



Request for Proposals: Registrar-CEO Evaluation

Deadline: October 7, 2024

Submit proposals to: College of Midwives of Ontario Operations Department,
operations@cmo.on.ca

Purpose

The Executive Committee of the College of Midwives of Ontario Board wishes to recruit a consultant to implement the annual Registrar-CEO performance review based on existing assessment tools and the Board Registrar-CEO Linkage Policy on Monitoring Registrar-CEO Performance (see attached). The timeframe for this work would be March-June 2025.

About the College of Midwives of Ontario

The College of Midwives of Ontario (College) was established with the proclamation of the *Regulated Health Professions Act, 1991 (RHPA)*, and the *Midwifery Act, 1991* on December 31, 1993. Our mandate is to regulate the midwifery profession in accordance with the RHPA. The College's primary responsibility is to serve in the public's interest by ensuring that members of the profession are qualified, skilled, and competent to practise midwifery. The Registrar-CEO oversees the College, and acts as the conduit between the staff and the Board. The Registrar-CEO is the head of the organization and the proper oversight and management of this individual by the Executive Committee ensures smooth operations, promotes innovation, and protects against liability.

The Executive Committee is seeking an external advisor to administer the annual Registrar-CEO performance review using existing assessment tools and consider any future process/tool improvements based on best practices that acknowledge and promote excellence and encourage continuous improvement.

The College's governance policies include a Board Registrar-CEO Linkage Policy on Monitoring Registrar-CEO Performance (see attached) that outlines the evaluation process, objectives, deliverables, and the roles of the Executive Committee and an independent external advisor. This policy is the basis for the current evaluation process.

Scope of Work

The Committee seeks proposals from qualified individuals and organizations to implement the Registrar-CEO Assessment Tools and process as outlines in the Board Registrar-CEO Linkage Policy on Monitoring Registrar-CEO Performance (see attached).

Proposals should include at minimum:

- A review of current evaluation process and tools

- An implementation plan for the process outlined in item 5 of the policy (inputs to the evaluation), including collection of data from various surveys and interviews
- Recommendations for the analysis of data and presentation of findings to the Executive Committee, Board, and Registrar-CEO

Contract

Bidders are required to submit a contract if they are selected, and terms will then be negotiated. The contract start date can be at contract approval.

Requirements for Proposal

Please provide the following information:

- An expression of interest
- Years of experience in and qualifications for this work
- A brief outline of the work to be undertaken and any related research
- A timeline and task table containing details of individual tasks and proposed time frames
- A pricing proposal that includes the hourly or unit rates for the different units of stages of work

Responses to this Request for Proposal (RFP) are due by October 7, 2024. Responses must be submitted by email attachment to the College's Operations Department at operations@cmo.on.ca. References should be included.

Selection Process

The Executive Committee will review the proposals and evaluate them based on experience implementing evaluation tools and programs, familiarity with the regulatory environment, cost, and timeline. The selected candidate or a shortlist of candidates will undergo a reference check. A short list of candidates will be interviewed on November 13.

The contract will be awarded by the Executive Committee of behalf of the College's Board.

Conflict of Interest

Proponents must confirm in their proposal that they do not and will not have any conflict of interest (actual or perceived) in submitting the proposal or, if selected, with the contractual obligations as contractor under the agreement. Where applicable, a proponent must declare in its proposal any situation that may be a conflict of interest in submitting its proposal. All confidential information is and will remain the property of the College, unless otherwise indicated. Any proposal received may be disqualified, or if the proposal is selected, can be cancelled, where the proponent fails to provide confirmation of the foregoing or makes misrepresentations regarding any of the above.

Point of Contact for Future Correspondence

Questions about the details of the RFP can be directed to the College's Operations Department at operations@cmo.on.ca.

The College recognizes the value of lived, educational, and professional experience in skill building. If you are enthusiastic about this opportunity and believe you have the capabilities and commitment to the objectives and responsibilities of the contract, but your qualifications do not align perfectly, we encourage you to apply. In accordance with the *Accessibility of Ontarians with Disabilities Act, 2005* and the *Ontario Human Rights Code, 1990*, we will accommodate applicants' needs throughout all stages of the award process.

Policy Type:	Board Registrar-CEO Linkage
Policy Title:	Monitoring Registrar-CEO Performance
Reference:	CRL4
Date approved:	June 22, 2022; June 24, 2020; October 13, 2016; November 19, 2015; November 21, 2014

The Board views Registrar-CEO performance as identical to organizational performance. Regular performance reviews against the College's operational and strategic goals strengthen organizational effectiveness and ensure that the Board and the Registrar-CEO have a clear consensus of the organization's goals and objectives, as well as job expectations and performance measures.

Other purposes and benefits of the performance review include:

- Providing a mechanism to assess how effectively the Registrar-CEO has performed their duties;
- Providing a basis for future Registrar-CEO performance expectations;
- Creating a formal system for Registrar professional development;
- Communicating Board expectations and evaluations to the Registrar-CEO in a formalized process;
- Establishing parameters for Registrar-CEO performance that enable the Board to retain, provide constructive feedback regarding professional performance and, if necessary, to create records that could be used as reference during a termination;
- Giving the Registrar-CEO an opportunity to share their reflections, questions, concerns, and/or personal goals.

Accordingly,

1. The Board will review the performance of the Registrar-CEO annually.
2. The Executive Committee will oversee and lead the annual performance evaluation process as established by the Board, consulting with the Registrar-CEO where appropriate and with the support, facilitation, and advice of an independent external advisor.
3. The evaluation will be based on performance evaluation criteria developed by Executive Committee, in consultation with the Registrar, and approved by the Board. The Executive Committee, in consultation with the Registrar-CEO may establish weighting of the criteria to reflect areas of priority.
4. The Registrar-CEO will prepare a year-end summary report that describes and reflects on progress and accomplishments against the annual performance criteria. This is a confidential document, for Board Directors only, and specifically for the purposes of informing their evaluation of the Registrar-CEO. The report is vetted for accuracy and completeness by the Executive Committee before it is shared with the Board.

5. The inputs to the evaluation will consist of:
 - a) All Board Directors will complete an evaluation survey.
 - b) A subset of Board Directors will be interviewed by the external advisor to explore emerging themes and issues.
 - c) External stakeholder input will be obtained through one or a combination of the following: a) a survey; b) the results of an external stakeholder engagement survey.
 - d) Input from staff will be obtained through: a) the results of the annual Organizational Effectiveness Survey, and b) confidential interviews of the Staff Directors conducted by the external advisor.
6. The inputs will be collected and analyzed by the external advisor and the results will be presented in a report to the Executive Committee. No member of the Board or staff will see or have access to individual survey responses, interview notes, or other identifying information.
7. The Executive Committee will meet in camera, supported by the external advisor, to discuss the results and reach an agreement on the evaluation, including decisions related to compensation.
8. The Executive Committee will meet with the Registrar-CEO to review the report with a view to reaching a consensus on the results. The evaluation report will be shared with the Registrar-CEO prior to this meeting and they will have an opportunity to be briefed by the external advisor. The results of the evaluation will be confirmed to the Registrar-CEO in a letter from the Chair.
9. At its next meeting, the Board will be briefed on the results of the evaluation.