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The Role of the Registrar Human Resources Professionals Association (HRPA)

Executive Summary

As the regulatory body for Human Resources Management in Ontario, HRPA is committed to serving the public interest by ensuring that Human Resources professionals registered with HRPA are competent and act in an ethical manner. This commitment is embedded in the *Human Resources Professionals Association of Ontario Act, 1990*. The Board of HRPA is ultimately responsible and accountable for ensuring that HRPA is meeting its statutory responsibilities under the *Human Resources Professionals Association of Ontario Act, 1990*.

The Registrar is a key position in HRPA's regulatory framework. The Registrar plays a key role in both the day-to-day operations of the regulatory processes as well as in the regulatory policy formulation process. As with most other professional regulatory bodies, at HRPA the position of the Registrar is established by statute.

"The board shall appoint a Registrar, who need not be a member of the board, to perform the functions assigned by this Act and the board." HRPAOA, s. 3(8)

Pursuant to the above, the role of the Registrar at HRPA comprises two sets of functions:

1. those functions that are assigned to the Registrar by virtue of the Act, and
2. those functions that are assigned to the Registrar by the Board

The functions that are assigned to the Registrar by virtue of the Act revolve around the Registrar's role as 'keeper of the register.' The Registrar is the official record keeper for the Association in matters related to regulatory processes.

A key feature of professional regulation in Ontario is that regulatory decisions are made by committees or panels comprised of members of the profession. The role of the Registrar is not to make such decisions; the role of the Registrar is to enable effective and efficient decision-making by the committees and panels. The Registrar is a gate-keeper, router, and executor of decisions made by regulatory committees and sub-committees. In order that the regulatory committees and sub-committees are not burdened with the making of routine decisions, the Registrar is empowered to make certain decisions within established parameters and bounds.

To this end, the Board of HRPA has assigned the following functions to the Registrar:

1. Managing regulatory processes,
2. Providing support regulatory committees and sub-committees,
3. Managing administrative processes that support regulatory activities, and
4. Providing regulatory policy support to the HRP Board and regulatory committees and sub-committees.

The diagram below gives a graphical representation of the role of the Registrar at HRP.



The Registrar is a member ex-officio of all regulatory committees and sub-committees (Professional Regulation and Standards Committee, Certification Sub-Committee, Recertification Sub-Committee, Educational Standards Sub-Committee, Complaints, Investigations, & Discipline Committee, and Appeals Committee). Nonetheless, the Registrar does not participate in committee or sub-committee deliberations which involve decisions about individual cases. The Registrar is a full participant in the policy development process with respect to regulatory matters and has the opportunity to review and provide meaningful input to all regulatory policy development discussions. The Registrar does not

participate in the approval of policy, however; the Registrar does not vote on proposed regulatory policies. The Registrar may present his or her opinion, however, on proposed policy. The Registrar may bring forward policy proposals for consideration by the various regulatory committees and sub-committees.

The Registrar of HRP A is accountable to the Board of HRP A for:

- Performing the statutory duties of the Registrar,
- Carrying out whatever other duties are assigned to the Registrar by the Board; and
- Keeping the Board of HRP A, its committees, and sub-committees well informed on regulatory matters and assisting in the regulatory policy formulation process.

The Registrar of HRP A is accountable to the CEO of HRP A for:

- the management and operation of Office of the Registrar at HRP A; and
- providing administrative support for HRP A's regulatory committees and sub-committees.

The Role of the Registrar at HRPAA

There are two aspects to the role of the Registrar at HRPAA:

1. Those functions that are assigned to the Registrar by virtue of the Act, and
2. Those functions that are assigned to the Registrar by the Board

A. The Statutory Role of the Registrar at HRPAA

The functions assigned by the HRPAA to the Registrar, define the statutory role of the Registrar. At its essence, the statutory role of the Registrar is that of ‘keeper of the register.’ The Registrar is the legal custodian of registration records for the Association.

