



College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Governance Policy Manual

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I.0 Introduction

The College of Dental Technologists of Ontario (CDTO) is a regulatory body established under the Regulated Health Professions Act, 1991 (RHPA) that serves and protects the public interest by regulating the profession of dental technology. The College regulates and ensures the ongoing competency and accountability of registered dental technologists (RDTs) practicing in the province of Ontario. The College and Council, which governs and directs the work of the CDTO, are accountable to the Minister of Health and Long-Term Care.

Mission

To protect the public interest by providing leadership and by setting and enforcing the ethical and professional standards of its Members, the RDTs of Ontario.

Values

Integrity – our mission is carried out with professionalism that promotes trust and confidence, and sets an example for the profession.

Respect and Consideration – we conduct business thoughtfully, fairly and with compassion in all interactions.

Transparency and Openness – we deliver programs and activities in an open and interactive manner within the boundaries of privacy legislation and regulations.

Communication – we value open, honest and accessible communication.

Accountability – our strategic goals are set and achieved through collective responsibilities and teamwork. The CDTO assesses its operations and reinforces ongoing quality improvement.

Scope of this Governance Policy Manual

This manual is to be interpreted and administratively directed by the CDTO. Each policy applies to person(s) named in and to those reasonably perceived as covered by the policy. Person(s) to whom the policy applies are responsible for adhering to the policy and related procedures.

Disclaimer

The CDTO is governed by relevant legislation, including the RHPA and the Act, and the By-laws, standards and policies adopted by Council. This manual is designed to compile these documents and keep the ensuing policies up to date and accessible to Council, Members, staff and the public. Official documents can be found on the CDTO website.

I.1 Definition of Terms

In CDTO's Governance Policy Manual,

“Act” means the Dental Technology Act, 1991 and includes the regulations made under it;

“By-law” means the By-laws of the College;

“Code” means the Health Professions Procedural Code, described in Schedule 2 of the RHPA;

“College” or **“CDTO”** means the College of Dental Technologists of Ontario;

“Committee” means a Committee of the College and includes statutory Committees and any other Committees established by Council;

“Contracts” or **“Documents”** or **“Instruments in Writing”** include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments of property, real or personal, movable or immovable, powers of attorney, agreements, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings;

“Council” means the Council established under subsection 5(1) of the Dental Technology Act, 1991;

“Elected Member” means a Member who has been elected to serve on Council;

“HPRB” means the Health Professions Regulatory Body

“Member” means a member of the College;

“Minister” means the Minister of the Ministry of Health and Long-Term Care.;

“Public Member” means a person appointed by the Lieutenant Governor in Council, as described in section 5(1)(b) of the Act;

2.0 Terms of Reference

Purpose

The Terms of Reference (ToR) define the purpose and scope of practice for each Committee and Officer of the CDTO. They describe the mandate that shall be carried out, the composition for each Committee, and the procedures on which evaluations of performance can then be based upon. The ToR can also be referred to in decision making, operational development, and impart a common understanding of each Committee's scope of practice among the College's Members and stakeholders.

2.1 Committee

Policy Section: Terms of Reference

Introduction

The Code establishes seven (7) statutory Committees to support the Council in meeting its mandate and to help the College to carry out its regulatory functions. The Council may also establish and maintain any additional Non-Statutory Committees deemed necessary for the effective and efficient operation of the CDTO. Each Committee functions within the scope of the RHPA; the Act; the By-laws, policies and standards of the College; and any other directives made by Council. In general, Committees are responsible for making decisions and recommendations to Council in relation to their respective roles within the College.

Membership

Unless stated otherwise in the Code or College By-laws, every Committee member shall be appointed by Council and each Committee shall be composed of:

1. at least three (3) persons;
2. at least one (1) Elected Member; and
3. at least one (1) Public Member.

Subject to any specific composition requirements stated in the By-laws, Council may, at its discretion, appoint persons who are neither members of Council or the College to any Committee or Non-Statutory Committees. Further, unless stated otherwise in the Code or By-laws, the number of Committee members who are also Members shall, wherever possible, exceed the number of Committee members who are Public Members.

Committee Chairperson

After a Committee has been constituted at the first Council meeting of the Calendar year, each committee will select the Chair of the Committee as soon as possible. If more than one member of the Committee is nominated to be the Chair, then the Chair will be elected by the members of the Committee by a secret ballot that will be monitored by the Registrar.

Panels

Panels are selected by the Chair of relevant Committees to further their respective mandates. In accordance with the Code, panels shall be composed of:

1. at least three (3) Committee members; and
2. at least one (1) of whom shall be a Public Member

Matters discussed in relation to a hearing or panel may not be discussed by panel members outside of the hearing or deliberation with a party or representative of a party unless the other party has been notified and given the opportunity to be present.

Quorum

The quorum of any Committee is three (3) members unless stated otherwise in the Code or By-laws. If the Committee is composed of only three (3) members, the quorum shall be two (2) persons, in which at least one (1) is an Elected Member and one (1) is a Public Member.

In accordance with the Code, the quorum of any panel for a Committee is three (3) members of, in which at least one (1) is a Public Member of the Committee.

Despite any vacancy, a Committee is properly constituted so long as there are sufficient members to form a quorum of the Committee or a Panel of the Committee

Terms of Appointment

With the exception of members of the Executive Committee, who shall be elected, Committee members shall be appointed annually by Council. Subject to the By-laws of the College, Council may appoint non-Council members to any Committee.

The term of office for Committee members shall begin immediately after their appointment. The term of Committee members who are also members of Council shall continue for approximately one (1) year and the term of Committee members who are not members of Council shall continue for approximately two (2) years.

Committee Records

The Chair of the Committee shall ensure that accurate minutes of all Committee meetings are recorded, approved, and maintained at the College office.

Reporting

Committees must report to the Council at every Council meeting, or between Council meetings if there are issues of timely importance. Committees must also prepare and present to Council an annual report of its activities at the end of each fiscal year.

Frequency of Meetings

Each Committee shall hold at least four (4) meetings each year, unless otherwise provided in the By-laws of the College or the Governance Policy Manual. Additional meetings of the Committee may be called by the Committee Chair as required.

Evaluation

The Committee Chair will ensure a performance evaluation of the Committee is completed in the last quarter of each calendar year and the results of the evaluation are presented at the following Committee meeting for review and discussion. The Chair will also ensure each Committee member has completed the evaluation form and that recommendations proposed and are discussed as appropriate, should any be warranted (**reference 7.3**).

Committee Member Responsibilities

All Committee Members shall adhere to Schedule 2 of the College By-laws, 'Code of Conduct for Council and Committee Members', and follow the responsibilities stipulated in Section 3.1 of the Governance Policy Manual.

2.1.1 Executive Committee

Policy Section: Terms of Reference

Introduction

Between Council meetings, the Executive Committee has all powers of Council with respect to any matter that requires immediate attention, other than the power to make, amend or revoke a regulation or By-law. If the Executive Committee exercises the power of the Council, it shall report on its actions to the Council at the Council's next meeting. Whenever possible, the Committee shall make recommendations to Council, rather than assuming the above authority.

Mandate

The Executive Committee supports Council in advancing the CDTOs strategic objectives. The Executive Committee is responsible for:

1. monitoring proper operation of the College in cooperation with the Registrar;
2. reviewing the annual budget, the draft audited financial statements, the independent Auditor's report, and the pre- and post-audit communication, and making a recommendation to Council for decision;
3. ensuring the independence of the external auditor through an annual evaluation
4. monitoring the financial results quarterly and making a recommendation to Council for decision if corrective action is necessary;
5. presenting to Council for approval slates of candidates for committee appointments;
6. appointing Council members to fill any vacancies if necessary for a Committee to achieve its quorum or if necessary to give effect to the provisions of the Code;
7. appointing an Acting Registrar should the office of the Registrar become vacant;
8. overseeing the search for a Registrar should the office of the Registrar become vacant, and making a recommendation to Council;
9. setting the Registrar compensation and reviewing the Registrar Compensation policy with recommendations to Council for revisions;
10. conducting the Registrar's annual review to be presented to the Registrar by the President and Vice-President;
11. calling special meetings of Council;
12. initiating and holding an inquiry should there be reasonable grounds to doubt or dispute the validity of the election of any member of Council;
13. investigating complaints against members of Council or Committee members;
14. monitoring the Committee's performance;
15. ensuring appropriate evaluation procedures have taken place during the self-evaluation of all Committees;

16. regularly reviewing, considering, and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, strategic goals, programs, Rules of Procedure, standards, and guidelines that fall within the scope and purpose of the Committee; and
17. reviewing any proposed expense exceeding \$5,000 if the item is not an expenditure in the College budget and make recommendations to Council for approval – if immediate action is required, the Executive Committee may approve the expenditure.

Membership

The Executive Committee shall be composed of five (5) Members of Council:

1. three (3) Elected Professional Members;
2. two (2) Public Appointed Members; and
3. the President and Vice-President of CDTO

Chair Role & Responsibilities

The President shall serve as the Chair of the Executive Committee. In addition to the role and responsibilities of a Committee Chairperson described in policy 3.2 of this Governance Manual, the Chair of the Executive Committee shall provide leadership to the Committee and Council as a whole.

2.1.2 Discipline Committee

Policy Section: Terms of Reference

Introduction

The Discipline Committee holds hearings into allegations of professional misconduct and/or incompetence referred to from the Inquiries, Complaints and Reports Committee (ICRC)

Mandate

The Discipline Committee is responsible for:

1. conducting hearings in a fair and efficient manner and providing reasonable and fair dispositions of all matters before it; and
2. considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, programs, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

Membership

Every member of Council shall be a member of the Discipline Committee.

Panels

Panels may be selected by the Chair of the Discipline Committee and are responsible for hearing and determining allegations of professional misconduct or incompetence referred to it by the Inquiries, Complaints, and Reports Committee (ICRC), or by the Registrar. A disciplinary committee panel shall be constituted of 5 members. All Discipline Committee members shall be eligible to sit as a member of a Disciplinary Committee panel save and except for members of the ICRC who referred the matter to the Disciplinary Committee.

Reporting

Reports to Council, provided at each Council meeting, must include the number of and types of matters dealt with, the general disposition of those matters, and activities relating to changes to applicable legislation and policy.

Chair Role & Responsibilities

In addition to the role and responsibilities of a Committee Chairperson described in policy 3.2, the Chair of the Discipline Committee shall:

1. assign a pre-hearing conference chair, specific to each pre-hearing conference; and
2. assign Discipline hearing panel members, specific to each Discipline hearing.

2.1.3 Examinations Committee

Policy Section: Terms of Reference

Introduction

The Examinations Committee is responsible for developing, approving and administering fair and consistent Registration Examinations. The Examinations are to provide a reliable and valid measure of a candidate's competency in knowledge, skills and ability for the practice of dental technology in Ontario.

