

Succession Plan for Senior Leadership

Background

The loss of senior leadership, and specifically the position of Registrar & CEO, is a significant risk to the operations of any health regulatory College. A succession plan for senior leadership is meant to ensure that the organization's obligations can continue in the face of such a loss. The CRTO's succession plan defines the process in the following two (2) scenarios:

Scenario 1: The appointment of an Acting Registrar

In the event of a short-term, long-term, or permanent unplanned absence of the Registrar, the Deputy Registrar is the most likely person to be appointed as Acting Registrar. In accordance with the CRTO By-Laws (s.501), this appointment must ultimately be granted by Council but can be approved by the Executive Committee in the interim. The Deputy Registrar as Acting Registrar shall have the same responsibilities and authority for decision-making and action as the Registrar & CEO.

STEPS

- i. The Deputy Registrar shall immediately inform the President of the Registrar's unplanned absence.
- ii. As soon as reasonably practical, the President shall convene a meeting of the Executive Committee (or Council) to vote on the appointment.
- iii. If the Executive Committee appoints the Deputy Registrar to be Acting Registrar, the appointment must be ratified by Council at their next meeting.
- iv. The President will communicate to the CRTO's stakeholders of the appointment in accordance with a communication plan prepared by the President or designate.
- v. The Executive Committee (or Council) shall be responsible for monitoring and supporting the work of the Acting Registrar during the relevant period and for assisting as required.
- vi. The Deputy Registrar acting as Acting Registrar may be offered a bonus or salary increase as determined by the Executive Committee (or Council).

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

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Scenario 2: The selection of a Deputy Registrar

Deputy Registrar Position

The continuous performance of executive duties handled by the Registrar & CEO is critical to the CRYPTO's ability to fulfil its mandate of acting in the public interest. Therefore, it is important to create and maintain the position of Deputy Registrar so the College's statutory obligations may continue to be fulfilled should the Registrar become unable to fulfill their duties.

The Deputy Registrar works closely with and supports the Registrar in providing effective leadership, management, and administration of the CRYPTO, including supporting Council and various committees. They serve as an integral member of the CRYPTO leadership team, externally representing the CRYPTO and attending Executive Committee meetings (for a complete outline of the Deputy Registrar's position, please see appendix B - Deputy Registrar - Roles and Responsibilities).

Council is responsible for selecting the Registrar, but all other staffing decisions are the prerogative of the Registrar. However, seeing that the defining characteristic of a Deputy Registrar is their ability to step into the Registrar role at a moment's notice, it is essential that Council have input into the selection of the Deputy Registrar. It is agreed that, at a minimum, either the Registrar or the Deputy Registrar must be a member of the profession.

Internal Promotions

There are several advantages to promoting staff from within an organization, such as a significant reduction in orientation and training time. It has also been demonstrated to increase morale and potentially enhance employee retention. Perhaps most significantly, the Registrar and Council have had the opportunity to observe existing staff in various situations and have a clear picture of each individual's leadership abilities.