College of Medical Laboratory Technologists of Ontario

Policy Title: **CMLTO BOARD EFFECTIVENESS EVALUATION POLICY**		Policy Section: IV Governance Process		Policy Number: IV-70
Approved By: Board of Directors	**Date Approved:** May 3, 2007	**Date Reviewed/ Revised:**		**Board Chair's Signature:**
		Sept 15, 2009 Sept 21, 2012 Sept 15, 2015 Sept 25, 2017 Sept 17, 2019	Dec 3, 2021 May 28, 2024 (Spec. Rev) Sept 23, 2024	

BACKGROUND

The public expects the CMLTO Board to achieve its mandate. The Board believes that it is a major responsibility to govern with excellence, integrity, and equity and holds itself accountable. This self-discipline applies to attendance, preparation for meetings, policy-making principles, careholdership linkage, effective monitoring of the Registrar & CEO, respect of roles, fulfilling the Board's role description and ensuring the continuity of governance excellence.

The Board creates Governance Process and Board-CEO Relationship Policies in order to guide the Board in its work, processes, and mandate based on its governance philosophy and approach. The Board recognizes that effective governance can both substantially leverage the organization's achievement of its results (Ends/Critical Outcomes) and its accountability for doing this within ethical, prudent, and just means. Further, poor governance ultimately costs CMLTO much more than does allocating resources to support the Board in learning to and governing well. The Board as a whole and individual Board Members will invest resources to enhance their understanding and ongoing implementation of governance excellence. Further, the Board recognizes that in order to do so, it needs an ongoing plan for Board effectiveness evaluation and continuous Board learning and development.

POLICY PURPOSE

This policy is designed to outline the Board's commitment to Board effectiveness evaluation and the ongoing processes the Board has established to ensure that governance effectiveness evaluation and related continuous improvement are undertaken.

POLICY

Given these beliefs, the Board will assess its effectiveness using seven (7) primary strategies including:

1. Monitoring Compliance/Achievement of Board Policies

- Regular ongoing monitoring of compliance/achievement of both Governance Process and Board-CEO Relationship Policies, which are policies that instruct/guide the Board's ethics, prudence, equity, and processes.
- Usually conducted at three (3) Board meetings per year (including 2nd, 3rd, and 4th Board meetings in the year).
- Not all Governance Process and Board-CEO Relationship Policies are monitored through this process; some are monitored through the annual Board Effectiveness Self Evaluation – See Appendix 1.

2. Board Effectiveness Self-Evaluation
   - An annual self-reflection against key governing criteria (as described in all four (4) policy sections of the Board Policy Set – particularly Governance Process Policies and Board-CEO Relationship Policies) to provide a profile of the Board's overall effectiveness/performance.
   - This self-assessment includes evaluation of the Board's progress and pressing forward values and practices related to equity, diversity, inclusion, and justice (EDIJ) and the evaluation of the Boards's practice of ensuring its decisions align with its commitment to intentionally and transparently evaluate the impact of its decisions on the protection of the public interest.
   - This includes self-evaluation of the Board as a whole, individual Board Members, and Board and Statutory Committees.

3. External Evaluation of Board Effectiveness
   - The Board will undertake an external evaluation of the Board's effectiveness every three (3) years.
   - The external evaluation will be independent of CMLTO staff and consultants.
   - Identification of an organization which will conduct the evaluation, and management of the evaluation processes will be performed by the Executive Committee on behalf of the Board.

4. Board Meeting Assessment
   - The Board will assess two Board meetings annually in order to determine Board meeting engagement and effectiveness. One Board meeting evaluation is conducted by all Board Members and one meeting is evaluated by a Board Meeting Monitor and discussed by full Board.

5. Integrated Board Strategic Agenda/Work Plan Tracking
   - The Board monitors its progress throughout the year on accomplishing its own work plan.

6. Board Governance Scorecard
   - The Board has designed a scorecard of critical governance processes and outcomes indicators which it tracks quarterly and overall annually.
   - The Board periodically updates its scorecard indicators.

