

Council and Committee Competency Profile

Introduction

Health profession regulators like the College of Kinesiologists of Ontario exist to protect the public. The College's Council, or board of directors, is made up of 10 kinesiologists elected by their fellow kinesiologists and six-eight people appointed by the Ontario Government to provide the public's perspective. The College has seven statutory committees (i.e., committees required by the law) and three non-statutory committees (i.e., committees Council creates at its own discretion). These 10 committees are made up of Council members and kinesiologists who apply every year to sit on the committees (i.e., non-Council committee members).

The College is committed to continuous improvement in governance and accountability. A competent Council and committees are essential to carrying out the College's legislated duties. The implementation of clearly defined competencies for Council and committee members is a key component to ensuring effective governance.

The 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 indicates the level to which a potential Council or committee member must possess the competency.

It is not necessary for Council and committee members to be proficient in all competencies. What is important is that Council has the collective expertise necessary to provide oversight and strategic guidance to the College staff.

The Council and Committee Competency Profile will be used to:

- Articulate the requirements to be a member of Council or committees;
- Assess individuals who wish to become Council or committee members and determine eligibility;
- Assess the overall competence of Council and committees in terms of the mix/composition of members;
- Identify opportunities for improvement and plan learning and development initiatives; and
- Evaluate performance.

COUNCIL AND COMMITTEE COMPETENCY PROFILE

1. COMPETENCIES FOR INDIVIDUAL COUNCIL AND COMMITTEE MEMBERS

Unit	Definition/Description	Competency – Indicator	Must Have Upon Assuming Role	Can Learn
Understanding Governance Responsibilities and Fiduciary Duties				
	<p>Understands the role, fiduciary duties, effective governance principles, and the stewardship responsibilities of a Council/Board member including:</p> <ul style="list-style-type: none"> • Risk management • Business acumen • Human resources • Financial literacy <p>Council/Board members have a commitment to the public and their right to safe, ethical care, demonstrated by an understanding and appreciation of, and commitment to, the public protection mandate and the time required to execute the role effectively</p>	<p>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</p>	Yes – Basic	Yes – Adv
		<p>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</p>	Yes – Basic	Yes – Adv
		<p>Understanding of the Relationship with the Registrar – understanding responsibilities related to the sole employee</p>	Yes – Basic	Yes – Adv
		<p>Council Member and committee member independence - understands the importance of independence of directors and committee members in thought and action, impact of group dynamics</p>	Yes – Basic	Yes – Adv
		<p>Legal and fiduciary responsibilities - understands their legal and fiduciary responsibilities including loyalty, good faith, trust, preparedness, participation</p>	Yes – Basic	Yes – Adv
		<p>Loyalty – understands and commits to the duty of loyalty to the organization and places this loyalty above all other obligations for self and corporate interests; identifies viable options and puts aside vested interests to make decisions that are most likely to achieve the College’s mandate of public protection; actively avoids conflicts of interest or otherwise declares and manages them</p>	Yes – Adv	Yes – Adv

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	<p>Accountability – understands the concept of accountability, both individually and organizationally, and is committed to ensuring Council/Board-based accountability; ensures decisions are in the public interest and that appropriate information is available to the public</p>	Yes – Adv	Yes – Adv
	<p>Equality – understands that all Council Members are to be treated equally, including access to information and resources</p>	Yes	Yes
	<p>Financial Literacy – an understanding of finance and generally accepted accounting principles; can read, interpret, and ask questions about financial statements; applies a basic understanding of financial management to ensure the integrity of financial information received by the Council</p>	Yes – Basic	Yes – Adv
	<p>Adherence to Confidentiality – understands and adheres to confidentiality obligations</p>	Yes	No
	<p>Preparedness – understands the need to be prepared for Board/Council meetings; commits to reading, understanding and questioning information presented; devotes the required time and energy to the role, determined to achieve best possible outcomes in public protection</p>	Yes – Adv	Yes – Adv
	<p>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</p>	Yes – Basic	Yes – Adv
	<p>Ethical decision making - understands the importance of ethics in decision-making, contemplating ethical components of decisions, including fairness, objectivity, impartiality and openness.</p>	Yes – Basic	Yes – Adv
	<p>Unconscious and conscious bias and discrimination - understands how unconscious bias can negatively impact decision-making and has the ability to identify</p>	Yes – Basic	Yes – Adv

