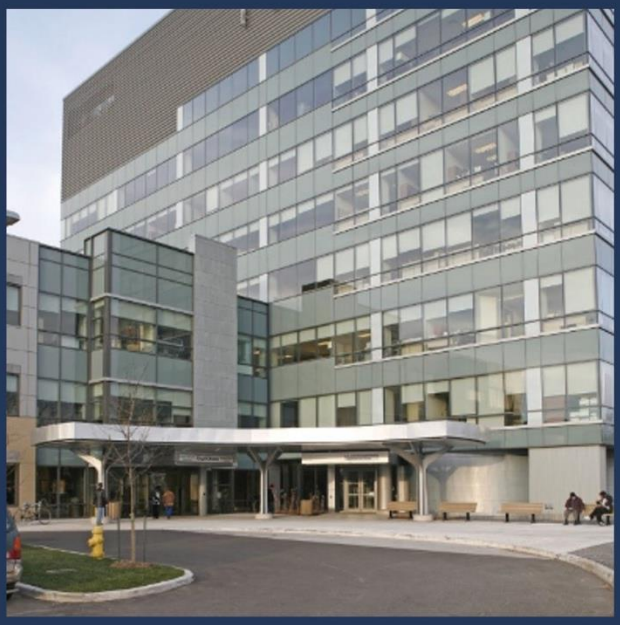
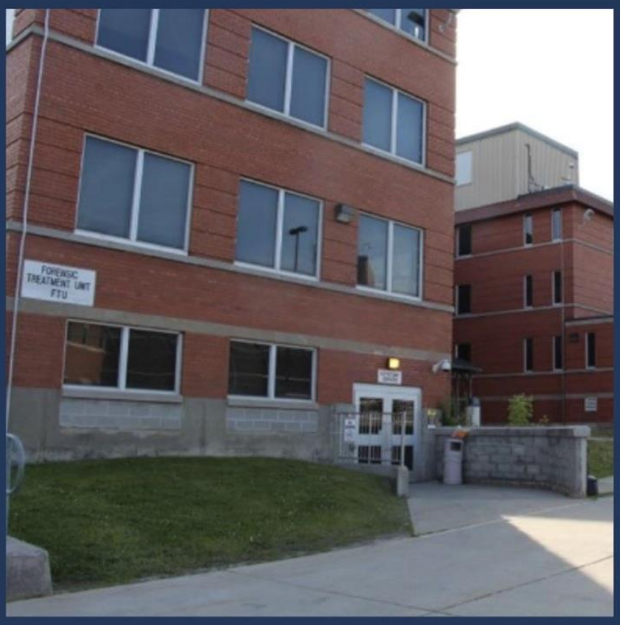
THE ROYAL

Clinical Psychology Practicum Student Training Handbook

Policy, Procedures and Due Process Guidelines





Last Updated: September 2026

TABLE OF CONTENTS

INTRODUCTION 4
- Eligibility Criteria 4
- Practicum Training 4
- Practicum Training Handbook 4
- Contact Information 5

REQUIREMENTS 6
- Police Records Check 6
- Professional Liability Insurance 6
- Occupational Health Requirements 6
- Crisis Intervention Training 7
- Corporate Welcome 7
- Workload Measurement 7

PROFESSIONAL, ETHICAL AND LEGAL CONDUCT 8

PRACTICUM PLACEMENT PROCESS 9
- Interview 9
- Pre-boarding Documentation and Requirements 9
- Accommodations 10
- Onboarding 10

SUPERVISION PRACTICE 11
- Supervisor Agreement 11
- Supervision Agreement 11
- Supervision Notes 12
- Evaluation 12

STUDENT FEEDBACK 14

DUE PROCESS GUIDELINES: STUDENT PROBLEMATIC BEHAVIOUR 15
- If Problems Arise 15
- Due Process: General Guidelines 15
- Definition of Problematic Behaviour 16
- Complaints Process 16
- Remediation and Sanction Alternatives 17
- Review Process 19
- Ombudsperson 20

DUE PROCESS GUIDELINES: SUPERVISOR PROBLEMATIC BEHAVIOUR 21
- If Problems Arise 21
- Dispute Resolution General Guidelines 21

Definition of Problematic Behaviour 22
Review Processes 22
Trainee-initiated Processes 23
TC Executive-initiated Processes 23
Review Panel and Process 24
Suspension of Participation in the Psychology Training Program 25

INTRODUCTION

Welcome, and thank you for your interest in our practicum training opportunities!

Eligibility Criteria

Due to the severity and complexity of the clinical presentations of the populations served at The Royal and the nature of Psychology services provided, **we only offer practicum placements to Ph.D. level students from Clinical Psychology programs**. Due to the high demand for Clinical Psychology placements, University of Ottawa Clinical Psychology students have priority, followed by requests from practicum students completing a Clinical Psychology Ph.D. or Psy.D. program from other academic institutions, provided there is a current Teaching Affiliation Agreement between The Royal and the student's academic institution.

Practicum Training

The Royal provides a full range of mental health services to residents of Eastern Ontario and Western Quebec. Psychology practicum training is offered at both Ottawa (main campus on Carling Ave, Community Mental Health Program at Carlingwood) and Brockville campuses. The Royal offers practicum training experiences and opportunities for in-depth assessment and treatment of a wide range of mental health and substance use concerns.

