

POLICY AND PROCEDURE MANUAL

POLICY	Succession Plan for the Position of Registrar & Executive Director		
SECTION	Framework and Governance	POLICY #	I – 15
DATE CREATED	June 2022	DATE LAST REVISED	
NEXT REVIEW DATE	2025/2026	PAGE #	1 of 18

POLICY STATEMENT

In the event of a vacancy in the position of Registrar & Executive Director, Council and Senior staff will refer to the Succession Plan outlined in this policy.

The Succession Plan for the position of Registrar & Executive Director is comprised of two parts:

1. The *Temporary Leadership Plan* to be implemented in the event of an unplanned absence of the Registrar & Executive Director and may be either the:
 - a. *Temporary Short-Term Leadership Plan* (Registrar & Executive Director expected to be absent from 1 to 3 months); or
 - b. *Temporary Long-Term Leadership Plan* (Registrar & Executive Director expected to be absent from 4 to 12 months).
2. The *Permanent Leadership Plan* to be implemented in the event that the Registrar & Executive Director either:
 - a. will not be returning from an unplanned absence; or
 - b. has given formal notice of resignation.

PROCEDURE

1. The Council and the Registrar & Executive Director are responsible for the development and maintenance of the Succession Plan.
2. A copy of the approved Succession Plan is to be held by:
 - Council: President and Vice-President
 - Staff: Registrar & Executive Director, Deputy Registrar and Directors
3. Appendix A of the Succession Plan is to be updated after each June Council meeting

TEMPORARY LEADERSHIP PLAN - UNPLANNED ABSENCE OF REGISTRAR & EXECUTIVE DIRECTOR: FIRST 72 HOURS

Notification:

1. A Director, upon becoming aware of the Registrar & Executive Director's unplanned absence, shall notify:
 - a. The Deputy Registrar, and
 - b. The College President

In the event that the Deputy Registrar is unavailable, the Alternate Senior Staff, noted in Appendix A, will be notified. Should the President be unavailable, the Vice-President will be notified.

2. The President shall notify the members of Council.

Appointment of Acting Registrar & Executive Director:

The President shall call a special meeting of the Council to be held at the earliest time that a quorum can be arranged. This meeting may be held virtually, The purpose of the meeting will be to implement the *Temporary Short-Term Leadership Plan*.

The implementation of the *Temporary Short-Term Leadership Plan* will include:

- a) Appointment of an Acting Registrar & Executive Director in accordance with the *Temporary Short-Term Leadership Plan*; and,
- b) Appointment of staff signing officers in accordance with the provisions in *Bylaw 9, Banking & Finance* subject to the limitations set out in the *Temporary Short-Term Leadership Plan*.

TEMPORARY SHORT-TERM LEADERSHIP PLAN**(Registrar & Executive Director expected to be absent from 1 to 3 months)**

1. Emergency Contact Information (Appendix A -to be updated after each June Council meeting)
 - Deputy Registrar
 - Alternate Senior Staff

 - President
 - Vice-President

2. Acting Registrar & Executive Director

The Deputy Registrar will act in the vacant Registrar & Executive Director's position on appointment by the Council. If the Deputy Registrar is unable to act in the vacant Registrar & Executive Director's position, an Alternate Senior Staff will be named as per Appendix A.

3. Transfer of Authority to Acting Registrar & Executive Director by Council

At the special meeting of Council called by the President, the Council will transfer the authorities to the Acting Registrar & Executive Director as set out below in section 4. (Motion: Appendix B)

