**To define and clarify the role and time commitments of the Registrar position within the current organizational structure**

**1.**

**Role of the Registrar within the Current Organizational Structure**

The main responsibilities of the current Registrar position are:

* Leadership, strategic planning, supervision, and communication according to the mandate, mission, vision, and values
* Registration, Licensing, Permits supervision and management
* Complaint Process supervision and management
* Standards management and support
* Continuing Competency Program management and support
* Statutory Regulatory Committees management and support
  + (Discipline, Professional Conduct, Quality Assurance, Standards, Sterilization and Waterline Monitoring, Current Competency Program “PEP”)
* Subject Matter Expert with respect to dentistry; regulatory practices; and the Act, bylaws, standards
* Meetings representation
* Report to Council

The main role of the current Registrar position is to

* Convey and communicate the decisions of the Council and Statutory Committees to the public and registrants.
* Align the legislation, standards of practice of dentistry, decisions of Council, and general regulatory trends and best practices to the bylaws, standards, and processes of the College.
* Maintain current with regulatory trends and best practices, identify organizational short comings, and incorporate continuous improvement to the practices and processes of the College.
* Maintain consistency, continuity and stability of the College in protecting the public.

**2.**

**Time Commitment**

During the past six months, the average amount of time spent has been 2.9 days / week.

Although, the past two months have been busier with the unexpected umbrella legislation, along with additional meetings.

Approximately 55% of the time commitment has been day to day activities and 45% of the time commitment has been aging projects.

The day to day activities are mostly easy. The staff efficiently administer and manage the duties and responsibilities and essentially only require confirmation, support, and direction in the decision making consistent with the general overall mandate.

The aging projects are tedious requiring the knowledge of dentistry, regulatory practices and trends, the Act, bylaws, and standards; and having the patience to intertwine them all together.

One thing the pandemic taught us: depending on the type of employment, one can work effectively from home. However, of importance, in my opinion, a presence within the College office is vital. How much time commitment is required I am unsure. The Registrar needs to work side by side with the staff to develop relationships and a rapport, as well as set an example of leadership, dedication, hard work, and progress. The Registrar does need to be part of the team.

**3.**

**Part Time vs Full Time Position**

Historically, the position has been both part time and full time.

Dr. White served initially in a part time role and transitioned to a full time role. However, Dr. White wore many hats – Registrar, Executive Director, Administrative Management, Council Chair, President, PCC Chair, Lawyer – which spread the focus beyond the requirements of the Registrar position… and created many misperceptions amongst our membership.

Dr. Taillon attempted to serve in a part time role and worked full time hours, as the position required, during the pandemic.

Dr. Uswak served part time hours as his schedule would allow and served full time hours as his schedule would allow. Unfortunately, the productivity required of the position was not reflected in the amount of hours, whether part time or full time.

In my opinion, the acting Registrar will always try to shape the position to what they want it to be.

Nationally, the position is represented with both part time and full time roles.

In the larger provinces (more than 2000 registrants) – B.C., Alberta, Ontario, and Quebec – the Registrar position is a full time role.

In all of the smaller provinces, the Registrar position is a part time role.

**4.**

**Dentist vs Lawyer**

In my opinion, you require both a dentist and a lawyer.

Historically, the position has always been a dentist, and many of the registrants expect a dentist.

Of note, the Registrar of the College of Physicians and Surgeons of Saskatchewan, a very large organization, is a physician.

Nationally, the position is represented mostly by dentists.

In the larger provinces of Ontario and Quebec, the Registrar is not a dentist.

In the larger provinces of B.C. and Alberta, the Registrar is a non-practicing dentist.

In all of the smaller provinces, the Registrar is a practicing dentist.

Many of the larger provinces, regardless of dentist or non-dentist Registrars, have internal lawyers.

The previous Registrar in New Brunswick was a lawyer, and still referred to an external lawyer specializing in regulatory matters.

Regardless, if the Registrar is a dentist or lawyer, referral to an external lawyer specializing in regulatory matters will always be necessary. And if the Registrar is a lawyer, referral to a dentist regarding dental subject matter will always be necessary.

**5.**

**Non-Practicing Dentist vs Practicing Dentist**

Nationally, the position is represented mostly by practicing dentists.

Again, in the larger provinces of B.C. and Alberta, the Registrar is a non-practicing dentist in a full time role.

Again, in all of the smaller provinces, the Registrar is a practicing dentist in a part time role - typically 2 to 3 days a week.

**6.**

**Productivity**

Determining the structures of the Registrar position – responsibilities, roles, time commitment, part time vs full time, dentist vs non-dentist, practicing dentist vs non-practicing dentist – are a necessary component for decision making.

However, one of the most important components of the position has to be productivity.

Unfortunately, the progress of the functions of the Registrar position has been static for at least the last five years. The twilight years prior to retirement, a pandemic, and the lack of initiative and dedication have been the root cause for instability of the Registrar position.

**7.**

**Conclusion**

In conclusion, the Registrar position within the current organizational structure with the following responsibilities -

* Leadership, strategic planning, supervision, and communication according to the mandate, mission, vision, and values
* Registration, Licensing, Permits supervision and management
* Complaint Process supervision and management
* Standards management and support
* Continuing Competency Program management and support
* Statutory Regulatory Committees management and support
  + (Discipline, Professional Conduct, Quality Assurance, Standards, Sterilization and Waterline Monitoring, Current Competency Program “PEP”)
* Subject Matter Expert with respect to dentistry; regulatory practices; and the Act, bylaws, standards
* Meetings representation
* Report to Council –

1. is a part time position as compared to the Registrar positions of the other smaller provinces and as evidenced by the hours of the Acting Registrar position;
2. requires a presence in the College office;
3. requires both dental and legal subject matter expertise regardless of the Registrar being a dentist or lawyer;
4. can effectively be accomplished by a practicing dentist as compared to the Registrar positions of the other smaller provinces;
5. requires knowledge with respect to dentistry, regulatory practices, the Act, bylaws, and standards; and
6. requires initiative and dedication to maintain current with regulatory trends and best practices, identify organizational short comings, and incorporate continuous improvement to the practices and processes of the College.

Again, the acting Registrar will always try to shape the position to what they want it to be;)

For that reason, I defer to Council for this important decision and hope I have provided the Council with enough objective background information to make that informed decision.

I can be available for questions.

Respectfully

Dean Zimmer