A. The Registrar is responsible for ‘keeping the register’ for the Association. This includes:

- a. Ensuring that the register is accurate and up-to-date (HRPAA, s.5(2)),
- b. Ensuring that the register is accessible to the Public as required by the Act (HRPAA, s. 5(3)),

“The Registrar shall keep a register in which shall be entered the names of all members of the Association in good standing, their status, and the categories of qualification to which any registration or certificate relates and within which any member has the rights and privileges of practice.” (HRPAA, s. 5(2))

“The register shall be open to examination by the public at the office of the association during normal business hours.” (HRPAA, s. 5(3)).

“The Register shall be open to inspection by the public at the head office of the Association during normal business hours. Subject to any statutory requirements, access may be in such manner as the Registrar determines.” (HRPA By-law 5.2).

Note that the Act was written before the internet had made significant inroads. Today, the requirement to make the register ‘open to inspection by the public’ can also refer to HRPAA’s online register.

B. The Registrar is responsible for ensuring that all requisite documentation pertaining to regulatory decisions are maintained.

Upon the request of a party desiring to appeal to the Divisional Court and upon payment of a reasonable fee, the Registrar shall furnish the party with a certified copy of the record of the proceeding, including the documents submitted and the decision appealed from. (HRPAA, s. 6(2))

The above implies that the Registrar is the keeper of all ‘records of the proceedings’ for all regulatory proceedings. This means that the Registrar is responsible for document management as it pertains to regulatory processes. The Registrar is responsible for ensuring that the appropriate record management policies are in place as they relate to regulatory proceedings.

C. The Registrar is the person who can officially attest to the registration status of any individual registered with and certified by HRP A

Any certificate purporting to be signed by a person in his or her capacity as Registrar is proof, in the absence of evidence to the contrary, that such person is the Registrar without proof of the person's signature or of the person being in fact the Registrar. (HRPAOA, s. 7(4))

In every case where registration is an issue, the production of a copy of the register, certified under the hand of the Registrar, is sufficient evidence of all persons who are registered in lieu of the production of the original register. (HRPAOA, s. 7(4))

Given that the Registrar is the official record keeper for regulatory matters for the Association, the Registrar is the person who can officially certify that a person is registered with the Association. The signature of the Registrar provides authentication to any document that makes attests to the registration status of an individual. This is why certificates should be signed by the Registrar. This does not mean that certificates must be signed by the Registrar to be 'legal,' or that other signatures are 'illegal.' On the other hand, certificates that are not signed by the Registrar will not be accepted as the courts as evidence that an individual is indeed a member of HRP A.

Beyond the Statutory Role of the Registrar at HRP A

A. Regulatory process management

1. The Registrar is the hub of the regulatory activity. There are two aspect in being the hub of regulatory activity:
 - a. All correspondence and request for regulatory action is channelled through the Registrar. Given a relatively complex environment with multiple committees, having information channelled through one hub ensures that nothing falls through the cracks. It also provides a single point of contact for all parties. The Registrar is responsible for keeping track of this information and knowing where all dossiers are at in the various regulatory processes.
 - b. The Registrar acts as a gate-keeper or traffic cop for the regulatory committees and sub-committees. The Registrar acts as a gate-keeper in shielding the committees and sub-committees from vexatious, frivolous or inappropriate requests. Subject to the policy, the Registrar is called upon to make decisions as to what matters need to be referred to a committee or sub-committee. In some cases, the Registrar will conduct preliminary investigations to determine what action is most appropriate. The Registrar will often decide how best to handle unusual or exceptional cases.

