Board-Registrar Relationship Policy

Policy Number: G-06.01.00	Next Review Date: 2029
Approved by: NSRDDA Board	Approval Date: February 8, 2026

1. Purpose

The purpose of this policy is to document the Board's approach to the:

- Recruitment, selection, and appointment of a Registrar
- Performance evaluation of the Registrar
- Compensation of the Registrar
- Succession of the Registrar

2. Scope

This policy applies to the NSRDDA Board and Registrar.

3. Principles

The following principles will guide the Board's employment relationship with the Registrar:

a) **Merit-Based and Competency-Informed Selection**: The recruitment and appointment of the Registrar will be based on clearly defined competencies, qualifications, and demonstrated leadership capacity, all of which are aligned with the evolving needs of the organization.
b) **Equity, Diversity, Inclusion, Reconciliation, and Accessibility (EDIRA)**: All employment-related processes will support fair and inclusive practices, welcoming diverse perspectives, experiences, and leadership styles.
c) **Transparency and Accountability**: The processes for selecting, evaluating and compensating the Registrar will be transparent to the Board, consistently applied, and subject to regular oversight by those accountable for compliance with this policy. Decisions will be evidence-informed and clearly documented.
d) **Confidentiality and Professionalism**: The Board (and its delegated Search Committee) will respect the confidentiality of the recruitment and evaluation processes and uphold the highest standards of professionalism and integrity.
e) **Stakeholder Engagement**: Input from key stakeholders – such as Board members and employees – will inform the development of candidate profiles and evaluation criteria supporting the selection of a Registrar who understands the broader regulatory context.
f) **Leadership Continuity and Organizational Stability**: Succession planning will be proactive and designed to ensure stability, knowledge transfer, and continuity of leadership during planned or unplanned transitions.

g) **Fair and Competitive Compensation**: Compensation decisions will reflect internal equity, performance-based principles, and comparability with similar roles in other regulatory or public sector organizations of similar size and scope of responsibility.

h) **Performance Excellence and Continuous Improvement**: Annual performance objectives and evaluations will support continuous learning, role clarity, and alignment with strategic and operational goals. The process will also assess the Registrar's leadership in advancing regulatory excellence and public interest outcomes.

i) **Alignment with Public Interest Mandate**: All decisions related to the Registrar's role will be guided by the Regulator's mandate to serve and protect the public interest, particularly with respect to competence, conduct, and governance in the regulated professions.

4. Policy Statement

The sections that follow detail the Board's procedures with respect to the recruitment and selection, evaluation, compensation and succession planning for the Registrar's position. The procedures are designed to be transparent, inclusive, and reflective of the Board's commitment to good governance and EDIRA principles.

(a) Recruitment, Selection and Appointment of the Registrar

The guidelines (suggested but not mandatory) in Appendix A to this policy provide a foundational, adaptable framework for the fair and inclusive recruitment and selection of a new Registrar. All processes should reflect the NSRDDA's commitment to EDIRA and the importance of transparent, merit-based leadership recruitment.

(b) Performance Evaluation of the Registrar

Once a year, the Registrar will develop a set of proposed performance objectives for their role for the upcoming year. These performance objectives will be reviewed and agreed upon with the Board's Governance and Human Resources (GHR) Committee.

There will be an evaluation of the Registrar's performance undertaken annually. The Chair of the Governance and Human Resources Committee will be responsible for the effective conduct of this process.

Normally, the evaluation process will begin in June. At that time, the Registrar will complete a self-evaluation regarding their achievements in relation to the performance objectives set for the year and will also assign themselves an overall performance rating for the year. This self-evaluation will be circulated to all Board members on a highly confidential basis.

Following the receipt by Board members of the Registrar's self-evaluation, each Board member will be contacted by telephone by either the Chair of the GHR Committee or the Board Chair. Each Board member will be asked to provide feedback on the Registrar's performance against objectives, the Registrar's demonstration of the desired competencies for their role and, the Registrar's leadership effectiveness, including their efforts to uphold and advance the organization's EDIRA commitments.