4. Authorities to be Confirmed or Conferred upon the Acting Registrar & Executive Director (Summary Table: Appendix C)
 - a) All of the authorities conferred on the Registrar & Executive Director by the *Regulated Health Professions Act (1991)* and the Health Professions Procedural Code;
 - b) All of the authorities conferred on the Registrar & Executive Director in the Bylaws with the following limitations:
Bylaw 9: Banking and Finance: (Appendix D)
 9.5.3. Investing – When the *Temporary Leadership Plan* is in effect, the Acting Registrar & Executive Director may reinvest maturing term deposits and GIC's for a term not to exceed 90 days so long as those funds are not immediately required for the College's operating expenses. Any transfer from the College's operating account under 9.5.3 into investments shall be for a term not to exceed 90 days;
 9.6 The Acting Registrar & Executive Director may invest only 10% of total amount invested with TD Wealth (TD Waterhouse) in the purchase of a new bond or other investment instrument that meets the criteria set out in with *Bylaw 9: Banking and Finance*;
 - c) To ensure the appointment of adequate and proper signing authorities normally associated with the Deputy Registrar position. (Motion: Appendix E);

- d) To ensure the appointment of adequate and proper authorities associated with management of the College's financial affairs including:
 - i. Authorizing payroll – web transfers (twice a month)
 - ii. Authorizing tax payment & filing (twice a month)
 - iii. Accessing College account with CRA (after end of tax year); and,
- e) All of the authorities conferred in the Position Description of Registrar & Executive Director, subject to the following:
 - i. Management of Staff: when the *Short-Term Temporary Leadership Plan* is in effect, the Acting Registrar & Executive Director may not hire a person to the College's regular staff but may pursue an ongoing hiring process which commenced before the absence of the Registrar & Executive Director;
 - ii. Staff Performance Appraisals/Salaries: when the *Short-Term Temporary Leadership Plan* is in effect the Acting Registrar & Executive Director may not conduct performance reviews of staff reporting to the Registrar & Executive Director or approve staff salary changes;
 - iii. Terminations: Acting Registrar & Executive Director may terminate a member of College staff for cause;
 - iv. Contract Staff: Acting Registrar & Executive Director may extend the contract for an employee for a period not to exceed the length of the original contract;
 - v. Temporary staff: Acting Registrar & Executive Director may hire a temporary employee to assist with the staff workload.
- f) The Acting Registrar & Executive Director may attend the following:
 - i. Health Profession Regulators of Ontario (HPRO) – meetings of the Board of Directors, the Annual Meeting of HPRO and any other membership meeting of HPRO;
 - ii. Association of State and Provincial Psychology Boards (ASPPB) – meetings of the Board Administrators and Registrars' Committee (BARC), the Annual Membership Meeting (as the Alternate Delegate; the President/President's designate is the Delegate for the College), and,
 - iii. Meetings with Ministry staff in relation to College initiatives and the work of the College.

The Acting Registrar & Executive Director is not presumed to replace the Registrar & Executive Director in situations in which the Registrar & Executive Director held elected or appointed office on a Board of Directors or a committee with organizations such as HPRO or ASPPB. Such organizations shall be notified of the Registrar & Executive Director's absence in accordance with the *Temporary Short-Term Leadership Plan*.

5. Provision for Oversight and Support

- a) The Acting Registrar & Executive Director is authorized to spend up to \$10,000 during his or her appointment to engage consulting services to assist him or her in carrying out the responsibilities of the position.
- b) The Acting Registrar & Executive Director's expenses shall be authorized for payment by the Deputy Registrar and reviewed and approved by a member of the Finance and Audit Committee in accordance with the *Policy III F-6 Registrar's Expense Approval*.
- c) If the Deputy Registrar is appointed Acting Registrar & Executive Director, the Acting Registrar & Executive Director's expenses will be authorized for payment by the Alternate Senior Staff as per Appendix A.

6. Direction for Human Resources re: Compensation and Training Activities for Acting Registrar & Executive Director

- a) The Acting Registrar shall receive a prorated salary which is the entry salary to the Registrar & Executive Director's salary range; or comprised of his or her base salary prior to being appointed

as Acting Registrar & Executive Director plus a top up of 20%, whichever is higher to a maximum not to exceed the salary of the Registrar & Executive Director. The Acting Registrar & Executive Director's RRSP benefit will be prorated accordingly.

