

Council Competency Profile

Council and committee members need specific knowledge, skills and attributes to effectively execute their fiduciary role and responsibilities pertaining to the public protection mandate of the College. This profile comprises the framework for assessing and supporting development of the required competencies.

Knowledge	Core Understanding	How Is the Knowledge Demonstrated?		How Is the Knowledge Gained?
		Entry	Expert	
Awareness of governance processes (including monitoring) and principles to support an understanding of authority and accountability within the College’s work.	Governance competence supports the provision of strategic direction and oversight for Colleges. It allows members to be able to carry out the stewardship responsibilities, creates robust accountability for regulatory and financial performance, and enables Council to set and achieve strategic goals.	<ul style="list-style-type: none"> Knows difference between role of staff (management) and Council (governance) Can identify potential issues and escalate where appropriate Can contribute to group discussions 	<ul style="list-style-type: none"> 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 	<p>Substantive prior experience with a governance board in the private, public, and/or voluntary/nonprofit sector, acquired through board or committee service or reporting to/or working with a board as an employee.</p> <p>Completion of governance-specific training or professional development.</p>
Understanding and valuing differences in the values and norms of other cultural frameworks.	Diversity and inclusion competence supports the ability to shift cultural perspective and adapt one’s behaviour to function effectively across attributes – that include, but are not limited to, gender, ethnicity,	<ul style="list-style-type: none"> Considers the different experiences of marginalized and equity-seeking communities Understands the concept of client rights 	<ul style="list-style-type: none"> Understands implications of client rights in the context of oral health care (e.g., informed consent) 	<p>Commitment to and participation in continuous learning / professional development in diversity, inclusion and cultural competence.</p>

COUNCIL COMPETENCY PROFILE

Knowledge	Core Understanding	How Is the Knowledge Demonstrated?		How Is the Knowledge Gained?
		Entry	Expert	
<p>Awareness of human rights and acknowledgement of the existence of discrimination, including systemic racism.</p> <p>Ability to apply this knowledge of the experience of diversity to deliberations and decision making.</p>	<p>religion, sexual orientation, disability, and socio-economic class – supports the College in ensuring that it regulates in a way that reflects the community the College serves, addresses inequities in the provision and receipt of dental hygiene care and supports decisions that are balanced, relevant and reflective of the public.</p>		<ul style="list-style-type: none"> • Understands that social and cultural context can affect how people access and experience oral health care • Applies an anti-racist, anti-oppressive lens to deliberations and decision making 	<p>Seeking and utilizing feedback from diverse sources.</p>
<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 competence supports Council in ensuring the prudent use of all assets for the College’s effectiveness and sustainability.</p>	<ul style="list-style-type: none"> • Has a basic understanding of financial management (e.g., recognizes the place of financial statements) in order to ensure the integrity of financial information received by Council • Can contribute to group discussions 	<ul style="list-style-type: none"> • Ability to read and understand financial statements • Can identify potential issues and escalate where appropriate 	<p>Completion of finance-specific training or professional development.</p> <p>Prior employment experience in business or finance.</p>
<p>Understands and can identify risks and threats and take appropriate action to mitigate. Can identify both organizational and regulatory</p>	<p>Risk management competence supports Council in identifying, evaluating and prioritizing organizational and regulatory</p>	<ul style="list-style-type: none"> • Can explain basic risk management concepts to colleagues 	<ul style="list-style-type: none"> • Identifies and prioritizes risk • Can articulate how risk should be managed and 	<p>Completion of risk management-specific training or professional development.</p>

