final preparation for the Mentee's second set of Board meetings and to address any outstanding questions arising from the Board meeting materials.

Phase 5 – Confirmation of Program Completion

(Proposed Timeline: At least two weeks prior to new Board Member's Third Set of Board Meetings)

Prior to the new Board Member's third set of Board meetings, confirmation that the Board Mentor Program has been completed will be provided to the Board. This confirmation is intended to provide assurance that the required phases of the program have been completed.

Ongoing Support and Resources

In addition to the formal Board Mentor Program, new Board Members are encouraged to utilize all of the resources available to all Board Members as part of their ongoing orientation and continuing education, including:

Key Reference Materials:

- CMLTO Website
- CMLTO Board Member Orientation Manual
- CMLTO Board Policy Manual
- Full and New Board Member Orientation and Continuing Education sessions.

Key Contacts:

- Mentor (The Mentee is welcome to contact their Mentor informally over the remainder of the first year of their term if any specific questions arise.)
- Board Chair
- Registrar & CEO
- Governance Specialist
- Board Governance Consultant

Note: Administrative tools and checklists supporting the Board Mentor Program are maintained by the Executive Office and are not appended to this policy.