
**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR
COUNCIL POLICY**

Policy Name: Global Council-ED Relationship **Number:** CE-1

Policy Type: Council-ED Relationship **Date Approved:** June 2020

The Council's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Executive Director.

Council through the authority of the RN Act, in employing an Executive Director, holds the Executive Director accountable to ensure that:

1. All operations are consistent with the organization's mandate and role as outlined in the RN Act, Regulations and CRNNL By-laws
2. All statutory reporting requirements, including the preparation of and submission of the CRNNL Annual Report and audited financial statements, are met.
3. All statutory requirements as an incorporated business are met.

Further that Council ensure there is a current position description in place for the Executive Director to guide and support the implementation of this policy.

**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR COUNCIL
POLICY**

Policy Name: Delegation and Support to the
Executive Director

Number: CE-2

Policy Type: Council-ED Relationship

Date Approved: June 8, 2017

By Council authority accountability is delegated to the Executive Director as follows:

1. The Council develops policies directing the Executive Director to achieve specified results for the organization, through the establishment of Strategic Outcome policies consistent with the legislative mandate of CRNNL.
2. The Council develops policies that outline the parameters that the Executive Director may exercise in methods to accomplish the Strategic Outcomes through establishment of Executive Requirement policies.
3. The Council ensures there are mechanisms in place to provide input, create dialogue and support the Executive Director.
4. The Executive Director develops interpretations of Council policy to guide the approach to 'operationalize' the policies. These interpretations will be presented to Council regularly through the relevant processes including but not limited to; monitoring reports, council meeting agenda/discussions (eg. generative discussions, environmental scans and Executive Director reports) and through Executive Director performance reviews.
5. The Executive Director is accountable to adhere to Council policies when establishing all further operational policies, making all decisions and taking all actions. Such decisions of the Executive Director shall have full force and authority. This does not prevent Council from obtaining information in the delegated areas or modifying Council policies as needed.
6. Only decisions of the Council acting as a body are binding upon the Executive Director.
7. Only the Council acting as a body can employ, terminate, discipline, or change the conditions of employment of the Executive Director.
8. In the event that the Council makes a decision to terminate the employment agreement of the Executive Director, a two thirds majority vote of the Council is necessary to carry the vote.

Revised: March 2021

**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR COUNCIL
POLICY**

Policy Name: Monitoring Executive Performance **Number:** CE-3

Policy Type: Council-ED Relationship **Date Approved:** June 8, 2017

An objective assessment of the Executive Director's operationalization of policies will be conducted on an ongoing basis with regular feedback between the Council and the Executive Director.

1. The purpose of monitoring is to determine support of, agreement with or need for re-alignment of the Executive Director's operationalization and achievement of Council policies. Monitoring is done to build rapport and trust and to enhance collaboration.

2. Council policies are monitored through:
 - Discussion at Council meetings on the monitoring evidence provided by the Executive Director and/or through reports by external bodies (eg. auditor) in accordance with the Council policy monitoring schedule. However, upon the choice of the Council, any policy can be monitored by any method at any time.
 - Discussion by a committee of Council whose terms of reference support a monitoring function/role (eg. Investment Committee, Governance Committee). Any monitoring outside of the specified terms are only undertaken at the instruction of the Council, with the Executive Director's knowledge.
 - Updates - The Executive Director may bring verifiable evidence of achievement to Council at any time, if in the Executive Director's opinion an update on a specific policy achievement or compliance will assist Council in achieving its role.

Revised: March 2021

COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR COUNCIL POLICY

Policy Name: Executive Director Performance Assessment **Number:** CE-4

Policy Type: Council-ED Relationship **Date Approved:** June 8, 2017

The Annual Performance Assessment of the Executive Director is conducted:

1. To ensure accountability for overall achievement of the organization's vision and outcomes, i.e. to determine the degree to which each Council policy is being met and in accordance with the job performance expectations for the Executive Director.
2. To assess satisfaction with Council awareness/discussion on relevant matters identified across all the monitoring reports and other processes (eg. generative discussion, environmental scan, and Executive Director reported initiatives) in the year.
3. To formally record the ongoing evidence gathered through CE-3 processes.
4. To provide another forum for constructive feedback between the Executive Director and the Council.
5. To articulate specific actions required to address any areas for improvement or opportunities for development on the part of the Executive Director.
6. To update the Executive Director Job Description as needed.

