

# Competencies For Committees

## COMPETENCIES FOR THE INQUIRIES, COMPLAINTS & REPORTS COMMITTEE

### Interpersonal/Communication Skills

- Effective oral and written communication skills
- Respectful, collegial demeanor, even when discussing differing opinions
- Actively contributes to discussions in meaningful way
- Actively listens to and respectful of committee members and staff
- Possesses strategies to build practical consensus, and keep discussions moving forward

### Listening/Understanding

- Understands the College's mandate
- Can process and organize large amounts of information to synthesize issues, and provide a framework for discussion
- Understands jurisdiction as defined by complaint/ report
- Understands issues from different perspectives
- Understands and applies College standards, guidelines and practice advisories
- Understands regulatory outcomes
- Understands importance of having well-supported reasons for decisions
- Ability to consider the "big picture"
- Knowledge of sexual abuse prevention, boundary violations
- Ability to identify issues that require external expertise (legal advice or expert opinion)

### Technical Knowledge

- Knowledge and understanding of the regulatory framework
- Knowledge and understanding of the College standards, Guidelines and Practice Advisories

- Knowledge and understanding of the Risk Assessment Tool
- Ability to use technology effectively; review digital files
- For dentists: broad knowledge base and experience in dentistry
- For public members: ability to listen, learn, discuss and ask questions of the dental members of the panel related to dental technicalities and procedures

### Integrity/Ethics/Values/Personal Commitment

- Fiduciary duty to act honestly and in good faith; no bias or conflict
- Prepared for meetings in advance
- Committed to making informed and impartial decisions
- Committed to transparent decisions guided by the Risk Assessment Framework
- Availability for meetings
- Punctuality
- Maintains confidentiality

### Community Involvement/Experience

- Varied practice experience
- Demonstrated community involvement, particularly in a leadership/governance role

### Decision Making/Professional Judgement

- Committed to transparent decision-making, providing reasons for all issues raised by complaint
- Detail oriented
- Possess a sense of fairness, impartiality, and open-mindedness

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# COMPETENCIES FOR THE INQUIRIES, COMPLAINTS & REPORTS COMMITTEE (CONTINUED)

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## Collective Competencies for the ICR Committee

- Understands patient financial records
- Understands full scope of dental practice, including specific procedures
- Diversity in areas of dental practice, clinical experience, community experience and academia
- Composition of ICR Committee includes some members actively engaged in dental practice (preferred)
- Experience in areas of sexual abuse prevention and boundary violations

## Competencies for Subject Matter Experts

- Knowledge and expertise in the field of mental health and/or addiction treatment, care and support
- Trauma-informed approach in decision-making, particularly in the area of sexual abuse, boundary violations and trauma recovery
- Professional and/or lived experience in understanding and applying diversity, equity and inclusion (DEI) principles
- Ability to apply DEI lens to access to care issues and regulatory decision making
- Understanding of institutional racism
- Perspective, experience and representation from the Indigenous community would be a particular asset
- Strong knowledge of health care systems in Ontario
- Expertise in the areas of fraud risk management, fraud detection, digital forensics and/or artificial intelligence

# COMPETENCIES FOR THE QUALITY ASSURANCE, SEDATION & GENERAL ANESTHESIA AND DENTAL CT SCANNER COMMITTEES

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## Interpersonal/Communication Skills

- Good communication skills
- Ability to build consensus
- Conflict management

## Listening/Understanding

- Listening and understanding
- Critical thinking

## Technical Knowledge

- Knowledgeable and familiar with the College's standards and guidelines
- Keen eye for detail when reviewing course material
- Good writing skills
- Good computer skills

## Integrity/Ethics/Values/Personal Commitment

- Act in the public interest
- Available to attend meetings
- Attend all training sessions
- Prepare for meetings in advance
- Understanding of privacy and confidentiality

## Community Involvement/Experience

- None specified

## Decision Making/Professional Judgement

- Critical thinking and professional judgement
- Professional awareness
- Fair-minded

## Collective Competencies for QA, Sedation & Dental CT

- Combination of generalists and specialists, with a maximum of 2 specialists who should not be from the same specialty
- Diversity in years since graduation and practice experience (e.g. urban vs rural, private vs hospital, principal vs associate)
- At least one person with a teaching background
- At least one practising dentist and/or specialist
- At least one person with experience in the delivery of public services
- Members from a wide range of backgrounds across multiple sectors (such as clinical, education, public health, regulatory, and business)

