

COMPETENCY AND DIVERSITY PROFILE FOR ROYAL COLLEGE OF DENTAL SURGEONS OF ONTARIO COUNCIL MEMBERS

INTRODUCTION

The Royal College of Dental Surgeons of Ontario's governing Council is the College's board of directors. Council is composed of elected dentists, public members, and academic representatives from Ontario universities' dental faculties. The *Competency and Diversity Profile for Royal College of Dental Surgeons of Ontario Council Members* (the Profile) articulates the expectations for Council members and will guide the selection of Council candidates, provide the basis for the Council performance evaluation, and inform the development of Council training and education.

The Profile represents the desired/ aspirational composition of Council and the collective knowledge, skills, experiences, and diversity attributes needed to achieve a Council composed

of qualified members who reflect the diverse public and the communities the College serves and protects. The collective competence of Council will be achieved through selecting candidates with specific skill sets and attributes to run in the open seats each annual election and facilitating Council training and development.

Competencies marked with an asterisk (*) are prerequisites for the role at entry to be selected to run for election or be appointed as a university selected Council member. It is not expected that any one Council member would possess all the competencies, but collectively Council will strive to cultivate these skills to be effective.



UNIT 1: GOVERNANCE RESPONSIBILITIES AND FIDUCIARY DUTIES

Governance

Understands governance principles and practices to support Council's provision of strategic direction and oversight. Understands sources of authority and accountability, and purpose and requirements of organizational reporting obligations in demonstrating accountability for regulatory performance.

*Focus on the public interest

Demonstrates an understanding of and commitment to RCDSO's mandate to regulate the profession in the public interest. Demonstrates the ability to put the public interest ahead of other interests, including personal and professional interests. Understands the difference between regulatory bodies and professional associations.

*Conflict of interest

Complies with RCDSO Bylaw conflict of interest requirements and Code of Conduct. Understands and readily identifies and discloses when an issue or situation presents a personal or professional gain or interest, or a decision directly or indirectly impacts them or their professional judgment.

Role of Council and Registrar and CEO

Understands the distinction between the role of Council to set direction and provide strategic oversight and the role of the Registrar and CEO to lead and direct operations. Demonstrates an understanding and respect for the role of staff members.

*Fiduciary duties

Understands, appreciates and adheres to fiduciary duties (acting honestly, in good faith and in the best interests of the RCDSO) and maintaining confidentiality.



UNIT 2: RISK, INFORMATION AND FINANCIAL MANAGEMENT

***Risk Management**

Understands Council's role and responsibility for setting the organization's risk appetite, overseeing the development and implementation of risk management policies and procedures, monitoring significant risks facing the organization, and fostering a risk-aware culture throughout the organization.

Information Technology

Understands Information Technology and Information Management Systems and demonstrates awareness of sector changes (e.g., artificial intelligence, cyber security, privacy, etc.). Demonstrates proficiency with technology to effectively participate in Council and committee work. Adheres to security and privacy protocol and completes RCDSO cyber security and privacy training modules.

Financial Management

Understands basic finance and accounting and financial controls. Able to understand the financial position of the College as presented in the financial statements. Able to interpret and ask questions about financial statements and reports to make informed decisions and contribute to ensuring the integrity of financial information provided to Council. Supports Council in ensuring the prudent use of all assets for the College's effectiveness and sustainability.



UNIT 3: LEADERSHIP

Vision and mobilizing people

Inspires and motivates others to effectively mobilize to solve problems, advance the RCDSO's mandate, and achieve results. Takes an active role in sharing information and knowledge.

Human resource management

Knowledge and experience in human resource management or working with a board to oversee Registrar and CEO recruitment, performance management, and succession planning.

Joint leadership culture

Maintains effective Council staff relationships by providing clear direction and constructive challenges to management regarding policies and proposals. Supports the leadership team in achieving the legislative and strategic objectives.

Innovation

Embraces opportunities for regulatory and governance innovation. Fosters a culture of new thinking and approaches to improve programs and add value.