The Process

An internal process for performance assessment of the Executive Director will be conducted annually. Council will consider a broader consultation with the performance assessment at least once within the span of the five-year contract (eg. 180 or 360 process).

Data Sources

The approved job description for the Executive Director role (CE-6) will serve as the overall framework for the Executive Director performance assessment.

Sources of information to be included in the Executive Director's assessment are:

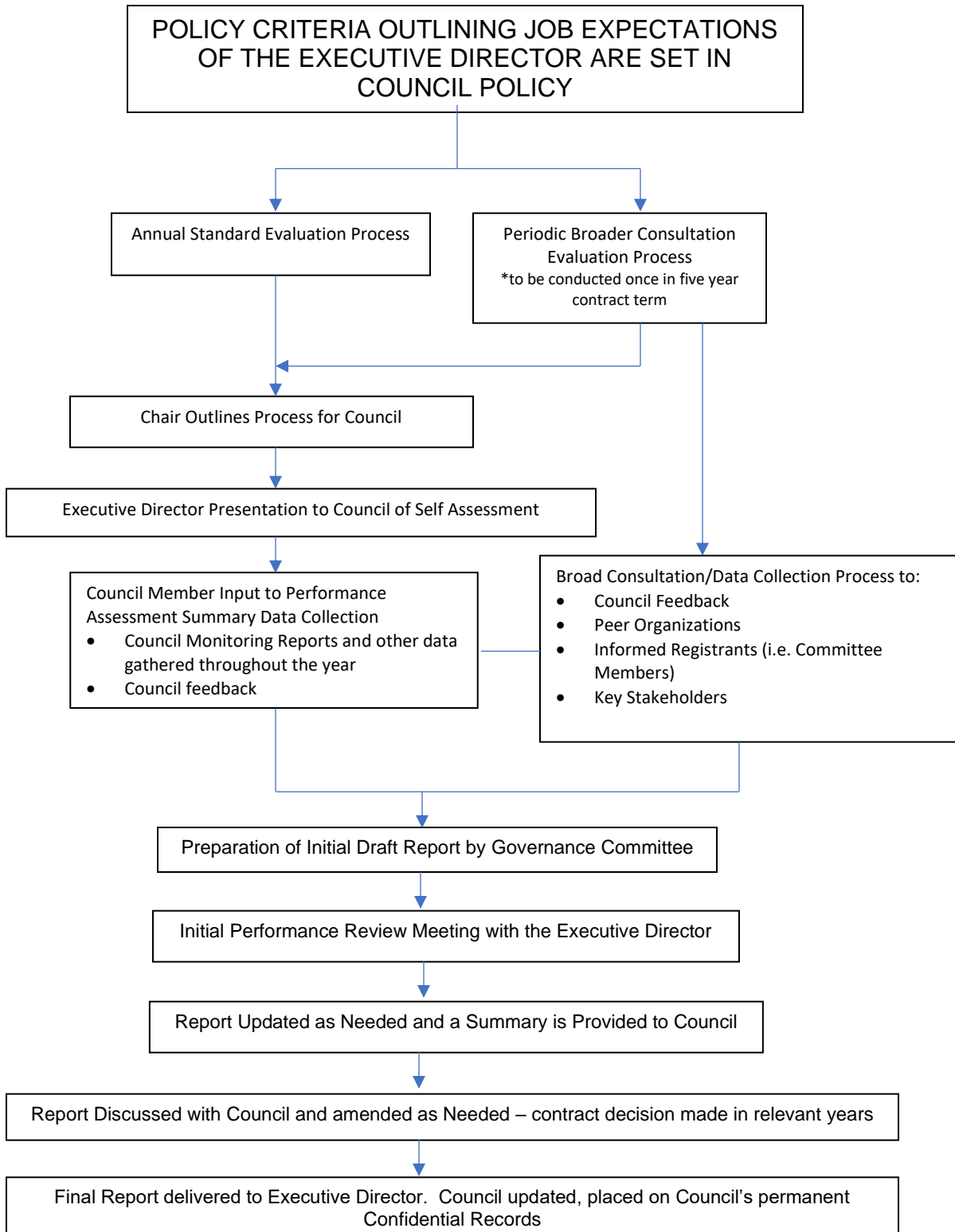
- Monitoring Reports submitted to Council throughout the year and Council's response (motion/discussion).
- Feedback from Executive Director. The Executive Director will conduct a self-evaluation using an agreed upon format.
- Feedback from Individual Council Members.
- Annual report and financial statements.
- Recommendations and actions taken from prior years performance assessments.
- In years of broader consultation, a larger number of data sources may be used in the annual review. For example:
- Feedback from relevant CRNNL staff