- b) The Acting Registrar & Executive Director is authorized to spend up to \$5,000 to undertake training activities to assist him or her in the performance of the duties of Acting Registrar & Executive Director.
- c) Where another staff member temporarily assumes the former responsibilities of the person who is appointed Acting Registrar & Executive Director, that person may receive a bonus payment at the end of the period of temporary service.

7. Managing stakeholder communications and relationships during the transition

The President, in collaboration with the Acting Registrar & Executive Director, will ensure that the following stakeholders receive notification of the absence of the Registrar & Executive Director and the appointment of the Acting Registrar & Executive Director:

- a) College Staff;
- b) General Counsel to the College;
- c) Ministry of Health – Director, Health Workforce Regulatory Oversight Branch (Short-Term or Long-Term Plan); Minister's Office (Long-Term Plan);
- d) Health Profession Regulators of Ontario (HPRO) – President; Executive Director;
- e) College Bank – with formal signed motion from Council to confer additional signing authorities on the individual serving as Acting Registrar & Executive Director and/or on Director given additional signing authorities normally provided to the Deputy Registrar;
- f) College Members;
- g) College Auditor;
- h) Professional Associations – Ontario Psychological Association (OPA), Ontario Association of Mental Health Professionals (OAMHP), Ontario Association for Behaviour Analysis (ONTABA), Canadian Psychological Association (CPA);
- i) Association of Canadian Psychology Regulatory Organizations (ACPRO);
- j) Association of State and Provincial Psychology Boards (ASPPB).

The Acting Registrar & Executive Director may engage the services of a communications consultant for advice respecting the notification of stakeholders.

TEMPORARY LONG-TERM LEADERSHIP PLAN

(Registrar & Executive Director expected to be absent from 4 to 12 months)

All of the authorities conferred on the Acting Registrar & Executive Director in the *Temporary Short-Term Leadership Plan* will continue. In addition, the limitation noted in section 4 e) i and 4e) ii shall be removed such that the Acting Registrar & Executive Director may:

- a) Management of Staff: hire a person to the College's regular staff;
- b) Staff Performance Appraisals/Salaries: conduct performance reviews of staff reporting to the Registrar & Executive Director or approve staff salary changes;

PERMANENT LEADERSHIP PLAN

The *Permanent Leadership Plan* is put into effect when the Registrar & Executive Director:

- 1) will not be returning from an unplanned absence; or
- 2) has given formal notice of resignation.

Implementation of the *Permanent Leadership Plan* is led by the President, with the approval of Council.

If the Registrar & Executive Director has given notice of resignation and completion of the *Permanent Leadership Plan* will continue past the effective date of the Registrar & Executive Director's resignation, the *Short-Term Temporary Leadership Plan* will be implemented. If the effective date of the Registrar & Executive Director's resignation and the date when the newly hired Registrar & Executive Director will begin work extends past 3 months, then the *Long-Term Temporary Leadership Plan* will be implemented.

Implementation of the *Permanent Leadership Plan*

- 1) Council will appoint a Search Committee consisting of the President, the Vice-President, plus two members of Council. The Committee must be represented by at least one public member of Council.
- 2) Advice and consultation may be sought from any or all of the following depending on the circumstances (Appendix F):
 - a) Legal advice (Budget line - Professional Services: Legal – General);
 - b) Executive search firm (Budget line - Professional Services: Recruiting fees);
 - c) Advice from communications consultant (Budget line Professional services: Communications); and,
 - d) Council of the College of Psychologists of Ontario
- 3) Role of Search Committee:
 - a. Review Strategic Direction and College priorities and initiatives;
 - b. Review position description for Registrar & Executive Director (Appendix G);
 - c. Consider whether initially to solicit expressions of interest for the position from internal candidates;
 - d. If the decision is first to pursue an internal candidate, the Search Committee shall determine the best process for this type of recruitment;
 - e. If the decision is to conduct an open (internal and external) search the Search Committee, will engage an Executive Search Firm to assist with recruitment and/or selection of a new Registrar & Executive Director;
 - f. To select an Executive Search Firm, the Search Committee will:
 - i. Distribute a Request for Proposals (RFP) to a short list of possible vendors (Appendix F);
 - ii. Review proposals;
 - iii. Interview one or two firms; and,
 - iv. Select a firm based on appropriateness of proposed services relative to needs articulated in the RFP;
 - g. With the assistance of the Executive Search Firm, the Search Committee will:
 - i. Undertake recruitment: prepare advertisement for position of Registrar & Executive Director;
 - ii. Review salary and benefits for position of Registrar & Executive Director;
 - iii. Prepare rating scheme for evaluating applications;
 - iv. Review and rate applications and select a short list of applicants for interview;
 - v. Prepare for interviews: interview questions, rating scheme, etc.;
 - vi. Rate candidates based on interviews, references, etc. and select one or two candidates for second interview, if desired; consider including additional Council members for optional second interview;

