

BRIEFING NOTE

TO: Council

FROM: Governance Committee

DATE: October 7, 2019

SUBJECT: Competency and Attributes Framework for Appointed Board Members

For Decision

For Information

Monitoring Report

Purpose:

To seek council approval for new competency and attributes framework for appointed board members.

Background:

On May 28, 2019, Council approved a list of desired Council member competencies and attributes to be sent out this fall as part of the Council election guidelines package. These were not mandatory, and candidates did not have to meet these criteria to be elected. They were meant as a tool to help opticians decide whether to seek election or nominate another optician for election to Council. Not every Council member was expected to have all competencies and attributes. The list included:

- Governance and/or board experience
- Leadership experience and/or skills
- Problem-solving skills
- Strategic thinking
- Financial literacy
- Strong interpersonal and communication skills
- Demonstrated commitment to the College's public protection mandate
- Decisions reflect diverse knowledge, perspectives, experiences and needs

In accordance with provincial, national and global trends, and in keeping with the College's strategic plan, the governance committee has developed a competency profile for Council members which could lead to governance training and in the interim be used to make non-council appointments.

The Ontario Health Professions Regulators (OHPR), formally FHRCO, has also formed a governance working group to gather information from OHPR members and develop a competency profile for council members and make recommendations which would lead to governance training. This will form the basis of a consistent approach to the use of the competency profiles that could be used in elections/appointments processes in the future. COO's competency model may also be an opportunity for this College to provide additional input to the OHPR governance working group.

For Consideration:

The following framework is a combination of several different competency models that have been developed at different colleges in Ontario and B.C.

COO COMPETENCY AND ATTRIBUTE FRAMEWORK FOR APPOINTED COUNCIL MEMBERS

Every Council/Appointed Member will bring the following VALUES and ATTRIBUTES to the table:	Every Council/Appointed Member will bring, or be willing to learn, the following SKILLS, PRACTICES, and KNOWLEDGE :
<p>Accountability, Honesty, and Integrity Act with integrity and speak the truth, be able and willing to take full responsibility for decisions, and follow through on commitments</p>	<p>Cultural Safety and Humility Have an ongoing learning, appreciation and respect for unique perspectives, cultural contexts, power imbalances, and biases in deliberation and decision-making, and recognition of the role the College plays in fostering culturally safe, humble, respectful, and quality health care, through its cultural safety and humility commitments</p>
<p>Adaptability/Agile Able to adapt easily and quickly to changing evidence and environments; demonstrates cognitive flexibility</p>	<p>Diplomacy Have strong interpersonal communication skills that include the ability to clearly articulate a perspective, engage in respectful, productive, and sometimes courageous or difficult, discussions with the committee, staff and stakeholders, while consistently reinforcing a culture of trust</p>
<p>Collaboration Recognize that, in a complex system, what can emerge as a result of meaningful engagement and dialogue will be stronger than what is created in isolation; Able to encourage divergent thinking and dissent from others, and to build consensus; stands behind the collective decisions of the Board in unity</p>	<p>Health Professions Regulation Understand the role and philosophy of health profession regulators, the public protection mandate of the College, the applicable legislation, regulations, bylaws and policies, and the core work of the College</p>
<p>Public Service Have compassion for 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 diligently, recognizing that public interest will always be prioritized over personal or professional interests</p>	<p>System Thinking Be aware of the complex system in which the College works, including the stakeholders within that system, and the impact that college decisions have on this greater community</p>
<p>Respect Be able to work with others effectively, and appreciate different perspectives and opinions,</p>	<p>Technological Competence Be able to navigate electronically in order to carry out the work of the College effectively</p>

while fostering and promoting, not impeding or stifling, robust dialogue	and uphold the security and privacy of the College's work
<p>Inclusivity Create an environment and culture that welcomes diverse perspectives, new partners and new ideas</p>	<p>Financial Literacy Have a reasonable understanding of financial and budgeting information, and the confidence to ask questions that safeguard the financial stewardship of the College</p>
<p>Self-Awareness Have a clear understanding of personal strengths, areas of development and potential biases, remaining open to reflection, feedback, continuous growth and improvement</p>	<p>Governance Understand the board member's role and fiduciary duties, good governance principles, and the stewardship responsibilities of the board</p>
<p>Professionalism: Take responsibility for ensuring that they have the relevant knowledge and skills to perform as a board member and that they reflect on and identify any gaps in their knowledge and skills and will participate constructively in appraisal of themselves and others</p>	<p>Organizational Decision Making Understand and appreciate the development of policy and decision-making in a large, complex system, ensuring that decisions are based on objective principles, and informed by evidence and best practice</p>
	<p>Risk management/oversight Demonstrate a proactive, continuous and systemic approach to identifying, understanding and communicating hazard, operational, financial and strategic risks from an integrated oversight perspective</p>

Benefits of a competency appointment framework:

- Supports strong decision making coming to the table
- Influx of Board / Council members that have a sophisticated understanding of the complex public interest objective expected of the regulator and policy development experience
- Ensures that Council and Committee members have the necessary competencies to accomplish the important work of the College and allows targeted training for the competencies that can be learned
- Regains public trust and changes the optics

Required Action:

That council adopt the proposed COO Board Competencies Framework for Appointed Members.