

Canadian Nuclear Association Governance Review

Preliminary Findings – CONFIDENTIAL

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GSI's review of C.N.A.'s governance

- Selecting the best governance model will be your most important decision.
- We will work with and listen to you to select the best peer comparator organizations, whose governance and board structure and functioning will reveal the most in terms of best practices internationally, as well as variants of governance models.
- We will explore alternatives and evaluate the pros and cons of various governance choices, including the Board and Committee sizes and compositions, diversity (professionals/public), how members are selected and elected, roles and lines of authority and accountability, engagement, and communications.

Diagnostic Steps so far

- Initial consultations: project kick-off with leadership
- Your board evaluation results
- Document review: your governance documents
- Meeting observations: Executive and Board
- On-line questionnaire: what's working, what could be improved?
- Gap analysis: independent benchmarking to best practices including major associations

Diagnostic Next Steps

- Interviews: to follow-up themes identified in preliminary diagnostics
- Meeting observations: complete cycle of committees
- Member Review: independent findings
- Report and Recommendations: facilitated dialogue at May GHRC and June Board

Preliminary Findings

- Taking a hard look at governance: board evaluation and member review; governance is taken seriously as is change
- Strategic framework, high-level scorecard, vision and mission in good shape; would benefit from annual report on strategy, especially how advancing mission (impacts)
- Values seem to be a gap: many associations seek to be values-driven (as you seem to be in practice: more explicit)
- Financial risk dealt with; human resources and broader risks could use more development and tolerances

Preliminary Findings (continued)

- Meeting observations: low level of engagement, very few open strategic questions: agenda items and materials too operational vs link to mission, strategy and values?
- Opportunities to enhance governance policies: Code of Conduct, Governance & Communications Protocol, others
- Opportunity to integrate separate documents into an overarching Board Charter
- Core governance committees are right structure and functioning; but Executive Committee has – and uses – wide-ranging powers to act de facto as a board

Preliminary Findings: the macro theme

- Board size (large) and reliance on the Executive Committee: these are symptomatic of your chosen governance model
- Status quo is to use the board as a main vehicle to engage members in the association's strategies, initiatives, advocacy and research, relying on the Executive Committee to be the main vehicle to govern
- An alternative is a smaller board, which would then be able to engage and to provide governance, and no Executive Committee. An alternative method of engaging members would need to be put in place if this was chosen.
- Competencies for board, committees and chairs: will be driven by choice of preferred governance model

Let's Talk



Next Steps



- ✓ Interviews to explore your assessment of the alternative governance models
- ✓ Our report and recommendations
- ✓ Facilitated dialogue to build consensus