- vii. Make a recommendation to Council regarding first choice candidate; and,
 - viii. Make a recommendation to Council respecting possible salary and benefits.
- 4) Following approval by Council of the candidate and salary and benefits, the President to make offer to selected candidate.
- 5) Once the offer has been agreed to and signed, stakeholders will be notified of the hiring of new Registrar & Executive Director:
- a. College Staff;
 - b. General counsel to the College;
 - c. Ministry of Health and Long-Term Care – Director, Health Workforce Regulatory Oversight Branch;
 - d. Health Profession Regulators of Ontario (HPRO) – President; Executive Director;
 - e. College Bank – with formal signed motion from Council to conferring signing authorities;
 - f. College Members;
 - g. College Auditor;
 - h. Professional associations – Ontario Psychological Association (OPA), Ontario Association of Mental Health Professionals (OAMHP), Canadian Psychological Association (CPA);
 - i. Association of Canadian Psychology Regulatory Organizations (ACPRO); and,
 - j. Association of State and Provincial Psychology Boards (ASPPB).

Onboarding of new Registrar & Executive Director

- 1) Initial meeting with President to discuss Council initiatives, priorities, and expectations;
- 2) Teleconferences at discretion of President and Registrar & Executive Director; and
- 3) Senior staff will assist with orientation of new Registrar & Executive Director.

Appendix A

Emergency Contacts – to be updated at least annually, after June Council meeting

Senior Staff

_____, Deputy Registrar

E-mail:

Cell:

Bus:

If unavailable:

Alternate Senior Staff:

_____, Director, Registration

E-mail:

Cell:

Bus:

Res:

_____, Director, Investigations & Hearings

E-mail:

Cell:

Bus:

Res:

_____, Director, Corporate Services

E-mail:

Cell:

Bus:

Res:

Council

_____, President

E-mail:

Cell:

Bus:

If unavailable:

_____, Vice-President

E-mail:

Cell:

Bus:

Director, Health Workforce Regulatory Oversight Branch, Ministry of Health

E-mail:

Bus:

Updated: June XX, 20XX

Appendix B

**Council Motion to Appoint Acting Registrar & Executive Director
*Temporary Leadership Plan***

Whereas the Registrar & Executive Director is away from work due to circumstances resulting in an unplanned absence, and whereas there are reasonable grounds to believe that the Registrar & Executive Director will be absent from work for a period exceeding one month,

It is MOVED (name of mover)

That (insert name of Deputy Registrar or Alternate Senior Staff) be appointed Acting Registrar & Executive Director for a period not to exceed 12 months, commencing immediately and ending on the date that the Registrar & Executive Director returns to full time work, or a new Registrar & Executive Director is hired and assumes the position full time.

It is further MOVED (name of mover)

That the Acting Registrar & Executive Director be invested with the authorities of the Registrar & Executive Director, subject to such limitations as are set out in the *Temporary Leadership Plan*.