- c. The Registrar is the 'executor' of decisions made by the regulatory committees and sub-committees. The committees and sub-committees may 'direct' the Registrar to take certain actions, but it is the Registrar that executes those decisions.
2. The Registrar is empowered to make certain routine or uncomplicated regulatory decisions and to grant minor variances to policies within the parameters and boundaries established by the Board.
 - a. The Registrar is authorized to grant membership (register an individual) when all the requisite documentation is in order.
 - b. Should an individual applying for membership with HRP A have a record of criminal offences or have been the subject of professional disciplinary proceedings, the Registrar shall refer the case to the appropriate committee for a decision. The Registrar shall communicate the decision of the committee to the individual applying for membership with HRP A.
 - c. In determining whether a candidate has met HRP A's coursework requirements, the Registrar is authorized to give credit for approved courses based on sufficient documentation, for non-approved courses the Registrar shall refer the file to the Educational Standards Sub-Committee for decision. The Registrar shall communicate the decision of the Educational Standards Sub-Committee to the candidate.
 - d. The Registrar is authorized to issue 'authorization to write exam' letters for candidates who have met the academic and membership requirements. For alternate route candidates, the Registrar shall refer the matter to the Certification Sub-committee for the decision to authorize a candidate to write the exams. Upon review of the information, the Certification Sub-Committee shall direct the Registrar to issue an 'authorization to write an exam' if appropriate.
 - e. The Registrar is authorized to grant the designation when all the requisite documentation is complete. For those individuals who are completing their certification process by means of the assessment of experience, the Registrar shall refer the matter to the Certification Sub-Committee for decision. Upon review of the information, the Certification Sub-Committee shall direct the Registrar to grant the designation as appropriate.
 - f. The Registrar may suspend membership following non-payment of membership dues after appropriate notice has been given to the member.
 - g. As per established policy, when suspension of membership was for non-payment of dues, the Registrar may restore an individual's membership upon payment of back dues. When the suspension or revocation of membership was a result of a disciplinary process, the Registrar shall redirect the request for restoration of membership to the Chair of the Complaints, Investigations and Discipline Committee.

- h. The Registrar may suspend a member's certification for non-filing of recertification log upon notification to the member. On the other hand, non-compliance with the recertification requirement which depends on the evaluation of a recertification log will be referred to the Recertification Sub-Committee. Similarly, any log that is found deficient in the recertification log audit process will be referred to the Recertification Sub-Committee.
 - i. In all but the most inappropriate cases, complaints will be forwarded to the Chair of the Complaints, Investigations, and Discipline Committee. The Registrar is responsible for keeping the records of proceedings of the Complaints, Investigations, and Discipline Committee. The Registrar is also responsible for all correspondence with parties to a complaint, investigation, or discipline process. When appropriate, and having informed the Chair of the Complaints, Investigations, and Discipline Committee, the Registrar may attempt resolution through the facilitated resolution process.
 - j. All requests for internal appeals will be forwarded to the Chair of the Appeals Committee. The Registrar is responsible for keeping the records of proceedings of the Appeals. The Registrar is also responsible for all correspondence with parties to an internal appeal process.
 - k. The Registrar is authorized, as per established policy, to grant minor variances requested by members (e.g., extensions to time limits, exceptions based on compassionate reasons).
 - l. The Registrar conveys the decisions made by the Registrar and the regulatory committees and sub-committees.
3. The registrar shall forward all request for approval of courses to the Educational Standards Sub-Committee. The Registrar shall manage all correspondence with academic institutions. The Registrar shall communicate the decision of the Educational Standards Sub-Committee to the academic institution. The Registrar shall keep a record of the Educational Standards Sub-Committee's decision. The Registrar shall maintain a list of the courses that have been approved for the purposes of meeting HRP A's academic requirements.
 4. The Registrar issues all official documents pertaining to registration with or certification by the Association. The Registrar is responsible for ensuring that, as appropriate, the regulatory decisions are entered on HRP A's official register. As appropriate, various regulatory committees and sub-committees can 'direct' the Registrar to grant, suspend, revoke, or restore membership in or certification by the Association, but the issuance of the official documents remains with the Registrar.
 5. The Registrar is empowered to conduct investigations when in the opinion of the Registrar there are reasonable and probable grounds that a member has breached HRP A's Rules of Professional Conduct. With approval from the Chair of the Complaints, Investigations, and Discipline Committee,

or without such approval in emergency situations, the Registrar may conduct an investigation or appoint one or more investigators to determine whether a member has committed an act that warrants referral to the Complaints, Investigations and Discipline Committee. The Registrar may also carry out investigations on behalf of the Complaints, Investigations, and Discipline Committee. Should the Registrar feel that there is sufficient evidence to warrant a referral to the Complaints, Investigations, and Discipline Committee, the Registrar may file a complaint against a member of the Association on behalf of the Association.