- The Board reports some of its relevant indicators to the public.

7. Annual Board Member Profile of Governance and Professional Experience
   - This profile will be prepared for the Executive Committee for the purpose of Board Member assignments to Statutory Committees in the following year.

The Board will use the information and learning gained from all of these evaluations to:

1. Compare to earlier evaluation results to measure progress and improvement, and
2. Develop action plans to enhance the Board's governance effectiveness including plans for Board learning and development.

Resulting action plans will be incorporated in the Annual Integrated Board Strategic Agenda/Work Plan.

Further Information Regarding Board Evaluation Strategy 1 - Monitoring Achievement of Governing Process and Board-CEO Relationship Policies

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The purpose of monitoring the Board's Governance Process and Board-CEO Relationship policies is to determine the degree to which the Board is complying with and achieving its own policies. Monitoring will be as automatic as possible, using Board time effectively, so that meetings can be used to create the future rather than spending too much time reviewing past Board performance.

These policies are monitored through Board self-assessment performed by individual Board Members or a small group of Board Members and discussed by the whole Board. Usually, each Monitoring Report on Board compliance with its own policies will be completed by the relevant Policy Champion and one other Board Member randomly assigned.

The Board Member preparing the Monitoring Report will provide a written summary of the Board's current interpretation of the policy, the verifiable evidence that the policy is being complied with or achieved, any areas of concern, and an overall conclusion (see Appendix 3 - Monitoring Worksheet/Report: Evaluation of Board Compliance With [insert policy name]).

Note: The policy marked by an asterisk (*) may not be monitored by the Board Chair or other officer.

The Board will evaluate whether the interpretation of the policy is reasonable and whether the Board is complying with/achieving its own policies.

APPENDICES:

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The appendices below are source documents which inform the Board evaluation process.

Appendix 1A - Schedule of Board Monitoring of Board Achievement with Board Policies by Policy Topic

Appendix 1B - Schedule of Board Monitoring of Board Achievement - Monitoring Reports by Board Meeting by Year

Appendix 3 - Board Governance Process Monitoring Report to Board (Template)

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APPENDIX 1A
SCHEDULE OF BOARD MONITORING OF BOARD ACHIEVEMENT WITH BOARD POLICIES BY POLICY TOPIC

EFFECTIVE DATE: DECEMBER 09, 2025

By Policy Topic Number	*CATEGORY III: BOARD-CEO RELATIONSHIP POLICIES*	*Year, Quarter and Board Meeting Last Monitored*	*Frequency of Monitoring*	*Date to be Monitored Next*	*Method of Monitoring*
III-01	Overview of Board-CEO Relationship Policy	---	---	---	Board Self Evaluation Survey
III-02	Delegation to the Registrar & CEO Policy	---	---	---	Board Self Evaluation Survey
III-03	Accountability of the Registrar & CEO Policy	---	---	---	Board Self Evaluation Survey
III-04	Registrar & CEO Position Description Policy	---	---	---	Board Self Evaluation Survey
III-05	Registrar & CEO Job Products Policy	---	---	---	Board Self Evaluation Survey
III-07	Unity of Control Policy	---	---	---	Board Self Evaluation Survey
III-10	Registrar & CEO Performance Evaluation Policy	---	---	---	Board Self Evaluation Survey
III-20	Board Support of the Registrar & CEO Policy	---	---	---	Board Self Evaluation Survey
III-25	Registrar & CEO Compensation Program Policy	Dec 12, 2023	3 yrs	Nov/Dec 2026	Board Self Evaluation Survey
III-25.05	Registrar & CEO Compensation Program: Structure and Administration Policy	Dec 12, 2023	Annually	Nov/Dec 2024	Board Self Evaluation Survey
III-26	Use of Registrar & CEO Employment Letter Template Policy	---	N/A	N/A	N/A

