

BRIEFING NOTE

TO: Board of Directors

FROM: Fazal Khan, Registrar, CEO

DATE: September 22, 2025

SUBJECT: Human Resources and Relations (2-08) Monitoring Report

☐ For Decision ☐ For Information ☒ Monitoring Report

Purpose:

To provide the Board with a report on Human Resources and Relations Policy, in accordance with the monitoring report schedule approved by the Board.

Registrar, CEO Interpretation and Evidence:

The Human Resources and Relations Policy (2-08) was approved by the Board in September 2011 and revised in May 2021.

The information contained in this monitoring report represents compliance with a reasonable interpretation of the policy. The monitoring report covers the period from October 2023 to September 2025.

For Consideration:

Policy Requirement	Interpretation and Evidence
Employee Relations	<p>The Registrar, CEO operates with written Human Resources policies and procedures that are consistent with government legislation, human resource standards, and the values of the College. The policies clarify terms of employment, and protect all staff members from unlawful or inequitable working conditions.</p> <p>The Registrar, CEO operates with an open door policy where staff are encouraged to address concerns or complaints with the Registrar, Deputy Registrar, or Human Resources Specialist. If internal complaint procedures have been exhausted, Staff are welcome to report concerns or complaints to the Chair of the Board. The Registrar, CEO has also ensured that Staff are able to voice any questions, concerns, or comments that they may have around COVID-19 procedures. Regular one on one check-ins with Staff, anonymous surveys, and staff meeting discussions have been used to gauge Staff sentiment on hybrid work models and return to</p>

	<p>office policies to assure everyone that safety is the top priority of the College.</p> <p>The Registrar, CEO ensures that the Personnel Policies document is provided to each staff member by the Human Resources Specialist as part of their onboarding and is made available on the Shared drive throughout the term of their employment.</p> <p>The Registrar, CEO promotes a positive, equitable, and supportive environment that values the contributions of the Staff by regularly circulating organization-wide emails congratulating Staff on goals achieved and jobs well done and highlighting achievements during Staff meetings. The Registrar, CEO, has ensured that the budget presented to the Board in December of each year, allocated funds towards rewarding and celebrating each department throughout the year.</p> <p>The Registrar, CEO annually allocates funds towards Staff education and Development which include general Staff trainings (DEI, Relational Writing, etc.), department specific trainings (HPRO trainings, Management training, etc.), and Staff continuing education courses or certifications.</p> <p>The Registrar, CEO takes measures to prevent workplace violence, discrimination, and harassment by ensuring that Staff are aware of the College's position (as noted in the Personnel Policies), training is provided (specifically DEI training to recognize types of discrimination that may occur in the workplace, Difficult Conversations training focusing on managing client difficulties and challenges of phone/email communication, and Management Leadership training focusing on team development and conflict resolution), and regularly checking in with Staff (through 9 General HR Surveys, monthly one-on-one conversations, etc.)</p>
Employee Compensation	<p>The Registrar, CEO provides all staff members with a reasonable compensation package to ensure the College is able to recruit and retain qualified staff. Staff compensation packages include a comprehensive benefit plan to ensure equitable access to health and wellness benefits for all staff.</p> <p>Staff compensation is reviewed each year as part of a formalized annual performance review process.</p> <p>The following factors are taken into account when determining and reviewing staff compensation packages: job roles and</p>