Mandate

The Examinations Committee is responsible for:

1. approving the examinations for registration;
2. overseeing the "Examination Task Force" and the "Written Examination Task Force;"
3. ensuring that the examinations are fair and consistent and assess agreed upon standards of knowledge, skills and competencies;
4. ensuring the reliability and validity of examinations for registration;
5. making recommendations to Council on any changes to the content and structure of examinations for registration;
6. reviewing and maintaining policies and procedures related to examinations;
7. determining the eligibility of examination applicants referred by the Registrar where there are doubts, on reasonable grounds, about whether the applicant fulfils the examination application requirements;
8. ensuring that examination appeals are handled in a timely manner and that appeal policies and procedures are transparent, fair and consistently applied; through a panel selected by the Chair; and
9. considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, program, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

Limitations

Nothing in these ToR shall permit the Examinations Committee or a panel of the Examinations Committee to intervene in decisions of examiners with regard to any matter of academic or clinical skill and judgment.

Membership

The Examination Committee shall be composed of:

1. at least two (2) Members (at least one of whom must be an Elected Member); and
2. at least one (1) Public Member

Conflict of Interest

A member of the Examinations Committee may not be a member of the CDTO's Registration Committee or a teacher/instructor/professor in a dental technology program. Any conflict will be dealt with in accordance with article 16.07 of the College By-laws.

Frequency of Meetings

Committee meetings shall, wherever possible, be held at a place and on a date set in advance and shall occur at regular intervals and at such frequency as necessary for the Committee to conduct its business.

2.1.4 Fitness to Practice Committee

Policy Section: Terms of Reference

Introduction

The Fitness to Practice Committee conducts hearings to determine whether a dental technologist has a physical or mental condition or disorder that affects, or could affect, their practice.

Mandate

The Fitness to Practice Committee is responsible for:

1. conducting hearings to determine whether a Member is incapacitated. These hearings are generally closed to the public unless the Member requests to have it open to the public;
2. determining whether a dental technologist is suffering from a physical or mental condition or disorder that is affecting, or could affect their Practice;
3. having a Member's certificate potentially revoked or suspended, or having specific terms and limitations attached to it for a given length of time, if a dental technologist is found to be incapacitated; and
4. considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, programs, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

Membership

Every member of Council shall be a member of the Fitness to Practice Committee.

Panels

Panels may be selected by the Chair of the Fitness to Practice Committee to consider whether a Member is incapacitated.

Frequency of Meetings

The Fitness to Practice Committee shall meet only as required.

2.1.5 Inquiries, Complaints and Reports Committee

Policy Section: Terms of Reference

Introduction

The Inquiries, Complaints, and Reports Committee investigates complaints and considers reports about dental technologists.

Mandate

The Inquiries, Complaints, and Reports Committee is responsible for:

1. Through panels selected by the Chair:
 - a. investigating complaints, considering Registrar's Reports, and conducting inquiries into alleged Member incapacity, professional misconduct and incompetence;
 - b. requesting or approving the appointment of investigators;
 - c. considering reports of unauthorized practice by non-Members;
 - d. making fair and reasonable dispositions of all matters brought before it.
2. considering resolutions of complaints that have been brought before it through an alternative dispute resolution process; and
3. considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, programs, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

Membership

The Inquiries, Complaints, and Reports Committee shall be composed of:

1. at least two (2) Elected Members;
2. at least one (1) Public Member; and
3. at least one (1) Member who is not a member of Council.

***Note:** *members of the Inquiries, Complaints, and Reports Committee shall not be members of the Discipline Committee*

Panels

Panels may be selected by the Chair of the Inquiries, Complaints, and Reports Committee to investigate complaints, consider Registrar's Reports, and conduct inquiries into alleged Member incapacity, professional misconduct, and/or incompetence.

In accordance with the Code, panels shall be composed of at least three (3) Committee members, at least one (1) of whom shall be a Public Member of Council.

Reporting

Reports to Council, provided at each Council meeting, must include the number of and types of matters dealt with, the general disposition of those matters, and activities relating to changes to applicable legislation and policy.

Chair Role & Responsibilities

In addition to the role and responsibilities of a Committee Chairperson described in policy 3.2, the Chair of the Inquiries, Complaints, and Reports Committee shall:

1. at the beginning of each year, work with designated staff resource to appoint Committee members to a panel; and
2. review incoming complaints and inquiries with designated staff resource and assign matters to be investigated by panel.

2.1.6 Patient Relations Committee

Policy Section: Terms of Reference

Introduction

The Patient Relations Committee advises Council on matters related to abuse prevention.

Mandate

The Patient Relations Committee is responsible for:

1. advising Council with respect to the following:
 - a. promotion and enhancement of relations between the College and the public.
 - b. promotion and enhancement of relations between the College and its Members.
 - c. promotion and enhancement of relations between the College and its future Members.
 - d. promotion and enhancement relations between the College, its Members, other health profession colleges, key stakeholders and the public.
2. developing and recommending to Council a Member Awareness program that includes:
 - a. documentation regarding the regulatory requirements of the profession and how regulation contributes to public protection.
 - b. standards and programs for Members that support changes in technology/ practice environment.
 - c. measures to enhance relations with their patient/ public and information on what it means to be a professional.
 - d. an awareness among Members of what constitutes both professional conduct and misconduct (e.g., standards of practice, consent and confidentiality).
 - e. measures for preventing and dealing with sexual abuse of patients by providing education and guidelines for Members aimed at increasing awareness of the boundaries that must exist between Members and patients (i.e., zero tolerance for sexual abuse).
3. developing and recommending to Council a Public Awareness program that includes:
 - a. activities that increase public awareness of the role of the regulatory College and how to participate in College processes and programs.
 - b. information about the technical and regulatory requirements of the profession (e.g. Entry to Practice requirements, Quality Assurance program).
 - c. activities that raise the public's awareness of the process for complaints, discipline and fitness to practice matters.
4. developing and recommending to Council a Public Protection program that includes:
 - a. measures for preventing and dealing with sexual abuse of patients through the provision of information to the public.

- b. developing a program to provide funding for therapy and counseling for persons who, while patients, were sexually abused by Members of the College. Once approved by Council this program will, according to statute, be administered and evaluated by the Patient Relations Committee.
5. in discharging its public and Member Awareness responsibilities to:
 - a. be responsible for reviewing the official publications of the College, the College web site, and other official publications the Council may decide to publish from time to time.
 - b. be responsible for initiating and recommending to Council on matters relating to the promotion of the College's image, development of public education and communications programs.
6. considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, programs, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

Membership

The Patient Relations Committee shall be composed of:

1. at least one (1) Elected Member; and
2. at least two (2) Public Members.

2.1.7 Quality Assurance Committee

Policy Section: Terms of Reference

Introduction

The Quality Assurance Committee is responsible for developing a Quality Assurance Program designed to promote the continuing competence of skills, knowledge and judgement of Members and assures quality of practice of the profession by implementing practice standards and guidelines.

Mandate

The Quality Assurance Committee is responsible for:

1. developing and implementing an approved QA Program (QAP) that promotes continuing competence of dental technologists;
2. monitoring the participation and compliance of Members in the approved QAP;
3. implementing the process for non-compliant cases as outlined in the QAP;
4. continually evaluating the QAP which encourages the continuous quality improvement of Members; and
5. considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, programs, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

Membership

The Quality Assurance Committee shall be composed of:

1. at least one (1) Elected Member;
2. at least one (1) Public Member; and
3. at least one (1) Member who is not a member of Council.

2.1.8 Recruitment Committee

Policy Section: Terms of Reference

Introduction

The Recruitment Committee is responsible for coordinating the recruitment process for Council and Committees from the Members of the College.

Mandate

The Recruitment Committee is responsible for:

1. selecting an appropriate number of interview questions;
2. conducting interviews as applications are received; and
3. recommending appointments and for which position(s) to the Council.

Membership

The Recruitment Committee is composed of four (4) members:

1. at least two (2) Elected Members;
2. one (1) Appointed Council Member; and
3. one (1) staff member.

2.1.9 Registration Committee

Policy Section: Terms of Reference

Introduction

The Registration Committee is responsible for making decisions on registration matters as well as developing and maintaining registration processes.

Mandate

The Registration Committee is responsible for:

1. the review and assessment of all applications for registration that are referred to it by the Registrar;
2. the review of all applications that are referred back to the Committee by the Health Professions Appeal and Review Board;
3. the review and assessment of all applications for variation under s.19 of the Code;
4. the review and assessment of all remediation and upgrading submissions received from candidates requesting an additional examination attempt under the College's Examination Regulation;
5. liaising with educational institutes, as needed; and
6. considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws (including information in the public register), policies, programs, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

Membership

The Registration Committee shall be composed of:

1. at least two (2) Elected Members; and
2. at least one (1) Public Member.

Panels

Panels may be established by the Chair of the Registration Committee to consider applications referred to the Committee and proposed limitations and conditions to certificates of registration.

3.0 Roles & Responsibilities

Purpose

The roles & responsibilities define the purpose and scope of practice for various members of the CDTO. They describe the mandates, guiding principles, and specific activities on which evaluations of performance can then be based. The roles & responsibilities can also be referred to in decision making, professional and operational development, and divulging a common understanding of what each role entails among the College, its Members, and its stakeholders.

3.1 Council, Council Members and Officers

Policy Section: Roles & Responsibilities

Introduction

The Council of the CDTO acts in accordance with the RHPA; the Act; and the By-laws, policies, and standards of the College. Council is the Board of Directors of the College and is the governing body for registered dental technologists in the province.

Mandate

Council is responsible for:

1. ensuring public protection is the paramount consideration in regards to all activities undertaken by the College
2. determining and implementing regulations, By-laws, policies, and standards to further the objectives and administrative and internal affairs of the College; and
3. shaping and monitoring the strategic direction of the College.

Membership

The Council shall be composed of:

1. at least twelve (12) and no more than thirteen (13) persons;
2. seven (7) Elected Members; and
3. at least five (5) and no more than six (6) Public Members.

Council Records

The Registrar shall ensure that accurate meeting minutes of all Council meetings are recorded, approved, and maintained at the College office. The College will continuously use the best

practice to maintain all Council Records. The President or designate shall ensure that accurate minutes of all in-camera Council meetings are approved and securely maintained.

Reporting

The Council must prepare and provide an annual report describing its operational and financial activities to the Minister each fiscal year. The Council must also publish its annual report on the College website each fiscal year.

Frequency of Meetings

The Council shall meet at least three (3) times annually. The time, location, date, and agenda items of Council Meetings must be made available on the College website at least two (2) weeks prior to the meeting, along with relevant information, documentation, and an address and telephone number at which further information can be obtained. Council agendas will be posted on the College website at least five (5) business days prior to any regularly scheduled meeting. Meetings shall be conducted in a manner that allows simultaneous and instantaneous communication between participants.