Appendix C**Temporary Leadership Plan****Authorities of Acting Registrar & Executive Director**

Authority of Registrar & Executive Director	Acting Registrar & Executive Director	Limitations/Comment
Authorities of Registrar & Executive Director set out in <i>Regulated Health Professions Act (1991)</i> and the Health Professions Procedural Code	Yes	No limitations; full statutory authority
Authorities conferred on Registrar & Executive Director in College Bylaws	Yes, subject to specified limitations	<p><i>Bylaw 9 Banking and Finance:</i></p> <p>9.5.3. Investing – When the <i>Temporary Leadership Plan</i> is in effect, the Acting Registrar & Executive Director may reinvest maturing term deposits and GIC's for a term which shall not exceed 90 days so long as those funds are not immediately required for the College's operating expenses; any transfer from the College's operating account under 9.5.3 into investments shall be for a term not to exceed 90 days;</p> <p>9.6 The Acting Registrar & Executive Director may invest only 10% of total amount invested with TD Wealth (TD Waterhouse) in the purchase of a new bond or other investment instrument that meets the criteria set out in with <i>Bylaw 9</i>.</p>
Other authorities associated with management of the College's financial affairs <ul style="list-style-type: none"> • Authorizing payroll – web transfers (twice a month) • Authorizing tax payment & filing (twice a month) • Accessing College account with CRA (after end of tax year) 	Yes	To ensure the appointment of adequate and proper authorities associated with the management of the College's financial affairs.
Authorities conferred in the Position Description of Registrar & Executive Director	Yes, subject to specified limitations	<p>Limitations:</p> <p>a. Management of staff: when the <i>Short-term Temporary Leadership Plan</i> is in effect, the Acting Registrar & Executive Director may not hire a person to the College's regular staff but may pursue an ongoing hiring</p>

		<p>process which commenced before the absence of the Registrar & Executive Director;</p> <p>b. Performance Appraisals/Salaries: Acting Registrar & Executive Director may not conduct performance reviews of staff reporting to the Registrar & Executive Director or approve staff salary changes when the Short-term <i>Temporary Leadership Plan</i> is in effect;</p>
<p>Attending meetings:</p> <p>i. Health Profession Regulators of Ontario (HPRO) – meetings of the Board of Directors, the Annual Meeting of HPRO and any other membership meeting of HPRO</p> <p>ii. Association of State and Provincial Psychology Boards (ASPPB) – meetings of the Board Administrators and Registrars’ Committee (BARC), the annual membership meeting (as the Alternate Delegate; the President or President’s designate is the Delegate for the College), and the mid-year meeting</p> <p>iii. Ministry staff in relation to College initiatives and the work of the College</p>	<p>Yes, subject to limitations</p>	<p>c. Terminations: Acting Registrar & Executive Director may terminate a member of College staff for cause;</p> <p>d. Contract Staff: Acting Registrar & Executive Director may extend the contract for an employee for a period not to exceed the length of the original contract;</p> <p>e. Temporary staff: Acting Registrar & Executive Director may hire a temporary employee to assist with the staff workload when either the Short-term or the Long-term <i>Temporary Leadership Plan</i> is in effect.</p> <p>Limitations: The Acting Registrar & Executive Director is not presumed to replace the Registrar & Executive Director in situations in which the Registrar & Executive Director held elected or appointed office on a Board of Directors or a committee with such organizations as HPRO or ASPPB. Such organizations shall be notified of the Registrar & Executive Director’s absence in accordance with the <i>Temporary Leadership Plan</i>.</p>

Appendix D

BY-LAW 9: BANKING AND FINANCE

[Approved by Council on June 11, 1994; last amended on September 18, 2015]

This By-law is made under the authority of the *Regulated Health Professions Act, 1991* as amended and the *Psychology Act, 1991* as amended.

- 9.1 The College does its banking at a bank chartered under the *Bank Act, 1991 (Canada)*.
- 9.2 All money belonging to the College shall be deposited in the name of the College with the bank.
- 9.3 The Registrar may endorse any negotiable instrument for collection on account of the College through the bank or for deposit to the credit of the College with the bank and the College's rubber stamp may be used for such endorsement.

Investment Philosophy

- 9.4 Funds of the College, not immediately required, may be invested in instruments that do not present undue risk to principal. All investments of the College shall ensure preservation of capital.
 - 9.4.1 Reserve funds

From time to time, the Council may establish reserve funds as required.