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		potential unconscious and conscious bias and discrimination and bring these issues into the open.		
		Reputation management - understands how effective and ethical governance, bias, conflict of interest can negatively impact the reputation of the organization and understands the importance of managing the organizations reputation	Yes – Basic	Yes – Adv
		Crisis identification and management - Understands the means to identify potential and emerging crises and the process for managing crisis	Yes – Basic	Yes – Adv
		Efficient and effective Council and Committees - Understands what makes a Council/committee effective and efficient and the importance of these to the operations of the Council/Committee	Yes – Basic	Yes – Adv
		Council, Committee, and organizational sustainability - Understands the concepts of sustainability of both the organization (financial, operational, leadership) and the board (continuity, leadership)	Yes – Basic	Yes – Adv
Financial and Organizational Oversight				
		Risk management/identification and mitigation - Understands the concept of risk management and commits to identification and mitigation of organizational risk. Has understanding of risk-based regulation. Ability to think critically to ensure the effective management of potential risks and uncertainties	Yes – Basic	Yes – Adv
		Monitoring staff performance - Has an understanding of the processes for managing people, including key concepts in recruiting and retaining personnel	Yes – Basic	Yes – Adv
		Financial literacy / Assessing financial information - Has an understanding of 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	Yes – Basic	Yes – Adv

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		presented in its financial statement, how to read and interpret financial statements to make informed decisions		
		Financial management - 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.	Yes – Basic	Yes – Adv
Leadership				
Demonstrates skills and ability to lead others to solve problems, adapt and manage change, innovate and achieve results	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.	Yes – Basic	No	
	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.	Yes – Basic	Yes – Adv	
	Facilitation – Has knowledge and understanding of consensus building and use of effective facilitations techniques. Facilitates open dialogue such that underlying issues and interests are revealed.	No	Yes – Basic	
	Continuous learning - Has knowledge and understanding of self-assessment, monitoring, and learning plan development methods	Yes – Basic	Yes – Adv	
	Change Management – has knowledge of change management techniques for projects/plans	Yes – Basic	Yes – Adv	
	Flexibility – knowledge of the importance of flexibility to the negotiation and decision-making processes	Yes – Basic	Yes – Adv	
	Effective dialogue - Understands the importance of dialogue within, and outside of, the group, and	Yes – Basic	Yes – Adv	

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		demonstrates the ability to interact with individuals to draw out thought and information.		
		Collaboration with management - Understands that the Council and its Committees are one side of the organization and demonstrates the ability to work collaboratively with management to attain corporate strategies.	Yes – Basic	Yes – Adv
		Council and committee evaluation - Understands the importance of Council and committee evaluation processes to improving effectiveness, evaluating individual Council/committee members and has the willingness to act on what is learned from the evaluation process.	Yes – Basic	Yes – Adv
		Council and Committee selection - Understands the importance of competency-based selection processes and supports a rigorous selection process	Yes – Basic	Yes – Adv
		Succession planning - Understands the importance of planning for the succession of the leadership of the organization in the Board, Committee and Management streams	Yes – Basic	Yes – Adv
		Compensation - Understands the importance of compensation for directors/committee members and management as a part of good retention practices.	No	Yes – Basic
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.	Diplomacy – is diplomatic in interactions with others	Yes	Yes
		Judgement – demonstrates good judgement in decisions and actions	Yes	No
		Ethical – Has knowledge and understanding of ethical responsibilities and dilemmas and demonstrating ethical behaviour at all times. Takes action based on values even when individual cost or risk is at stake (e.g. conflict).	Yes	No

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	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.	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.	Yes	Yes
		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 such that rules of engagement are known and the agency’s competencies and expected standards of interaction are clear.	Yes	No
		Transparency – emanates openness; adheres to established rules on transparency	Yes	Yes
		Credibility – perceived trustworthiness; delivers on commitments to others to build credibility	Yes	No
		Compliance – adheres to the code of conduct and acts in a way that exemplifies and reinforces culture and values	Yes	Yes
Emotional Intelligence				
	The capacity to be aware of, control, and express emotions, and to handle interpersonal relationships judiciously and empathetically	Collaboration – inclusive and unifying; consensus-building; seeks stakeholder/partnerships as appropriate	Yes	Yes
		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; open about mistakes and knows when to ask for help; recognizing how individual strengths can be leveraged to improve the performance of the Council/Committee.	Yes	Yes
		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	Yes	Yes

