

Council and Committee Competency Profile

COUNCIL AND COMMITTEE COMPETENCY PROFILE

The *Council and Committee Competency Profile* defines the knowledge, skill, judgement, attitude, and experience (i.e., competencies) required of College Council and committee members for effective performance in these roles. This document was adapted from the *Health Profession Regulators of Ontario's (HPRO) Boards/Councils Competencies and Eligibility/Disqualification Criteria* document. The competencies are defined throughout and the profile distinguishes between competencies for Council members and those required of committee members. The College will provide ongoing development, training, and support to members throughout their terms to enable them to perform effectively in their roles. Individuals will complete an orientation program prior to commencing their roles.

While individual Council and / or committee members will have the competencies to varying degrees, overall, it is important that the Council and committees themselves have a set of competencies, through one or more Council or committee members, that enable them to govern the organization.

The Council and Committee Competency Profile will be used to:

- Articulate the requirements to be a member of Council or committees;
- Determine eligibility and suitability of those seeking to stand for election to Council and/or be appointed to committee;
- Review applications for committee appointments based on identified competency and diversity needs and recommend to Council slates for committee appointments;
- Inform learning and development initiatives by the College to enable development in role; and
- Evaluate Council and committee performance.

The College strives to create a diverse and inclusive setting that reflects the communities we serve. We welcome people of all ages, physical abilities, race, ethnic origin, religion, and sexual orientation to join Council, committees, and staff. Please let us know if you require any accommodation to participate in Council elections and committee appointments.

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COMPETENCIES FOR INDIVIDUAL COUNCIL AND COMMITTEE MEMBERS

Understanding Basic Governance Responsibilities and Fiduciary Duties

Understands the role, fiduciary duties, effective governance principles, and the stewardship responsibilities of a Council/committee member including: risk management; business acumen; human resources; and financial literacy. Council/committee members have a commitment to the public and their right to safe, ethical services, demonstrated by an understanding and appreciation of, and commitment to, the public protection mandate and the time required to execute the role effectively.

<i>Competency and Indicator</i>	<i>Council members</i>	<i>Committee members</i>
Understanding of the Roles of the Council and Committees – understands the role of the Council and Committees and the role of individual Council and committee members	x	x
Understanding of the Roles of Management – understands the distinction between the role of the Council versus role of management, while being rigorous in asking the Registrar for information to support the Council in carrying out its fiduciary duties	x	x
Legal and fiduciary responsibilities - understands their legal and fiduciary responsibilities including good faith, trust, preparedness, participation	x	x
Accountability – understands the concept of accountability, both individually and organizationally; ensures decisions are in the public interest and that appropriate information is available to the public	x	x
Equality – understands that all Council Members are to be treated equally, including access to information and resources	x	x
Adherence to Confidentiality – understands and adheres to confidentiality obligations	x	x
Conflict of interest - understands the meaning of conflict of interest and the importance of and process for declaring conflicts in advance and as they arise	x	x
Ethical decision making - understands the importance of ethics in decision-making, contemplating ethical components of decisions, including fairness, objectivity, impartiality, and openness.	x	x
Financial and Organizational Oversight		
<i>Competency and Indicator</i>	<i>Council members</i>	<i>Committee members</i>
Risk management/identification and mitigation - Understands the concept of risk management and commits to identification and mitigation of organizational risk. Understands risk-based regulation. Ability to think critically to ensure the effective management of potential risks and uncertainties	x	x
Basic Financial literacy / Assessing financial information - Understands basic finance and accounting, basic accounting terminology, and generally accepted accounting principles. Can read, interpret, and question financial statements. Has ability to understand conceptually the financial position of the College as presented in its financial statement, how to read and interpret financial statements to make informed decisions	x	

