

Registrar's Performance Appraisal and Succession Planning

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Authority:

Health Professions Act, sections 18(1) and 21(1).

Background:

The Board must govern, control and administer the affairs of the College. Successful performance of the Registrar enables the Board to fulfill its obligations under the *Health Professions Act* and the College bylaws, and achieve the strategic goals it sets for the College. Succession planning ensures the College will maintain stability and continue to grow when a change in Registrar occurs.

Policy:

Performance Appraisal:

1. The Board appraises the Registrar's performance at the following intervals:
 - after the first six months of employment;
 - at the one year anniversary of employment; and
 - annually, at the employment anniversary date.

2. The Board establishes a Personnel Sub-committee to manage the performance appraisal process. It consists of the Chair and two Board members selected by the Board, one elected and one appointed. The Chair of the Board serves as the Chair of this sub-committee.

3. Annually, the Registrar, Chair and/or sub-committee members review the criteria for the evaluation of the Registrar's performance. Criteria are based on key political, strategic and operational areas including, but not limited to:
 - Board Strategic Objectives
 - College representation
 - Legislative compliance, and
 - Board-Registrar relationship.Specific performance behaviors for each key area are also identified.

4. The performance appraisal form is developed by the Board Chair and/or Sub-committee and the Registrar, and reviewed annually (see Appendix 1). It provides an opportunity for respondents to rate the Registrar's performance against the criteria and offer written comments. Although the assessment occurs at year end, the Board monitors the Registrar's performance during the year through reports and discussions at Board and committee meetings and during other interactions.

5. Approximately one month prior to the employment anniversary date, the Registrar, on behalf of the Chair, circulates the performance appraisal form to members of the Board asking them to respond directly to the Chair. At the Chair or Board's direction, and/or at the Registrar's request, the Chair may also request feedback from selected Committee chairs, staff and/or external stakeholders with whom the Registrar has a close working relationship.
6. Concurrently, the Registrar is asked to self-evaluate his/her performance using the same form and forwards the completed form to the Chair.
7. The Sub-committee Chair consolidates all evaluations and comments, other than the Registrar's self-evaluation.
8. Copies of the consolidated performance appraisal are provided to members of the Sub-committee and the Registrar one week prior to the review. A mutually agreeable time and place is selected for the Sub-committee members and/or Chair to meet with the Registrar.
9. Prior to the end of the College's year, the Sub-committee members and/or the Chair meet to discuss the outcome of the appraisal and compare it to the Registrar's self-evaluation. Performance goals for the following year may be set. If so, they are brought forward to the following year's Performance Appraisal form.
10. After the review, the Sub-committee members and/or the Chair sign the Performance Appraisal report. The Registrar signs the report, indicating that it has been read and reviewed, and that the Registrar has had the opportunity to make written comments on the review process and outcomes if desired.
11. The signed, Performance Appraisal report is stored by the Board Chair in a locked case. A copy is provided to the Registrar.
12. At the next meeting of the Board, during an In Camera session, the Sub-committee and/or Chair reports to the Board on the outcomes of the performance appraisal meeting with the Registrar and may provide members of the Board with copies of the consolidated appraisal form and the Registrar's self-evaluation.
13. Outcomes from the performance appraisal are linked to recognition and reward and the Chair may propose a resolution to the Board about a change in the Registrar's compensation package. Any such resolution will be recorded in the In Camera Minutes and included in the next year's annual budget.

Succession Planning:

1. The Registrar mentors the Deputy Registrar/Practice Advisor on an on-going basis, monitoring their ability to succeed the Registrar.
2. Periodically, the Personnel Sub-committee, with the assistance of a management consultant if needed, performs a market scan to check the availability of Registrar-caliber people.