As part of our commitment to education, care, and our mandate as an academic health sciences centre, The Royal is committed to practicum training, facilitating learning and professional growth for practicum students. We also appreciate the benefit practicum students bring in terms of their perspectives, experiences, and skills. The philosophy of Psychology training at The Royal is a strengths-based, empowering approach to supervision including collaborative discussions related to clinical cases, relevant literature, and ethical and legal issues. Broadly, the practicum training experience is designed to provide the student with opportunities to gradually develop competencies related to the professional roles of a Psychologist consistent with the scientist-practitioner model.

Practicum Training Handbook

This handbook has been developed by The Royal's Psychology Training Committee. The handbook is designed to provide an overview of pertinent organization policies and procedures and information regarding expectations concerning clinical training, clinical supervision, and professional development. Practicum Supervisors also comply with the requirements and procedures, which are outlined in this handbook. Students are expected to know and follow the guidelines contained in this handbook. Should an issue arise that is not covered in this handbook, the student should first contact the Practicum Coordinator (PC). The Director of Training (DoT), Psychology and/or Assistant Director of Training (ADoT), Psychology at The Royal should be contacted only if the issue is unable to be addressed with the PC (consistent with Due Process Guidelines).

Contact Information

Contact information for the Practicum Coordinator (PC)

Dr. Ryan J. Ferguson, C.Psych.
Practicum Coordinator
ryferguson@theroyal.ca
613-898-7179

Contact information for Director of Training (DoT), Psychology, and Assistant Director of Training (ADoT), Psychology

Dr. Jacky Chan, C.Psych.
Director of Training, Psychology
jacchan@theroyal.ca
613-818-3096

Dr. Ryan J. Ferguson, C.Psych.
Assistant Director of Training
ryferguson@theroyal.ca
613-898-7179

REQUIREMENTS

The following documentation must be received prior to your placement start date, otherwise your placement will not start on time.

In order to make your transition to The Royal as smooth as possible, there are a few guidelines that you should review and forms you will need to complete before your placement commences. After you have received confirmation of your placement, you will receive a Student Information Package from the Practicum Coordinator and other forms to complete, explaining which documents to complete and where to bring your documents. Please review carefully.

Police Records Check

A Police Records Check for Service with the Vulnerable Sector (Level 3), valid within **six months** of start of placement (regardless of the length of your placement) is required. To prevent any delays in student placements, it is recommended that students obtain/update their Police Records Check well in advance, keeping in mind that the records check must be within six months of their start date. Please note, if you have not been a resident of Ottawa for the past five years, then you must obtain the Police Records Check from your former place of residence. Wait times vary across police services and can be as long as six to eight weeks. Police Records Check forms are held by the Office of Risk Management at the University of Ottawa and sent directly to The Royal's Human Resources department. Otherwise, a scanned copy must be sent via email to the PC. Practicum Students completing a placement at the Forensic Treatment Unit or Secure Treatment Unit in Brockville should be aware that the Ontario Ministry of Correctional Services and Community Safety requires an additional security clearance in order to enter the facility. This clearance begins with a copy of the Vulnerable Sector Police Records Check.

Professional Liability Insurance

Practicum Students are **required** to have professional liability insurance before meeting clients during their placement. Insurance may be obtained privately (e.g., www.bmsgroup.com with a discount for members of the Canadian Psychological Association) or through the student's academic institution. If the student has obtained private insurance coverage, proof of professional liability insurance must be sent by email to the PC prior to the start of practicum placement.

Occupational Health Requirements

Working with the University of Ottawa's Office of Risk Management, students must ensure their immunization requirements (including COVID-19 vaccinations) are up to date **prior** to their placement. For any students coming from other universities, the Royal's Occupational Health and Safety (OHSS) team will work with you directly to ensure you have all requirements prior to your placement. Please refer to the Student Information Package for details. All students are expected to have an up-to-date N95 mask fit test. Following confirmation of the placement suitability, a fit test appointment can be booked by the student at The Royal's Occupational Health and Safety Department by contacting safety@theroyal.ca.

Crisis Intervention Training

Crisis Intervention Training (CIT) is required for all incoming practicum students. The PC will provide the next available CIT training session(s) to the students. Students are expected to complete Crisis Intervention Training as soon as possible after the start of their placement. The student should not engage in any independent direct client contact (i.e., without their supervisor or another clinical staff present) until after the CIT training has been completed.

Corporate Welcome

It is **optional** for practicum students to attend a full-day Corporate Welcome event organized by Learning and Development. Students who have previously attended the Corporate Welcome are not required to attend a second time.

Workload Measurement

Students are required to record **only** their direct clinical care hours. The workload measurement system will vary by clinical program, and students should seek direction from their supervisor(s).

Please refer to the RoyalConnect site for information on the Workload Measurement System.

PROFESSIONAL, ETHICAL AND LEGAL CONDUCT

Students must avoid dual/multiple relationships, including those stated below. Students may not be supervised by the following:

- Anyone for whom they have served as a paid psychological assistant
- Anyone from whom they have received, or are receiving psychological services
- Anyone with whom they have, or have had a business relationship outside The Royal
- Anyone with whom they have, or have had, a sexual or emotionally intimate relationship
- A relative

Where there is a lack of clarity regarding dual/multiple relationships, it is expected that the student and/or supervisor consult with the PC/DoT/ADoT.