UNIT 4: PROFESSIONALISM

***Commitment and preparedness**

Able to meet the time commitment expectations required of the role including meeting, preparation, education and training requirements. Comes to Council meetings well prepared to actively contribute to discussions, activities and informed decision-making by reviewing materials in advance.

***Ethics and integrity**

Demonstrates honesty, respect and trustworthiness. Upholds the moral principles and values of the College. Acts with integrity and discretion and supports Council members in exercising good judgement and accountability.

***Collaboration and conflict resolution**

Works collaboratively and collegially with others, especially in times of conflict. Actively engages in respectful, diplomatic, and inclusive dialogue. Welcomes and values differing perspectives and encourages open and effective debate. Addresses and resolves conflicts using active listening, empathy and problem-solving.

***Teamwork and commitment to the effectiveness of Council**

Ability to work in a team-based environment and build strong working relationships within Council. Makes valuable contributions to Council discussions and the functioning of Council. Demonstrates respect for the contributions of all Council members and committees and focuses on building on their work.

Self-awareness and continuing professional development

Demonstrates self-awareness and insights into strengths and opportunities for enrichment. Actively solicits feedback. Demonstrates a commitment to continuing professional development.



UNIT 5: COMMUNICATION SKILLS

***Active listening**

Listens attentively to understand. Asks clarifying questions. Acknowledges perspective and demonstrates empathy. Paraphrases and reflects back to confirm comprehension and respond appropriately.

***Open communication**

Demonstrates courage to challenge conventional wisdom and established beliefs and explore new perspectives. Ability to express dissenting opinions to foster robust debate and identify hidden issues and opportunities. Encourages a safe environment where Council members feel comfortable expressing their opinions and questioning ideas to avoid groupthink.

***Openminded**

Considers diverse perspectives, ideas and information to enhance learning, flexibility and better communication. Demonstrates willingness to change a position if presented with new evidence or information.

Uses an inquisitive approach

Demonstrates curiosity and asks appropriate questions to understand the issues being explored and discussed and contribute effectively to discussions.



UNIT 6: THOUGHT PROCESSES AND DECISION-MAKING

Analytical thinking

Ability to break down complex information into fundamental parts, understand its components, connect ideas and concepts, and use logic and reasoning to form conclusions. Demonstrates data/analytics knowledge and skills to effectively collect, analyze, interpret, and communicate insights from data.

*Critical Thinking

Ability to assess information objectively, identify biases, make judgements, and challenge assumptions to inform decisions. Ensures decisions are objective and evidence-informed.

Strategic Thinking

Ability to identify and assess the broader issues, opportunities and threats facing the College and Council and consider different approaches, solutions and consequences. Able to consider the implications of decisions on organization's strategic objectives and long-term goals and engage in long-term planning and prioritizing to set vision and high-level direction for the College.



UNIT 7: KNOWLEDGE OF HEALTH SYSTEM AND HEALTH REGULATION

Understanding of Health Systems

Demonstrates basic understanding of Ontario's health care system and the roles and responsibilities of key stakeholders including government. Demonstrates awareness of current trends and recent reforms and strategies to improve oral health care services delivery, access to care and health outcomes.

Understanding of Health Regulation

Has knowledge of the health profession regulatory system, the role and purpose of a health regulatory college in the health care system and how it functions. Has knowledge of the legislative framework that governs health care professionals.



UNIT 8: EQUITY, DIVERSITY AND INCLUSION

***Commitment to Equity, Diversity and Inclusion**

Values and embraces Equity, Diversity and Inclusion (EDI) as fundamental to the College and Council's role in ensuring the public has safe, equitable and competent oral health care. Demonstrates an awareness of the needs of equity-deserving groups and a willingness to learn about EDI and how to apply an EDI lens to decision making.

Diversity on Council

Council composition reflects a range of diverse identities, the diversity of the populations served and lived experience in issues related to EDI, possibly gained through living, serving or working with diverse patient populations. Council composition encompasses a mix of individuals with different attributes including but not limited to gender identity, race/racial identity, culture, individuals with disabilities, age, and individuals who practise across urban, rural, remote and underserviced areas of Ontario who bring diverse and unique perspectives and experiences to Council discussions and deliberations.