6. The Registrar is the 'keeper of the register.' The Registrar is responsible for the Association's records as they pertain to regulatory matters. The Registrar is the legal custodian of membership records for HRP A. The Registrar is responsible for ensuring that HRP A's Privacy Policy is implemented and respected in all regulatory processes (registration, certification, discipline, and appeals). The Registrar is HRP A's Privacy Officer. This latter responsibility includes ensuring that third-party suppliers are operating in line with HRP A's Privacy Policy. The Registrar is responsible for ensuring that third-party service providers that need to have access to personal information of members sign the appropriate confidentiality agreements. The Registrar is responsible for all data collection (including online forms) related to registration. The Registrar is also responsible for making the register available to the public. The Registrar is also responsible for the security of information kept under the authority of the Office of the Registrar.
7. The Registrar is responsible for filing complaints against members when such complaints are brought forth on behalf of the Association.
8. The Registrar is responsible for taking action against unauthorized use of the designation or fraudulent claims of membership in HRP A.
9. The Registrar provides official notification to members of changes in the Act and/or By-laws that affect professional practice.

C. Support for regulatory committees and sub-committees:

1. The Registrar is responsible for ensuring administrative support for all regulatory committees and sub-committees (Professional Regulation and Standards Committee, Certification Sub-Committee, Recertification Sub-Committee, Educational Standards Sub-Committee, Complaints, Investigations, & Discipline Committee, and Appeals Committee). This administrative support refers to the production of minutes for meetings, the distribution of agendas and materials, the keeping of records, the managing of correspondence with various parties, etc.
2. The Registrar provides the liaison between the Professional Regulation and Standards Committee and the Certification Sub-Committee, the Recertification Sub-Committee, and the Educational Standards Sub-Committee. The Registrar will relate decisions made at the PSC that impact these sub-committees to the Chair of these sub-committees; as well, the Registrar will bring to the PSC issues identified by the sub-committees for decision by the PSC.

3. The Registrar also manages the budgetary process for the regulatory committees and sub-committees. The Registrar has signing authority for expenses incurred by regulatory committee and sub-committee members, except for committee and sub-committee members who are Board members who must have their expenses approved by the Chair of the Board. It is expected that the Registrar would alert the attendant committee or sub-committee Chair of any significant variances to the committee or sub-committee budget.
4. The Registrar is responsible for managing all correspondence for matters to be dealt with by regulatory committees and sub-committees. The Registrar ensures that all requisite documentation is complete before forwarding files to committees and sub-committees. The Registrar logs all correspondence. The Registrar conveys the decisions of committees or sub-committees to relevant parties. The Registrar is also responsible for updating the Register as appropriate.
5. The Registrar is responsible for ensuring that regulatory committee or sub-committee members have received the appropriate training and have signed the appropriate confidentiality agreements.

D. Regulatory Operations:

1. The Registrar is responsible for ensuring the smooth and effective operation of the processes that fall under the purview of HRP A's regulatory organization (the registration process, the certification process (which includes the examination process), the recertification process, the discipline process, and the appeals process).
2. The Registrar is responsible for providing administrative oversight of all third-parties that have been delegated the execution of activities in support of HRP A's regulatory responsibilities to ensure that they meet the agreed upon standards of performance.
3. The Registrar is responsible for various ancillary programs that support core regulatory processes (e.g., Evening Academic Program, HRwrx).
4. The Registrar is responsible for communication programs aimed at informing members and the public of various aspects of our regulatory framework. For instance, the Registrar is responsible for regulatory information on the HRP A website, the production of pamphlets and fact sheets, presentations on HRP A's regulatory framework. The Registrar is responsible for maintaining an information desk where members and the public can call in and get accurate and authoritative answers to questions about HRP A's regulatory processes. Because of the Registrar's intimate knowledge of HRP A policies in matters of regulation, the Registrar will often be the authoritative source for information about HRP A's regulatory system.
5. The Registrar will normally be the individual to liaise with other registrars in other provincial associations on operational matters. The Registrar will also normally be the individual to liaise with the national coordinative body on operational matters.
6. The Registrar is responsible for liaison with colleges and universities.

