

## BRIEFING REPORT

**REPORT TOPIC:** Registrar, CEO Job Products (CSR 3-05)

**REPORT TO:** COO Council

**REPORT FROM:** COO Governance Committee

**DATE:** October 1, 2018

### REPORT PURPOSE:

☒ **Policy Development/Enhancement/Regular Review/Approval**

☐ Ends Policy

☐ Operational Boundaries Policy

☒ **Council-Staff Relationship Policy**

☐ Governance Process Policy

☐ Council Implementation of Policy

☐ Council-Staff Relationship Policy

☐ Governance Process

☐ Monitoring Report

☐ Ends

☐ Operational Boundaries

☐ Ownership Linkage Report

☐ Incidental Report

☐ Registrar, CEO

☐ Council President

☐ Other: Briefing Report

### BACKGROUND

The Registrar, CEO Job Products Policy is the highest level Council-Staff Relationship policy which describes the expectations of Council for the Registrar, CEO performance. This policy provides a succinct description of the two primary functions of the Registrar, CEO along with that of being compliant with legislation. The Council does not presently have a policy on the job products or job expectations of the Registrar, CEO.

The new policy is outlined in Figure 1 below.

This policy was discussed and fine-tuned at the June 2018 Governance Committee meeting.

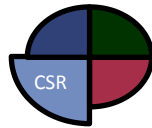
Figure 2 includes the "Current Note" on the Registrar, CEO's Role Expectations that currently sit in the Legacy Governance Reference Manual. These notes will become redundant and no longer current once the Registrar, CEO Job Products Policy is approved.

### RECOMMENDED MOTION

That the COO Council, on the Governance Committee's recommendation, approve the new Registrar, CEO Job Products policy (CSR 3-05).

Further, that the Council move to rescind the Current Notes on Registrar, CEO's Role Extracted from Governance Reference Manual, Policy on Governance Roles and Responsibilities (March 12, 2010).

**FIGURE 1**

<b>POLICY TITLE:</b> REGISTRAR, CEO JOB PRODUCTS	<b>POLICY SECTION:</b> COUNCIL-STAFF RELATIONSHIP	<b>POLICY NO:</b> 3-05	
<b>APPROVED BY:</b> COUNCIL	<b>REGULAR COUNCIL POLICY REVIEW FREQUENCY:</b> EVERY 3 YEARS	<b>MONITORING OF COUNCIL COMPLIANCE WITH POLICY CRITERIA FREQUENCY:</b> EVERY 3 YEARS	
<b>DATE APPROVED:</b> <ul style="list-style-type: none"><li>Discussed at Governance Committee June 2018</li><li>Ready for Council Oct 2018</li></ul>	<b>PRESIDENT’S SIGNATURE:</b>		
<b>DATE REVIEWED / REVISED:</b>			

#### BACKGROUND

In keeping with COO Council Policy IV-01 Governance Approach, the Registrar, CEO has the responsibility for effecting specified critical outcomes within operational limitations.

#### POLICY

As Council's single official link to the operating organization, the Registrar, CEO's performance shall be considered to be synonymous with organizational performance.

Consequently, the job products (results) of the Registrar, CEO include:

1. Achieving Council's Ends Policies that identify which good the organization will do, for what groups of people, with what priority of resources or return on investment. The Council will direct the work of the Registrar, CEO through the use of written Ends (critical outcomes) Policies. The Registrar, CEO is expected to interpret and achieve these Ends (critical outcomes) Policies.
2. Leading organizational operations within the risk boundaries of prudence and ethics established in Council policies on Operational Boundaries.
  - a. The Registrar, CEO is authorized to establish, monitor, and make changes to COO operational policies and practices within a reasonable interpretation of Council policy. The Registrar, CEO is responsible for the implementation of Ends (critical outcomes) Policies within the Operational Boundaries Policies risk boundaries on ethics and prudence.
3. Ensuring compliance with the by-laws of the COO and all applicable statutory obligations including the *Regulated Health Professions Act, 1991*, the *Opticianry Act, 1991*, and the regulations under those acts.

## FIGURE 2

### CURRENT NOTES ON REGISTRAR, CEO'S ROLE EXTRACTED FROM GOVERNANCE REFERENCE MANUAL POLICY ON GOVERNANCE ROLES AND RESPONSIBILITIES (MARCH 12 2010)

#### **(g) Registrar**

##### *(i) Role Explanation*

Role: The Registrar is the chief executive officer of the College. He/she oversees operations of the College, implements the Council's policies and directions, performs statutory functions, supervises the COO staff, represents the COO together with the President, is the spokesperson for the COO together with the President, provides advice and resources to the Council. The Registrar acts as a resource to the Council and its committees. All the duties are to be performed in accordance with the mandate of the College and the COO strategic plan.

Relationship with others: The Registrar represents the COO together with the President and is the spokesperson for the COO together with the President. The Registrar, along with staff, supports all of the committees and the Council.

##### *(ii) Education*

The orientation program for a new Registrar depends upon his or her background, but typically involves the following:

- Review of legislation and all COO policies and procedures.
- Briefings by senior staff.
- Meetings with the President and committee chairs.
- An orientation session with legal counsel.
- If the Registrar is not an optician, a tour of one or more opticianry facilities.

##### *(iii) Evaluation*

The Registrar reports on his or her activities and on the operations of the College (e.g., a financial report, which may be presented by another staff person) at every Council meeting.

The performance of the Registrar is reviewed annually, based on the criteria published at the beginning of the year for a review to be conducted at the end of the year. The criteria for a performance appraisal should include the following:

- Accurate and timely implementation of Council policy and directives,
- Financial,
- Legal (legal actions against the COO, College compliance with legal requirements, Registrar's performance of statutory duties),
- Staff movement,
- Compliance with the COO strategic plan.

Performance Review process: The Registrar's performance review is conducted by the Council. The Council may use the Executive Committee to conduct an objective and fair evaluation process and to report its results to the Council. The process should be agreed to with the Registrar in advance. If agreement cannot be reached, the Council should approve the process. The process involves the gathering of systemic information in each area rather than the inquiry into decisions made by the Registrar in individual matters. Upon the Council's final approval of the Registrar's performance appraisal, the President will deliver the message to the Registrar, who can respond at that point.

*(iv) Enforcement*

The Registrar is an employee of the Council (as a whole) and the Council can address performance issues in accordance with his or her job description and employment/contract law.