	<p>responsibilities, current market rates for similar positions, inflation and cost of living factors, employee performance.</p> <p>In Q4 2021, the College (along with 16 other Regulatory Health Colleges) engaged with Mungall Consulting Group Ltd. to review current compensation packages and trends and ensured that College Staff were being provided with competitive packages.</p> <p>In 2022, the Registrar, CEO reviewed current extraordinary inflation trends and its effects on the staff and implemented an additional cost of living bonus for all staff after notifying the Chair.</p> <p>In 2023, the Registrar, CEO again engaged Mungall Consulting Group Ltd for another report on compensation trends. Based on the report, the Registrar, CEO reviewed staff salary bands and made adjustments where appropriate to ensure compensation packages remained fair and competitive, as compared to similarly sized and resourced colleges.</p> <p>In 2025, following a review of its benefit package, the Registrar, CEO determined to sign on with a new benefit provider that was able to offer a comprehensive benefit package at a more competitive rate. The new package will result in cost savings while also enhancing certain benefits.</p> <p>The total amount budgeted for salary and compensation is reviewed by the Finance Committee and approved by the Board on an annual basis.</p>
Hiring Practices	<p>The Registrar, CEO has ensured that employees are evaluated for their performance as it pertains to the functions of their role. Staff complete annual reviews with their Managers (or the Deputy Registrar/Registrar) and the Human Resources Specialist.</p> <p>The Registrar, CEO has ensured that candidates for employment are evaluated through interview questions or assessments that relate to their ability to take on the responsibilities of the role. Interview questions and reference check forms have been developed with the assistance of a third party recruitment firm (Nevaza) and further reviewed by a DEI consultant to ensure that the questions are fair, relevant to the duties of the role, and free from bias. In addition, in appropriate circumstances, such as when recruiting for certain higher level or critical positions, the COO will engage a third party recruitment firm to ensure the process is thorough, fair and free of bias.</p> <p>The Registrar, CEO has ensured that prospective candidates or staff</p>

	<p>members are not hired or promoted based on favouritism or nepotism, and permanent or guaranteed employment is not promised or implied to anyone. All prospective candidates undergo the same screening process (1-2 interview rounds with the HR Specialist, their direct manager, and the Deputy Registrar/Registrar, a possible practical assessment based on the role, and three professional reference checks) regardless of their background or circumstances relating to their application. Continued employment for staff is based on performance and all staff members undergo the same review format based on their grouping (Managers or Coordinators).</p>
Registrar, CEO Compensation	<p>All adjustments made to the Registrar, CEO's compensation during the current review period were based on directions given by the Performance Evaluation/Compensation Sub-Committee appointed by the Board as part of the Registrar, CEO's annual performance review process in accordance with the Registrar, CEO Engagement & Compensation Policy.</p>

Recommendations/Action Required:

- 1) Does the Board agree that the Registrar, CEO's interpretation of the Human Resources and Relations Policy was reasonable?
- 2) Does the Board agree that the Registrar, CEO complied with this policy as reasonably interpreted?

POLICY TYPE: OPERATIONAL BOUNDARIES

2-08 Human Resources and Relations Policy

With respect to the treatment of and relationship with employees, the Registrar, CEO of the College of Opticians of Ontario (COO) shall not cause or allow conditions which are unlawful, disrespectful, discriminatory, inequitable, or unsafe.

EMPLOYEE RELATIONS

Accordingly, the Registrar, CEO shall not:

1. Operate without written human resources policies and procedures that are consistent with government legislation, human resource standards, and the values of the organization. These policies will not fail to clarify terms of employment, to guard against unlawful or inequitable working conditions, and to ensure equal opportunity employment.
2. Prevent an employee from reporting a complaint to the Board, through the Chair, when:
 - a. The internal complaint procedures have been exhausted; and
 - b. The employee alleges that the Registrar, CEO engaged in unethical, illegal conduct, or was dishonest.
3. Fail to acquaint employees with their protections under this policy and with their rights and responsibilities under any applicable Board policies.
4. Fail to promote an environment that values the contribution of employees, is equitable and supportive, and builds a positive morale.
5. Fail to provide reasonable and relevant opportunities for professional growth and development.
6. Fail to take adequate measures to prevent workplace violence, discrimination, and harassment.

EMPLOYMENT AND COMPENSATION

With respect to employment, compensation, and benefits for employees, the Registrar, CEO shall not fail to use sound principles of human resource management in accordance with the fiscal integrity and the reputation of COO.

Accordingly, the Registrar, CEO shall not:

Employee Compensation

7. Operate without providing employees with a reasonable compensation package.

Hiring Practices

8. Evaluate employees and candidates for employment using criteria other than objective job qualifications and/or job performance.
9. Hire or promote staff based on favouritism or nepotism.
10. Promise or imply permanent or guaranteed employment for any reason.

Registrar, CEO Compensation

11. Change their own compensation and benefits except as approved by the Board.

Note: For the purposes of this policy, the term employee(s) refers to all full time and part time staff persons working for and paid by the College. For clarity, this policy does not apply to persons holding non-staff and/or contract positions with the College, including but not limited to Appointed Committee Members, peer assessors, investigators, inspectors, PLAR interviewers or examiners.