# COMPETENCIES FOR THE REGISTRATION COMMITTEE

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## Interpersonal/Communication Skills

- Articulate and comfortable speaking in a group setting, expresses opinion and participates in discussion
- Respectful, collegial demeanor, even when discussing differing opinions
- Patient and diplomatic
- Succinct and stays on topic being respectful of time/agenda
- Comfortable and able to ask questions of applicants when attending in person to illicit relevant info for decision-making

## Listening/Understanding

- Think both critically and analytically to facilitate thoughtful, well-formed questions, often in response to what others have said
- Active listener who also takes into account body language (especially helpful when applicants present in person or on video)
- For public members: Ability to listen and learn the technical comments discussed by the professional members and be willing to ask questions of the dentists when it relates to dental technicalities and procedures

## Technical Knowledge

- Understand the College's mandate and the role of the Registration Committee
- Ability to understand the requirements for registration as set out in the pertinent legislation and by-laws
- Ability assess whether an applicant can practice dentistry safely and competently based upon the materials before them and their knowledge of the standards of practice
- Basic technological skills (in particular, with Adobe Acrobat)
- Be conscientious and mindful of entry-to-practice requirements and to not create additional barriers
- Have some knowledge of national and global issues impacting licensure and registration requirements
- For dentists: At least 5 years of dental experience; if retired involved in the dental community

## Integrity/Ethics/Values/Personal Commitment

- Prepared for meetings in advance
- Punctual
- Abide by confidentiality guidelines
- Committed to diversity and inclusion
- Understand bias and conflict of interests and when to declare one
- Ability to exercise discretion
- Objective, transparent, and fair when reviewing applications for registration
- Passionate to serve
- Eager to learn

## Community Involvement/Experience

- An involved community member preferred. Someone who has served in roles of leadership on public boards and/or committees
- For dentists: This may include participation in component dental societies and/or outreach programs

## Decision Making/Professional Judgement

- Ability to consider each applicant on a case-by-case basis and make fair decisions
- Be professional, collaborative, ethical, and display sound decision-making skills and judgement
- Be able to make and support evidence-based decisions based on risk to the public

## Collective Competencies for the Registration Committee

- Preferably, at least one practising dentist
- Preferably, at least one specialist
- Previous experience at RCDSO/committee preferred for some members for institutional knowledge
- Diversity in committee composition

# COMPETENCIES FOR THE DISCIPLINE COMMITTEE

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## Interpersonal/Communication Skills

- Effective oral and written communication skills
- Emotional and social intelligence
- Be respectful to others; collegial; collaborative; ability to work on a team
- Ability to articulate ideas, opinions, rationales and comments in a clear, concise and logical manner
- Ability to actively contribute to deliberations
- Ability to achieve practical consensus

## Listening/Understanding

- Ability to practice active listening
- Ability to stay focussed through long proceedings
- Understand issues from different perspectives; accept different view points
- Understand and process large amounts of information
- Understand and apply complex legal concepts
- Conflict management skills
- Be mindful of how behaviour, actions and communications may be perceived

## Technical Knowledge

- Knowledge and understanding of Discipline Committee Rules of Practice
- Knowledge and understanding of various pieces of legislation relevant to discipline proceedings
- Knowledge and understanding of Regulatory Framework
- Knowledge and understanding of public protection mandate
- Adjudicative knowledge
- Ability to use technology effectively

## Integrity/Ethics/Values/Personal Commitment

- Fiduciary duty to act honestly and in good faith; no bias and no conflict
- Professional; apply appropriate decorum in a legal setting
- Patient; diplomatic
- Personal integrity; ethical
- Ability to maintain confidentiality and discretion
- Punctual and reliable
- Flexibility in schedule

## Community Involvement/Experience

- Active or recent engagement in clinical practice
- Community involvement preferred
- Minimum of 5 years' work experience

## Decision Making/Professional Judgement

- Always act in the public's interest
- Detail oriented
- Ability to be fair, impartial and objective
- Willingness to resist pre-judging
- Open in thinking; not rigid, amenable to change as it applies to serving the public interest
- In making decisions, willing to take into account the advice, submissions and recommendations of legal counsel based on facts and the law
- Transparent decision making