Practicum Students are expected to conduct themselves in a professional manner. Practicum Students should be familiar with the Canadian Code of Ethics for Psychologists and the College of Psychologists and Behaviour Analysts of Ontario Standards of Professional Conduct. The Royal also has its own policies and procedures, which should be discussed with the student's supervisor. In the event a student is found to be engaging in problematic behaviour, the Due Process Guidelines related to problematic student behaviour must be followed.

Should a student witness or experience problematic behavior on the part of any staff member at The Royal, the student is recommended to consult with their supervisor. In the event a student witnesses or experiences problematic behaviour on the part of their supervisor, the Due Process Guidelines related to problematic supervisor behaviour must be followed. If a student experiences difficulties with their supervisor, they are expected to follow the Due Process Guidelines for supervisor problematic behaviour to resolve those difficulties.

PRACTICUM PLACEMENT PROCESS

Interview

When students from the University of Ottawa receive notification of their recommended placement at The Royal, the next mandatory step is an interview with the prospective supervisor(s) to determine fit and suitability of moving forward with the placement. It is at the staff supervisor's discretion whether or not to proceed with the placement.

When The Royal receives the list of recommended practicum students, the PC will inform prospective supervisors. Supervisors will then reach out to the prospective students to a) obtain their CV; and b) arrange an interview date/time.

Following the interview, the prospective supervisor will inform the PC of the decision to move forward with the placement or not. In the event that a proposed placement is deemed to **not be a good fit** for the student, the prospective staff supervisor will inform the PC. The DoT and ADoT will also be made aware of the decision (typically via the PC). The PC will contact the Coordinator of Practica & Internships/Director of Clinical Training at the University of Ottawa (or other institution) to arrange a meeting to discuss the decision. It may be helpful for the prospective staff supervisor to attend this meeting with the PC.

Pre-boarding Documentation and Requirements

Students who are accepted for their recommended placement will be contacted by the PC to initiate the onboarding process. Students will receive the standard Student Information Package along with placement-related policies and requirements (see above). All onboarding documentation must be completed/received prior to the start of the practicum placement. **NOTE:** Failure to provide this information in a timely manner may result in a delay of start or termination of the placement.

Occupational Health related requirements and documentation will be facilitated by the University of Ottawa's Office of Risk Management (or related entity for other academic institutions). In accordance with hospital policy, students will have no contact with patients/clients at The Royal until all occupational health prerequisites are complete/confirmed.

Students will contact safety@theroyal.ca to arrange N95 mask fit testing at Occupational Health. This is to be completed **no later than one month after the placement begins**.

Students are expected to stay in contact with the Practicum Coordinator throughout their onboarding.

Supervisors must provide information requested by Professional Practice (contact Practicum Coordinator for up to date contact) regarding student IT requirements.

The PC will ensure that all incoming students are signed up for the Corporate Welcome and will make arrangements for CIT training for all Practicum Students.

NOTE: For all placements at the Forensic Treatment Unit and the Secure Treatment Unit, there will be additional pre-boarding and onboarding requirements. Students recommended, and approved, for these

placements must contact their supervisor(s) or Dr. Anik Gosselin, PPL Brockville campus, to make the necessary arrangements.

Accommodations

The Royal is committed to supporting incoming practicum students by addressing any accommodation needs they may have. It is the responsibility of the student, in collaboration with the Director of Training or Coordinator of Practica at their home university, to communicate any required accommodations to the PC. Upon receiving this information, the student, PC, and Occupational Health and Safety Service at The Royal will work together to ensure the necessary supports are in place.

Onboarding

On the first day of the placement or at another time arranged by the PC, all students will visit the Security office to obtain their ID. The PC, or designate, may choose to have all incoming students meet them at the same time to obtain their ID badge. Otherwise, retrieval of the ID badge is the responsibility of the student and supervisor.

Within the first week of the placement, the following items must be addressed by the student and their supervisor:

- Obtain RSA key or phone app through IT
- Complete COVID Orientation Checklist with supervisor (sent by PC) and send confirmation to Professional Practice (contact PC for up to date contact) and PC
- Complete Workplace Hazards Orientations (all that apply): inpatient, outpatient, WFH
- Complete Work From Home agreement
- Review Secure Printing procedures (sent by PC) for on-site work

Within the first month of the placement, the following items must be addressed:

- N-95 Mask Fit testing (Occupational Health contact provided by PC) and confirmation sent to PC when complete
- Complete Supervision Agreement and send signed copy to PC
- Complete mandatory online training on RoyalConnect and send confirmation of completion to PC
- Corporate Orientation (scheduled in advance with support from PC)
- CIT Training (arranged through Learning and Development and Professional Practice by PC)

SUPERVISION PRACTICE

Supervisor Agreement

Prior to the start of each practicum placement, the Supervising Psychologist (direct supervisor or supervision of supervision with a Psychology Resident) will complete a Supervisor Agreement between them and the DoT/ADoT and Training Committee. The Supervisor Agreement outlines the roles and responsibilities of the Supervising Psychologist, including:

- Providing supervision in accordance with the Student Handbook
- Completing the Supervision Agreement Form; facilitating all onboarding processes
- Following practicum evaluation timelines
- Reviewing and co-signing of all documentation
- Adhering to legislation/regulations, standards and code of ethics

Supervision Agreement

The supervision agreement process will involve helping the Practicum Student identify their short-term goals for the rotation they are completing with the supervisor. This form is available on RoyalConnect. It is critical that expectations are clear and mutually discussed and agreed upon.