- Input from external stakeholders (eg. peer organizations, government representatives, provincial chief nurse, etc.).

The process used for this broader consultation will be focused on questions which the stakeholders are qualified and have relevant knowledge to address. The questions will primarily focus on the EDs ability to effectively vision/plan and collaborate with partners.

Appendix 1 – Executive Director Performance Appraisal Process at a Glance

APPENDIX 1 – EXECUTIVE DIRECTOR PERFORMANCE ASSESSMENT PROCESS AT A GLANCE



COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR COUNCIL POLICY

Policy Name: Executive Director Compensation Principles **Number:** CE-5

Policy Type: Council-ED Relationship **Date Approved:** June 8, 2017

The Council is responsible for establishing and determining the approach and values related to compensation for the Executive Director as well for establishing a process for the periodic review of Executive Director compensation, non-compensatory and benefits package.

1. The Executive Director compensation program is based on the Executive Director Position Description and contract of employment.
2. The Executive Director, as a staff person of the organization is eligible for benefits as defined under relevant Council policies - Executive Requirement Policies (eg. #2: Treatment of Employees and #7: Compensation and Benefits).
3. Council may at its own discretion negotiate with the Executive Director any other benefits deemed necessary to support the efficient and effective carrying out of the role.
4. Council recognizes travel is required for collaborating with counterparts and stakeholders, building and strengthening relationships, developing partnerships, networking, and contributing to pan-Canadian strategic alignment. These outcomes may be achieved at meetings, conferences, and other professional development activities within and outside Canada. ED travel plans will be included in the annual budget approval process and travel claims validated by the Chair at next in-house Council meeting.
5. The Executive Director compensation package will be based on:
 - Scope of work (accountability).
 - Current, comparable market rates/historical levels.
 - CRNNL financial capacity.
 - Achievement of Council policies and related Executive Director Strategic Outcomes.

Revised: February 2025

**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR COUNCIL
POLICY**

Policy Name: Executive Director Job Description

Number: CE-6

Policy Type: Council-ED Relationship

Date Approved: February 2018

General Accountability:

As chief executive officer of the College of Registered Nurses of Newfoundland and Labrador (CRNNL), the Executive Director, under the direction of CRNNL Council, is accountable for the performance of the College in conformity with the *Registered Nurses Act, Regulations, and By-laws* and the strategic goals and policies established by CRNNL Council. The Executive Director (ED) provides leadership in strategic planning, issues and organizational management within an innovative future thinking focus. The ED facilitates the articulation of the mission and mandate, creating the processes and structures needed for their implementation and for developing the mechanisms to evaluate the outcomes achieved as well as, providing expert advisory, strategic and program support services to the Council on all issues related to the College within the boundaries of prudence and ethics fulfilling the responsibilities mandated by the RN Act, Regulations, and By-laws in the best interest of the public. The position also has accountability to support and provide internal leadership to the Newfoundland and Labrador Registered Nurses Education and Research Trust, a registered charitable foundation that provides funds for the education of nursing students and members and for the conduct of nursing research.