 - 9.4.1.1 At the end of each fiscal year an allocation from any excess of revenue over expenses shall be made to maintain the reserve funds as established by the Council.
 - 9.4.1.2 The reserve funds may be invested in short-term or long-term instruments, with terms of up to 10 years as appropriate to the need for liquidity of the specific funds. The primary objectives of such investments shall be, in order of importance, preservation of capital and yield.
 - 9.4.2 Other surplus funds, not immediately needed

Surplus funds, not needed to meet the College's operating expenses during the immediate 12- month period, may be invested in short-term or long-term instruments with terms of up to 10 years. The primary objectives of such investments shall be, in order of importance, preservation of capital and yield.
 - 9.4.3 All other funds

All other funds may be invested only in short-term instruments with a term of 0 days to 365 days, or in a pool of such investments. The primary objectives of such investments, in order of importance, shall be preservation of capital, maintenance of liquidity, and yield.

Responsibility/Authority to Invest

- 9.5 The Registrar is responsible to administer the College's investments in accordance with this By-law.
 - 9.5.1 Transfer of funds to a new financial institution

A transaction, involving transfer of any of the College's funds to a new financial institution, must be approved by one of the Registrar or Deputy Registrar together with one of the President or Vice-President. The transaction may be executed by both the Registrar and

the Deputy Registrar together, or by one of the Registrar or Deputy Registrar plus the Director, Corporate Services.

- 9.5.2 Transfer of reserve funds and funds not required for immediate 12-month period
A transaction, involving transfer of the College's reserve funds and funds not required in the immediate 12-month period for the operating expenses of the College, within the same financial institution and including transfers of funds between different subsidiaries or business units of the same financial institution, must be consistent with this By-law. This includes the buying and selling of various investment instruments as allowed by this By-law. Such a transaction may be approved and executed by the Registrar or the Deputy Registrar.
- 9.5.3 Transfer of funds from operating account into investments under 9.4.3
A transaction involving transfer of funds from the College's operating account (and hence, involving the College's operating revenue for the current fiscal year) into investment instruments as defined in subsection 9.4.3 may be made by any one of the Registrar or the Deputy Registrar in consultation with the Director, Corporate Services. This provision applies to the transfer of funds within the same financial institution, including between different subsidiaries or business units of the financial institution.
- 9.5.4 A transaction involving transfer of funds from investments as defined in subsection 9.4.3 into the College's operating account, may be approved by and executed by any one of the Registrar or the Deputy Registrar in consultation with the Director, Corporate Services. This provision applies to the transfer of funds within the same financial institution, including between different subsidiaries or business units of the financial institution.
- 9.5.5 The Registrar shall be responsible for reporting the status of investments to the Council and the Executive Committee on a quarterly basis.

Acceptable Investments

- 9.6.1 Debt obligations issued or guaranteed by the Government of Canada or its agencies or Crown Corporations or managed pools of such instruments. The College may invest in individual instruments or a managed portfolio of Government of Canada guaranteed securities.
- 9.6.2 Debt obligations issued or guaranteed by Canadian, provincial, or territorial governments, banks listed in Schedule I or Schedule II under the *Bank Act, 1991 (Canada)*, or Canadian corporations, or managed pools of such instruments. The College may invest in high quality debt obligations issued or guaranteed by Canadian, provincial, or territorial governments, and banks incorporated in Canada or Canadian corporations, or in a managed fund of such securities. All investments will be with issuers who have a long-term credit rating of at least AA low (Dominion Bond Rating Service) or its equivalent or a short-term credit rating of R-1 Mid (DBRS) or its equivalent. A maximum of 10% of the investments will be securities from any one issuer, other than government issuers.
- 9.6.3 Short-term corporate paper or managed pools of such instruments
The College may invest in individual instruments or in a managed fund that includes high quality short-term corporate paper and fully collateralized loans on call. All investments in the fund will be with issuers who have a credit rating of at least R-1 mid (DBRS) or its

equivalent. Each investment in the fund will have a maximum term to maturity of one year. The average term of the entire fund will generally range from seven days to 90 days. All securities will be marketable. A maximum of 10% of the investments will be securities from any one issuer, other than government issuers.