The following areas are covered:

- Alternate supervision plan
- Rotation goals
- Specific duties (number of clients and compulsory and optional activities)
- Limitation of activities
- Supervision (frequency, method and preparation)
- Criteria, modes and frequency of evaluation
- Evaluation process and time frame including provision of all evaluation form

The length of the placement and minimum requirements for the placement are determined collaboratively by the student and their supervisor. Learning opportunities will be developed keeping in mind the student's training goals, the mandate of clinical programs, availability of clients, and the supervisor's areas and scope of practice. Please refer to program descriptions provided to your academic institution for specific information.

The supervisor should discuss with the Practicum Student their expectations regarding preparation for the supervision session. This may include preparing questions, scoring of measures, review documentation feedback, preparing tapes or video, and completing readings or literature reviews. The process of supervision meetings (e.g., agenda setting, format of discussions) will also be discussed collaboratively with the Practicum Student.

The supervision process should be collaborative, bi-directional, strengths-based and dynamic. The philosophy is to provide a safe and empowering learning environment to enhance learning and the engendering of professional competence in a developmental manner.

The timing and method of feedback (i.e., systematic and objective; given soon after a therapeutic experience; explicit and specific performance criteria are outlined; feedback is reciprocal) should be discussed. Formal evaluations (see below) should not contain a significant amount of new information, as feedback should be ongoing during supervision. Formal evaluations serve as an opportunity to integrate and synthesize previously discussed information and to highlight strengths and areas for growth. The supervisor is responsible for providing the PC with a signed PDF copy of the evaluation, which will be forwarded to the academic institution's DCT.

Supervision Notes

The College of Psychologists and Behaviour Analysts of Ontario (CPBAO) recommends that supervision notes be completed after each supervision session of a non-registered provider (see Supervisor Form on RoyalConnect). Supervisors and Practicum Students should keep their supervision notes. If issues of concern arise, it is in the supervisor's and the Practicum Student's best interests to document these in detail.

Consistent with the current CPBAO Standards of Professional Practice, supervision notes are to be retained for a minimum of ten years following the last client contact (or ten years following the clients' 18th birthday, in the case of working with a child/adolescent). In the event that a Psychologist departs from The Royal, all Supervision Records should be transferred to the Professional Practice Lead (PPL) for Psychology before their departure for secure retention.

Evaluation

Formal Evaluations

Formal evaluations using the Practicum Student Evaluation Form found on RoyalConnect are completed at the end of all practicum placements and at the midpoint for 12-month placements. Formal evaluations at the midpoint of six-month placements is required only if the Practicum Student is not meeting expectations. Otherwise, an informal evaluation, potentially using the Practicum Student Evaluation Form to guide discussion, is recommended at the midpoint of six-month placements.

Informal Evaluations

Similarly, informal evaluations are also recommended at the month three and month nine points during a yearlong placement. It is also expected that the supervisor will provide information feedback **throughout** the entire placement, outside of the pre-determined evaluation periods. Formal evaluations are sent to the Practicum Student's academic institution. Informal evaluations are not sent to the student's DCT. Students and supervisors are also expected to attach an output of the students' Time2Track output for the mid-point (if applicable) and final evaluation.

NOTE: If a practicum student has more than one supervisor (either within the same rotation or across multiple rotations) the DoT/ADoT/PC encourage supervisors to consult with one another **throughout the placement**. These consultations should support clinical training and evaluation by facilitating shared understanding of the student's developmental stage, progress, and any concerns that may arise.

STUDENT FEEDBACK

Practicum Students are encouraged to provide constructive feedback to their supervisors during formal and informal evaluation sessions and as appropriate throughout practicum placements.

At the conclusion of all practicum placements and after final evaluations have been completed, Practicum Students will be sent a questionnaire via email. The purpose of this questionnaire is to gather feedback on the student's practicum experience, including their experience with their supervisor(s).

Feedback will be shared directly with the student's supervisor(s). Their scores and comments will not be anonymized. It is important for our supervisors to receive this direct feedback in order to ensure we continue to provide high-quality Psychology training at The Royal. Students are encouraged to provide feedback in a constructive and professional manner. If students have questions or concerns regarding this feedback policy, they are to contact the PC (or the DoT/ADoT in the event the PC is the student's supervisor).

DUE PROCESS GUIDELINES: STUDENT PROBLEMATIC BEHAVIOUR

If Problems Arise

The following guidelines are designed to facilitate open communication about practicum trainee difficulties and effective problem-solving in response to them.

This document provides practicum students and staff with due process general guidelines, the definition of problematic behaviour, the complaints process, remediation and sanction alternatives, and the review process.