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By Policy Topic Number	*CATEGORY IV: GOVERNANCE PROCESS POLICIES*	*Year, Quarter and Board Meeting Last Monitored*	*Frequency of Monitoring*	*Date to be Monitored Next*	*Method of Monitoring*
IV-01	Governance Philosophy/Approach Policy	Sept 24, 2024	3 yrs	Sep 2027	Board Monitoring of Policy Compliance
IV-01.05	CMLTO Board Equity, Diversity, Inclusion, and Justice Principles Policy	N/A	3 yrs	Feb 2027	Board Monitoring of Policy Compliance
IV-05	Board of Directors Terms of Reference Policy	May 27, 2024	3 yrs	May 2027	Board Monitoring of Policy Compliance
IV-10	Board Member Job Description Policy	September 23, 2025	3 yrs	Sep 2028	Board Monitoring of Policy Compliance
IV-15	Role of Board Officers Policy	September 23, 2025	3 yrs	Sep 2028	Board Monitoring of Policy Compliance
IV-16	Guidelines for Academic Member/Role Description Policy	Dec 12, 2023	3 yrs	Nov/Dec 2026	Board Monitoring of Policy Compliance
IV-20	Statutory and Board Committees Principles Policy	---	---	Nov/Dec Annually	Board Self Evaluation Survey
IV-20.05	Executive Committee Terms of Reference Policy	---	---	Nov/Dec Annually	Year End Committee Evaluation
IV-20.06	Inquiries, Complaints and Reports Committee Terms of Reference Policy	---	---	Nov/Dec Annually	Year End Committee Evaluation
IV-20.07	Discipline Committee Terms of Reference Policy	---	---	Nov/Dec Annually	Year End Committee Evaluation
IV-20.08	Fitness to Practice Committee Terms of Reference Policy	---	---	Nov/Dec Annually	Year End Committee Evaluation
IV-20.10	Patient Relations Committee Terms of Reference Policy	---	---	Nov/Dec Annually	Year End Committee Evaluation

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By Policy Topic Number	*CATEGORY IV: GOVERNANCE PROCESS POLICIES*	*Year, Quarter and Board Meeting Last Monitored*	*Frequency of Monitoring*	*Date to be Monitored Next*	*Method of Monitoring*
IV-20.11	Quality Assurance Committee Terms of Reference Policy	—	—	Nov/Dec Annually	Year End Committee Evaluation
IV-20.12	Registration Committee Terms of Reference Policy	—	—	Nov/Dec Annually	Year End Committee Evaluation
IV-20.13	Voluntary Roster Registration Committee Terms of Reference Policy	—	—	Nov/Dec Annually	Year End Committee Evaluation
IV-20.14	Voluntary Roster Quality Assurance Committee Terms of Reference Policy	—	—	Nov/Dec Annually	Year End Committee Evaluation
IV-20.15	Voluntary Roster Inquiries, Complaints and Reports Committee Terms of Reference Policy	—	—	Nov/Dec Annually	Year End Committee Evaluation
IV-20.16	Voluntary Roster Discipline Committee Terms of Reference Policy	—	—	Nov/Dec Annually	Year End Committee Evaluation
IV-20.17	Voluntary Roster Fitness to Practise Committee Terms of Reference Policy	—	—	Nov/Dec Annually	Year End Committee Evaluation
IV-22	Role of Committee Chair Policy	—	—	Nov/Dec Annually	Board Self Evaluation Survey
IV-25	Board Policy Decision Process Policy	—	—	Nov/Dec Annually	Board Self Evaluation Survey
IV-30	Annual Planning Cycle & Annual Integrated Board Strategic Agenda/Work Plan Policy	—	—	Nov/Dec Annually	Board Self Evaluation Survey
IV-35.01	Board Meeting Agenda Development and Structure Policy	—	—	Nov/Dec Annually	Board Self Evaluation Survey
IV-35.02	Board & Committee Member Honoraria and Expenses Policy	—	—	Nov/Dec	Board Self Evaluation Survey
IV-35.10	Developing and Maintaining the Board Policies Policy	Sept 23, 2025	2 yrs	Sept 2025	Board Monitoring of Policy Compliance