Quorum

A quorum for a Council meeting or motion before the Council is a simple majority, unless otherwise provided for under the Act, the RHPA, or By-laws and policies of the College.

Terms of Appointment

Elected Members serve for a term of three (3) years and may not serve for more than nine (9) consecutive years on Council. Following a term of nine (9) consecutive years, an Elected Member is not eligible for election for twelve (12) consecutive months from the termination of their office.

Role & Responsibilities

Council and Council members shall:

Guiding Principles:

1. govern in an ethical and transparent manner that is reflective of the CDTO's vision, mission, and values;
2. function in accordance with the RHPA; the Act; and the By-laws, policies, and standards adopted by the College, ensuring that all legislated responsibilities of the College are fulfilled;
3. develop and maintain a directional strategy that is mindful of the College's objectives and long-term impacts of policies and decisions;

4. promote continued excellence through consistent development and evaluation of the College's objectives and the efforts of Council, Committees, and staff to achieve them;
5. empower staff to be leaders and develop the skills necessary to effectively and efficiently carry out their roles within the College, Council, and Committees; and
6. enhance relationships between the College, Members, stakeholders, and the public to instill continued confidence and trust in the College.

Council Responsibilities:

1. approve an annual operating and capital budget that reflects the strategic priorities of the College each fiscal year;
2. appoint a Canadian chartered bank for the use of the College which shall be operated, managed and administered by the Registrar
3. appoint an accountant or a firm of accountants licensed under the Public Accounting Act to audit the accounts of the College
4. annually elect a President, Vice-President and other necessary Officer positions in accordance with the College By-laws and policy 6.2 'Officer Election' of this manual;
5. appoint a Registrar and participate in an annual review of their performance in accordance with College By-laws and policy 7.1 'Performance Evaluation for the Registrar' of this manual;
6. elect a Council member to serve as Chair of Council in the absence of the President and Vice-President;
7. elect a new Vice-President to hold office for the remainder of the term in the event the position becomes vacant;
8. establish and appoint Council members and non-Council members to statutory Committees required by the Code and any addition Committees deemed necessary to further the College mandate;
9. review the performance evaluation and resulting recommendations for each Committee annually, providing feedback as needed;
10. review and respond to all motions set before it with due diligence and in a manner that serves and protects the public interest;
11. develop, implement, and evaluate governance policies, regulations, By-laws, and standards to further the College objectives;
12. perform an annual self-evaluation to promote good governance practices and discuss opportunities for improved effectiveness; and
13. submit an annual report to the Minister, describing the preceding years financial and operational activities.

Council Member Responsibilities:

1. adhere to Schedules 2 & 3 of the College By-laws, the 'Rules of Order of the Council' and the 'Code of Conduct for Council and Committee Members;'

2. become familiar with the regulatory framework of the College and comply to the RHPA, the Act, and the By-laws, policies, and standards of the College;
3. uphold the values of integrity, respect and consideration, transparency and openness, communication, and accountability in all activities completed in association with the College;
4. maintain an awareness of current and potential issues facing the CDTO and Council;
5. serve with respect on Council and Committees, participating to the fullest ability and with due diligence in meetings;
6. present a united front regarding decisions made by Council and Committees, despite personal or prior disagreement;
7. annually complete a self-evaluation to identify areas for improvement and opportunities for professional growth;
8. annually at the final meeting of Council, complete an evaluation of Council performance for the past year;
9. complete an evaluation of each Council meeting at the end of each meeting;
10. refrain from citing titles of positions held within the College in any personal or business dealings; and
11. declare all potential, perceived, and actual conflicts of interest.

3.2 President

Policy Section: Roles & Responsibilities

Appointment

During the first (1st) Council meeting following the election of Elected Members, the President is selected by secret ballot from among eligible members of Council. The election shall follow the procedure described in the College By-laws and policy 6.2 'Officer Election' of this manual.

The President presides in their role from immediately after their election to the following year's election for College Officers. Prior to this point, the President may be removed from their office by a resolution adopted by at least two-thirds (2/3) of Council members, in accordance with article 6.03 of the College By-laws.

Role

The President maintains a leadership role within the College and exemplifies the values and code of conduct of the CDTO. As Chair of Council and the Executive Committee, the President guides the achievement of the Council mandate and strategic goals. The President ensures that the objectives of the College are being met in accordance with the RHPA; the Act; and the By-laws, policies and standards of the College. The President is accountable to Council should they not fulfil the terms of their role with integrity and due diligence.

Responsibilities

The President shall:

1. preside as Chair at all Council meetings or designate a Council member (or non-Council member with Council approval) as Chair for all or part of a meeting, as required;
2. serve as the Chair and member of the Executive Committee;
3. through discussion with the Registrar and Vice-President: approve or restrict the investment or reinvestment of College funds and purchase or leasing of goods and services in accordance with College By-laws, as needed;
4. convene a special meeting of the Council at their discretion, at the request of any seven (7) Council members, or at the request from the Executive Committee regarding the removal of a Council or Committee member;
5. bring allegations regarding the infringement of duties by a Council or Committee member received through the Registrar before the Executive Committee to discuss further action;
6. serve as Spokesperson of the College and communicate with the media, as appropriate;
7. consult with the Registrar to review invitations for speaking engagements and determine the appropriate representation to address the topic;

8. along with the Registrar, monitor the attendance of Council members at Council meetings and consult with any Members of Council with an attendance patterns that violate bylaws;
9. ensure that the performance evaluation for each Committee and is scheduled in the last quarter of each calendar year;
10. ensure that the performance evaluation of the Council is scheduled for the last Council meeting of each year and that evaluations are consolidated and presented at the subsequent Council meeting for discussion;
11. ensure that each Council member has completed a meeting evaluation at the end of each Council meeting and an annual self-evaluation;
12. in regards to the annual performance review of the Registrar conducted by the Executive Committee:
 - a. with the Vice-President, present the review to the Registrar.
 - b. report the Council's decision regarding the Executive Committees recommended performance assessment of the Registrar, to the Registrar.
 - c. document, sign, and date the Registrars annual goals and performance review.
13. consult with a Council or Committee member if they believe that they may have a conflict of interest in any matter under deliberation or action relevant to their role.

3.3 Vice-President

Policy Section: Roles & Responsibilities

Appointment

During the first (1st) Council meeting following the election of Elected Members, the Vice-President is selected by secret ballot from among eligible members of Council following the selection of the President. The election shall follow the procedure described in the College By-laws and policy 6.2 'Officer Election' of this manual.

The Vice-President presides in their role for approximately one year, from their election to the following years election. Prior to this point, the Vice-President may be removed from their office by a resolution adopted by at least two-thirds (2/3) of Council members, in accordance with article 6.03 of the College By-laws.

Role

An esteemed member of Council and the CDTO, the Vice-President embodies the values of the College and collaborates with the President to provide leadership and guide the Council in achieving their mandate. In the absence of the President, the Vice-President assumes their duties and presides in this role to their highest ability. The Vice-President is accountable to Council should they not fulfil the terms of their role with integrity and due diligence.

Responsibilities

The Vice-President shall:

1. assume the role and responsibilities of the President should their office become vacant for any reason;
2. perform the duties of the President should the President be unable to perform those duties;
3. serve on the Executive Committee;
4. through discussion with the Registrar and President: approve or restrict the investment or reinvestment of College funds and purchase or leasing of goods and services in accordance with College By-laws, as needed; and
5. bring allegations regarding the infringement of duties by a Council or Committee member received through the Registrar before the Executive Committee to discuss further action.

3.4 Committee Chairperson

Policy Section: Roles & Responsibilities

Appointment

The Chair of each Committee shall be a member of Council and be selected by members of the Committee. Failing this, the Committee Chair may be selected by Council. Should the chosen Chair be unable to preside at a meeting, Committee members may select from amongst the Committee, a replacement Chair for that meeting. Non-Statutory Committees may be chaired by a non-Council Committee Member.

Role

The Committee Chair ensures Committee members are well prepared for meetings, hearings, and/or deliberations and that these proceed in an efficient and effective manner. In addition, the Chair ensures Council is updated on relevant Committee activities at each Council meeting.

Responsibilities

The Chairperson of a Committee shall:

Ongoing Activities:

1. maintain transparency, non-biased opinion and confidentiality;
2. declare conflicts of interest when appropriate and appoint an interim-chair when conflict is determined;
3. engage in and co-present the annual Committee member orientation session with staff resources in collaboration with the designated staff resource;
4. develop a well-planned agenda by: reviewing previous minutes noting action items and tabled items; and considering upcoming program activities and management of cases and actions required;
5. ensure motions before the committee are discussed and voted upon;
6. write and review with the designated staff member the Committee reports for Council and the annual report;
7. review and finalize all meeting minutes in advance of Committee member circulation;
8. sign all records, reports, member decision letters and /or other forms related to the Committee activities;
9. select members of the Committee to form a Panel to conduct the Committee's activities;
10. along with the appropriate College staff member, monitor the attendance of Committee members at Committee meetings and consult with a member with an attendance patterns that violate bylaws;

11. ensure that the Committee performance evaluation is completed in the last quarter of each calendar year and that the results and recommendations of the evaluation are presented at the next Committee meeting for review and discusses, as needed;
12. ensure that each Committee member has completed an evaluation form for the annual Committee performance review;
13. manage controversy and unethical behaviour amongst Committee members and seek support from College staff and President when needed; and
14. attend external events and meetings as mutually agreed upon with the College's Registrar and/ or President. Represent the College and the Committee in a professional and ethical manner; and communicate the College and Committee decisions in a unison voice.

During Meetings:

1. conduct effective meetings by applying the Schedules 2 & 3 of the College By-laws: the 'Rules of Order of the Council' and the 'Code of Conduct for Council and Committee Members;'
2. ensure all Committee members have the opportunity to actively participate in Committee discussions, decisions and motions, and manage controversy;
3. document meeting minutes and ensure the recording secretary has documented:
 - a. all main points of the meeting's discussions
 - b. action items
 - c. motions/decision made by Committee
 - d. meeting location, start, and end time
4. set future meeting dates.

3.5 Registrar

Policy Section: Roles & Responsibilities

Appointment

The Registrar shall be appointed by Council. The Executive Committee shall be the responsible office for undertaking the steps to search for an individual to perform the duties of the Registrar for the College. The Executive Committee shall present the candidate to Council for final approval and appointment.

Role

The Registrar serves as the chief executive officer of the College and, with the support of staff, manages and makes decisions related to the CDTO's day-to-day operations in pursuit of its mandate. Accountable to Council and the Ministry of Health and Long-Term Care, the Registrar's primary duties involve executing the Council's vision and leading the implementation of approved policies and standards. The Registrar represents the College to its stakeholders and so must hold the values that define the CDTO paramount in all of their actions.

