

Council Competency Matrix

Council Attributes

Committed	Devotes the required time and energy to the role and ambitious to achieve best possible outcomes for the public. Prepared to give time, skills and knowledge to developing themselves and others in order to create highly effective governance.
Confident	Of an independent mind, able to lead and contribute to courageous conversations, to express their opinion and to play an active role on Council.
Curious	Possesses an enquiring mind and an analytical approach and understanding the value of meaningful questioning.
Challenging	Provides appropriate challenge to the status quo, not taking information or data at face value and always driving for improvement.
Collaborative	Prepared to listen to and work in partnership with others and understanding the importance of building strong working relationships within Council and with executive leaders, staff, and stakeholders.
Critical	Understands the value of critical friendship which enables both challenge and support, and self-reflective, pursuing learning and development opportunities to improve their own and whole Council effectiveness.

Council Competencies

Area of Competency	Core Understanding	Entry	Excelling	How the competency is gained Examples provided for reference
Governance <i>Governance competence supports the provision of strategic direction and oversight for Colleges. It allows members to able to carry out the stewardship responsibilities, creates robust accountability for</i>	Knows where the governance principles, the sources of law and regulation relating to the organization come from, what they require and what impact they have Where authority & accountability lies in the organization	Knows where to obtain further guidance Can explain governance concepts to colleagues Can identify potential issues & escalate where appropriate Can contribute to group discussions	Source of further guidance for peers Identifies and explains governance concepts to Council Can challenge colleagues where appropriate Contributes to technical discussions on governance issues	Substantive prior experience with a governance board in the private, public, and/or voluntary/non-profit sector, acquired through board or committee service or reporting to/or working with a board as an employee. Completion of governance specific training or professional development.

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<i>regulatory and financial performance, and enables Council to set and achieve strategic goals.</i>	<p>The processes and practices that are crucial to the smooth operation of the organization</p> <p>The purpose and requirements of reporting obligations of the organization</p>	Understands the distinction between the role of the board versus the role of management	<p>Identifies relevant legislation and how it relates to Council decision-making</p> <p>Thinks strategically, ensures risks are assessed and monitored</p> <p>Identifies viable options and puts aside vested interests to make decisions that are most likely to achieve the organization's mandate</p> <p>Thinks about future direction of organization and how to achieve strategic goals</p>	
Finance <i>Financial competence supports Council in ensuring the prudent use of all assets for the College's effectiveness and sustainability.</i>	<p>Basic financial literacy, including financial concepts and how they relate to the organization and how they should inform Council's decision-making</p> <p>Financial controls and how to read and interpret financial statements</p> <p>Basic understanding of financial management</p>	<p>Knows where to obtain further guidance</p> <p>Can explain basic finance concepts to colleagues</p> <p>Can identify potential issues & escalate where appropriate</p> <p>Can contribute to group discussions</p>	<p>Has a basic understanding of financial management in order to ensure the integrity of financial information received by Council</p> <p>Ability to read and understand financial statements</p> <p>Distinguishes between the role of Council as an oversight body and the role of staff in day-to-day operations</p>	<p>Completion of finance specific training or professional development</p> <p>Prior employment experience in business or finance</p>
Risk Management <i>Risk management competence supports Council in identifying, evaluating and prioritising organisational and</i>	<p>Understands issues surrounding the identification, management and reporting of risks</p> <p>Understands the principles of risk management</p>	<p>Knows where to obtain further guidance</p> <p>Can explain basic risk management concepts to colleagues</p>	<p>Identifies and prioritizes risk</p> <p>Can articulate how risk should be managed and how to achieve the right balance of risk</p>	<p>Completion of risk management specific training or professional development.</p> <p>Prior employment experience in business, finance, communications or public administration</p>

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<i>regulatory risks and ensuring appropriate action is taken to mitigate them.</i>	Can identify organizational risks and its impact on the public	Can identify potential issues & escalate where appropriate Can contribute to group discussions		
Strategy <i>Strategy competence allows the Council to set vision and direction for the College through planning and prioritising, monitoring progress and managing change.</i>	Understands the process of strategic change and the obstacles and enablers to implement it	Knows where to obtain further guidance Can explain basic strategic planning concepts to colleagues Can identify potential issues & escalate where appropriate Can contribute to group discussions	Can distinguish between strategic and operational decisions Demonstrated ability to think critically about systemic issues and the role of the organization in the healthcare system in Ontario	Substantive prior experience serving on a governing board and participating in a strategic planning process Prior employment experience in business, finance, communications or public administration
Leadership / Change Management <i>Leadership competence enables Council to effectively mobilize to further the mandate of the organization, adapt to changing circumstances, respond to crisis, identify opportunities for change and growth, and create future leaders.</i>	Ability to manage and adapt to change and innovation Ability to address and respond to stakeholder scrutiny Understands organizational and boardroom dynamics	Knows where to obtain further guidance Embraces change and innovation Demonstrates a commitment to learning and seeks out opportunities to improve Can identify potential issues & escalate where appropriate Can contribute to group discussions	Provides leadership and support through organizational change Identifies reasons for and benefits of change to stakeholders Ensures change contributes to strategic priorities Supports strategic change and ensures change is in public interest Is inclusive and respectful	Substantive prior experience serving in a leadership role
Diversity & Inclusion <i>Diversity and inclusion competence supports</i>	Understanding and valuing differences in the values and norms of other cultural frameworks.	Valuing and actively advocating for diverse perspectives.	Conducting self-assessment to understand how one's own attitudes and values may create bias.	Commitment to and participation in continuous learning / professional