General Accountability:

The Executive Director (ED) is appointed by CRNNL Council and serves as a non-voting member of the Council (i.e., Board of Directors). The ED works in partnership with Council in its governance role and is accountable for CRNNL's performance in accordance with the governance model and policies established by Council.

Organizational Structure:

There are 15 staff at CRNNL plus other contractual staff as necessary. The ED has 9 direct reports: Director of Corporate Services, Director of Professional Conduct Review, two Policy and Practice Consultants, Legal Counsel, Manager of Registration, Manager of Public Affairs, Research and Policy Officer and the Executive Assistant.

The position is responsible to:

- Provide expert advice to Council in the development and maintenance of its strategic vision/mission and Strategic Goals and governance framework.

- Provide strategic and expert legislative, ethical, policy and program advisory and support services to Council on issues related to CRNNL's regulatory mandate and the advancement of nursing standards and health policy.

- Ensure high quality regulation in an environment of increasing globalization and harmonization of regulatory standards and processes to set licensure requirements for public safety.
- Define short and long-term evidence-based approaches to the implementation of programs, services, policies, systems and operational processes
- Set, implement and evaluate a strategic operational plan to achieve the organization's goals in collaboration with CRNNL staff, incorporating knowledge of the profession's current situation and future opportunities.
- Provide strategic leadership and management of the day-to-day operations of provincial office in St. John's, CRNNL House, in a responsible, efficient and cost-effective manner.
- Provide seasoned knowledge and leadership concerning time and budgetary constraints, availability of human resources and reliability of cost estimates and consideration of broad and diverse partners and stakeholders required to meet the mandate of the CRNNL.
- Participate in and/or support initiatives of external stakeholders (such as departments of health of the federal and provincial governments, and the provincial health authority) that impact or have the potential to influence the current or future regulation of the profession.
- Identify and monitor developments provincially, nationally and internationally in health care, nursing and regulation that are relevant to CRNNL's public interest mandate and the professional practice of members. Brief and provide guidance to Council in a timely manner on developments that have potential implications for the Council, CRNNL and the membership.
- Support the Chair in their official role (eg., organizing Council meetings, maintaining official records of meetings; making presentations to Government officials, members, etc.) and support Council to meet its governance mandate.
- Oversee planning, implementation and evaluation of the CRNNL Annual Meeting and other special meetings of the Council.
- Plan the preparation and distribution of an Annual Report and any additional required reporting for the information of the general membership, Government, the public and other stakeholders at provincial and national levels.
- Provide Council with regular monitoring reports with evidence of progress towards achieving the College's Goals and Executive Requirements.
- Function as the official spokesperson for CRNNL in the media on matters related to operations and programs and represent CRNNL to members, the public, external organizations, partners, stakeholders and Government.
- Direct and approve the development, implementation and evaluation of a corporate communications and public relations strategy to facilitate dissemination of CRNNL's positions and to protect and promote the image of the College.

- Ensure administrative and personnel policies are established, implemented, monitored and updated in accordance with relevant legislation, accepted and emerging standards and practices and established Council policies.
- Oversee the development of CRNNL's annual budget and monitor progress throughout the year to ensure achievement of the priorities established in the Goals and policies established by Council for fiscal integrity, risk management and asset protection.
- Effectively manage the CRNNL's human resources fostering a quality work environment through the recruitment of the best available staff, by leading, supporting and mentoring staff, creating a respectful work environment, developing the potential of staff while holding them accountable and providing regular feedback.
- Strategically develop internal leaders within the College through mentorship, education, and progressive responsibilities to be prepared to assume, if requested by Council, the responsibilities of the Executive Director in the event of the sudden loss of his/her ability to perform the role.
- Develop and sustain strong internal and external consultation processes to enhance provincial leadership for the College while encouraging the active participation of all involved levels of interest in order to lead and/or guide CRNNL's success.
- Actively build and establish effective working relationships with individuals and organizations within the nursing profession, other health professionals, Government officials and departments, national counterparts, members, the public and other external stakeholders to advance the profession's contribution to public health.
- Deliver accessible, timely, effective, efficient and relevant programs and services to members, the public and others through strategic leadership, guidance and support to CRNNL staff and regular monitoring of programs and services delivery and evaluation of expected outcomes.
- Represent CRNNL on national working groups and projects to provide jurisdictional input and develop national consensus and/or broad consistency on relevant matters pertaining to nursing regulation and quality health care.
- Provide leadership for the Newfoundland and Labrador Registered Nurses Education and Research Trust by supporting the coordinator to effectively and efficiently manage the Trust's administration and other business of the Trust as required.