COUNCIL COMPETENCY PROFILE

Knowledge	Core Understanding	How Is the Knowledge Demonstrated?		How Is the Knowledge Gained?
		Entry	Expert	
risks and potential impacts on the public.	risks and ensuring appropriate action is taken to mitigate them.	<ul style="list-style-type: none"> • Can identify potential issues & escalate where appropriate • Can contribute to group discussions 	how to achieve the right balance of risk	Prior employment experience in business, finance, communications or public administration.
Understands the process of strategic change and the obstacles and enablers to implement it.	Strategy competence allows the Council to set vision and direction for the College through planning and prioritizing, monitoring progress and managing change.	<ul style="list-style-type: none"> • Can explain basic strategic planning concepts to colleagues • Can identify potential issues & escalate where appropriate • Can contribute to group discussions 	<ul style="list-style-type: none"> • Can distinguish between strategic and operational decisions • Demonstrated ability to think critically about systemic issues and the role of the organization in the health care system in Ontario 	<p>Substantive prior experience serving on a governing board and participating in a strategic planning process.</p> <p>Prior employment experience in business, finance, communications or public administration.</p>
Understands the public protection mandate of health profession regulators and has an awareness of evolving issues, the applicable legislation, regulations, bylaws and policies that are core to the work of the College.	Regulatory knowledge allows Council clarity about the function and purpose of the RHPA and the College’s mandate, and how the Act and Regulations should be interpreted and applied.	<ul style="list-style-type: none"> • Is aware of legislation, regulations, standards and bylaws that govern health care professionals • Understands the College’s role in the health care system 	<ul style="list-style-type: none"> • Knowledge of College functions and issues facing Council • Awareness and knowledge of regulatory trends • Can identify when to seek ethical aspects of Council’s decision making 	<p>Prior experience working within a regulatory framework.</p> <p>Prior employment experience in legal field.</p>

COUNCIL COMPETENCY PROFILE

Knowledge	Core Understanding	How Is the Knowledge Demonstrated?		How Is the Knowledge Gained?
		Entry	Expert	
Understands how health care is delivered in Ontario.	Health system knowledge allows Council to understand the opportunities, challenges and external forces affecting the provision of oral health services.	<ul style="list-style-type: none"> Can contribute to group discussions 	<ul style="list-style-type: none"> Understanding of the workings of government and ability to access government officials 	<p>Prior employment experience in health care administration.</p> <p>Experience working in the health care system in Ontario.</p> <p>Experience as a recipient of health care in Ontario.</p>

COUNCIL COMPETENCY PROFILE

Skills	Rationale	How Is the Skill Demonstrated?		How Is the Skill Gained?
		Entry	Expert	
Be able to work electronically in order to uphold security, privacy and efficiency of the College’s work.	Technological competence allows Council members to participate effectively in committee and panel work through efficient use of information and communication technology.	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Experience using presentation slides, including graphics and multimedia components • Can identify how technology impacts risk and strategy 	<p>Prior experience working in administrative or professional field.</p> <p>Completion of IT-specific training courses, workshops, etc.</p>

COUNCIL COMPETENCY PROFILE

Attributes	Rationale	How Is the Attribute Demonstrated?	
		Entry	Expert
Demonstrates consistent attendance and preparedness at meetings.	Committed Council and committee members devote the required time and energy to the role to achieve best possible outcomes for the public. Members who are prepared to give time, skills and knowledge to developing themselves and others in order to perform as highly effective regulators.	<ul style="list-style-type: none"> • Reads Council documents in advance and is prepared to engage and ask questions 	<ul style="list-style-type: none"> • Participates in ongoing development in order to enhance ability to contribute to Council work
Communicates clearly and openly to secure and further understanding (ask questions to understand content).	Council members who are prepared to listen contribute to discussion to develop ideas and problem-solve collectively.	<ul style="list-style-type: none"> • Listens actively, pays attention to non-verbal communications • Willingly contributes to discussion and deliberations 	<ul style="list-style-type: none"> • Articulate; able to make point clearly and succinctly • Provides appropriate challenge to the status quo, not taking information or data at face value and always driving for improvement
Works effectively and respectfully with other Council/committee members, staff and stakeholders of varying experience and understanding.	Stakeholder relations and communications competence supports the Council in being well informed about the views and needs of key stakeholders, enabling productive relationships.	<ul style="list-style-type: none"> • Identifies key stakeholders and their relationship with the organization • Not afraid to say “I don’t know” or to ask questions • Willingness to listen to opposing views, demonstrating appropriate consideration and courtesy 	<ul style="list-style-type: none"> • Articulates techniques to better engage with stakeholders • Considers the impact of Council’s decisions and the effect they will have on the key stakeholder groups • Demonstrated ability to communicate a position to the intended audience