7. The Registrar is responsible for the operational budget of the Office of the Registrar.

E. Policy support in regulatory matters:

1. The Registrar is HRP A's internal expert on regulatory matters. The Registrar acts as an expert resource to the Board, Committees, Sub-Committees and Task Forces in matters pertaining to regulation. In this capacity of internal expert on regulation, the Registrar prepares briefing documents to assist in policy formulation upon request of the Board, committee, sub-committee or task force or as a result of issues identified by the Registrar. As appropriate, the Registrar may recommend the use of external independent experts to review certain aspects of HRP A's regulatory framework or to give opinions on issues of importance to HRP A's regulatory processes. The Registrar, or delegate, shall normally participate in the capacity of expert resource as required in the regulatory committees and sub-committees.
2. Generally, the Registrar is responsible for monitoring the functioning of HRP A's regulatory processes against statutory requirements, legal standards of due care and due diligence, and against the norms and accepted practices of regulatory bodies. The Registrar is responsible for identifying legal and reputational risks as they pertain to HRP A's regulatory framework. It is the duty of the Registrar to assess the functioning of HRP A's regulatory processes against such standards and to bring to the Board's attention any deficiencies or gaps or any other areas where HRP A's regulatory policies and processes might fall short of accepted practices of regulatory bodies.
3. Although the Registrar does not set the policies and requirements pertaining to registration, certification, recertification, discipline, and appeals, the Registrar is responsible for ensuring that the proper policies are in place by bringing attention to the Board and the appropriate committees or sub-committees those areas where policies may be needed or require amendment. As appropriate, the Registrar may make specific proposals for consideration by the Board or appropriate committee or sub-committees. The Registrar will keep the Board and relevant committees or sub-committees abreast of developments in the regulation community and proactively suggest where policies may be needed.
4. Whereas the Board is responsible for setting the requirements for membership in and certification by the Association, the Registrar is responsible for ensuring that the assessment processes involved are valid and meet all relevant technical standards. The Registrar has the duty to assess the compliance of HRP A's assessment practices against accepted professional standards and to report to the Board gaps and deficiencies in such practices.
5. In line with the policy objectives of the Government of Ontario for regulated professions, and given that HRP A has committed itself to compliance with the Fair Registration Practices Code as described in the *Fair Access to Regulated Professions Act, 2006*, the Registrar is responsible for ensuring that HRP A's registration practices are transparent, objective, impartial, and fair. The Registrar shall report to the Board any issues or deficiencies with respect to compliance with the Fair Registration Practices Code.

6. The Registrar is responsible for the delivery of a report on the regulatory activities of the Association to the Board on an annual basis. This report will summarize HRP A's regulatory activity for the past year, report on new developments in the regulatory landscape, give an assessment of where HRP A stands against the standards it has set for itself (e.g., compliance with NCCA accreditation standards, compliance with the Fair Registration Practices Code), summarize the various issues identified by the Registrar, and report on progress made against issues previously identified.
7. The Registrar is responsible for liaising with external organizations relating to registration and certification (e.g., Institute for Credentialing Excellence (ICE), National Commission for Certifying Agencies (NCCA), Council on Licensure, Enforcement, and Regulation (CLEAR), Ontario Profession Regulators' Policy Network (OPRPN), Ontario Regulators for Access Consortium (ORAC)).
8. The Registrar is responsible for delivering reports on HRP A's regulatory activities to Government as may be required (e.g., reports to the Office of the Fairness Commissioner should HRP A be added to Schedule 1 of FARPA).

F. Other related duties as assigned by the Board

1. Other related duties as assigned by the Board. The Board of HRP A may assign to the Registrar any additional duties it deems appropriate.

The Role of the Registrar

One-page Summary

A. Statutory role of the Registrar

1. The Registrar is responsible for ‘keeping the register’ for the Association.
2. The Registrar is responsible for ensuring that all requisite documentation pertaining to registration and certification are maintained.
3. The Registrar is the person who can officially attest to the registration status of any individual registered with and certified by HRP A

B. Regulatory process management

1. Registrar is hub of regulatory organization: gate-keeper or “traffic cop”
2. Registrar is authorized to make routine and uncomplicated regulatory decisions
3. Registrar forwards all request for accreditation of courses to the Educational Standards Sub-Committee
4. Issues official documentation attesting to registration with and certification by the Association
5. Conducts investigations when there is reasonable and probable grounds that a member has failed to comply with HRP A’s Rules of Professional Conduct
6. Keeper of the register
7. Filing complaints against members on behalf of the Association
8. The Registrar is responsible for taking action against unauthorized use of the designation or fraudulent claims of membership in HRP A
9. Provides official notification to members of regulatory changes that impact practice

