

BRIEFING REPORT

REPORT TOPIC: Registrar, CEO Position Description Policy (CSR 3-06)

REPORT TO: Council

REPORT FROM: Governance Committee

DATE: October 1, 2018

REPORT PURPOSE:

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Decision-Making - Policy Development/Enhancement/Regular Review/Approval <ul style="list-style-type: none"> <input type="checkbox"/> Ends Policy <input type="checkbox"/> Operational Boundaries Policy <input checked="" type="checkbox"/> Council-Staff Relationship Policy <ul style="list-style-type: none"> <input type="checkbox"/> Governance Process Policy <input type="checkbox"/> Council Implementation of Policy <ul style="list-style-type: none"> <input type="checkbox"/> Council-Staff Relationship Policy <input type="checkbox"/> Governance Process Policy | <ul style="list-style-type: none"> <input type="checkbox"/> Monitoring of Registrar, CEO Report <ul style="list-style-type: none"> <input type="checkbox"/> Ends (critical outcomes) Achievement <input type="checkbox"/> Operational Boundaries Compliance <input type="checkbox"/> Council Linkage Report <input type="checkbox"/> Incidental Report <ul style="list-style-type: none"> <input type="checkbox"/> Registrar, CEO <input type="checkbox"/> Council President <input type="checkbox"/> Other: Briefing Report |
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BACKGROUND

Clarity and consensus between the governing body (the Council) and the Registrar, CEO regarding the role of, delegation to, and deliverables from the CEO is critical to COO's success. Given the importance of this clarity, it is recommended that the CEO Position Description be included as a Council policy meaning that Council has together agreed upon the scope of the job and that the document will be reviewed every three years to ensure currency.

Figure 1 includes Current Notes on Registrar, CEO's Role Expectations from Governance Reference Manual Policy on Governance Roles and Responsibilities (March 12, 2010). Section (g)(i) outlines what is currently the agreed upon Council description of the role. That description has been replaced by the Council-Staff Relationship Policy "Registrar, CEO Job Products" that was prepared by the Governance Committee in June and has also been provided to Council for review and approval at the October 2018 Council meeting.

The attached new draft policy outlines the major areas of Registrar, CEO function. This policy is consistent with the boundaries already established in the Operational Boundaries policies.

RECOMMENDED MOTION

That the Council moves to approve the new Registrar, CEO Position Description Policy (CSR 3-06).

FIGURE 1
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.

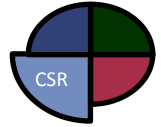
Performance Review process: The Registrar's performance review is conducted by the Council. The Council may use the Executive Committee to conduct an objective and fair evaluation process and to report its results to the Council. The process should be agreed to with the Registrar in advance. If agreement 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.

FIGURE 2

NEW DRAFT POLICY FOR DISCUSSION

POLICY TITLE: REGISTRAR, CEO POSITION DESCRIPTION POLICY	POLICY SECTION: COUNCIL-STAFF RELATIONSHIP	POLICY NO: III-06	
APPROVED BY: COUNCIL	REGULAR COUNCIL POLICY REVIEW FREQUENCY: EVERY 3 YEARS	MONITORING OF COUNCIL COMPLIANCE WITH POLICY CRITERIA FREQUENCY: EVERY 2 YEARS	
DATE APPROVED: <ul style="list-style-type: none">Ready for Governance Committee June 2018 meeting – deferred to Sep 2018Ready for October Council Meeting	PRESIDENT’S SIGNATURE:		
DATE REVIEWED / REVISED:			

BACKGROUND

In keeping with Council Governance Approach Policy 4-01, and the Council-Staff Relationship Policy CSR 3-03 Delegation to the Registrar, CEO, the Registrar, CEO has the responsibility for effecting specified organizational results outlined in the Ends (critical outcomes) Policies within the boundaries of executive authority established in Operational Boundaries Policies.

POLICY

The purpose of this policy is to summarize the position description of the Registrar, CEO. This policy is a further interpretation of the Registrar, CEO Job Products Policy (III-05).

The Registrar, CEO is responsible for the leadership and management of the affairs of the organization in accordance with legislation, bylaws, and policies set by the Council. The Registrar, CEO creates an organization and an environment that supports the achievement of the Ends Policies which outline the vision for COO's impact for the future.

The Registrar, CEO must be able to:

1. Interpret the Council's Ends policies (vision for critical outcomes/high-level results) and transform these into realizable operating outcomes and strategic initiatives.
2. Lead and manage the organization within the Operational Boundaries set by Council.
3. Provide information and insight to assist the Council in policy decision-making.
4. Provide the Council with regular, accurate and effective monitoring information pertaining to the assessment of achievement of the Ends Policies within Operational Boundaries Policies.

The Council will from time to time approve a detailed Registrar, CEO position description.