The Board Chair and the Chair of the GHR Committee then meet (in person or by phone) to compare notes and to identify the main elements to be highlighted in a performance evaluation. The Chair of the GHR Committee assumes responsibility for preparing a draft performance evaluation letter to the Registrar and consults with the Board Chair with regards to its content.

The Committee Chair and the Board Chair then meet confidentially with the Registrar to share the feedback from the Board. The information is then shared with the GHR Committee which, in turn, develops a recommendation to the Board regarding any changes to compensation for the Registrar. The Chair of the GHR Committee presents a summary of the annual performance evaluation and a recommendation for any changes in the Registrar's compensation to the Board for approval.

(c) Registrar's Compensation

To ensure fair and competitive compensation for the Registrar, the Board will periodically benchmark total compensation against appropriate comparators regionally and nationally. Compensation structures will be:

- Informed by internal equity and external competitiveness
- Composed of base salary, benefits, pension contributions, and additional allowances where applicable
- Reviewed as part of recruitment, renewal, or annual performance evaluation processes.

Annual salary increments may be specified in the Registrar's employment contract, subject to satisfactory performance. Alternatively, they may be determined on an annual basis by the Board, on the recommendation of the GHR Committee.

(d) Succession Planning – Registrar's Position

Emergency Succession

In the event of a short-term illness or recovery from injury, the Board Chair will maintain close contact with the Deputy Registrar and the Executive Assistant in order to support the ongoing operation of the NSRDDA during the Registrar's absence. The Registrar may be able to fulfill some of their responsibilities even though absent from the office (e.g. signatures, etc.). Where that is not possible, the Board Chair is also an authorized signing officer and may sign official documents or correspondence on behalf of the Registrar.

Where the illness or injury will cause an extended absence on the part of the Registrar, the Board Chair will seek legal advice from an employment law expert and will call a special meeting of the Board to (a) share the legal advice received, and (b) to appoint the Chair, the Vice-Chair or the Deputy Registrar (if such position exists) as the interim Registrar until such time as the Registrar returns to work (if that is likely) or while a recruitment and selection process is undertaken for a new Registrar, in the event of termination.

Long-Term Succession

Historically, given the small size of the organization, there has not been an opportunity to develop internal candidates for the position of Registrar. This has meant an external search to fill a vacancy.

Moving forward, the following will be borne in mind by the Board:

- As part of the annual performance evaluation meeting between the Board Chair, the Governance and Human Resources Committee Chair and the Registrar, the latter's career or retirement plans should be explicitly addressed so that there are no "surprises" for either party regarding how long it is anticipated that the current incumbent will fill the role.
- There may be opportunities, through part-time arrangements or otherwise, to establish a Deputy Registrar's position. This would provide additional coverage in the event of a short-term absence on the part of the Registrar (see emergency succession above). It would also provide at least the potential of an internal candidate being able to compete for the Registrar's position when the latter becomes vacant.
- The outgoing Registrar should be required to prepare transition briefing materials and to meet with both the incoming Registrar and the Board Chair to review these materials. The Board Chair will be responsible for arranging this.

5. Monitoring and Policy Review

The Chair of the GHR Committee will ensure that this policy is reviewed in accordance with the Board's policy review cycle or as required by significant operational or environmental changes.

6. Accountability

The Chair of the GHR Committee and the Board Chair are accountable for ensuring compliance with this policy.

Appendix A – Detailed Recruitment Procedures

1. Establishment of a Search Committee

In the event of a vacancy in the Registrar's position, the Board will immediately establish a Search Committee (a sub-committee of the Board) composed of no more than five Board members. In forming the Committee, efforts will be made to ensure:

- Representation from different professional and public member perspectives
- Geographic and demographic diversity
- Experience in human resources or executive search processes
- The inclusion of the Board Chair
- Gender balance
- Availability of Committee members to meaningfully participate throughout the process

Where possible, the composition of the Committee should also reflect EDIRA principles. The Committee may be chaired by the Board Chair or by a committee member designated by the Board.