- 9.7 Any security in which the College invests, or recorded evidence of a security or investment transaction shall be placed promptly after receipt by the College in the College's safety deposit box at the bank appointed under subsection 9(1).
- 9.7.1 Section 9.7 does not apply to securities in pooled funds of the type described in 9.6.1, 9.6.2 and 9.6.3 or to securities held by the bank on behalf of the College.
- 9.7.2 Securities and other records shall be placed in or removed from the College's safety deposit box by the Registrar and the Deputy Registrar acting together or by one of the Registrar or Deputy Registrar acting together with the Director, Corporate Services. A log shall be kept of the items placed in or removed from the safety deposit box and a report made to the Executive Committee, at its regular meeting, of any activity that has occurred since the previous meeting.
- 9.7.3 Upon reasonable notice, the President of the College may review the contents of the College's safety deposit box in the company of two persons authorized to access it under subsection 9.7.2.

Signing Officers of the College

- 9.8.1 For any amount, either the Registrar or the Deputy Registrar plus one of the President, the Vice President, or a member or members of Council appointed in accordance with Section 9.8.5;
- 9.8.2 For amounts up to \$7,500, the Registrar and the Deputy Registrar; or either the Registrar or the Deputy Registrar plus either the Director, Registration, the Director, Investigations and Hearings or the Director, Corporate Services;
- 9.8.3 Notwithstanding the above, for amounts up to \$35,000, the signing officers identified in 9.8.2 shall also be authorized to sign all cheques for: (1) mandatory employer remittances to the Canada Customs and Revenue Agency including payroll deductions and employer contributions; (2) monthly rent or mortgage payments for College premises; and (3) monthly premium payments for employee benefits.
- 9.8.4 Signing officers shall be provided with a duly approved invoice or purchase order in support of any cheque to be signed.
- 9.8.5 For purposes of paragraph 9.8.1, where either the President or the Vice-President resides in the Greater Toronto Area (GTA), Council shall appoint as a signing officer one other member of the Council who resides in the GTA. If neither the President nor the Vice-President resides in the GTA, Council shall appoint as signing officers two other members of the Council who reside in the GTA.

Borrowing

- 9.9.1 The Council may from time to time by resolution,
- a. borrow money on the credit of the College,
 - b. limit or increase the amount or amounts to be borrowed, and
 - c. secure any present or future borrowing, or any debt obligation or liability of the College, by charging, mortgaging, hypothecating, or pledging all or any of the real or personal property of the College, whether present or future.
- 9.9.2 Notwithstanding section 12 of the Code, the Executive Committee should not exercise the powers or duties of the Council under section 9.9.1 of this By-law or take any similar action.

Appendix E**Conferring of Deputy Registrar’s Signing Authority to Alternate Senior Staff**

Where the Deputy Registrar is appointed as the Acting Registrar & Executive Director, invest the Alternate Senior Staff with the signing authorities normally associated with the Deputy Registrar position, as set out in the Bylaws. (Limitation: this does not include the Deputy Registrar’s authority respecting moving or investing College funds, as set out under *Bylaw 9*, section 9.5.)

Council Meeting (meeting number, date)

Subject: Temporary Conferring of Signing Authorities of Deputy Registrar to Alternate Senior Staff under Emergency Leadership Plan

Date:

Rationale: (Name) Deputy Registrar has been appointed Acting Registrar & Executive Director under the Emergency Leadership Plan and during the term of this appointment will assume all of the signing authorities of the Registrar & Executive Director as set out in the Bylaws. As (name) will not be serving in the role of Deputy Registrar during (his/her) appointment as Acting Registrar & Executive Director, and in order to maintain the orderly conduct of the College’s day-to-day financial affairs, it is desirable to confer the signing authority of the Deputy Registrar on the (name of Alternate Senior Staff) during this period, with the limitation set out above.