The ED will interact on a regular basis with senior officials in the nursing profession, government departments, agencies, health authorities, education institutions, other regulatory organizations in the province, the Registered Nurses Union of NL and other relevant key partners and stakeholder groups. Nationally, the ED interacts on a regular basis with senior officials in all provincial and territorial nursing regulatory organizations, e.g. the Canadian Council of RN Regulators, the National Nursing Assessment Service, the Canadian Nurses' Protective Society in regard to members liability protection program, the National Council of State Boards of Nursing and other organizations whereby there is a contract or established relationship to achieve an CRNNL function (eg. national licensure examinations, senior officials in relevant federal government departments and agencies, and other relevant stakeholders and groups).

Dimensions:

Direct Reports: 9

Indirect Reports: 6 full time

CRNNL Salary & Operating Budget: \$3,000,000

Capital Budget: \$50,000 to \$300,000

Investment portfolio: \$4,250,000

Qualifications:

- Registered Nurse or eligible for registration with CRNNL
- Master of Nursing degree or equivalent graduate degree
- Minimum five years executive or senior nursing experience
- Comprehensive knowledge of the nursing profession and its role in the health care system
- A visionary and strategic thinker who understands the political process
- Demonstrated skill as a leader, innovator, organizer and a community/network builder within nursing and with key stakeholders across the health sector
- Ability to think analytically and conceptually and manage multiple priorities simultaneously
- Clear and confident communicator (written and oral)
- Expert change management skills
- Demonstrated effective interpersonal and conflict management skills in complex and challenging situations and situations of a sensitive and confidential nature
- Outcome focused
- Experience working with policy governance boards

Note: It is understood that the accountabilities and responsibilities contained in this position description are representative of those necessary to carry out the functions of the position; however, they do not limit the incumbent from performing other related duties, nor do they limit the CRNNL in assigning other related duties/responsibilities.

Approved By:

Executive Director: _____ Date: _____

Chair: _____ Date: _____

Revised: February 2023, November 2023

**COLLEGE OF REGISTERED NURSES OF NEWFOUNDLAND & LABRADOR COUNCIL
POLICY**

Policy Name: Executive Director Appointment Process

Number: CE-7

Policy Type: Council-ED Relationship

Date Approved: June 8, 2017

Under the authority of the RN ACT (2008) Council appoints the Executive Director (ED). As the Executive Director position is a contractual employment, Council is responsible to ensure that an effective and efficient process is in place to support transitioning the role between contract terms.

This is accomplished by:

PART A – Renewal of Current ED Contract:

1. At the commencement of the last year of the contract Council validates that the processes for the ED performance review are set up to ensure adequate time to gain the necessary information to make an informed decision. This includes:
 - a. Consultation with the current ED to gain understanding of their intentions. If there is no intent in seeking an additional term then Council completes any outstanding performance appraisal requirements and proceed to Part B. If there is intent to seek an additional term than Council shall:
 - i. Review the performance appraisal forms and establish the stakeholder input processes (set out in CE-4) and deadlines.
 - ii. Set Council and Governance Committee meeting dates and expected deliverables for each meeting.
 - iii. Inform the Executive Director of the dates and their expected deliverables.
2. The results of the ED performance appraisal should be completed by midway through the last year of the contract. Evaluation and compilation of the data and drafting of recommendation(s) for Council consideration is then completed by the Governance Committee of Council.
3. At an in-camera meeting of Council, held at least four months before the ED contract is scheduled to end, the recommendation(s) is discussed and direction is provided as a motion.
4. The Chair and the Vice-Chair informs the ED of the Council motion at least three months before the ED contract is scheduled to end.
5. If the contract renewal or extension is not the motion, then the Chair will inform the current ED of their options and proceed to Part B.
6. If contract renewal or extension is the motion, then the Chair, Vice-Chair and the ED commences processes to discuss the terms of the new contract and finalize the offer of

employment in accordance with the terms negotiated. This step may include engaging external legal counsel.

PART B – Recruitment Process for New ED:

1. Council will lead the ED Recruitment Process and shall ensure applicant and candidate confidentiality.
2. Council will strike a Search Committee comprised of a minimum of the Council Chair (who shall serve as Committee Chair), the Vice-Chair, one other nurse Council member, the immediate Past-Chair (if deemed relevant), and one public Council member.
3. Council will determine if the use of a Search firm is required and direct the Search Committee accordingly.
4. The mandate of the Search Committee will be to:
 - 4.1 Select a successful candidate to recommend to Council for appointment as ED.
 - 4.2 Recruit qualified candidates for the position which includes but is not limited to:
 - 4.2.1 the development and coordination of a search and advertising plan.
 - 4.2.2 coordinate a call for applicants
 - 3.2.2.1 if there are no or an insufficient number of applicants that are deemed to be qualified, a second call for applicants shall be conducted.
 - 4.3 Conduct a review process which includes:
 - 4.3.1 the development of criteria for all steps of the review process.
 - 4.3.2 assessment of all applicants, followed by the selection of and an interview with, a short-list of applicants who meet the criteria and are deemed to be a successful candidate.
 - 4.3.3 if applicable, further short list at least two applicants who excelled in the interview and continue to be deemed as a successful candidate to:
 - 4.3.3.1 obtain at least two references. One of which is the most recent reporting relationship.
 - 4.3.3.2 make a written submission and a presentation to the search committee on a strategic topic within a defined timeline.
 - 4.3.3.3 make a presentation to Council and appropriate CRNNL staff, in camera, on current issues facing nursing and CRNNL's role in moving the issues to resolution so that Council and staff can provide input into the review process based on predetermined criteria (as per.3.3.1).
 - 4.4 The Search Committee will review information gathered from all steps of the review process: interview, strategic written submission, references and Council and staff feedback to generate a report which includes a recommendation regarding the successful candidate in rank order and key reasons for same.
 - 4.4.1 If the Search Committee is unable to make a recommendation at this time, it shall conduct a second interview and more references of the two short-listed applicants to assist with the review and recommendation.

- 4.5 Council will review the report of the Search Committee, in-camera, and collect further information from the Search Committee as necessary to inform its decision to accept the recommended candidate or not, based on the evidence provided.
 - 4.6 The Chair of the Search Committee will discuss the outcome of the process with the two short listed candidates, offering the ED Position to the successful Candidate (or second choice if necessary). When the offer is accepted the Chair will negotiate the terms of the contract based on established CRNNL policies.
 - 4.7 Once the terms of the contract are satisfactorily negotiated, the Chair shall inform Council and Council will subsequently appoint the ED at a duly convened Council meeting.
 - 4.8 The Chair completes negotiations and signs the contract on behalf of Council with the newly appointed ED.
 - 4.9 All applicants shall be thanked for applying and notified in writing that a successful candidate has been appointed.
 - 5.10 The Chair will notify CRNNL staff, members and stakeholders of the decision and the date of appointment for the new ED.
6. The Chair and other Council members as assigned (ie Governance Committee or a working group) will plan an orientation, onboarding, feedback eg after three months, support and probation.

Revised: February 2018, March 2021