2. Mandate of the Search Committee

The Search Committee will manage the recruitment and selection process and recommend a single preferred candidate, along with proposed terms and conditions of employment. The Board must approve the following during the process:

- The ideal candidate profile and job description
- Selection criteria and weightings
- Final candidate selection
- Final terms and conditions of employment

Regular updates will be provided to the Board while protecting applicant confidentiality.

3. Retention of a Recruitment Firm

The Board may retain a recruitment firm to support the process. Clear role definition between the firm and the Search Committee will be established early. If engaged, the firm will be selected based on a review of proposals and recommendations by the Search Committee.

4. Recruitment Process

The detailed procedures outlined below will be carried out in accordance with good governance practices. Throughout, inclusive engagement and accessibility accommodations will be considered where appropriate. Each step – from initial advertising to final onboarding – should promote diversity in applicants and equitable treatment of candidates. Communications will be respectful and confidential at all stages.

5. Gathering Status Quo Documentation

There should exist a position description, a competency profile and an employment contract for the departing Registrar's position. These documents should be secured (likely through the Board Chair) and reviewed as a starting point for the recruitment and selection process.

6. Consultation – Selection Criteria

The Search Committee, either directly or through the recruitment firm, should consult with Board members, employees and other key stakeholders of the organization regarding the desired characteristics and intended role of the new Registrar.

Once this input has been received, it should be synthesized and analyzed. Ideally, it should be synthesized into an Ideal Candidate Profile that is approved by the Board. This Profile will form the basis of the advertisement for the Registrar's position. It will also form the basis of a weighted evaluation form to be used during the evaluation of the merits of individual candidates

7. Position Advertisement

Where possible, the substance of the advertisement should be presented to the Board for its review and comments. Where time does not permit, the Search Committee should ensure that the Board Committee Chairs have seen and agree with the contents of the advertisement.

At a minimum, the position should be advertised on any relevant and affordable or complimentary Internet-based recruitment sites and through professional networks. Consideration should also be given to placing an ad in a national newspaper.

8. Board Approval of Selection Criteria and Weightings

In order to enhance the Board's ultimate comfort with the final recommendation of the Search Committee, it is important for the Search Committee to present its selection criteria with their respective weightings to the Board for discussion and approval.

9. Research Regarding Terms and Conditions of Employment

At the same time that progress is being made on the recruitment and screening of potential candidates, the Search Committee should initiate research into the appropriate range of compensation, benefits and other terms and conditions of employment. The Search Committee needs to understand the Board's compensation philosophy regarding the Registrar's position.

10. Pre-screening of Candidates

A meeting of the Search Committee will be held for the purpose of achieving consensus on the following groupings of candidates:

- Yes – We should definitely interview
- Maybe
- No – We should not consider the applicant any further

After a period of discussion, the Search Committee will normally reach consensus on which of the "maybe" candidates should be moved to the "yes" category and which should be moved to the "no".

11. Communication with Candidates

For those candidates selected for an interview, the Chair of the Search Committee will contact each person to schedule a time and place for the interview.

To those candidates whose applications will not be considered further, a letter from the Search Committee Chair should be sent out thanking them for their applications but that unfortunately, they were not among those selected for further consideration in the selection process.

To those candidates who may still be in the "maybe" category, a simple acknowledgement of receipt should be sent from the Search Committee Chair with an indication that the search process is underway, and their application remains under consideration.

All communications with the candidates should be strictly private and confidential. The Administrative Assistant will provide administrative support to the Search Committee.

12. Status Updates – Board

The process for selecting a new Registrar will span weeks or perhaps months. It is important to keep Board generally informed about the current stage of the process, while at the same time respecting the privacy of the individual applicants. Updates at Board meetings will help to reassure Board members that the process is proceeding as it should.

13. Planning the Interviews

The Search Committee should meet to develop a series of open-ended questions that will elicit information from the candidates with respect to each of the selection criteria of interest to the Committee.