Due Process: General Guidelines

Due process ensures that decisions about Practicum Students are not arbitrary or personally based. It requires that the Psychology Training Committee identify specific evaluative procedures that are applied to all Practicum Students and provide appropriate appeal procedures available to the Practicum Student. All steps need to be appropriately documented and implemented. General due process guidelines include:

1. During the orientation period, Practicum Students will be informed of the expectations related to professional functioning.
2. Stipulating the procedures for evaluation, including when and how evaluations will be conducted. Such evaluations should occur at meaningful intervals.
3. Articulating the various procedures and actions involved in making decisions regarding impairment.
4. Instituting, when appropriate, a learning and development plan for identified problem(s), including a time frame for expected remediation and consequences of not rectifying the problem(s).
5. Providing the Practicum Student with a copy of the learning and development plan and/or sanction and how the Practicum Student may review the Supervisor's action.
6. Ensuring that the Practicum Student has sufficient time to respond to any action taken by the Supervisor.
7. Communicating with graduate programs about any problematic behaviour with Practicum Student requiring formal remediation or sanctions taken by the Practicum Supervisor.
8. Using input from multiple professional sources when making decisions or recommendations regarding the Practicum Student's performance and or behaviour.
9. Documenting, in writing and to all relevant parties, the actions taken by the practicum site and its rationale.

Definition of Problematic Behaviour

It is a professional judgment as to when a Practicum Student's behaviour becomes problematic rather than of concern. Practicum Students may exhibit behaviours, attitudes or characteristics that, while of concern

and requiring additional training, are not unexpected or excessive for professionals in training. Problems typically become identified as impairments when they include one or more of the following characteristics:

1. the Practicum Student does not acknowledge, understand, or address the problem when it is identified;
2. the problem is not merely a reflection of a skill deficit that the Practicum Student can rectify or develop in the course of their practicum placement;
3. the quality of services delivered by the Practicum Student is sufficiently negatively affected;
4. the problem is not restricted to one area of professional functioning;
5. a disproportionate amount of attention by training personnel is required;
6. the Practicum Student's behaviour does not change as a function of feedback, remediation efforts, and/or time; and/or
7. breach or violation of ethical standards, law or organizational policy.

Complaints Process

If a Supervisor or other staff member has concerns about a Practicum Student's behaviour as described in Section II, the following procedures will be initiated:

1. The concerned individual will be directed to consult with the Practicum Coordinator to determine if there is reason to proceed and if the behaviour in question is being rectified.
2. If the individual who brings the concern to the Practicum Coordinator is not the Practicum Student's Supervisor, the Practicum Coordinator will discuss the concern with the Practicum Student's Supervisors.
3. The Practicum Coordinator will meet with the Practicum Student to get their perspective.
4. The Practicum Coordinator and Supervisor(s) determine that the alleged behaviour in the complaint, if proven, would constitute a problematic behavior as per Section II, the Practicum Coordinator will inform the individual who initially brought the complaint.
5. The Practicum Coordinator will meet with the Psychology Professional Practice Lead and Training Executive to discuss the concerns and possible Remediation and/or Sanctions to be taken to address the issues.
6. Whenever a decision has been made by the Practicum Coordinator in consultation with the Psychology Professional Practice Lead about a Practicum Student's training, the Practicum Coordinator will inform the Practicum Student in writing and will meet with the Practicum Student to review the decision. Any formal action taken by the Training Program will be communicated in writing to the Practicum Student's Academic Training Director. This notification indicates the nature of the concern and the specific Remediation and/or Sanction implemented to address the problematic behaviour.
7. The Practicum Student may choose to accept the conditions or may choose to have the decision reviewed as per Section V.

Remediation and Sanction Alternatives

It is important to have meaningful ways to address problematic behaviour once it has been identified. When implementing remediation or sanction interventions, the Supervisors must be mindful and balance the needs of the Practicum Student with the problematic behaviour, the clients involved, and hospital staff. Under most circumstances, the following sanctions are sequential; however, in some instances (i.e., gross violations of professional conduct), they may be escalated at the discretion of the Supervisor, Practicum Coordinator, Training Executive, and Professional Practice Lead (PPL).

1. **Verbal Warning** to the Practicum Student by the Supervisor emphasizes the need to discontinue the problematic behaviour under discussion. The Supervisor and the Practicum Student will work together to establish a means of addressing the problematic behaviour. This intervention must be documented in the Supervisor's notes. Should the problematic behavour(s) fail to be resolved, to the satisfaction of the Supervisor based on the agreed upon timeline, the Supervisor is to notify the Practicum Coordinator.
2. **The Practicum Coordinator's Involvement** ensures that the behaviour is monitored beyond the supervisory level. The Practicum Coordinator will be made aware of the problematic behaviour by the Supervisor at the first indication that the problematic behaviour persists and should not wait until the quarterly review sessions. The Practicum Coordinator will meet with the Practicum Student to ensure he/she acknowledges:
   a) that the ongoing concern has been brought to the attention of the Practicum Student
   b) that the Practicum Coordinator is aware of, and concerned with, the ongoing behaviour and/or performance rating
   c) that the behaviours associated with the rating are not significant enough to warrant a written direction at this time.

