

## Policy

<b>Type:</b>	Governance		
<b>Number:</b>			
<b>Name:</b>	Succession Planning and Mentorship Program Policy		
<b>Status:</b>	Approved	<b>Version:</b>	1
<b>Date Approved:</b>	December 5, 2022	<b>Date Revised:</b>	

### Background:

This Succession Planning and Mentorship Program Policy (“the Policy”) contributes to fulfilling the College Performance Measurement Framework (“CPMF”) College Governance Standards by promoting ongoing training/learning, building confidence in newer Council and Committee members’ ability to participate and contribute effectively to meeting discussions, thus achieving greater transparency about how and why Council and Committee decisions are made in the public interest.

The content of the CPMF Domain, Standards and Measures pertaining to Governance is based on the following principles:

1. Council and statutory committee members have the knowledge, skills, and commitment needed to effectively execute their fiduciary role and responsibilities pertaining to the mandate of the College.
2. Council decisions are made in the public interest.
3. The College acts to foster public trust through transparency about decisions made and actions taken.

Specifically, the Policy serves to formalize the process by which the Succession Planning and Mentorship Program (“the Program”) is implemented by the Council and Committees of the College of Kinesiologists of Ontario (“the Council” and “the Committee”)

The Policy has been informed by “the needs identified by Council and Committee members” (CPMF 1.2.c). Council members have approved the Program and subsequent training sessions have emphasized the benefit of ongoing peer support.

The Policy also responds to the need to have in place “processes and procedures for succession planning” (CPMF 4.1.c) at the level of Council and Committees, as CPMF (2022) requires for ensuring continuing “success and sustainability” of College resources.

The Policy will ensure that members of Council and Committees have ongoing access to an experienced member of Council to:

- Support the development of members with less than two years' experience on Council and/or on a Committee as they adjust to their governance responsibilities on a not-for-profit board;
- Provide a venue for informal conversations that would not be possible in formal meeting settings;
- Share information that a new member would find valuable as they enter their first term as a Council and/or Committee member;
- Be a resource during and in between meetings, bearing in mind that the focus between meetings should be on process and protocols, and not on discussion of agenda content and issues;
- Provide support for newer Council or Committee members to contribute to the requirement that Council foster *discussion of matters at the meeting* (HPPC 7.1.1) and the College By-law 15 requirement that Council and Committee members *participate constructively in discussions*;
- Serve to develop the next cohort of chairs and vice-chairs, the expectation being that each new Council and Committee member be mentored to becoming a chair/vice chair within three years of their first election/appointment;
- Capture and pass on the valuable skills, experience and legacy knowledge of Council and Committee members coming to the end of their term with the College.

**Policy:**

**Mentor Qualifications**

1. Mentors should have sufficient length of experience on the Council or a Committee (guideline: 2 years), at which point each Council and committee member will be expected to take on a mentoring role with newer members
2. Mentors should have sufficient breadth of experience on Council and/or committees (guideline: serve(d) on at least 2 committees of Council)

**Process – Expressions of Interest to Serve as a Mentor**

3. Generally, Council will request expressions of interest after the regularly scheduled election of Council members, with the reminder that ensuring succession is one of the fiduciary duties of a Council member
4. Expressions of interest shall include the following information:
  - The Mentor's total years of experience in governance/senior leadership roles;
  - Areas of Council and/or Committee governance and processes in which the Mentor may be competent to provide guidance;
  - The Mentor's potential availability (including, but not limited to, before/after meetings, outside scheduled meeting times);
5. Expressions of interest will be submitted prior to the first meeting of Council following the election.

**Process – Matching Mentors and Mentees**

6. A slate of mentors and mentees will be developed by staff for review and approval by the Governance and Nominations Committee. The slate will be presented at the first Council meeting following the election of member(s) to Council.
7. In the case of mid-term elections and/or public appointments, staff will recommend to the Governance and Nominations Committee possible matches with currently serving Council and Committee members.
8. The matching process will take into consideration:
  - Desirability of having the mentor serve on the same committee(s) as the mentee
  - Importance of ensuring members have access to expertise of both Professional and Public Council and committee members

**Type of Support**

9. Mentors and mentees will arrange for an informal check-in prior to each Council or Committee meeting. A debrief session will also be held after each Council or Committee meeting.
10. The check-in and debrief sessions should include the following discussion topics:
  - Understanding the materials in relation to the applicable legislation, regulation(s), by-laws and policies, which may be new to the member, and help the member to situate the issues within these frameworks.
  - Clarification regarding processes at the College and the respective roles of Council and the management/staff team and the appropriate relationship between them.
  - Areas where further guidance is required to effectively carry out duties, such as how to prepare, how to manage time, the importance of participation in discussion and how to do so.
  - These sessions should not include discussion or debate of specific agenda issues.

11. Mentors and mentees may obtain coordination assistance from the College to help get them started.

12. Such meetings between Mentors and Mentees will be considered part of meeting prep time for the purposes of per diem payments.

**Other Support**

13. Mentors and mentees may connect via email, zoom or phone between Council meetings as necessary, however the discussions should focus on understanding of process, protocols, expectations, duties and how to manage them, etc. and not on agenda content.

## **Program Evaluation**

14. A feedback/evaluation process on the efficacy of the program in meeting the participants' needs and fulfilling the purpose of the Succession Planning and Mentorship Program will be conducted at the end of the first year of the program to inform and enhance the program going forward.
15. The Governance and Nominations Committee will consider the findings of the feedback and evaluation process when recommending improvements to the Program to ensure it meets its purpose of preparing Council and Committee members to discharge their duties and responsibilities and to participate effectively in the business of the College.
16. The feedback/evaluation process will be repeated in subsequent years as required.