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By Policy Topic Number	*CATEGORY IV: GOVERNANCE PROCESS POLICIES*	*Year, Quarter and Board Meeting Last Monitored*	*Frequency of Monitoring*	*Date to be Monitored Next*	*Method of Monitoring*
IV-40	Recruitment, Nominations and Appointment Selection Criteria for Board Members Policy	—	—	Nov/Dec Annually	Board Self Evaluation Survey
IV-45	Board Linkage with Ownership/Careholdership Policy	Feb 21, 2025	2 yrs	Nov/Dec 2026	Board Monitoring of Policy Compliance
IV-45.05	Board Meeting Process and Minutes Policy	Sept 23, 2025	3 yrs	Sep 2028	Board Monitoring of Policy Compliance
IV-50.05	Board Information System Policy	—	—	—	Board Self Evaluation Survey
IV-50.10	Board Monitoring System Policy	—	—	—	Board Self Evaluation Survey
IV-60	Board Policy Champion Role Policy	Sept 24, 2024	3 yrs	Sept 2027	Board Monitoring of Policy Compliance
IV-70	CMLTO Board Effectiveness Evaluation Policy	Sept 15, 2023	3 yrs	Sept 2026	Board Monitoring of Policy Compliance
IV-80	Board Code of Conduct, Confidentiality and Conflict of Interest Policy	Dec 12, 2023	Annually	Nov/Dec Annually	Board Self Evaluation Survey
		Feb 13, 2026	Annually by Board Chair	Nov/Dec Annually	Board Monitoring of Policy Compliance
IV-120	Board/Committee Member Attendance at External Events and Learning Opportunities Policy	Feb 21, 2025	3 yrs	Nov/Dec 2028	Board Monitoring of Policy Compliance
IV-130	Board Mentor Program Policy	Sept 23, 2025	2 yrs	Sep 2027	Board Monitoring of Policy Compliance

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By Policy Topic Number	*CATEGORY IV: GOVERNANCE PROCESS POLICIES*	*Year, Quarter and Board Meeting Last Monitored*	*Frequency of Monitoring*	*Date to be Monitored Next*	*Method of Monitoring*
IV-135	Disclosure of Information Policy	---	---	Nov/Dec Annually	Board Self Evaluation Survey
IV-141	Approved Courses of Study in Medical Laboratory Technology for CMLTO Registration Policy	Sept 23, 2025	5 yrs	Sep 2030	Board Monitoring of Policy Compliance
IV-150	Board Member Use of Social Media Policy	Sept 23, 2025	Annually	Sep 2026	Board Monitoring of Policy Compliance
IV-166	Government Relations Policy	May 27, 2024	3 yrs	May 2027	Board Monitoring of Policy Compliance
IV-170	Emergency Class of Registration Policy	N/A	3 yrs	Nov/Dec 2026	Board Monitoring of Policy Compliance
IV-180	Board Use of Generative Artificial Intelligence Policy	N/A	Annually	Dec 2025	Board Self Evaluation Survey

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APPENDIX 1B
SCHEDULE OF BOARD MONITORING OF BOARD ACHIEVEMENT MONITORING REPORTS BY BOARD MEETING BY YEAR

