



Policy Category:	Policy Title:	Policy #:
Governance	Registrar Performance Evaluation & Compensation	POL-G-07
Regulation Bylaw Reference:		HPA Reference:
N/A		Section 19
Authorization:	Date Approved:	Last Revised:
CSHBC Board	August 6, 2010	June 29, 2020

PURPOSE

To establish the Board’s responsibility, delegated to the Governance Advisory Committee (the “Committee”), for the oversight of Registrar & Chief Executive Officer (CEO) compensation and benefits.

To ensure that the College’s fiscal integrity is maintained with respect to the compensation of the Registrar & CEO.

SCOPE

Registrar & CEO compensation and performance evaluation.

POLICY

The Registrar & CEO is the principal representative of the College, and the person responsible for its efficient operation. Therefore, it is the desire of the Board to provide fair and reasonable compensation for the Registrar & CEO.

The annual process for determining compensation is as follows:

- The Committee will evaluate the Registrar & CEO annually on his/her performance and ask for his/her input on matters of performance and compensation.

1. Board Approval (Compensation)

The Committee will obtain research and information to make a recommendation to the Board for the compensation (salary and benefits) of the Registrar & CEO based on a review of comparability data. For example, the Committee will secure data that documents compensation levels and benefits for similarly qualified individuals in comparable positions at similar organizations. This data may include, but not be limited to, the following:

- Salary and benefit compensation studies by independent sources;
- Written job offers for positions at similar organizations; and
- Documented telephone calls about similar positions at both nonprofit and for-profit organizations.

Although oversight of Registrar & CEO compensation is delegated to the Committee, the Board serves as the evaluator and final arbiter of any issues related to Registrar & CEO compensation.

2. Documentation for Setting Compensation

To approve the compensation for the Registrar & CEO, the Board must document how it reached its decisions, including the data on which it relied, in minutes of the meeting during which the compensation was approved. Documentation will include:

- A description of the compensation and benefits and the date it was approved;
- The members of the Board who were present during the discussion about compensation and benefits, and the results of the vote;
- A description of the comparability data relied upon and how the data was obtained; and
- Any actions taken (such as abstaining from discussion and vote) with respect to consideration of the compensation by anyone who is otherwise a member of the Board but who had a conflict of interest with respect to the decision on the compensation and benefits.

3. Independence in Setting Compensation

The Board Chair will operate independently without undue influence from the Registrar & CEO.

No Committee member will be a staff member or have any relationship with staff that could present a conflict of interest.

4. Performance Evaluation

Performance evaluation is the regular process of both formally and informally providing feedback about implementation of his/her responsibilities. All staff deserve and expect ongoing feedback, whether formal or informal; and all staff should expect a formal appraisal, conducted annually.

5. Registrar & CEO Performance Evaluation Process

The Registrar & CEO's formal performance evaluation should be conducted during the same annual timeframe.

The Committee manages the performance evaluation process of the Registrar & CEO and conducts the performance evaluation interview.

The performance evaluation process begins first with the Registrar & CEO position description. The Committee and the Registrar & CEO must be clear about the responsibilities, scope of authority and limitations, and standards and expectations of the position.

The process should be clearly understood by all, transparent, and executed in a timely matter. In addition to written materials, dialogue between the Committee and the Registrar & CEO is critical.

Self-appraisal is an important component of the process. The Registrar & CEO should complete an annual self-evaluation, using criteria which reflect the position description. This must be the same criteria used by the Committee. The Committee considers the Registrar & CEO's self-evaluation during the review of performance.

At the conclusion of the process, the documentation is filed in the Registrar & CEO's file. The previous year's results are used for the new year's evaluation.

The appraisal results form the basis for any merit increase. Any merit increase is formulated during the budgeting process and is reflected at the beginning of the next fiscal year.

Although oversight of Registrar & CEO performance evaluation is delegated to the Committee, the Board serves as the evaluator and final arbiter of any issues related to Registrar & CEO performance evaluation.