Responsibilities

The Registrar shall:

Guiding Principles:

1. lead the College in upholding its legislated mandate under the RHPA, the Act, and the By-laws, policies and standards of the CDTO;
2. collaborate with the President and utilize the support of Council, Committees, and College staff to develop and promote the achievement of College objectives and priorities through identifying and implementing new policies and strategic projects;
3. preserve a collaborative, transparent, supportive, and effective work environment;
4. develop annual personal and organizational goals in collaboration with the Executive Committee and submit to an annual performance review conducted by the Committee;
5. continuously develop and strengthen relationships between stakeholders and work to instill confidence in the College; and
6. proactively strategize to strengthen the College's response to emerging challenges.

Specific Responsibilities:

1. Executive Leadership and Planning

- a. fulfil the duties of the Registrar and Chief Executive Officer of the College as set out by the RHPA, the Act, the By-laws and policies of the College, and as assigned by Council;
 - b. work with Council and College leadership to develop and plan the achievement of short-, intermediate-, and long-term goals;
 - c. supervise and administer the election of Officers;
 - d. preside over a resolution, in the case that such a resolution is presented, regarding the removal of the President or Vice-President from their office and ensure that all ballots are destroyed following the vote; and
 - e. ensure a performance evaluation of Council is completed and tabled annually and that discussion surrounding the results are productive and achieve the key principles of the evaluation.
2. Operational Duties and Resource Management
- a. Manage human resources as needed to ensure the College is positioned to effectively and efficiently meet its goals;
 - b. determine the form of certificates of registration and other College documentation and sign summons or notices on behalf of the CDTO or any Committee, unless otherwise provide by law;
 - c. manage the use of the College bank;
 - d. sign all exchanges, expenses, or payments of amounts in accordance with the By-laws of the College and policy 5.2 'Signing Officers' of this manual;
 - e. through discussion with the President and Vice-President: approve or restrict the investment or reinvestment of College funds and purchase or leasing of goods and services in accordance with College By-laws;
 - f. with the approval of two-thirds (2/3) of Council, manage the borrowing and giving of security in accordance with College By-laws;
 - g. give notice of every appointment and re-appointment of an auditor(s) to the auditor(s) in a timely fashion and notify them of every Council meeting, allowing the auditor(s) sufficient time to arrange for representation at such meeting;
 - h. notify Council members of upcoming meetings, including date, time, place, and matters to be discussed at least two (2) weeks prior to each regular meeting and five (5) days prior to a special meeting;
 - i. ensure accurate minutes of all Council meetings are recorded, approved, and maintained at the College office;
 - j. report any complaints received against a Council or Committee member to the President or Vice-President;
 - k. report Council and Committee member attendance issues that might violate bylaws to the President or Vice-President so that appropriate action can be taken;

- l. collect a declaration form citing the absence or presence of any conflict of interest relating to a position in another Professional Association or organization from each Council and Committee member upon election and annually upon request;
 - m. consult with a Council or Committee member if they believe that they may have a conflict of interest in any matter under deliberation or action relevant to their role;
 - n. send to each Member a notice stating that the annual registration fees are due, the amount of the fee, and a request for information required under the regulations and College By-laws
 - o. make decisions and provide input regarding information entered, removed, and withheld from the Public, in the College register of Members, as provided in article 21 in College By-laws and the Code.
3. Stakeholder and Public Relations
- a. proactively engage with stakeholders and the public to garner positive awareness of the CDTO;
 - b. act as the College spokesperson or if unable to fulfil this role, request a Council member, College employee, or consultant to perform this role, as appropriate;
 - c. communicate with the media regarding the regulation of dental technologists in Ontario and the operations of the College, or authorize a Council or Committee member to do so;
 - d. consult with the President to review invitations for speaking engagements and determine the appropriate representation to address the topic; and
 - e. review or designate a person to review all presentation material to ensure consistency with College policies and position.

4.0 Conduct

Purpose

The CDTO's achievement of its mandate and the College's sustainability is dependent on its ability to retain the public's trust and confidence to regulate the profession of dental technology in Ontario. In order to preserve the public's trust and confidence, the College shall adhere to principles of conduct that are in line with keeping the expectations of the public, RDTs, the Ontario Ministry of Health and Long-Term Care, and other stakeholders.

4.1 Code of Conduct

Policy Section: **Conduct**

Introduction

All Council and Committee members must uphold the highest standards of integrity, respect and consideration, transparency and openness, communication, and accountability when discharging their duties. As such, members must hold themselves accountable to the code of conduct, ethics, and decorum required by the CDTO as they further their responsibilities.

Code of Conduct

All Council and Committee members shall:

General Expectations:

1. be familiar and comply with the RHPA, the Act, the Code, and the By-laws, policies, and standards CDTO;
2. serve on Council and/or Committees to the fullest ability and diligently take part in advancing their respective mandates;
3. act and promote Council and Committee work in the best interest of the Public;
4. not reference titles held with Council or Committees, or positions held at the College in any personal or business materials;
5. refrain from attempting to influence a decision outside of the scope of practice of the Council or Committee;
6. respect reporting boundaries that exist at the College, which consist of staff reporting to the Registrar and the Registrar reporting to Council;
7. be respectful of others and not engage in behavior that can be perceived as verbal, physical, or sexual abuse, or harassment.

Meetings:

1. regularly attend meetings having read preparatory materials and be ready to constructively participate in discussions;
2. respect the authority of the Council and/or Committee Chair;
3. raise well-informed opinions and views on matters before the Council or Committee only when appropriate;
4. recognize the diverse background, skills, and experience of fellow members and work to use these factors to enhance the capacity of the Council;
5. express solidarity with decisions made by Council and Committees, regardless of prior personal disagreement;
6. preserve confidentiality and avoid or declare any actual, perceived or potential conflicts of interest; and
7. respect the Chair and fellow members of Council and/or the Committee; and
8. abide by Schedule 2 of the By-laws 'Rules of Order of the Council.'

4.2 Conflict of Interest

Policy Section: Conduct

Introduction

All Council and Committee members shall carry out their role in a manner that serves and protects the public interest. Therefore, College property and information may not be used to directly or indirectly advance their own personal or financial interests. Further, all Council and committee members shall not engage in activities or decision-making concerning any matters where they have a direct, indirect, or perceived personal or financial interest. Finally, Council and Committee members have a duty to further the intent of the Act to regulate the practice and profession of dental technology in the public interest, and not represent the views of advocacy or special interest groups.

Determining a Conflict of Interest

A Council or Committee member shall be perceived to have a conflict of interest if:

1. they hold a responsible position at or are an employee of any Health Care Professional Organizations or Associations;
2. they hold a responsible position at or are an employee of any organization where their duties may be perceived as having the potential to influence their judgement in a matter under consideration by Council or a Committee; or
3. their parent, spouse (including common-law), child, or sibling has a direct, indirect, or perceived personal or financial interest in a matter under consideration by Council or a Committee, as this interest will be considered the members interest.

To promote transparency and ethical practice, all Council and Committee members shall complete and provide to the Registrar a form declaring their current and recent affiliations with Professional Associations and other organizations upon election or appointment. Declaration forms may also subsequently be requested annually. The direct, indirect, or perceived personal and financial interests of a parent, spouse, child, or sibling must also be declared.

Potential, Perceived or Actual Conflict of Interest

All Council and Committee members must recognize that actual and perceived conflicts of interest may discredit the College, breach the Member's obligation to the College, and/or create liability for the College and/or Member. If a Member believes that a conflict of interest may exist or be perceived to exist in a matter under deliberation or action by Council or Committees, they shall:

1. prior to any deliberation or action by Council or the Committee, declare the conflict to Council or Committee and accept any direction they may provide;
2. consult with the President, Registrar, and legal counsel as needed;
3. if it is advised that a conflict exists or may be perceived to exist, the member shall:
 - a. not participate in or vote on a question related to the conflict.
 - b. absent themselves from the portion of the meeting related to the conflict.
 - c. not attempt to influence or do anything that may be perceived as influencing the voting on the matter.

When a conflict of interest has been declared, it must be recorded in the minutes of the meeting, accompanied by a description of the conflict.

Proactive Practices

The College shall seek to proactively limit the opportunity to engage in actions that are or may be perceived as conflicts of interest by:

1. exercising its legislated right to create By-laws and regulations (pending the approval of the Lieutenant Governor in Council) prescribing the definition of a conflict of interest for members of Council or a Committee and for those practicing the profession;
2. disallowing Council and Committee members from holding a staff position, employment, contract, or appointment with the College during or within one (1) year of their term;
3. illegitimizing a Members nomination to Council or appointment to a Committee if they have not completed and returned a conflict of interest questionnaire to the Registrar by the Registrar's implemented deadline or if they have a conflict of interest and have not agreed to remove such conflict before taking office;
4. disqualifying an Elected Member and requesting that the Minister remove a Public Member if they have breached the conflict of interest provisions described in this Governance Manual or the College By-laws in a manner that Council assesses as warranting disqualification;
5. disallowing a Council Member from voting on any motion in which they have a conflict of interest; and
6. disallowing the Registrar from making any payment before due diligence has been exercised regarding a potential or actual conflict of interest

4.3 Media Communications

Policy Section: Conduct

Introduction

Instilling confidence in Members, the Public, and other stakeholders regarding the College's ability to effectively and efficiently regulate the profession of dental technology in Ontario is central to the CDTO's sustainability and in the meeting of its objectives. Therefore, all communication with the media, the public, Members, and other stakeholders must be congruent with the approved policies and positions of the College.

College Spokespersons

Only the Registrar, the President or, in the absence of the President, the Vice-President, are the authorized spokespersons of the College and may provide interviews to the media, respond to inquiries, or comment on issues concerning regulation of the profession or the operation of the College. The Registrar, the President, or in the absence of the President, the Vice-President may also:

1. request a Council member, College employee, or consultant to act as College spokesperson; or
2. authorize a Council or Committee member to communicate with the media to provide interviews, respond to inquiries, or comment on issues concerning regulation of the profession or the operation of the College.

Rules of Engagement

To ensure consistency among College communications, all media contact shall be channeled and coordinated through the Registrar's office. The following rules of engagement shall be enforced:

1. Committee members asked to be interviewed by media, respond to inquiries, or comment on issues concerning regulation of dental technology or College operations shall decline and refer any such requests to the Registrar's office;
2. presentation content must be provided to the Registrar for approval at least five (5) days or as soon as feasible, prior to the presentation date;
3. invitations for speaking engagements as a College representative must be submitted to the Registrar and include the date, time, place, topic, and length of engagement;
 - a. the Registrar shall consult with the President to determine the response and designate a representative to attend.
4. no person speaking as a representative of the College shall accept a payment or benefit related to the speaking engagement in an amount in excess of \$50.00; however if it cannot be graciously declined, it shall be turned over to the Registrar immediately.