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		Tenacity – demonstrates perseverance; works effectively under pressure, not giving up in spite of difficulties	Yes	Yes
		Resiliency – coping in spite of setbacks, barriers, or obstacles and demonstrates perseverance in the face of challenges and strong personalities	Yes	Yes
		Motivation – recognizes and celebrates success to reward and motivate others	Yes	Yes
		Tactful – understands the need to be tactful in individual and group discussions, recognizes that individuals have various skills and attributes that add value	Yes	Yes
Communicator/Communication skills				
	Able to communicate clearly, concisely, and accurately, orally and in writing	Articulate – has the ability to describe thinking to others in a manner that is clear and concise, in particular in a group setting that is open to the public	Yes	Yes
		Participatory – actively interacting and continuing to participate when difficulties arise	Yes	Yes
		Active Listening – has the ability 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.	Yes	Yes
Thinks Broadly/ Thought Processes				
	Listening to others' views and considering them; being openminded to information presented	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. Willingness to challenge the status quo and to persist in requiring answers to their questions.	Yes – Basic	Yes – Adv

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		Independence – free expression without considering personal interests or interests outside the College’s interests	Yes	No
		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.	Yes – Basic	Yes – Adv
		Innovative – ability to step outside of perceived limitations, consider new ideas, willing to experiment with new approaches to solutions	No	Yes – Adv
		Proactive – has the ability and willingness to discuss and debate matters before they become organizational issues or crises; thinks ahead and beyond current day issues	Yes – Basic	Yes
		Commitment to Continuous Learning – determining mechanisms for enhancing knowledge and understanding and developing and monitoring learning plans to support personal improvement arising from self-awareness; setting goals and working on initiatives that improve Council/Board performance	Yes – Basic	Yes – Adv
		Unbiased Attitudes and Behaviour – recognizes personal biases and situations of power imbalance and adopts strategies to address them	Yes – Basic	Yes – Adv
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	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,	Yes – Basic	Yes – Adv

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	experience of diversity to deliberations and decision-making	practice setting and context, specialization or modality; responding to inappropriate and non-inclusive behaviour to re-direct and build awareness		
		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)	Yes – Basic	Yes – Adv
		Openness – contributes to an environment and culture that welcomes diverse perspectives, new partners, and ideas	Yes – Basic	Yes – Adv
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	Commitment to Public Service – committed to serve the public and the people of the Province of Ontario	Yes	No
		Commitment to Serving in the Public Interest – 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	Yes – Basic	Yes – Adv
		Understanding of Health Systems – has knowledge of the health care system in Ontario and Canada, the roles played by different levels of government and institutions and the political, economic and social context within which health systems operate; 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.	Yes – Basic	Yes – Adv

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		Understanding of Health Regulation – has knowledge of the health regulatory system, its purpose and how it functions; has knowledge of the relevant law, legal 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; able to think strategically about systemic issues and the role of the organization in the broader regulatory and profession-specific sectors.	Yes – Basic	Yes – Adv
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2. 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.

Competency	Definition/Description	Indicator	Board as a Whole	One or more individuals
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:	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		Yes
		Performance Evaluation – evaluating Board/Council performance using measures that assess inclusivity		Yes
		Risk Mitigation – recognition of organizational risks that lack of diversity can present and identification of ways to mitigate risk		Yes

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Competency	Definition/Description	Indicator	Board as a Whole	One or more individuals
	<ul style="list-style-type: none"> • Cultural – representation from various cultures will expand perspectives and understanding • Gender – representation from individuals with differing gender identities will expand the understanding of the impact of regulation on diverse groups • Educational – diversity of educational training, including individuals with and without post-secondary education and training • Regional – regional diversity including rural and urban as well as northern communities will enhance understanding and decision-making • Physical abilities and attributes – representation from individuals with various physical abilities, attributes and challenges will bring new perspectives and 	<p>Correction – formalized processes to respond to inappropriate and non-inclusive behavior</p>		<p>Yes</p>

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Competency	Definition/Description	Indicator	Board as a Whole	One or more individuals
	<p>experiences to the Council/Committees</p> <ul style="list-style-type: none"> • Background/Experience –diverse set of background including work experience will increase the diversity of perspective brought to the discussion. 			
Experience				
	Previous experience in governance work, either at a Board, committee or community level	Spectrum of Experience – identification of the various aspects of experience needed	Yes	
	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.	Yes	
Knowledge				
	Clinical Knowledge	Knowledge of the legislation and regulations governing the profession and an in-depth knowledge of the written and unwritten standards of practise of the profession. Has knowledge of the regulated health profession being governed.		Yes
	Organizational justice	Has an understanding of 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.		Yes
	Strategic planning	Has an understanding of the importance of and the process for strategic planning, the setting of long terms strategic goals for an organization.	Yes	