   The Practicum Coordinator's involvement must be documented and placed in the Practicum Student's file.
3. **Written Direction through Learning and Development Plan** is a time-limited, remediation-oriented, closely supervised training period that may be implemented at any point during the training year. The Practicum Coordinator along with the Supervisor(s) will draft a Learning and Development Plan (LDP) document and it will be reviewed with the Practicum Student, who has a right to request a review of this action under Section V. The purpose of the LDP is to assist the Practicum Student by identifying areas for improvement with the full expectation that the Practicum Student will complete the practicum placement.

   The Learning and Development Plan must include:
   a) Competency
   b) Required skill improvement
   c) Practicum Student's responsibilities
   d) Required monitoring

e) Timeline for correcting the problem

The length and termination of the Learning and Development Plan will be determined by the Practicum Coordinator in consultation with the Supervisor(s). Depending on the severity of the concern, the Training Executive and Psychology Professional Practice Lead also may be involved. The Practicum Student's Academic Director of Training will be informed in writing of this sanction.

If the Practicum Coordinator determines that there has not been sufficient improvement in the Practicum Student's behaviour or performance to remove the Learning and Development Plan, then the Practicum Coordinator in consultation with the Supervisor(s) will discuss possible courses of action. These may include continuation of the remediation efforts for specified time period or implementation of another alternative. The Practicum Coordinator will meet with the Practicum Student to communicate that the conditions for revoking the Learning and Development Plan have not been met and what new courses of action will be implemented. The decision will be documented in writing and retained in the Practicum Student's file.

Additionally, the Practicum Coordinator will communicate to the Practicum Student and the Psychology Professional Practice Lead that if the Practicum Student's behaviour does not change, the Practicum Student will not successfully complete the practicum placement.

4. **Suspension of Direct Service Activities** requires a determination that the welfare of the Practicum Student's client population has been jeopardized and/or a determination that the Practicum Student has failed to meet the standards established by the College. Therefore, direct service activities will be suspended for a specified period as determined by the Practicum Coordinator, in consultation with the Psychology Professional Practice Lead. The Practicum Student's academic institution will be notified of such suspension. At the end of the suspension period, the Practicum Coordinator, in consultation with the Practicum Student's Supervisors, will assess the Practicum Student's capacity for effective functioning and determine when direct service can be resumed and which may depend on certain conditions.
5. **Dismissal from the Practicum Placement** involves the permanent withdrawal of all hospital responsibilities and privileges. When specific interventions do not, after a reasonable time period, rectify the impairment and the Practicum Student seems unable or unwilling to alter her/his behaviour, the Practicum Coordinator will discuss with the Psychology Professional Practice Lead the possibility of termination of the placement at The Royal. Dismissal would be invoked in cases of severe violations of the CPA Code of Ethics and/or the CPBAO Standards of Professional Conduct, or when imminent physical or psychological harm to a client is a major factor, or the Practicum Student is unable to complete the placement. When the Practicum Student has been dismissed, the Practicum Coordinator will communicate to the Practicum Student's Academic Training Director the circumstances, remediation plans and the outcome that led to the Practicum Student being dismissed from the placement.

Review Process

The basic meaning of review process is to inform and to provide a framework to respond, act or dispute an action taken under Section IV. A review process may be initiated at the request of a Practicum Student or by the Practicum Coordinator. Circumstances that may warrant an immediate review process include, but are not limited to, insufficient time in the practicum placement for implementation of a Learning and Development Plan and/or serious violations of ethical conduct and professional standards. The steps to be taken are listed below.

1. When required under this section, a Review Panel will be convened by the Practicum Coordinator and Training Executive within five (5) working days of receipt of a request for a review or formal complaint.
    - The panel will consist of three staff members (conflicts must be declared) selected by the Psychology Professional Practice Lead with recommendations from the Practicum Coordinator, Training Executive, and the Practicum Student involved in the dispute. The Practicum Coordinator, Training Executive, and the Psychology Professional Practice Lead cannot be panel members.
    - Once a panel is convened, a hearing will be conducted within ten (10) working days.
    - In attendance will be the Practicum Coordinator, Training Executive, the three staff panel members and the Practicum Student/Clinical Supervisor (and their legal counsel).
2. Within five (5) working days of the completion of the hearing, the Review Panel will submit a written report with recommendations (made by majority vote) for further action to the Psychology Professional Practice Lead.
3. Within three (3) working days of receipt of the report with recommendations, the Psychology Professional Practice Lead will either accept or reject the Review Panel's recommendations.
    - If the Psychology Professional Practice Lead rejects the panel's recommendations, due to an incomplete or inadequate evaluation of the dispute, the Psychology Professional Practice Lead may refer the matter back to the Review Panel for further deliberation and revision of the recommendations, or may make a final decision.
    - If referred back to the panel, member of the panel will report back to the Psychology Professional Practice Lead within five (5) working days of the receipt of the Psychology Professional Practice Lead's request for further deliberation and revision.
    - The Psychology Professional Practice Lead then makes the final decision regarding what action is to be taken.
4. The Practicum Coordinator informs the Practicum Student, staff members involved and if necessary, in consultation with the Psychology Professional Practice Lead, of the decision and any action taken or to be taken.
5. If the Practicum Student or staff member disputes the Psychology Professional Practice Lead's final decision, the Practicum Student has the right to contact the Director of Professional Practice to discuss this situation.