COUNCIL COMPETENCY PROFILE

Attributes	Rationale	How Is the Attribute Demonstrated?	
		Entry	Expert
			<ul style="list-style-type: none"> • Willingness to share expertise with newer members / ability to mentor • Supporting and dovetailing from other perspectives • Listening to others • Building on prior comments • Openness to questions from newer members • Welcoming and supportive environment builder
Uses judgement and common sense in evaluating information and making informed decisions.	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 vs. external expertise, easy to understand (e.g., legal advice, other expertise).	<ul style="list-style-type: none"> • Seeks external expertise where needed • Demonstrates ability to analyze and interpret data 	<ul style="list-style-type: none"> • 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
Undertakes learning and development to improve Council skills and is aware of own strengths and weaknesses.	Developing knowledge and skills enables Council members to lead and contribute to courageous conversations, to express their opinion and to play an active role on Council.	<ul style="list-style-type: none"> • Prepared to give time, skills and knowledge to developing themselves in order to become a highly effective regulator 	<ul style="list-style-type: none"> • Has an enquiring mind and understands the value of meaningful questioning

COUNCIL COMPETENCY PROFILE

Attributes	Rationale	How Is the Attribute Demonstrated?	
		Entry	Expert
Acts with transparency and integrity, takes responsibility for actions and manages personal conflicts of interest.	Ensuring transparency of all decisions related to the College’s regulatory processes and activities fosters public trust by demonstrating that they are impartial, evidence-informed, and advance the public interest.	<ul style="list-style-type: none"> Understand conflict of interest and is able to seek advice as needed to mitigate any potential conflict Appreciates the importance of both perceived and actual conflict of interest and / or bias 	<ul style="list-style-type: none"> Understands both conflict of interest and bias Appropriately challenges colleagues who might be conflicted or biased Aware of different types of bias and how they manifest themselves
Commitment to equity, diversity, social justice, social responsibility and servant leadership.	Diversity, equity and inclusion competence supports the ability to shift cultural perspective and adapt one’s behaviour to function effectively across attributes that include, but are not limited to, gender, ethnicity, religion, sexual orientation, disability, and socioeconomic class. Profession-specific diversity may include attributes such as region of practice, practice setting and context, or specialization.	<ul style="list-style-type: none"> Demonstrating respect and actively advocating for diverse perspectives in discussions Holding criticisms and comments to hear different views before making decisions 	<ul style="list-style-type: none"> Conducting self-assessment to understand how one’s own attitudes and values may create bias Adjusting and adapting communication styles to be effective across diverse contexts (e.g., does not use ethnophaulisms or outdated terms, does use preferred terms) Responding to inappropriate and non-inclusive behaviour to redirect and to build awareness.
Ability to speak with one voice, unified and solidly standing behind joint decisions.	Council members who clearly understand their role and their limits are able to contribute more effectively to deliberations and decision making.	<ul style="list-style-type: none"> Accepting decision of Council; “stand down” Respectfully moving forward Recognizing when not in majority; accepting the decision Not bringing it up again Avoidance of bitterness 	<ul style="list-style-type: none"> Understands that authority lies with Council, not individual members Makes appropriate requests for information or clarification in order to inform decision making

COUNCIL COMPETENCY PROFILE

Attributes	Rationale	How Is the Attribute Demonstrated?	
		Entry	Expert
			<ul style="list-style-type: none"> Professional members exercise appropriate caution in their interactions as a registered practitioner (e.g., responding in writing to any complaint against them)
Anticipates and embraces opportunities for regulatory and governance innovation.	Willingness to embrace change 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.	<ul style="list-style-type: none"> Not averse to change where appropriate Demonstrates a commitment to keeping up to date with regulatory and health system developments 	<ul style="list-style-type: none"> Leading rather than following, suggesting ideas rather than responding to others Identifies reasons for and benefits of change to stakeholders Ensures change contributes to Ends Policies Supports strategic change and ensures change is in public interest