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Basic Financial management – Basic understanding of the financial planning process and short- and long-term financing. Familiarity with budget development process, how to review and analyze a budget and forecasting policy. Understands adequate financial controls.	x	
Leadership Demonstrates skills and ability to lead others to solve problems, adapt and manage change, innovate and achieve results		
Competency and Indicator	Council members	Committee members
Vision – understands the importance of an organizational vision and the methods/processes for developing a collective vision. Ability to inspire, motivate and offer direction to others.	x	x
Team-Building – Has knowledge and understanding of team building techniques and dynamics. Ability to create strong morale and spirit in team. Demonstrates a positive attitude, energy, resilience, stamina and the courage to take risks. Ability to recognize and value the contributions of Council members, staff, and stakeholders.	x	x
Succession planning - Understands the importance of planning for the succession of the leadership of the organization in the Board, Committee and Management streams	x	x
Professionalism/Good character Acts transparently with integrity, discretion, and humility to consider a range of perspectives and diverse ways of thinking to challenge the status quo, reject assumptions, and take nothing for granted. Attributes of integrity, accountability, and openness support Council members in exercising proper authority and good judgment in dealing with all stakeholders in a responsible, respectful, and professional manner.		
Competency and Indicator	Council members	Committee members
Diplomacy – is diplomatic in interactions with others	x	x
Judgement – demonstrates good judgement in decisions and actions	x	x
Ethical – Has knowledge and understanding of ethical responsibilities and dilemmas and demonstrating ethical behaviour. Takes action based on values even when individual cost or risk is at stake.	x	x
Respectful – ability to respect others regardless of their background, culture, or divergent opinions; able to effectively locate/center issues considering the individuals and/or concerns involved; able to weigh/discuss competing considerations in a manner that is appropriate and respectful. Welcomes diversity of thought.	x	x
Honesty & Integrity – Acts with honesty and integrity at all times. Stands by and accounts for competency-based or evidence-informed decisions and actions even if they are unpopular or controversial. Conducts affairs with professional integrity.	x	x
Code of Conduct – Adherence to the Code of Conduct.		
Emotional Intelligence The capacity to be aware of, control, and express emotions, and to handle interpersonal relationships judiciously and empathetically		
Competency and Indicator	Council members	Committee members

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Collaboration – inclusive and unifying; consensus-building; seeks stakeholder/partnerships as appropriate	x	x
Self-Awareness/Recognition of Limits – understanding personal strengths, areas of development and potential biases and remaining open to self-reflection, feedback, continuous growth and improvement.	x	x
Relationship-Building – able to relate to others congenially and connect with others to support teamwork and cooperation; seeks appropriate relationships to further the work of the College	x	x
Communicator/Communication Skills Able to communicate clearly, concisely, and accurately, orally and in writing		
Competency and Indicator	Council members	Committee members
Participatory – actively interacting and continuing to participate when difficulties arise	x	x
Active Listening – able to listen to others and articulate the views of others and appreciate diverse perspectives. Has ability to encourage others to elaborate on matters and interests. Employs effective questioning to elicit further information or gain greater understanding or clarity.	x	x
Thinks Broadly/Thought Processes Listening to others’ views and considering them; being openminded to information presented		
Competency and Indicator	Council members	Committee members
Analytical/Critical Thinking/Objectivity – ability to understand and interpret information from different sources and system knowledge, process the information, connect ideas and concepts, and draw logical connections and conclusions. Ability to discern and propose responses or approaches to issues that are different from those already identified.	x	x
Strategic Thinking – ability to recognize the issues facing the organization; ability to apply broad knowledge and experience to discussions and decisions. Can think long term, set long term goals and identify a path to achieving long term objectives; ensures risks are assessed and monitored; ability to engage in short, medium and long-range planning to provide high-level guidance and direction for the College.	x	
Inclusiveness/ Respectful of Diversity Understanding and valuing differences in the values and norms of others and having the ability to apply this knowledge of the experience of diversity to deliberations and decision-making		
Competency and Indicator	Council members	Committee members
Appreciation of Different Perspectives – shifting personal cultural perspectives and incorporating varying perspectives into decision-making related to attributes such as differences in gender, ethnicity, religion, sexual orientation, (dis)ability, and socio-economic status, or profession-specific diversities such as region of practice, practice setting and context, specialization or modality; responding to inappropriate and non-inclusive behaviour to re-direct and build awareness	x	x