Motion: Whereas the Deputy Registrar has been appointed Acting Registrar & Executive Director, and in order to permit the orderly conduct of the College’s day-to-day financial affairs,

It is Moved (name of mover)

That during the period that (name), Deputy Registrar serves in the role of Acting Registrar & Executive Director, (name and position title) be invested with the signing authorities set out for the Deputy Registrar in *Bylaw 9: Banking and Finance*, paragraphs 9.8.1 through 9.8.4.

Budgetary Implications: None

Supporting Documents: *Bylaw 9: Banking and Finance*

Appendix F
Professional Resources

General Counsel to the College

To be inserted

Tel:

E-mail:

Examples of Executive Search Firms

To be inserted

Example of a Communications Consultant

To be inserted

Appendix G**Position Description: Registrar & Executive Director****THE COLLEGE OF PSYCHOLOGISTS OF ONTARIO****POSITION SUMMARY: Registrar & Executive Director****REPORTS TO:** **The Council of the College**

ROLE: To discharge the responsibilities of the Registrar & Executive Director under the *Regulated Health Professions Act (1991)*, the *Psychology Act (1991)* and the Regulations under the Act, to advise and support the Council in fulfilling its responsibilities, and to enact Council policy. These responsibilities are executed while reflecting the strategic direction approved by Council and promoting and maintaining good public relations with agencies, registrants, government, and the public. The conduct of the Registrar & Executive Director shall always be consistent with a position of public trust.

KEY RESPONSIBILITIES:

To ensure adequate and efficient implementation of the College's statutory responsibilities in the regulation of the profession of psychology through:

- maintenance of the Register of the College;
- provision of advice and support to the statutory Committees of the Council;
- communication with members of the public and of the profession;
- conduct of investigations and inquiries as authorized under the *Act*;
- referral of relevant matters to the statutory Committees of the College and enactment of orders of those Committees;
- issuing certificates of registration; imposing, modifying, or removing terms, conditions, or limitations on certificates of registration in accordance with the orders of the Statutory Committees and the provisions of the *Act* and the Regulations.

To support and advise the Council in carrying out its statutory responsibilities through:

- providing advice to the Council on professional issues and matters of policy;
- collaborating with the President to set the agenda for Council meetings;
- providing for the preparation of memoranda and minutes of Council meetings.

To ensure adequate and effective communication of the Council's policies through:

- preparation of briefs and position papers;
- publication of an annual report;
- publication of the Council's newsletter;
- formal presentations or seminars on Council policy and professional issues.

To ensure adequate communication between the College and other government, public or professional agencies or organizations through:

- ensuring representation of the College at meetings, briefings, and presentations;
- advising the Council of such meetings.

To ensure the effective administration of Council business and of the College's office through:

- hiring and supervision of College staff;
- preparation, for Council approval, and administration of an annual budget;
- liaising as required with the College's legal counsel, auditor, and other professional services;
- setting internal operating policy, structure, and standards and evaluating overall performance.

KEY RELATIONSHIPS WITH:

- the Council and the Statutory Committees
- government representatives
- other professional regulators
- various professionals providing services to the College and staff
- College staff
- officers of the professional associations
- members of the profession

PERFORMANCE CRITERIA:

- accuracy of essential registers and records
- judgement exercised in reviewing applications for Registration, the initiation of inquiries, investigations, and referrals to the Statutory Committees of the Council
- quality of materials prepared for the Council and the Statutory Committees
- effective handling of inquiries to the College from the public and the profession
- effectiveness of the operating relationships within and external to the College and its staff
- effectiveness of communications activities

MINIMUM POSITION SPECIFICATIONS:

- registration with the College preferred
- strong interpersonal, judgement and communication skills
- strong commitment to the mandate and objectives of the College; sensitivity and insights into professional issues
- experience in a senior management role
- knowledge of the legislative and political processes in Ontario
- graduate degree in business, public or health administration an asset