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<p><i>the ability to shift cultural perspective and adapt one's behavior to function effectively across attributes that include, but are not limited to, gender, ethnicity, religion, sexual orientation, disability, and socio-economic class. Profession specific diversity may include attributes such as region of practice, practice setting and context, specialization or modality.</i></p>	<p>Ability to apply this knowledge of the experience of diversity to deliberations and decision-making.</p>	<p>Holding criticisms and comments to hear different views before making decisions</p>	<p>Adjusting and adapting communication styles to be effective across diverse contexts (e.g., does not use ethnophaulisms or outdated terms, does use preferred terms).</p> <p>Responding to inappropriate and non-inclusive behavior to re-direct and to build awareness.</p>	<p>development in diversity, inclusion and cultural competence.</p> <p>Seeking and utilizing feedback from diverse sources.</p>
<p>Stakeholder Relations / Communications <i>Stakeholder relations and communications competence supports the Council in being well-informed about the views and needs of key stakeholders, enabling productive relationships.</i></p>	<p>Well-informed on views and needs of key stakeholders</p> <p>Works in partnership with stakeholders in ways that contribute to achieving the goals of the organization</p> <p>Identifies links that the organization needs to make with larger community</p> <p>Clearly and effectively communicates with stakeholders</p>	<p>Identifies key stakeholders and their relationship with the organization</p>	<p>Identifies the needs of key stakeholders and their relationship with the organization</p> <p>Articulates techniques to better engage with stakeholders</p> <p>Considers the impact of Council's decisions and the effect they will have on the key stakeholder groups</p> <p>Demonstrated ability to communicate a position to the intended audience</p>	

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Critical Thinking <i>Critical thinking skills enable the Council to know that the information that they are receiving about the College's performance is accurate, to challenge appropriately where necessary and to hold the College accountable for regulatory outcomes.</i>	Skills in locating, critically assessing and evaluating information	Demonstrated ability to analyse and interpret data	Appropriately questions whether the College is collecting the right data to inform regulatory work Challenges appropriately when data collection is not adding value Reviews and analyses a broad range of information and data in order to spot trends and patterns	Prior experience conducting research in public or private sector
Technology Skills <i>Technology skills allow Council members to participate effectively in committee and panel work through efficient use of information and communication technology.</i>	Possesses basic computer skills, including daily word processing tasks – editing, printing, formatting Possesses basic internet skills – navigate using links; compose, send, open, read, reply to, and forward messages; attach a file and open an attachment; complete an online form	Knows where to obtain further guidance Understands how to keep information secure and confidential in an electronic or online environment Basic internet skills, including email, downloading and uploading, using secured Wi-Fi connection Experience downloading, installing and using videoconference software	Experience using presentation slides, including graphics and multimedia components Can identify how technology impacts risk and strategy Ability to troubleshoot and resolve issues	Prior experience working in administrative field Prior experience in digital technology
Regulatory Knowledge <i>Regulatory knowledge allows Council clarity</i>	Awareness or knowledge of regulatory climate and evolving regulatory issues, regulated	Is aware of legislation, regulations, standards and by-laws the govern health care professionals	Knowledge of College functions and issues facing Council	Prior experience working within a regulatory framework

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<i>about the function and purpose of the RHPA and the College's mandate, and how the Act and Regulations should be interpreted and applied.</i>	industries and their oversight systems	Aware of the College's role in the health care system	Awareness and knowledge of regulatory trends Identifies when to seek legal advice on statutory and legal responsibilities and ethical aspects of Council's decision-making	Prior employment experience in legal field
Health System Knowledge <i>Health system knowledge allows Council to understand the opportunities, challenges and external forces affecting the provision of mental health services.</i>	Understanding of how health care is delivered in Ontario	Knows where to obtain further guidance Can contribute to group discussions	Understanding of the workings of government and ability to access government officials	Prior employment experience in health care administration Experience working in the health care system in Ontario Experience collaborating as part of an interprofessional group