5. prior to expressing disagreement with a decision, policy, or position of the College, any Council or Committee member shall resign their position and subsequently only express such disagreement in a manner consistent with their ongoing fiduciary obligation towards the College and Confidentiality Agreement.

4.4 Confidentiality Agreements

Policy Section: Conduct

Introduction

The College must exemplify the value of integrity in all its activities and carry out its mission with a professionalism that promotes trust, confidence, and sets an example for the profession. Disclosure of confidential information by a Council and Committee member, staff, and persons retained or appointed by the College in respect to all matters they are exposed to in the course of their duties, except as authorized by the RHPA, is remiss of their legislated responsibility under the RHPA and the Act.

Requirements

Council and Committee member, staff, and persons retained or appointed by the College shall:

1. read subsection 36(1) of the RHPA and understand the described exceptions to the responsibility to maintain confidentiality; and
2. annually sign the confidentiality agreement approved by Council.

Offenses

Any Council and Committee member, staff, and persons retained or appointed by the College found to have breached sections 36(1), (1.1), (1.2), (1.3), (1.4), (1.5), (1.6) and 40(2) of the RHPA and article 17 of the College By-laws will face consequences in pursuant with the law.

4.5 Intellectual Property

Policy Section: Conduct

Introduction

The efforts of Council and Committee members, and College staff, to excel in their roles with the CDTO and to further the objectives of the College will result in the development of intellectual property. This may include, but is not limited to creative works, procedural innovations, software developments, and knowledge translation materials. Intellectual property produced under the CDTO banner has a direct impact on its function and ability to instill confidence in its stakeholders. As such, to ensure that it is appropriately used, disseminated, and authored, the College shall retain the rights to this intellectual property.

Specifications

1. all intellectual property developed under the CDTO banner and its copyright is owned by the College;
2. proceeds, whether monetary or intangible, associated with intellectual property owned by the College will be turned over to the Registrar;
3. material developed under the CDTO banner shall be presented with the College as the author unless otherwise provided for by the Registrar and;
4. research conducted in association with the College shall only be published with the approval of the Registrar and may have designated author(s) as determined by the Registrar;

When intellectual property is developed in partnership with a partner or entity, specifications in the partnership agreement with such partner or entity shall supersede this policy.

4.6 Council-Staff Relations

Policy Section: Conduct

Introduction

The College fosters a collaborative culture that prioritizes transparent and open communication. While communication between Council and College staff is often necessary to achieve their collective vision, the boundaries of authoritative power and roles must be acknowledged. To ensure an effective, respectful relationship between both parties, it is prudent to define the general scope of the relationship.

Conduct

Council and staff are to keep the following guidelines in mind when engaging with one another:

1. dialogue concerning College related activities should only be had in appropriate settings;
2. submissions or questions regarding reimbursement and/or honoraria should be directed to the Office Administrator;
3. questions to a staff member related to a Committee issue should be directed to the appropriate staff member through the Chair of that Committee;
4. both staff and Council members are to be respectful and not engage in behavior that may be reasonably perceived as verbal, physical, or sexual abuse, or harassment;
5. Council members will not attempt to influence or pressure a staff member by means of their position on Council;
6. any issues related to the Council-staff relationship not resolved by the parties involved shall be managed by the Registrar and/or President;
7. the difference in the role of Council and staff shall be respected, with Council members developing the By-laws, policies, regulations, and standards of the college, and staff working to implement such developments; and
8. open, informal dialogue is encouraged between Council and staff, where appropriate.

5.0 Finance & Expenses

Purpose

The CDTO is responsible for the stewardship of resources to carry out its mandate to protect the public and ensure competency and accountability of dental technologists practicing in Ontario. To fulfil this responsibility, the CDTO aspires to maintain the highest standards for the management of resources that have been entrusted to it.

5.1 Honoraria and Reimbursement of Expenses

Policy Section: Finance & Expenses

Introduction

Standards of fiscal management can only be achieved with the development of clear guidelines and the prioritization of accountability, risk minimization, long-term sustainability, and social responsibility. In accordance with this, the CDTO shall follow clearly defined, transparent, and equitable guidelines when awarding Honoraria.

Honoraria

Honoraria are payments in recognition of acts or professional services for which custom or propriety forbids a price to be set.

Eligibility:

To be eligible for Honoraria, the recipient must be a non-staff member. The College shall remunerate per diem for necessary and reasonable expenses incurred by members of the College while carrying out their duties. Such members include but are not limited to:

1. Council and Committee members;
2. invigilators;
3. markers;
4. consultants; and
5. peer assessors.

Specifications:

Honoraria shall:

1. be provided if time is spent attending various meeting of boards, review panels, and identified or statutory Committees;

2. only be provided per diem with only one (1) full day per diem permitted within a twenty-four (24) hour period;
3. only be provided to Elected Members, other RDTs assigned specific functions and Appointed Members under special circumstances (i.e. expenses not covered through Ontario's Health Board Secretariat);
4. be paid as taxable income, as per the Canadian Revenue Agency;
5. be provided in the following amounts:

Claimant	Per Diem Honoraria	Maximum Per Diem Claimable by Meeting Duration	
		<i>Less than three (3) hours</i>	<i>More than three (3) hours</i>
President or Committee Chair (including acting)	\$400	50%	100%
Vice-President	\$325	50%	100%
Councilor, Committee member, other members assigned for the business of CDTO	\$300	50%	100%

Reimbursement

The College requires all individuals involved in submitting claims and authorizing their reimbursement exercise good judgment to ensure College funds are used in a responsible, conservative and reasonable manner. The CDTO reserves the right to refuse, in whole or in part, reimbursement of expenses.

Eligibility:

In addition to those eligible for Honoraria, College employees and volunteers are also eligible for the reimbursement of expenses accrued while conducting College-related business.

Specifications:

When making College business related expenditures on travel, accommodations, and meals, the expense must be justifiably necessary and claimants must choose the most economic and practical option available. Expenses shall be reimbursed in the following amounts:

I. travel:

Mode of Transport	Requirements	Reimbursement Rate
Public Transport		At cost
Personal Vehicle	More than 40km one-way	\$0.61/km
Air	Economy is standard option;	At cost

	choice of airport must consider distance to College; original receipts are needed	
Other Travel Related Expenses		
Parking and Tolls	Original receipts needed	At cost
Internet Charges	Written explanation to the College is required to confirm the requirement for use.	Rate on receipt
Rental Cars	A compact model or its equivalent is required unless otherwise approved; car must be refueled upon return; original receipts required	At cost

2. accommodation:

- a. not provided to those residing within 40km of the meeting/event site, unless approved.
- b. those residing in the Greater Toronto Area are encouraged to use available public transit, without the need for overnight accommodation.
- c. entertainment and personal services will not be reimbursed and should be deducted from hotel bills prior to submitting a claim.

Accommodation	Requirements	Reimbursement Rate
Hotel/Motel	Original receipts required	Most economical
Private	Written explanation describing the purpose of the trip, identifying the host, and the number of days stayed	\$30/night
Hotel Internet charges	Written explanation must be provided to the College	Rate on receipt

3. meals:

- a. alcohol will not be reimbursed.

Meal	Requirements	Reimbursement Rate
Breakfast	Departure from residence required to be two (2) hours prior to meeting/event start time	\$10
Lunch	Must be a full-day exertion	\$15
Dinner	Formal meeting/event hours	\$22

	extend beyond four (4) PM and return trip to resident exceeds two (2) hours, other as otherwise approved	
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Claims

Persons responsible for approving claims shall be accountable for their decisions, which must be taken with good judgement and complete knowledge of the situation. Expense records must be maintained at the College office for verification and auditing purposes. Both claimants and approvers must be made aware claims may be accessed by a third party under the Freedom of Information and Protection of Privacy Act. Approvers shall ensure that claims forms for honoraria and reimbursement of expenses are:

1. submitted for payment no later than three (3) months after the relevant meeting/event;
2. signed and dated;
3. submitted by the most senior person in the group, should the claim involve more than one person;
4. authorized only if expenses are:
 - a. accrued during College-related business.
 - b. within the scope and amount of budget for the meeting/event.
 - c. compliant with College policies and standards.
 - d. include all necessary documentation.
 - e. accurately described.

Limitations

Honoraria and reimbursement for Public Members is largely provided by the Health Board Secretariat (HBS) from Ontario Shared Services. Claims in excess of what HBS provides coverage for shall be processed and provided by the CDTO in accordance with the amounts described in this policy.

5.2 Signing Officers

Policy Section: Finance & Expenses

Introduction

Accountability is a central pillar of the CDTO, ensuring that the College carries out its mandate in a transparent and ethical manner. The activities Council and Committees execute to further the work of the College require the acceptance, exchange, investment, reinvestment, and payments of College funds. The delegation of signing authority must be clearly defined to ensure the College can be held accountable to the dental technologist of Ontario, the Public, and its stakeholders regarding the financial management of the CDTO.

Signing Authority

Signing authority for the College shall be designated as follows:

Description	Value	Persons Authorized to Sign	# of Signatures
Contracts, documents, and instruments in writing	-	Registrar	1
Summonses and notices	-	Registrar, except where otherwise provided	1
Payments, acceptances and bills of exchange	Less than \$10,000	Registrar	1
Payments, acceptances and bills of exchange	Equal to or more than \$10,000	Registrar, President, Vice-President, person designated by Council	Registrar + 1
Borrowing and giving of security (article 4.06 of the College By-laws)	-	Registrar, person designated by Council	1 + two-thirds (2/3) affirmative Council vote
Description	Value	Persons Authorized to Sign	# of Signatures
Purchase or leasing of goods and acquisition of services previously approved in College budget	Less than \$25,000	Registrar	1
Purchase or leasing of goods and acquisition of services previously approved in College budget	Equal to or more than \$25,000	Registrar, President, Vice-President	Registrar + 1
Purchase or leasing of goods and acquisition of services not previously approved in College budget	Less than \$5,000	Registrar	1

Purchase or leasing of goods and acquisition of services not previously approved in College budget	Equal to or more than \$5,000	Executive Committee must review the proposed expense and make a recommendation to Council for approval. If immediate action required, Committee may approve	-
Grants	-	Executive may negotiate obtaining a grant, pending Council approval unless immediate action is required. In such case, Council must be notified by its next meeting	-
Investment or reinvestment of funds not immediately required for the purposes of the College in accordance with article 4.10 of College By-laws	-	Registrar, President, Vice-President	2
Depositing or withdrawing securities from the College's safety deposit box	-	Registrar, President, Vice-President	2

Further:

1. all payments by the College shall be made by cheque or by electronic payment drawn from the CDTO's bank account;
2. a petty cash fund shall be maintained and operated on an "as needed" basis for expenditures for which a cheque is not practical, such as any payment not exceeding \$200; and
3. the College seal shall be affixed to any contract, document, or instrument in writing that requires the College seal by a person authorized to sign on behalf of the College.