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Adaptability – adapting behaviour to work effectively with others who have attributes different than their own and conducting self-assessments to understand how personal attitudes and values might create bias; adjusting and adapting communication and behaviour to reduce the impact of bias and to be effective across diverse contexts (e.g., not using racist or outdated terms; using preferred terms)	x	x
Openness – contributes to an environment and culture that welcomes diverse perspectives, new partners, and ideas	x	x
Understanding of Public Sector and Health Systems Awareness of the complex system in which the College works, including the stakeholders in the system, and the impact that the College’s decisions have on the public		
Competency and Indicator	Council members	Committee members
Commitment to Public Service and Serving in the Public Interest – committed to serve the public and has knowledge of the concept of public interest and the ability to place the interests of the broad public ahead of the interests of individuals and organizations and to communicate this to others	x	x
Basic Understanding of Health Systems – has basic knowledge of the health care system in Ontario and Canada; understands how these systems intersect and impact the public. Familiar with recent reforms and specific strategies to improve health services delivery, access to care and health outcomes. Understanding of trends, challenges, opportunities, and unique dynamics within health sector that are relevant to the College.	x	
Understanding of Health Regulation – has knowledge of the health regulatory system, its purpose and how it functions; has knowledge of the legislative framework and procedures relevant to the health regulatory processes; understands the accountability relationship of the College to the government through the Ministry of Health; analyzes the potential impact of decisions on the public.	x	x

ADDITIONAL COMPETENCIES FOR THE COUNCIL AND COMMITTEES AS A WHOLE/OVERALL

While individual Council and / or committee members will have the competencies, to varying degrees as set out above, overall, it is important that the Council and committees themselves have a set of competencies, through one or more Council or committee members, that enable them to govern the organization.

Diversity on Council/Committee

Deliberations are informed and decisions include and respect diverse perspectives, biases are identified and questioned, and the College’s collective work of public protection supports positive systemic change in these and other areas:

Cultural – representation from various cultures

Gender – representation from individuals with differing gender identities

Educational – diversity of educational training, including individuals with and without post-secondary education and training

Geographic/regional – regional diversity including rural and urban as well as northern communities

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Physical abilities and attributes – representation from individuals with various physical abilities, attributes and challenges			
Background/Experience –diverse set of background including work experience			
Competency and Indicator	Whole Council/committee vs. some members	Council	Committee
Recruitment Strategies – adoption of recruitment strategy to ensure representation of a variety of cultural and historical perspectives, region of practice, practice setting and context, specialization or modality	some members	x	
Performance Evaluation – evaluating Council/committee performance using measures that assess inclusivity	some members	x	
Risk Mitigation – recognition of organizational risks that lack of diversity can present and identification of ways to mitigate risk	some members	x	
Experience			
Competency and Indicator	Whole Council/committee vs. some members	Council	Committee
Governance work - Previous experience in governance work, either at a board, committee or community level.	some members	x	
Leadership experience - Has experience as part of a leadership team of an organization and has been in a leadership position for an organization or a board.	some members	x	
Knowledge			
Competency and Indicator	Whole Council/committee vs. some members	Council	Committee
Legislative framework and standards - Knowledge of the legislation and regulations governing the profession and Essential Competencies of Practice for Kinesiologists in Ontario.	whole	x	x
Organization justice - Understands organizational justice and understands the importance of workplace behaviour, including treatment of staff, pay, access to training, and equality in the workplace and at the board room table.	some members	x	
Strategic planning – Understands the importance of and the process for strategic planning, the setting of long terms strategic goals for an organization.	whole	x	