Ombudsperson

The availability of an Ombudsperson will be assured by the Psychology Training Committee on an annual basis. The working definition of an Ombudsperson is an individual whom the Practicum Student can contact to discuss concerns related to training that they are not comfortable addressing with the Practicum Coordinator at the current time. Practicum Students will be made aware that discussions with the Ombudsperson will not be reported to any member of the Psychology Training Committee or current Supervisors unless the situation requires invoking the limits of confidentiality specified by the College of Psychologists and Behavioural Analysts of Ontario.

A Psychology faculty member, who is familiar with psychology practicum and residency training and not presently involved in any Psychology training activities, will fill the Ombudsperson's role. The PC will provide the name and contact information for the Ombudsperson to all Practicum Students as part of the onboarding process. The appointment of volunteers as Ombudsperson is subject to final approval by the Director of Training, Psychology.

DUE PROCESS GUIDELINES: SUPERVISOR PROBLEMATIC BEHAVIOUR

If Problems Arise

The following guidelines are designed to facilitate open communication concerning problematic behaviour by the Supervisor.

This document provides a definition of Supervisor problematic behaviour, guidelines on due process procedures, and a description of possible courses of remediation of Supervisor problematic behaviour or impairment.

Dispute Resolution General Guidelines

Due process ensures that decisions regarding Supervisor concerns are not arbitrary or personally based. It requires that the Predoctoral Residency Program in Clinical Psychology and the entity governing the training of Practicum Students at The Royal, together referred to hereafter as the Psychology Training Program or the Program, identify specific evaluative procedures, which are applied to all Supervisors, of both Residents and Practicum Students, and to provide appropriate appeal procedures available to the Supervisor. It is expected that initiatives begin at the lowest level of intervention and escalate through the guidelines as required. All steps need to be appropriately documented and implemented.

General Due Process Guidelines include:

6. During the annual Supervisor meeting, presenting to the Supervisors, verbally and in writing, the expectations for Student and Resident training, policies related to supervision and professional functioning, the various procedures and actions involved in making decisions regarding concerns about Supervisor conduct, and how the Supervisor may appeal the Program's actions
7. Supervisors signing agreements with the Training Committee (TC) agreeing to abide by all of the Psychology Training Program's expectations as outlined prior to engaging in supervision activities at each training cycle
8. Ensuring that the Supervisor has sufficient time to respond to any action taken by the Program
9. Providing opportunities for all parties to provide input during the review process (including trainee, Supervisor, TC Executive, practice leadership)
10. Documenting, in writing to the Supervisor and those involved in conducting the review, the actions taken by the Program and its rationale
11. Documenting, as appropriate, in writing to the trainee, the individuals involved in conducting the review, to whom future concerns should be addressed, and all outcomes relevant to the continuity of their training experience
12. Should the trainee and/or Supervisor disagree with actions taken or not taken by the TC Executive and/or review panel at any step described below, they may report concerns to the Human Resources department

Definition of Problematic Behaviour

Problematic Behaviour on the part of the Supervisor is defined broadly as an interference in professional functioning, which is reflected in one or more of the following ways:

1. The behaviour in question violates Standards of Professional Conduct (i.e., CPBAO Standards of Professional Conduct s well as institutional policies/codes of conduct)
2. The behaviour in question contravenes The Royal's Psychology Training Program policies
3. The behaviour in question is not consistent with the Residency Program's adherence to CPA accreditation standards
4. The quality of the supervision delivered and/or the clinical services delivered under the direction of the Supervisor negatively affects and/or contributes negatively to trainee safety and/or ability to learn
5. The behaviour involves a response to personal medical/health condition, strong emotions, and/or psychological difficulties which interferes with professional functioning and/or contributes negatively to trainee safety and/or ability to learn

Review Processes

These review processes are intended to be sequential, but in cases in which:

- the identified behaviour is sufficiently concerning (i.e., would trigger a mandatory report to CPBAO and/or a report to organizational professional practice leadership, or represents another serious violation of Standards of Professional Conduct),
- the Supervisor has been given feedback and does not acknowledge or understand the problem,
- the Supervisor's behaviour does not change as a function of feedback, remediation efforts, and/or time

Problematic behaviour may be escalated at the discretion of the TC executive and/or the PPL to review panel or suspension without first requiring verbal or written warning.

In implementing remediation or sanction interventions, the TC Executive must be mindful of balancing the needs of the trainee impacted, the Supervisor who is the subject of concern, the clinical program in which the Supervisor and trainee are working, any clients involved, the training staff, and other interprofessional or organization staff. To appropriately document that steps have been followed in a manner that respects due process, these interventions and minutes of any resulting meetings will be documented in the Supervisor file held with TC Executive.

Should problematic behaviour on the part of a Supervisor be identified by a trainee, staff members, the Training Committee Executive, PPL, management or others, the following steps will be taken:

Trainee-initiated Processes

- The trainee should discuss the issue with the Supervisor involved. In cases where the trainee may fear reprisal, it may be appropriate to discuss with the Psychology Training Ombudsperson or TC Executive.

- If the Supervisor who is the subject of the concern is the Director of Training, Assistant Director of Training or the Practicum Coordinator, they will recuse themselves from all further steps in the processes outlined below.