C. Support for regulatory committees and sub-committees

1. Provides for administrative support for regulatory committees and sub-committees
2. The Registrar provides the liaison between the Professional Regulation and Standards Committee and the Certification Sub-Committee, the Recertification Sub-Committee, and the Educational Standards Sub-Committee
3. Manages budgetary process for regulatory committees and sub-committees
4. Manages regulatory committee and sub-committee correspondence
5. Registrar is responsible for ensuring that regulatory committee and sub-committee members have received the appropriate training

D. Regulatory operations

1. Ensures smooth and effective operation of regulatory processes
2. Provides administrative oversight of third-party service suppliers involved in regulatory processes
3. Development and delivery of supporting programs
4. Managing information desk and regulatory website
5. Liaison with other provincial registrars
6. Liaison with colleges and universities

7. Manages operational budget for Office of the Registrar

E. Policy support

1. Internal expert on regulatory matters
2. Monitoring the functioning of HRPAs's regulatory processes against applicable standards
3. Ensuring that the proper regulatory policies are in place
4. Ensuring that the assessment processes involved in registration and certification processes are valid and meet all relevant technical standards
5. Ensuring that HRPAs's registration practices meet the Fair Registration Practices Code
6. Delivery of a report on an annual basis on the regulatory activities of the Association to the Board
7. Liaison with external organizations relating to registration and certification
8. Delivering reports on HRPAs's regulatory activities to Government as may be required

F. Other related duties as assigned by the Board

1. Other related duties as assigned by the Board

Role of the Registrar in Regulatory Committees and Sub-Committees

HRPA Committees and sub-committees are involved in two kinds of processes:

1. Policy development and approval
2. Making decisions (determinations) in individual cases

The role of the Registrar is quite different vis-à-vis each of these processes. The Registrar is not involved in making decisions (determinations) about individual cases once these cases have been referred to a committee or sub-committee by the Registrar for decision (although the Registrar may make decisions about individual cases without referring to a committee or sub-committee when such decisions are within the parameters set by policy.) The Registrar is involved in policy development as it pertains to regulatory matters but does not have a role in the approval of policies.

Role of the Registrar in regulatory committees or sub-committees

1. The Registrar is a member ex-officio of all regulatory committees and sub-committees (Professional Regulation and Standards Committee, Certification Sub-Committee, Recertification Sub-Committee, Educational Standards Sub-Committee, Complaints, Investigations, & Discipline Committee, and Appeals Committee). The Registrar may appoint a delegate to participate on his or her behalf on any committee or sub-committee.
2. Once the Registrar has referred a matter to a committee or sub-committee for a decision, the Registrar does not participate in committee or sub-committee deliberations which result in decisions being made about individual cases (i.e., certification decisions, recertification decisions, course approvals, determinations of misconduct, incapacity, or incompetence, appeals), although the Registrar is available to the committees or sub-committees to provide clarification on policy, to provide historical precedents, to clarify implications, etc.
3. The Registrar is a full participant in the policy development process with respect to regulatory matters. The Registrar must have the opportunity to review and provide meaningful input to all regulatory policy development discussions. In the policy development process, with the knowledge and approval of the CEO, the Registrar may be requested by the Chair of the committee or sub-committee to develop briefing and policy papers or to draft a new policy.
4. The Registrar does not participate in the approval of policy; that is, the Registrar does not vote on proposed regulatory policies. The Registrar may present his or her opinion, however, on proposed policy.
5. The Registrar may bring forward policy proposals for consideration by the various regulatory committees or sub-committees.