EFFECTIVE DATE: DECEMBER 09, 2025

BOARD MEETING	2024	2025	2026	2027
FEB	---	---	---	IV-01.05 CMLTO Board Equity, Diversity, Inclusion, and Justice Principles Policy
MAY/JUN	IV-05 Board of Directors Terms of Reference Policy	---	---	IV-05 Board of Directors Terms of Reference Policy
	IV-166 Government Relations Policy	IV-10 Board Member Job Description Policy	---	IV-166 Government Relations Policy
SEPT	IV-01 Governance Philosophy/ Approach Policy	---	---	IV-01 Governance Philosophy/ Approach Policy
	---	IV-15 Role of Board Officers Policy	---	---
	---	IV 35.10 Developing and Maintaining the Board Policies Policy	---	IV 35.10 Developing and Maintaining the Board Policies Policy
	---	IV-45.05 Board Meeting Process and Minutes Policy	---	---
	IV-60 Board Policy Champion Role Policy	---	---	IV-60 Board Policy Champion Role Policy
	---	---	IV-70 CMLTO Board Effectiveness Self Evaluation Policy	---
	---	IV-130 Board Mentor Program Policy	---	IV-130 Board Mentor Program Policy
	---	IV-141 – Approved Courses of Study in Medical Laboratory Technology for CMLTO Registration Policy	---	---

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BOARD MEETING	2024	2025	2026	2027
	IV-150 Board Member Use of Social Media Policy	IV-150 Board Member Use of Social Media Policy	IV-150 Board Member Use of Social Media Policy	IV-150 Board Member Use of Social Media Policy
NOV/DEC	---	---	IV-16 Guidelines for Academic Member/Role Description Policy	---
	IV-45 Board Linkage with Ownership /Careholdership Policy	---	IV-45 Board Linkage with Ownership /Careholdership Policy	---
	IV-80 Board Code of Conduct, Confidentiality, and Conflict of Interest Policy	IV-80 Board Code of Conduct, Confidentiality, and Conflict of Interest Policy	IV-80 Board Code of Conduct, Confidentiality, and Conflict of Interest Policy	IV-80 Board Code of Conduct, Confidentiality, and Conflict of Interest Policy
	---	IV-120 Board/ Committee Member Attendance at External Events and Learning Opportunities Policy	---	IV-120 Board/ Committee Member Attendance at External Events and Learning Opportunities Policy
	---	---	---	IV-166 Government Relations Policy
	---	---	IV-170 Emergency Class of Registration Policy	---
	---	IV-180 Board Use of Generative Artificial Intelligence Policy	IV-180 Board Use of Generative Artificial Intelligence Policy	IV-180 Board Use of Generative Artificial Intelligence Policy

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Effective Date: Aug 22, 2024

Appendix 3
Board Governance Process Monitoring Report to Board

Date	:
Policy Type	:
Policy Under Review	:
Monitoring Report Completed by	:
Review Period	:

Report Purpose:

- ☐ Board Policy Development/Enhancement
- ☐ Regular Policy Review
- ☐ Policy Approval
  - ☐ Ends Policy
  - ☐ Executive Limitations Policy
  - ☐ Board-CEO Relationship Policy
  - ☐ Governance Process
- ☐ Board Implementation of Policy
  - ☐ Board-CEO Relationship Policy
  - ☐ Governance Process
- ☒ **Monitoring Report**
  - ☐ Ends
  - ☐ Executive Limitations
  - ☐ Board Committee
  - ☒ **Other: Board Governance Process Monitoring**
- ☐ Ownership Linkage Report
- ☐ Incidental Report
  - ☐ Registrar & CEO
  - ☐ Board Chair

Recommended Motion:

Be it resolved that the Board moves to approve that the Board has been governing in compliance/partial compliance/non-compliance with its "policy category type" Policy "policy name" (policy number).

LEGEND: Level of Achievement

Compliance Fully Achieved

Compliance Partially Achieved

Compliance Not Achieved

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BACKGROUND

Board Compliance				
#	Policy Criteria	Board Interpretation of the Policy Criteria	Evidence Board Has Met Each of the Policy Criteria	Conclusion

OVERALL CONCLUSION

The evidence provided demonstrates that the Board has been in [compliance/partial compliance/not in compliance] with its [Governance Process or Board-CEO Relationship] Policy "policy name" (policy number).

Respectfully submitted,

_____

Date

Note: The Board Chair can delegate the responsibility to prepare a Monitoring Report to any Board Member.