Limitations

1. the Registrar may not make any payment where:
 - a. amounts or orders have been split to avoid the limit on purchases
 - b. due diligence has not been exercised with respect to actual, perceived or potential conflicts of interest
2. If the payment, acceptance, or exchange of monies is done in relation to a joint venture, then the terms of that agreement with the relevant partner or entity shall supersede this policy

5.3 Investment Policy

Policy Section: Finance & Expenses

Introduction

The College must ensure that its financial resources are managed with competency and with risk minimization practices in mind. Long-term stability and organizational goals must be prioritized when investing College funds and a plan must be put into place to evaluate the benefit of such investments to determine the merits of continued participation.

Investments or reinvestments of College funds shall prioritize:

1. preserving capital;
2. providing liquidity of investments;
3. obtaining a reasonable rate of return; and
4. minimizing the risk profile through investment diversification and varying terms of maturity.

Authority

Any two of the Registrar, President, and Vice-President may invest or re-invest the funds of the College. The Council retains the right to, by resolution, direct and select an Officer(s) of the College to implement their direction.

The persons authorizing the investment or reinvestment of College funds or the person that they appoint in their stead shall ensure that such fund allocation is:

1. financially feasible and in the best interest of the College;
2. aligned with the College mandate, values, and vision;
3. compliant with conflict of interest related By-laws and policies of the College;
4. monitored for performance; and
5. reported in the annual report published by the College.

Requirements

All investments and re-investments shall:

1. only be made with funds of the College which are not immediately required for the purposes of the College;
2. be made in securities issued or guaranteed by:
 - a. the Government of Canada.
 - b. the Province of Ontario.

- c. a corporate bond issued by a corporation with a rating of BBB or greater with the Dominion Bond Rating Service or a rating of four (4) stars with Morningstar Bond Ratings.
 - d. a Schedule I Canadian chartered bank.
3. be accurately documented and accounted for, including all related transactions.

5.4 Capital Assets

Policy Section: Finance & Expenses

Introduction

The CDTO is responsible for handling College assets in a manner that is transparent, accountable, and mindful of the College's strategic planning, sustainability, and operational needs. Capital assets of the College include items that are properties and equipment that:

1. have been acquired for use on a continual basis;
2. are not intended to be sold as part of regular operations; and
3. are to be used for administrative purposes, in the discharge of the College mandate, or to accent other existing assets.

Specifications

1. the Registrar must maintain or designate a staff member to maintain a ledger of current capital assets;
2. capital assets must be reviewed as needed to ensure sustainability, alignment with the College values and mandate, and necessity;
3. a capital budget for the College must be approved by Council each year; and
4. the President, Vice-President, and the Register may approve investments, purchases or leasing of goods and acquisition of services in accordance with the College By-laws, policy 5.2 'Signing Officers' and policy 5.3 'Investment Policy' of this manual.

5.5 Insurance Policy

Policy Section: Finance & Expenses

Introduction

To ensure the continued achievement of its mandate, the College must ensure the College, Council, Committees, and staff are not unnecessarily put at risk and are protected against liability losses.

Required Insurance Policies

Insurance policies that shall be maintained by the College include:

1. Directors and Officers Liability Insurance;
2. Errors and Omissions Liability Insurance; and
3. Commercial General Liability Insurance.

Review

The Registrar or any staff member designated by the Registrar shall annually review the current insurance policies against comparators to ensure that coverage is comprehensive and economical.

6.0 Procedures

Purpose

The Government of Ontario has recognized that dental technologists in the province have the specialized knowledge to govern themselves and set and maintain standards of competency and conduct. With this right to self-regulation comes the responsibility to follow due process and procedural fairness, and build public confidence.

6.1 Council Election for Elected Members

Policy Section: Procedures

Introduction

The Council of the CDTO consists of seven (7) Elected Members that work together with seven (7) appointed Public Members to carry out the College mandate by implementing regulations, By-laws, policies, and standards for the profession and shaping the CDTO's strategic direction. To serve on Council, a Member must be elected by their peers during the election for members of Council.

Elections are held in the November preceding the year in which the term of office for the current Elected Members of an electoral district expire. The provinces are comprised of the Central, Western, and Eastern Districts, as prescribed by the College By-laws, and are permitted to have three (3), two (2), and three (3) Elected Members, respectively.

Nomination

The Registrar shall notify each Member of the election date and nomination procedure a minimum of sixty (60) days prior to the election. Members must then submit their nomination for Council to the Registrar, in writing and signed by the nominator, at least forty (40) days before the election. If a Member is nominating someone other than themselves, the nominee must also sign the nomination form. All candidates retain the right to withdraw from an election through a written notice to the Registrar.

Eligibility

Nomination Eligibility:

To be eligible for election, a Member must:

- I. reside in Ontario and either practice dental technology or principally reside in the electoral district for which they are nominated;

2. hold a certificate of registration in the General Class;
3. only be nominated in a single district;
4. be in good standing with the College, as further detailed by article 10.05 of the College By-Laws;
5. resign any positions with a Professional Association before taking office
6. not be a member of any other College regulated under the RHPA or an employee of the CDTO within the previous year;
7. complete and return a conflict of interest questionnaire to the Registrar by the deadline set by the Registrar and remove any identified conflict prior to their term; and
8. confirm their eligibility for election to Council in writing to the Registrar by the deadline set by the Registrar.

Voting Eligibility:

A Member may vote in the Council election if they hold a registration certificate and has practiced or resided in a permanent dwelling in the electoral district of concern within the twenty-one (21) days preceding the election. The Member may not owe any fees, other amounts, documents, or other information to the College. Any disputes regarding the eligibility to vote shall be decided by the Registrar.

Electoral Procedure

The election for Council shall proceed as follows:

1. the Registrar will supervise and administer the election;
2. a maximum of thirty (30) days prior to the election, the Registrar shall send every Member eligible to vote:
 - a. a list of eligible candidates.
 - b. the biography and personal statement of every candidate who provided such to the Registrar by the deadline and in the form established by the Registrar.
 - c. a ballot, or equivalent if voting is done electronically.
 - d. an explanation of the voting process.
3. the Registrar will establish procedures for the opening and counting of ballots;
4. ballots must be submitted by the time, date, and in the manner specified in order to be valid;
 - a. Members may cast as many votes on a ballot as there are Members to be elected from the relevant electoral district.
 - b. Members may not cast more than one (1) vote for any candidate.
5. following the count of ballots, Members must be notified of the results and each candidate must be advised of the number of votes they received and their right to request a recount;

6. requests for a recount must be submitted to the Registrar, in writing, within seven (7) days of the election date and are subject to a fee that is reimbursed should the outcome of the election change;
7. recounts shall be held by the Registrar within fifteen (15) days of receiving a written request;
8. the Registrar shall provide for the destruction of ballots following the election.

Subtleties

1. in exceptional circumstances, the Registrar may modify any time period with respect to the electoral procedures.
2. if the Registrar determines the number of eligible candidates nominated for an electoral district is less than or equal to the number of Council members to be elected from that district, the Registrar shall declare those candidates to be elected and notify the candidates and Members accordingly.
 - a. if the number of eligible candidates is less than the number of Council members to be elected for that district, the Registrar shall declare a vacancy and hold a by-election in accordance with article 10.36 of the College By-laws.
3. the Registrar shall break a tie vote by lot.
4. a Member cannot vote by means of a proxy.
5. if the Executive Committee believes there are reasonable grounds to question the validity of an election, they may initiate an inquiry and make a subsequent report and recommendation to Council.
 - a. Council may then declare the election results valid, invalid, declare an alternate candidate to have been elected, or direct that another election be held.

6.2 Officer Election

Policy Section: Procedures

Introduction

To serve as President, Vice-President, or as a member of the Executive Committee, a member of Council must be elected by their peers on the Council.

Elections are held at the first regular Council meeting subsequent to the election for Elected Members of Council.

Eligibility and Nomination

Only a member of Council is eligible for nomination or election as an Officer of the College.

Electoral Procedure

The election for Council shall proceed as follows:

1. the elections shall be supervised by the Registrar, who may be assisted by scrutineers;
2. prior to the first regular meeting subsequent to the election for Elected Members of Council, the Registrar shall invite all Council Members wishing to stand for election to notify the Registrar in writing;
3. at the meeting, the Registrar shall announce the names of eligible candidate at which point additional nominations may also be made from the floor;
4. all candidates will be given a period not exceeding five (5) minutes (in an order determined by lot) to speak to their suitability to the position they are running for;
5. voting shall be conducted by secret ballot by those present and decided by majority;
6. the Registrar shall tabulate, record, and report the results, however, the number of votes accorded to each candidate shall not be disclosed; and
7. the Registrar shall call for a motion to destroy the ballots.

This procedure shall first be executed for the President, followed by the Vice President, other Officers of the College, and the remaining Executive Committee positions.

Subtleties

1. when only one nominee is eligible for a position, that person shall be elected.
2. where no candidate received a majority vote, the candidate with the fewest votes shall be disqualified and an additional vote, by secret ballot, shall be executed until one (1) candidate receives the majority vote.

3. in the event of a tie between the final two candidates for a position, a second ballot shall be executed and both candidates may speak for a second five (5) minute period.
 - a. a persistent tie vote shall be broken by the Registrar by lot.

6.3 Approval of Official Documents

Policy Section: Procedures

Introduction

Official documents developed by the CDTO and related decision-making must be guided by the principles of transparency and accountability. Members, the public, and stakeholders must also be able to exercise their right to participate in the decision making process, as appropriate.

Consultation

To ensure the College is maintaining collaborative efforts with its professional Members and stakeholders, By-laws, Standards, or Regulations developed by the College may not be approved by Council unless circulated to all members at least sixty (60) days prior. This requirement may be exempt or subject to a lesser period of time as the Minister may dictate.

Approval

Prior to implementation, use, or distribution, all official documents developed by the CDTO must be reviewed and approved by Council. Once a motion to approve has been raised, seconded, and passed by majority vote, all documents must be accurately labelled, to promote ease of use. This information may include, but is not limited to:

1. document title;
2. limitations of the information;
3. approval/implementation date; and
4. date of next review

Financial documents pertaining to the acceptance, payment, or exchange of amounts must be signed by the authorized individuals, in accordance with policy 5.5 'Signing Officers' of this manual.

6.4 Emergency Management Plan

Policy Section: Procedures

Introduction

The College of Dental Technologists of Ontario is strongly committed to promptly and efficiently responding to any emergency situations that could impact the essential and core business functions of the College. An “emergency situation” is defined as catastrophic events such as natural disasters, a pandemic, terrorist attacks, or situations that may or could cause potential harm to a College staff, Members, or Committee and Council members.

