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## Registrar and CEO Succession Planning

### Policy Statement

It is the policy of the College of Registered Psychotherapists of Ontario (CRPO) Council to ensure the CRPO has the ongoing senior leadership capacity to continue to meet its regulatory mandate.

### Purpose

The purpose of this policy is to ensure that the organization's obligations can continue in the face of a loss of senior leadership, specifically the Registrar & CEO.

### Relevant Legislation

Schedule 2, RHPA [HEALTH PROFESSIONS PROCEDURAL CODE](#)  
CRPO By-law [8. THE REGISTRAR](#)

### Context

The CRPO's succession plan defines the process in the following two (2) scenarios:

1. Emergency Succession Planning: the appointment of an Acting Registrar
2. Planned Succession: The appointment of a Registrar

### Procedures

1. An **Emergency Succession Plan** will focus on a maximum of three months following the departure of the Registrar and is designed to ensure the ongoing coverage of duties previously undertaken by the Registrar, to oversee the appointment of an interim Registrar, where appropriate, and to communicate with registrants about the staffing change and the steps that are being taken to ensure delivery of services.

#### **The appointment of an Acting Registrar, Bylaw 8.03**

If a vacancy occurs in the office of the Registrar, the Executive Committee or Council shall appoint an Acting Registrar until a Registrar is appointed, and during extended absences, the Registrar may appoint, in writing, a senior staff member to serve as the Acting Registrar during the Registrar's absence.

In the event of a short-term, long-term, or permanent prolonged absence of the Registrar, the Deputy Registrar is the most likely person to be appointed as Acting Registrar. The Acting Registrar shall have the same responsibilities and authority for decision-making and action as the Registrar & CEO.

In circumstances where there is no Deputy Registrar, or if they are unable at any point to act in the capacity of Acting Registrar, the Executive Committee (or Council) may temporarily appoint another CRPO employee to that role.

Specific steps include:

- i) The identification of the key duties of the Registrar and who might be responsible for these on an interim basis;
  - ii) The process by which the Council, staff and the profession is informed;
  - iii) The hiring of an interim Registrar, when necessary, their responsibilities, authority and compensation, and the process necessary to begin a search for a new Registrar where the absence is permanent; and
  - iv) The identification of existing staff members who might be appointed Interim Registrar, or staff members who would assume responsibility for certain of the Registrar's responsibilities.
2. A **Planned Succession Process** will provide an orderly sequence from the departure of the Registrar to the employment of the replacement. On receipt of the Registrar's resignation (the standard Registrar and CEO contract notes a six (6) week notice period; the Employment Standards Act requires a minimum of two (2) weeks' notice) or if the Council terminates the employment of the Registrar, then the Council of the College will determine whether an overlap of Registrars is permitted or required and if the search for a replacement will be done internally by a Selection Committee or through a search firm.

#### **The appointment of a Registrar, By-law 8.01**

The Registrar shall be appointed by Council and, despite subsection [12\(1\) of the Code](#), the Executive Committee shall not exercise the authority of Council under this article

If a search firm is to be engaged, specific steps include:

- i) Staff investigates potential search firms and their costs and provides this information to the Executive Committee. A budget and timeline are established which is approved by Council (or by the Executive Committee, acting on their behalf) and the firm is contracted to complete the task. A Selection Committee<sup>1</sup> will be created, including senior staff, to review the short list of candidates screened by the search firm.
- ii) With the assistance of the search firm the Selection Committee conducts interviews with the three (3) to four (4) short listed candidates.
  - Ask the predetermined questions and additional questions building on the candidate's responses;
  - Be prepared to respond to questions on salary range, benefits and other terms of employment;
  - Select one (1) candidate who will be presented to the Council for their consideration and to make the final decision; and
  - Develop a summary report for the Council with a snapshot and strengths of each finalist candidate.

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<sup>1</sup> This can be the Executive Committee plus senior staff.

- iii) The Chair of the Selection Committee contacts the finalist candidates to inform them of their status.
  - Checks the references of the finalist candidates if appropriate
- iv) The Chair of the Selection Committee provides Council Members with the resume, questionnaire responses, Selection Committee notes and reference feedback. The finalist candidate presents to Council.

After the presentation and discussion, the Council selects its choice for the next Registrar. The President notifies the candidate of the decision and makes a formal job offer to the successful candidate.

If the search is to be conducted by a Selection Committee, specific steps include:

- i) Staff investigate the cost of advertising in newspapers, non-profit publications and nonprofit oriented online sites and make a list of all reasonable places to advertise and the cost. A succession planning budget and timeline is established which the Council approves. This includes a final determination as to which advertising locations will be used.
- ii) The Executive Committee reviews the job description to determine if any changes or updates need to be made. A letter announcing the position is sent to other regulatory colleges, professional associations, political leaders, etc. The position is posted on the CRPO website. All Council Members use their networks to identify potential candidates.
- iii) Council determines who the members of the Selection Committee will be. It may include Council Members, non-Council Members and outside individuals connected to the College, for example, Legal Counsel.
- iv) Staff prepares the advertisement detailing the key attributes of the position for the Selection Committee's approval and determines the closing date for applications.
- v) On receipt of the resumes and after the cut-off date for applications to the position, the Selection Committee reviews all and selects the candidates who will receive consideration. Depending on the number of candidates this could be in the range of 10 to 15 applicants. A set of interview questions must be developed for these candidates to respond to in writing. The questionnaires allow comparison of the candidates using a standard basis for comparison.
- vi) Staff sends the selected candidates the list of questions and ensures they are given a response length not to exceed four (4) to five (5) pages total and a due date for response. The Annual Report and other background information about the College should be included in the package. Designated Selection Committee Members must be available to answer questions via phone or e-mail.
- vii) Staff prepares a package on each candidate, which has their resume, questionnaire responses, cover letter and references.

- viii) The Selection Committee Members receive all responses and the candidate's complete package of information in order to review each candidate prior to the Committee meeting. The objective of this meeting is to identify the three (3) or four (4) candidates to be interviewed and to develop interview questions. Discuss the merits and concerns for each candidate and select the candidates for interview. Develop interview questions for the live interviews through referencing the key attributes desired.
- ix) Staff schedules the interviews in one and a half hour blocks permitting 30 minutes between interviews for discussion and reflection by the Selection Committee.
- x) Draft response letters to unsuccessful candidates thanking them for their interest and have staff distribute them. Conduct the interviews with the candidates. Ask the predetermined questions and additional questions building on the candidate's responses. Be prepared to respond to questions on salary range, benefits and other terms of employment. Select one (1) or two (2) candidates that will be presented to the Council for their consideration and to make the final decision. Develop a summary report for the Council with a snapshot and strengths of each finalist candidate.
- xi) The Chair of the Selection Committee contacts the finalist candidates to inform them of their status. Check the references of the finalist candidates. Meet with the Executive Committee and assist them in formulating the questions they will ask of the finalist candidates.
- xii) The Chair of the Selection Committee provides Executive Committee Members with resumes, questionnaire responses, Selection Committee notes and reference feedback. Each finalist candidate is interviewed separately, and the President or other designated member is the lead questioner. After the presentations and discussion, the Executive Committee selects its recommendation for the next Registrar. The President notifies both candidates of the decision and makes a formal job offer to the successful candidate.
- xiii) The Chair of the Selection Committee provides Council Members with the resume, questionnaire responses, Selection Committee notes and reference feedback. The finalist candidate presents to Council.

After the presentation and discussion, the Council selects its choice for the next Registrar. The President notifies the candidate of the decision and makes a formal job offer to the successful candidate.