6. Committee Responsibilities

The Committee's responsibilities include but are not limited to:

- Drafting and obtaining Board approval for the Registrar & CEO position description;
- Designing and obtaining Board approval for the Registrar & CEO performance evaluation process, including the evaluation tool;
- Initiating the formal performance evaluation process, typically 2-3 months prior to the start of the new fiscal year – this allows completion of the evaluation process, format review, action by the Board, meeting with the Registrar & CEO, and then budget action;
- Recommending any merit increase to the Board in collaboration with the Finance & Administration Committee following the annual performance evaluation;
- Reviewing and endorsing the Registrar & CEO's annual goals and professional development plan and inform the Board;
- Based on periodic compensation analyses, recommending (in collaboration with the Finance & Audit Committee) any salary and benefits adjustment to the Board for action;
- Regularly reviewing the Registrar & CEO position description, any relevant policies, and the evaluation process; and
- Recommending enhancements for review and action by the Board as necessary.

7. Registrar & CEO Performance Evaluation Process Steps

The process steps for the Registrar & CEO performance evaluation are as follows:

- a. The Committee reviews the performance evaluation process, informs the Board of the process start, and invites Board members to provide any comments to the Committee;
- b. The Registrar & CEO completes the same tool and submits any comments to the Committee;
- c. The Committee meets and conducts appraisal process, comparing results to the Registrar & CEO self-evaluation;
- d. The Committee prepares final forms and then drafts a cover memo for Board review and action;
- e. The Committee memo summarizes strengths and weaknesses, goals, improvement, and development plans, and recommends the overall performance status;
- f. The Committee forwards the confidential memo to each Board member and requests an in-camera session of the Board to discuss the results and recommendations;
- g. The Board discusses the performance evaluation memo and merit recommendation, and makes changes as required;
- h. The Board then acts, and the minutes reflecting action and are filed in the permanent record;

- i. The Committee Chair then meets with the Registrar & CEO to discuss the results of the evaluation process, and the resulting Board decision. The Registrar & CEO comments on the identified goals for the new year, may suggest modifications, and then helps outline the annual goals and professional development plan.
- j. The Registrar & CEO may provide written feedback to the Board in respect of the merit recommendation.

8. Registrar & CEO Performance Evaluation Ratings

A performance evaluation rating scale, approved by the Committee and consistent with human resources best practices and methodology, will be determined at the beginning of each evaluation process cycle. For example,¹

- **Level 5 (E): Exceptional**
Performance far exceeded expectations due to exceptionally high quality of work performed in all essential areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or 2) made an exceptional or unique contribution in support of the College's operational and/or strategic objectives.
- **Level 4 (EE): Exceeds expectations**
Performance consistently exceeded expectations in all essential areas of responsibility, and the quality of work overall was excellent. Annual goals were met.
- **Level 3 (ME): Meets expectations**
Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.
- **Level 2 (I): Improvement needed**
Performance did not consistently meet expectations – performance failed to meet expectations in one or more essential areas of responsibility, and/or one or more of the most critical goals were not met. A professional development plan to improve performance must be attached, including timelines, and monitored to measure progress.
- **Level 1 (U): Unsatisfactory**
Performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A plan to correct performance, including timelines, must be outlined and monitored to measure progress.

¹ Source: University of California (Berkeley).



CSHBC & OTHER RELATED DOCUMENTS

College of Speech and Hearing Health Professionals of British Columbia [Bylaws](#).

Government of British Columbia, [Health Professions Act](#), R.S.B.C. 1996, c.183, Victoria, BC: Queens Printer.

Chartered Professional Accountants Canada, [20 Questions Directors of Not-For-Profit Organizations Should Ask About Executive Compensation](#).

Chartered Professional Accountants Canada, [20 Questions Directors of Not-For-Profit Organizations Should Ask About Human Resources](#).

Chartered Professional Accountants Canada, [20 Questions Directors of Not-For-Profit Organizations Should Ask About the Role of the Human Resources and Compensation Committee](#).

CSHBC Performance Evaluation Tool - Registrar & CEO

CSHBC Position Description - Registrar & CEO