The purpose and goal of this policy is to design and implement a cohesive plan that will help the College maintain and continue regular operations during the handling of an emergency situation.

Implementation

The Registrar & CEO has sole authority to determine when the Emergency Management Plan needs to be implemented and in full effect when responding to a declared emergency in a manner congruent with any public declaration of emergency. The Registrar in such circumstances will inform the President and Council members when the Emergency Management Plan is implemented. The Registrar will convene an Executive Committee meeting as soon as practically possible to report on the situation.

If the Registrar implements this Emergency Management Plan in times of an emergency situation, College staff must adhere to all the procedures and guidelines set out in this policy other administrative related policies, such as the Work from Home Preparedness policy.

Proactive Practices

Once an emergency situation is declared, the Registrar and College staff shall:

1. Meet to discuss internal and external communications that need to be delivered
2. Assign a practice advisor to be the point of contact for Members to provide appropriate information and support in practice issues
3. Ensuring all staff members know their role in order to continue the delivery of essential College services
4. Prepare for remote operations of the business, if deemed necessary

Remote Operations

If the Emergency Management Plan is called into effect during the course of a declared pandemic, in such instances, remote operations of the College may be necessary in order to ensure that the College continues its regulatory functions and delivery of core business operations during the pandemic. During this time, effective communication between CDTO staff is essential. If remote operations are deemed necessary, College staff will follow and adhere to the administrative procedures and guidelines set by the College and the Work from Home Preparedness policy.

Leadership

Council and Committees are expected to continue their governance role to the extent possible, given the nature and scope of the declared emergency and the operational capability of the College.

Should the Registrar be unable to fulfill the role during a declared emergency, the Manager of Registration or the Manager of Professional Practice, Conduct and Regulatory Affairs will act as Deputy Registrar until either the Executive Committee or Council meet to appoint an Acting Registrar. If either Manager is not able to perform this function or require further support, the CDTO can call on a coalition of Registrars on the Health Profession Regulators of Ontario (HPRO) that have agreed to perform this function.

Emergency Situations

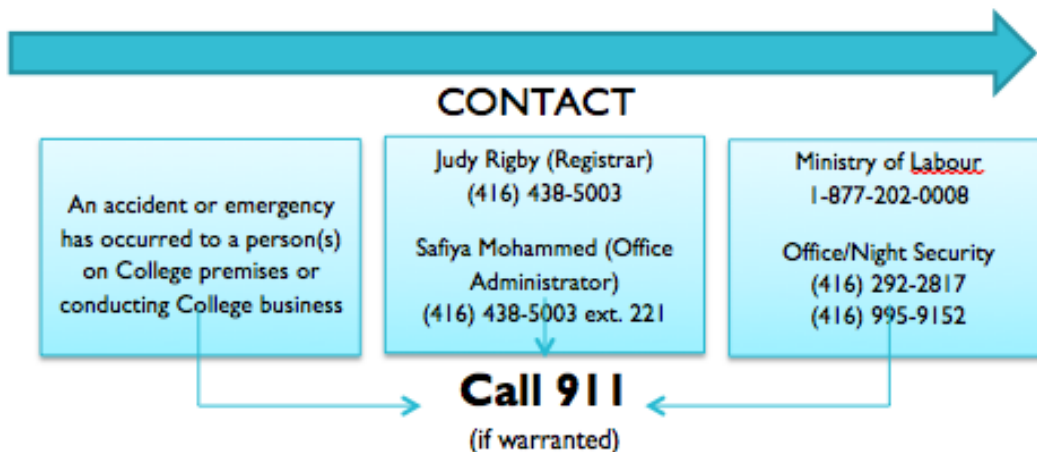
The CDTO is strongly committed to promptly and efficiently responding to any situation that may or has caused harm to College staff, Members, or Committee and Council members while on the College premises or while conducting College business. The safety and well-being of such persons is a chief priority for the College and designing and implementing a plan to respond to related situations is critical in fulfilling this responsibility.

All College staff and others employed by the CDTO are required to become familiar and comply with:

1. The Occupational Health and Safety Act;
2. The Governance Policy Manual, for Staff, with particularity to the 6.4 Emergency Management Plan; and
3. The Fire Protection & Building Code for 305 Milner Ave. Scarborough ON.

Individuals are required to follow good judgment practices in the event of an accident or other emergency. Above all, the safety of self and others shall be prioritized. When in doubt, individuals are encouraged to look to senior team members and the Registrar for guidance in an emergent situation.

In the event an accident or other emergency occurred that has or has the potential to harm a person, equipment, property, or environment of the College, the following chain of communication must be adhered to as is possible and to the best judgement of involved or near-by individuals:



External Communications

Only the Registrar, the President or, in the absence of the President, the Vice-President, are the authorized spokespersons of the College and may provide interviews to the media and respond to inquiries, or comment regarding an accident or emergency situations that have occurred.

All external communications posted to the College website or sent out to Members shall be approved by the Registrar first. During the course of operations during an emergency, the College shall disseminate relevant information to Council members as required.

Once a situation has resolved, the College shall:

1. Debrief relevant parties regarding the accident/emergency and subsequent actions taken;
2. Take appropriate actions to prevent a repeat accident/emergency; and
3. Ensure necessary counseling and other assistance is available to those who need it.

6.5 Partnerships in Advancing Public Policy

Policy Section: Procedures

Introduction

The CDTO is committed to protecting the public interest and providing leadership and support in public policy initiatives that aim to achieve this end. All proposed initiatives, whether formal or informal, must be aligned with the College’s mission, vision, and strategic plan.

Specifications

All proposed public policy initiatives to be conducted in partnership with an external entity shall:

1. contribute to the public interest
2. not present an actual, potential, or perceived conflict of interest
3. be consistent with the CDTO’s mission, vision, and strategic plan
4. clearly define:
 - a. acknowledgements;
 - b. information sharing parameters;
 - c. roles and responsibilities;
 - d. objectives;
 - e. deliverables;
 - f. associated timelines; and
 - g. any other information deemed necessary to outline prior to engaging in the partnership.

The College must retain the ability to dissolve a partnership agreement in the event it feels this action necessary.

6.6 Strategic Planning Cycle

Policy Section: Procedures

Introduction

The mandate of the Council of the CDTO is to shape the strategic direction of the College. The strategic direction provides scope and guidance in goal setting and strategic project planning and prioritizing for a defined period of time. The strategic direction must be regularly reviewed and monitored for execution to ensure the continued success and sustainability of the CDTO.

Strategic Map Development and Approval

The Strategic Map shall:

1. be developed by Council in collaboration with relevant staff members;
2. be guided by the mission, vision, and values of the College;
3. include a vision for the upcoming five (5) years and outward facing priorities for the upcoming one (1) to three (3) years;
4. be measurable;
5. involve consultation with key stakeholders, as needed;
6. consider opportunities for external input and facilitation;

Strategic Plan Execution

The Strategic Map shall drive the development of strategic projects. These shall be developed, planned, and executed by staff under the supervision of the Registrar and may be assigned to specific Committee(s) as per the Council's and/or Registrar direction. Strategic projects shall be planned using a one (1) to three (3) year timeframe and should be tracked for completion and issues preventing completion in a project plan developed by the project lead. Updates must be provided to the broader staff, Registrar, and Council, as needed.

Planning Cycle

Strategic planning shall be conducted as follows:

Strategic Plan Component	Review Schedule	Reviewer	Outcomes
Strategic Map	Five (5) years	Council (Staff, as needed)	Five (5) year strategic map including vision, outward facing priorities

Strategic Projects	Three (3) years	Registrar & Staff (Council, as needed)	A list of strategic projects that will be prioritized over the upcoming one (1) to three (3) years
Strategic Project Plans	As determined by Project lead & at request of Registrar and/or Coordinator of Strategic Projects	Project Leads (Coordinator of Strategic Projects, as needed)	A project plan including timelines, deliverables, status of deliverables, and priorities being met

6.7 Orientation Program

Policy Section: Procedures

Introduction

Orientation of new Council and Committees members is a necessary undertaking to ensure the facilitation of good governance, role preparedness, and awareness of responsibilities of the member and Council or Committee as a whole. Members must be provided with the knowledge necessary to effectively carry out the position to which they have been appointed or elected.

Guiding Principles

Council member orientation shall:

1. be treated as an ongoing process, not a single session;
2. make newly appointed or elected members aware of the ongoing support of the President, Vice-President, and Registrar in pursuing knowledge to improve their effectiveness as Council or Committee members
3. prepare new members to support and make decisions and participate fully in ongoing discussions; and
4. include a feedback mechanism to facilitate improvements to the orientation program.

Orientation Program

The orientation program shall occur prior to the first (1st) Council meeting after the new term initiates and shall include, if time and resources allow:

1. a tour of the College office;
2. scheduled time with the Registrar, in person or via telephone to describe the Registrars and Presidents role and responsibilities, gain familiarity with the function of the College, Council, and each Committee, and create a professional development plan;
3. an orientation package, which outlines:
 - a. an overview of the College, Council and Officers of the College;
 - b. scheduled Council meetings for the current calendar;
 - c. the roles and responsibilities of Council and Council Members;
 - d. a professional development form;
 - e. Code of Conduct;
 - f. Rules of Order of the Council; and
 - g. relevant forms:
4. a presentation that includes relevant legislation and items from the orientation package.

Council and public members appointed to a Committee shall additionally receive a presentation or physical package from College staff containing an overview of the Committee's terms of reference, and its current or ongoing projects.

6.8 Succession Planning

Policy Section: Procedures

Introduction

The CDTO has a responsibility to ensure minimal interruption to Council and Committee activities due to a position vacancy. Facilitating professional development, knowledge exchange, and skills development is a key opportunity to ensure Council and Committee members have the capacity to meaningfully participate and progress in their roles. These activities are also beneficial to the College's sustainability as they:

1. contribute to the retention of talented individuals,
2. highlight advancement potential, and
3. increase the capacity and effectiveness of Council and Committees through knowledge and skills exchange and transfer.

Specifications

Succession planning shall involve the following:

1. all Council and Committee members shall annually complete and review with the Registrar a professional development plan that includes:
 - a. conference registration requests.
 - b. Committee preferences.
 - c. six (6) and twelve (12) months professional goals including steps to completion, support required, target completion dates, key outcomes.
2. when considering nominations for President prior to an election, Council members are encouraged to consider:
 - a. prior performance evaluations of potential candidates.
 - b. subject to the Electoral Process, the Vice-Presidents viability as the next President due to accumulated experience.
 - c. whether candidates have a reasonable number of years left regarding their eligibility to serve on council to promote continuity of the role and allow the sufficient transfer of knowledge to subsequent Presidents.