- Optional: Consultation with the Psychology Training Ombudsperson. The trainee may elect, prior to or after discussion with the Supervisor or at any other time during the process of reporting or resolving concerns, to consult the Psychology Training Ombudsperson (who is not involved in the provision of clinical supervision) to offer an impartial perspective and guidance.
- If the issue cannot be resolved informally with the Supervisor, Residents should discuss the concern with one or both of the Director and Assistant Director of Training (DoT and ADoT); whereas Practicum Students should discuss with the Practicum Coordinator who will determine if escalation to the DoT/ADoT and the University DCT is required. If the DoT/ADoT (or Practicum Coordinator) are the subject(s) of concern, the trainee should instead report concerns to the Professional Practice Leader (PPL). All discussions will be summarized for inclusion in the Training Program Supervisor file.

TC Executive-initiated Processes

Initial Meeting

The DoT and ADoT will meet with the Supervisor to review the reported concerns and to propose a resolution, which if agreed upon, will then be reviewed with the trainee (if the trainee initiated the concern regarding the Supervisor problematic behaviour or the problematic behaviour directly impacts the trainee).

Verbal Warning

If the DoT and ADoT cannot resolve the issue to the satisfaction of all parties informally, a formal verbal warning will be communicated by the TC Executive to the identified Supervisor emphasizing the need to discontinue the problematic behaviour under discussion.

- OPSEU, the union representing Psychology, must be informed if a verbal warning is to be provided, and the staff member is entitled to have a union representative present at any meetings regarding the verbal warning.
- The TC Executive are entitled to have an Labour Relations representative present at these meetings. An OPSEU representative may also be present.
- Written documentation of the verbal warning will be kept in the Program's Supervisor file.
- Written documentation of the verbal warning will be forwarded to HR.
- TC Executive will schedule a follow-up meeting to review outcomes with the trainee (as appropriate) and with the Supervisor.

Written Warning

Should the initial meeting or verbal warning fail to address the concerns, the DoT and ADoT will inform the PPL in writing and provide all supporting documentation. Involvement of Senior Leadership will be determined depending on the nature of the complaint.

The PPL will review the complaint and supporting documentation to inform a formal direction to the Supervisor in question. Additional meetings with the Supervisor and/or trainee may be scheduled at the discretion of the PPL.

A written warning, in the form of a letter, will then be prepared and sent by the PPL to the Supervisor indicating the need to discontinue the problematic behaviour. The written warning will contain:

- a description of the Supervisor's problematic behaviour;
- actions required by the Supervisor to correct the problematic behaviour;
- the timeline for correcting the problematic behaviour;
- what action will be taken if the problematic behaviour is not corrected; and
- notification that the Supervisor has the right to request a review of this action.

OPSEU, the union representing Psychology, must be informed if a written warning is to be provided and the Supervisor is entitled to have a union representative present at these meetings.

- The TC Executive are entitled to have an HR representative present at these meetings.
- A copy of the written warning will be kept in the Training Program Supervisor's file.
- A copy of the written warning will be forwarded to HR.
- The remediation outcome, either successful or unsuccessful, must also be documented and placed in said files.
- In the event that the written warning does not produce resolution, depending on the severity of the issue, a Review Panel for the Suspension of Supervision Activities within the Psychology Training Program will be initiated.

Review Panel and Process

- When required, a Review Panel will be convened by the PPL. The panel will consist of the PPL, a Human Resources representative, relevant Clinical Program Leadership, and Senior Leadership (VP Professional Practice and VP of Supervisor's Clinical Program). The Supervisor has the right to have union representation, and to hear all facts with the opportunity to dispute or explain the behaviour of concern.
- Within two (2) weeks of the Review Panel being convened, a hearing will be conducted.
- Within five (5) working days of the completion of the hearing, the Review Panel will submit a written report to the staff member with consensus decisions made by the Review Panel by majority vote;
- When a decision has been made by the Review Panel about a Supervisor's participation in training of Students or Residents, the PPL will inform the Supervisor in writing and will meet with the Supervisor to review the decision. This may also involve program management, Human Resources, OPSEU, and/or CPO depending on the nature of the complaint. The TC Executive will also be informed of the Panel's decision.

- The Supervisor may choose to accept the decision or may choose to challenge the action (with the exception of cases where a mandatory report is indicated).
- If the staff member disputes the Panel's final decision, the staff member has the right to contact their union representative to discuss this situation.

Suspension of Participation in the Psychology Training Program

Suspension of supervision privileges requires a determination that the Supervisor is engaging in behaviour that violates professional practice standards, Standards of Professional Conduct and/or policies of the Psychology Training Program.

In such cases, the PPL will work with the TC Executive to collaboratively determine a specified period (e.g., the next residency training quarter or practicum application deadline) to which the suspension would apply. The PPL and the TC Executive will work with the Supervisor in question to identify ways to remediate the problematic behaviour and set a timeline to evaluate the outcome prior to resumption of supervision.

The PPL and TC Executive will also work to identify alternate supervision for the affected trainee(s) to ensure continuity of their training.

Suspension of supervision privileges also requires referral to Professional Practice leadership for additional follow up, including determination of mandatory or discretionary reporting requirements to the professional regulatory body.