Additional responsibilities of Registrar vis-a-vis regulatory committees and sub-committees

In addition to the policy development role, the Registrar also fulfills the following roles for regulatory committees and sub-committees.:

1. One of the roles of the Registrar is to ensure that regulatory committees and sub-committees have the necessary administrative support to carry out their functions. This role is separate from the policy development role. It is also the case that this administrative support will not be provided by the Registrar but by someone appointed by the Registrar.
2. The Registrar is the official record keeper for all regulatory committees and sub-committees. This means that all documents that need to be kept as part of the record of proceedings need to be given to the Registrar after the committee or sub-committee has finished using the documents. It is the responsibility of the Registrar to make the required changes to the register pursuant to decisions made by regulatory committees and sub-committees.
3. All correspondence from the regulatory committees and sub-committees to HRP members and other parties to committee or sub-committee decisions is channelled through the Registrar. This is to ensure that all decisions made by the various committees are duly recorded and that essential documents are retained for the record. The Registrar is empowered to refuse to forward to the committees or sub-committees documentation which is incomplete. The Registrar may also refuse to forward to the committees or sub-committees requests that are frivolous or vexatious.
4. The Registrar manages the budget for regulatory committees and sub-committees. To be sure, the budgets for all committees are approved by the Board and the respective Chairs. The Registrar shall develop committee or sub-committee budgets in collaboration with the committee or sub-committee Chair. The Registrar shall keep track of the expenditures of regulatory committees and sub-committees against approved budgets. The Registrar shall bring to the attention of the committee or sub-committee Chair any significant variances to the approved committee or sub-committee budget. The Registrar is authorized to approve for payment the expenses submitted by committee or sub-committee members unless these committee or sub-committee members are Board members in which case their expenses are to be approved by the Chair of the Board.

Competency Model for the Registrar Position

1. The Registrar needs to have strong communication skills. The Registrar is required to communicate to a variety of audiences (e.g., Board members, committee members, members, and the public at large) on a broad variety of topics and issues. The Registrar is required to convey decisions with tact but with precision as well. The Registrar is required to communicate the implications of alternative policy decisions.
2. The Registrar needs to exercise good judgment in making regulatory decisions. The Registrar is required to quickly grasp the key aspects of a situation. The Registrar needs to “see the forest and the trees”—to process both the detail and the ultimate objective of regulatory processes.
3. The Registrar needs to have a solid understanding of administrative process especially of the quasi-judicial kind. The Registrar needs to have an understanding of natural justice (due process). The Registrar needs to understand how structure, process, roles, and procedures work together in a regulatory framework.
4. The Registrar must have in-depth knowledge of HRPA’s regulatory framework—not only how things work but the reasons why things are the way they are. This includes structure, terms of reference, roles and responsibilities, processes and procedures, etc. Knowledge of the history and evolution of HRPA’s regulatory practices is also an asset (“how we used to do things before the way we do them now”)
5. The Registrar needs to have a strong sense of integrity. The Registrar must act in ways that are fair and balanced. The Registrar must be able to stand by decisions that are correct despite the fact that such decisions may be unpopular.
6. The Registrar must have a solid understanding of the legal underpinnings of professional regulation. An understanding of all relevant legislation—not only the *Human Resources Professionals Association of Ontario Act*, 1990, and the HRPA By-laws but also a working familiarity with the enabling legislation for other regulated professions in Ontario. An in-depth familiarity with the *Fair Access to Regulated Professions Act*, 2006 with specific reference to the Fair Registration Practices Code contained within. An in-depth understanding of the *Personal Information Protection and Electronic Documents Act*, 2000. A working familiarity with the *Statutory Powers Procedures Act*, 1990 and the *Public Inquiry Act*, 1990. Familiarity with the *Agreement on Internal Trade*.
7. The Registrar must have a solid understanding of the assessment of professional competence in the context of licensure and certification including its technical standards such as the *Standards for Educational and Psychological Testing* (1999), *NCCA Standards for the Accreditation of Certification Programs* (2004), *Association of Test Publishers Guidelines for Computer-Based Testing* (2002), *Joint Committee on Testing Practices’ Code of Fair Testing Practices in Education* (1988), *CLEAR-NOCA Principles of Fairness: An Examination Guide for Credentialing Boards* (2002), *SIOP’s Principles for Validation and Use of Personnel Selection Procedures* (2003), *PES Guidelines for the Development*,

Use, and Evaluation of Licensure and Certification Programs, 1995 and so on. The Registrar must have a solid understanding of practice analysis and the validation of credentialing assessment tools.

8. As the legal guardian of the register, the Registrar must have an understanding of records management. The Registrar must have an understanding of how to protect confidentiality of personal information.
9. The Registrar must have a solid understanding of the standards, norms, and values of the professional regulation community in Ontario.