7.0 Evaluation

Purpose

The CDTO believes that effective governance is a shared responsibility. In order to ensure ongoing effectiveness, the College is committed to evaluate performances and collaboratively set goals on an annual base. This yearly evaluation enables the College to identify and seek opportunities to better itself and promote good governance in carrying out its mandate. Providing guidelines and direction regarding the performance evaluation process ensures that the performance evaluation and associated decisions are conducted in alignment with the College's overall staff performance management system.

7.1 Performance Evaluation for the Registrar

Policy Section: Evaluation

Introduction

Selecting the most appropriate person as Registrar is vital for the health, viability, and future of the College. The Registrar's performance is essential to ensuring the continued sound management of the CDTO and that the goals and objectives set out by Council are being met. Further, the College understands that regular evaluation of the Registrar's performance against the College's operational and strategic goals strengthens organizational effectiveness.

Benefits

The purposes and benefits of such performance review include:

1. communicating Council expectations of the Registrar in a formalized constructive process;
2. providing a mechanism to assess how effectively the Registrar has implemented Council policies and decisions;
3. enabling Council to provide constructive feedback to the Registrar to improve their focus on the College's mission and strategic plan;
4. providing a basis for future Registrar performance expectations;
5. creating a formal system for Registrar's professional and personal development;
6. protecting the Registrar against the considerable risk associated with a board-directed organization;
7. establishing parameters for Registrar performance that enable the Council to, where necessary, appropriately terminate the Registrar's employment; and
8. linking compensation to Registrar performance and providing an objective basis for recognizing and rewarding excellent performance.

Procedures

The evaluation of the Registrar shall proceed as follows:

1. the Executive Committee is responsible for conducting the Registrar's annual performance review, which is presented to the Registrar by the President and Vice-President;
2. the Registrar's performance review will be conducted at the conclusion of their probationary term and on an annual basis by August 1st thereafter;
3. performance will be measured against pre-identified key behavioral competencies and outcomes in relation to annual performance objectives;
4. the Registrar and the Executive Committee will agree on annual goals and objectives, which encompass the Registrar's personal goals and the College's organization goals, prior to the start of each fiscal year;
5. Council will consider the Executive Committee's recommended performance assessment *in camera*. The President will report Council's decision to the Registrar;
6. the Registrar's annual goals and performance review must be documented, signed and dated by the Registrar and the President;
7. the assessment of the Registrar's performance will lead to recommendations for compensation based on the performance management and compensation system for College staff; and
8. the Registrar may appeal the performance evaluation in writing to Council for consideration.
9. all documents related to the performance review and the new annual compensation package will be filed in the Registrar's personnel file and used for payroll, retention and future reference.

7.2 Performance Evaluation for Council

Policy Section: Evaluation

Introduction

An effective Council is the direct result of Council members understanding the College's mandate, responsibilities, and accountabilities; adherence to policies and procedures of the College; constant diligence and vigilance in their work; and consistently striving for improvements in how Council carries out its duty to fulfil the College mandate. In order to ensure its ongoing effectiveness, the College Council evaluates its own performance annually.

Council performance shall be measured in the following key areas:

1. mission and mandate;
2. strategic plan and priorities;
3. council operations and governance operations; and
4. relationship with Registrar and College staff.

Benefits

The purposes and benefits of such performance review include:

1. promotes fairness in how Council proceeds with its decisions and accountability in its actions;
2. providing a mechanism to assess how effectively Council has pursued stakeholder engagement, public safety and its protection mandate;
3. enabling Council to undergo constructive self-reflection to strengthen its focus on the College's mission and strategic goals and objectives;
4. providing the opportunity to seek opportunities for improvement in governance; and
5. providing a basis for future performance expectations.

Procedures

The evaluation of Council shall proceed as follows:

Annual Evaluation:

1. the Council will be provided the annual evaluation at the last council meeting of each year;
 - a. members unable to attend shall be provided alternate arrangements
 - b. members will submit their evaluation within ten (10) days of receiving it

2. the Registrar and President will ensure the performance evaluation is on the agenda of the last council meeting of each year;
3. the President will ensure the evaluations are tabulated after the meetings and will present the results at the subsequent Council meeting for information and discussion; and
4. the Registrar will ensure Council discusses the evaluation results and take actions it deems appropriate to address the key areas measured in the performance evaluation.

Additional Evaluations:

1. the President shall ensure members of Council complete a brief evaluation of each Council meeting at the end of each meeting; and
2. the President shall ensure each Council member annually completes a self-evaluation of their own performance.

7.3 Performance Evaluation for Committees

Policy Section: Evaluation

Introduction

Committees are an essential part of executing the Council's mandate. To ensure ongoing Council effectiveness, the Council is committed to evaluate the performance of each Committee on an annual basis.

Benefits

The purpose and benefits of such performance review include:

1. enabling Committees to promote good governance in discharging their mandates and to identify and seek opportunities to better themselves
2. allowing individual Committees to engage in goal setting for the upcoming year; and
3. providing a basis for future performance expectations

Procedures

The evaluation of Committees shall proceed as follows:

1. the Executive Committee is responsible for ensuring that the appropriate evaluation procedures have taken place during the self-evaluation;
2. the President and Committee Chairs will ensure the performance evaluation is scheduled annually in the last quarter of the calendar year;
3. members of each Committee will, after the last meeting of each calendar year, be provided an electronic form to use as an assessment of the Committee's performance for the year;
 - a. Members unable to attend the meeting shall be provided alternate accommodations;
 - b. Members will submit their completed evaluation form within ten (10) days of receiving it.
4. the Chair of the Committee shall see that the assessment forms are tabulated, and that they are presented at the next Committee meeting for information and discussion;
5. each Committee will propose recommendations for improvement should the evaluation warrant any changes; and
6. Council will review each Committee's performance evaluation and their recommendations for improvement.

Appendix A: Policy Review Schedule

Policies in this manual are to be reviewed as described below. If circumstances arise which warrant a review of a policy outside of its review schedule, designated reviewers may review the policy. However, the need for such action must be documented. Changes should be documented and submitted to Council for approval.

Policy #	Section Title	Responsible Office	Date of Original Approval	Review Schedule	Last Council Approval Date
1.0 Terms of Reference					
2.1	Committees	Executive Committee	January 18, 2016	Annually	December 16, 2022
2.1.1	Executive Committee	Executive Committee	January 18, 2016	Annually	December 16, 2022
2.1.2	Discipline Committee	Discipline Committee	January 18, 2016	Annually	December 16, 2022
2.1.3	Examinations Committee	Examinations Committee	June 10, 2016	Annually	December 16, 2022
2.1.4	Fitness to Practice Committee	Fitness to Practice Committee	January 18, 2016	Annually	December 16, 2022
2.1.5	Inquiries, Complaints, and Reports Committee	Inquiries, Complaints and Reports Committee	January 18, 2016	Annually	December 16, 2022
2.1.6	Patient Relations Committee	Patient Relations Committee	January 18, 2016	Annually	December 16, 2022
2.1.7	Quality Assurance Committee	Quality Assurance Committee	January 18, 2016	Annually	December 16, 2022
2.1.8	Recruitment Committee	Recruitment Committee	January 18, 2016	Annually	December 16, 2022
2.1.9	Registration Committee	Registration Committee	January 18, 2016	Annually	December 16, 2022
3.0 Roles & Responsibilities					
3.1	Council and Council Members	Executive Committee	April 3, 2020	Annually	April 3, 2020
3.2	President	Executive Committee	April 3, 2020	Annually	April 3, 2020

3.3	Vice-President	Executive Committee	April 3, 2020	Annually	April 3, 2020
3.4	Committee Chairperson	Executive Committee	January 18, 2016	Annually	December 16, 2022
3.5	Registrar	Executive Committee	April 3, 2020	Annually	April 3, 2020
4.0 Conduct					
4.1	Code of Conduct	Registrar	April 3, 2020	3 Years	April 3, 2020
4.2	Conflict of Interest	Registrar	April 3, 2020	3 Years	April 3, 2020
4.3	Media Communications	Registrar	April 3, 2020	3 Years	April 3, 2020
4.4	Confidentiality Agreements	Registrar	April 3, 2020	3 Years	April 3, 2020
4.5	Intellectual Property	Registrar	April 3, 2020	3 Years	April 3, 2020
4.6	Council-Staff Relations	Registrar	April 3, 2020	3 Years	April 3, 2020
5.0 Finances & Expenses					
5.1	Honoraria and Reimbursement of Expenses	Registrar	April 3, 2020	3 Years	December 16, 2022
5.2	Signing Officers	Registrar	April 3, 2020	3 Years	April 3, 2020
5.3	Investment Policy	Registrar	April 3, 2020	3 Years	April 3, 2020
5.4	Capital Assets	Registrar	April 3, 2020	3 Years	April 3, 2020
5.6	Insurance Policy	Registrar	April 3, 2020	3 Years	April 3, 2020
6.0 Procedures					
6.1	Council Election	Registrar	April 3, 2020	3 Years	April 3, 2020
6.2	Officer Election	Registrar	April 3, 2020	3 Years	April 3, 2020
6.3	Approval of Official Documents	Registrar	April 3, 2020	3 Years	April 3, 2020
6.4	Emergency Management Plan	Registrar	April 3, 2020	3 Years	April 3, 2020
6.5	Partnerships in Advancing Public Policy	Registrar	April 3, 2020	3 Years	April 3, 2020

6.6	Strategic Planning Cycle	Registrar	April 3, 2020	3 Years	April 3, 2020
6.7	Orientation Program	Registrar	April 3, 2020	3 Years	April 3, 2020
6.8	Succession Planning	Registrar	April 3, 2020	3 Years	April 3, 2020
7.0 Evaluation					
7.1	Performance Evaluation for the Registrar	Executive Committee	April 3, 2020	3 Years	Sept 24, 2021
7.2	Performance Evaluation for Council	Executive Committee	April 3, 2020	3 Years	Sept 24 2021
7.3	Performance Evaluation for Committees	Executive Committee	April 3, 2020	3 Years	Sept 24 2021

Appendix B: Measurement and Reporting Cycle

The CDTO is committed to continued improvement in achieving its mandate and carrying out its day-to-day functions. Policies in Section 7.0 Evaluation outline specific procedures related to the measurement and reporting requirements of the College. These requirements are summarized as follows:

Evaluation	To be Completed by	Reported to	Reporting Cycle
Annual Report	Council	Minister	Annually
Council Self-Evaluation	Council Members	Council	Annually at the last Council meeting of each year
Council Meeting Evaluation	Council Members	President	At the end of each Council Meeting
Council Member Self-Evaluation	Council Members	President	Annually
Registrar	Executive Committee	Council	At conclusion of probationary term and annually by August 1 st thereafter
Committee Evaluation	Committee Members	Council	Annually in the last meeting of each year
Staff	Registrar/Staff	Registrar	Annually