

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 as well as 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 end of probation as determined in the employment contract;
 - at the one-year anniversary of employment; and
 - annually, at the end of the fiscal year.
2. The Board establishes a Personnel Working Group (PWG) to manage the performance appraisal process.
3. Annually, the Registrar, Chair and/or PWG 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 PWG and the Registrar and reviewed annually. 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 appraisal, the Registrar, on behalf of the Chair, circulates the Performance Appraisal form (through a survey) to members of the Board asking them to respond anonymously. 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 forward the completed form to the Chair.
 7. The PWG receives a consolidated version of all evaluations and comments and the Registrar's self-evaluation.
 8. Prior to the end of the College's year, the PWG members 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.
 9. After the review, the Chair signs 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.
 10. The signed Performance Appraisal report is stored in the secure Registrar employee file.
 11. At the next meeting of the Board, during an In-Camera session, the PWG 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.
 12. 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.
 - Compensation remains competitive within the mid to high range for Registrar/CEO of similar organizations that have comparable operating budgets and membership size.
 - Compensation is based on operational expenses for the current and coming fiscal year.
 - Compensation may include but is not restricted to: merit increase in base salary, bonus, increase in benefits, addition to benefits, addition to vacation time and other non-monetary incentives.

Any such resolution will be recorded in an email to the Registrar and tracked in the payroll file.

Succession Planning:

1. The Registrar mentors the Deputy Registrars on an on-going basis, monitoring their ability to succeed the Registrar.
2. The Registrar ensures that at least one Deputy Registrar is familiar with most of College processes to carry key operations on his/her absence.
3. Periodically, the PWG, with the assistance of the Registrar and a management consultant if needed, discusses the availability of Registrar-caliber candidates to

succeed the Registrar and performs a market scan to get to know other options/alternatives.