This list should be fine-tuned and grouped into logical sections, beginning with questions designed to begin the interview in a manner that allows the candidate to develop a level of comfort with his/her circumstances. The number of questions in each section should bear a relationship to the relative selection criteria weights of each section.

Each member of the Search Committee may be assigned primary responsibility over a section of the interview questions. That is not to say that the actual interviews should be formalistic or rigid, but rather that a member of the Committee will ensure that a particular category of questions is covered in some manner during the course of the actual interview.

14. Interview Evaluation Form

A scoring form, based upon the weighted selection criteria, should be developed for use by the Search Committee during the interviews.

15. Interviews

All short-listed candidates should be interviewed over the course of one or two days (in the latter case, consecutive days are preferable). Keeping the number of interviewers to a level that will provide some level of comfort to the applicant is also advisable.

Subject to minor variations, the process and interview questions should be the same for all candidates. At the end of each interview, each member of the Search Committee should take a few moments to complete the Interview Evaluation Form for the candidate. This process will facilitate discussion of the candidates at the end of interviews.

16. Post-Interview Ranking of Candidates

The Search Committee, very shortly after the conclusion of the interviews, should meet to discuss the merits of the interviewed candidates. An efficient way of closing in on the top ranked candidates is to ask each member of the Search Committee to name their top two or three candidates in their order of preference. Discussion and review of the weighted selection criteria will facilitate arriving at a consensus of the Search Committee regarding the preferred candidate(s).

It is advisable to have at least two candidates emerge as top-notch contenders for the position. This is due to the fact that there can be surprises during the process, e.g. withdrawals, inability to reach mutual agreement on terms and conditions of employment, etc.

17. Second Interviews and Ranking of Finalists

In some instances, the Search Committee may want to conduct second interviews with the finalist candidates to explore particular areas in more depth.

Based on the second interviews and/or feedback from site visits by the finalist candidates, the Search Committee then ranks the two or more finalists.

18. Reference Checks

It is imperative that due diligence (through reference checking) be exercised by the Search Committee prior to the extension of an offer to the preferred candidate(s). The Chair of the Search Committee or the recruitment firm (bearing in mind potential sensitivities of the referees) should contact each of the candidates' referees. Specific questions should be directed to the referees regarding any areas of potential concern to the Search Committee. A written summary of the information obtained through the reference checking process should be circulated to the Search Committee. If warranted, another meeting of the Committee may be called to discuss the references and to confirm or change the preferred order of candidates.

19. Board Approval of Selection and Terms and Conditions of Employment

Once the Search Committee has finalized its due diligence, made its final candidate ranking, the Search Committee should present its recommendations (both as to selection ranking and terms and conditions of employment) to the Board for approval at either a regular or special meeting. The requirement of the Board to keep this absolutely confidential pending an offer of employment and related negotiation with the desired candidate is <u>critical</u>. The Board should be advised of the risk that negotiations with the recommended candidate may not be successful. So as not to prejudice potential negotiations with the second finalist, the Board must not disclose any information about the process until a communication is sent out from the Chair of the Search Committee confirming the acceptance of employment.

20. Employment Offer and Negotiations

A confidential offer of employment should be extended to the preferred candidate by the chair of the Search Committee (or his/her designate). The Search Committee will obtain legal advice regarding the proposed employment contract.

A highly confidential process of negotiations should result in mutually acceptable terms and conditions of employment that are consistent with those approved by the government (where applicable) or by the Board.

21. Communications

Once the selected candidate has confirmed acceptance of the position, the Search Committee should advise the Board that the process has concluded. A memorandum should also be distributed to the employees and key stakeholders as soon as possible. The other short-listed candidates should also be advised as soon as possible.

A press communiqué should also be prepared and distributed as soon as possible following internal and candidate communication.

22. Special Event to Welcome the New Registrar

An informal reception to introduce the new Registrar to both the staff and the Board should be held at the earliest opportunity following the selection.

23. De-brief the Process

The interviewing of candidates for the Registrar's position will yield many valuable ideas for future initiatives/directions for the Dental Board. It would be advisable to capture these ideas and circulate them among the Board.