## Collective Competencies for the Discipline Committee

- Diversity in areas of dental practice
- Experience in public policy
- Experience in community outreach programs
- Experience in area of sexual abuse prevention and boundary violations
- Experience in human rights issues
- Experience in public health issues
- Diversity in membership to be representative of the whole profession (eg. age, gender, ethnicity, geographic location, etc.)
- Ability to effectively chair deliberations and hearings, including consensus building, maintaining appropriate decorum and ensuring legal process is followed

## Competencies for Subject Matter Expert Adjudicators

- Regulated professionals with knowledge and expertise in administrative law and professional regulation in Ontario

# COMPETENCIES FOR THE FITNESS TO PRACTISE COMMITTEE

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## Interpersonal/Communication Skills

- Effective oral and written communication skills
- Emotional and social intelligence
- Be respectful to others; collegial; collaborative; ability to work on a team
- Ability to articulate ideas, opinions, rationales and comments in a clear, concise and logical manner
- Ability to actively contribute to deliberations
- Ability to achieve practical consensus

## Listening/Understanding

- Ability to practice active listening
- Ability to stay focussed through long proceedings
- Understand issues from different perspectives; accept different view points
- Understand and process large amounts of information
- Understand and apply complex legal concepts
- Conflict management skills
- Be mindful of how behaviour, actions and communications may be perceived

## Technical Knowledge

- Knowledge and understanding of Discipline Committee Rules of Practice
- Knowledge and understanding of various pieces of legislation relevant to discipline proceedings
- Knowledge and understanding of Regulatory Framework
- Knowledge and understanding of public protection mandate
- Adjudicative knowledge
- Ability to use technology effectively

## Integrity/Ethics/Values/Personal Commitment

- Fiduciary duty to act honestly and in good faith; no bias and no conflict
- Professional; apply appropriate decorum in a legal setting
- Patient; diplomatic
- Personal integrity; ethical
- Ability to maintain confidentiality and discretion
- Punctuality
- Flexibility in schedule
- Reliable

## Community Involvement/Experience

- Community involvement preferred

## Decision Making/Professional Judgement

- Always act in the public's interest
- Act with compassion
- Detail oriented
- Ability to be fair, impartial and objective
- Willingness to resist pre-judging
- Open in thinking; not rigid, amenable to change as it applies to serving the public interest
- Transparent decision making

## Collective Competencies for the Fitness to Practise Committee

- Experience in the areas of mental health issues, substance abuse, human rights issues
- Experience in community outreach programs
- Diversity in membership to be representative of the whole profession (eg. age, gender, ethnicity, geographic location, etc.)
- Ability to effectively chair deliberations and hearings, including consensus building, maintaining appropriate decorum and ensuring legal process is followed

## Competencies for Subject Matter Expert Adjudicators

- Regulated professionals with knowledge and expertise in administrative law and professional regulation in Ontario

# COMPETENCIES FOR THE PATIENT RELATIONS COMMITTEE ("PRC")

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## Interpersonal/Communication Skills

- Effective oral communication skills
- Emotional and social intelligence
- Be respectful; collegial; collaborative; ability to work on a team
- Willingness and ability to actively participate in discussions

## Listening/Understanding

- Ability to practice active listening
- Open-minded, fair and impartial
- Ability to understand issues from different perspectives
- Empathetic nature

## Technical Knowledge

- Knowledge and understanding of Regulatory Framework
- Knowledge of the *Regulated Health Professions Act*, the *Dentistry Act*, and the College's bylaws
- Knowledge of the College's current Practice Advisories and Guidelines
- Demonstrated understanding of the College's public protection mandate
- Computer literacy and ability to use new programs and technology

## Integrity/Ethics/Values/Personal Commitment

- Understands fiduciary duties to act honestly and in good faith; no bias and no conflict
- Understands the obligation to always act in the public's interest
- Able to maintain professionalism, confidentiality and discretion
- Available to prepare for and attend regularly scheduled committee meetings and education sessions; can be relied upon to attend meetings on time as scheduled
- Flexibility in schedule and ability to participate in online and in person meetings
- Attend courses and College training sessions, as requested

## Community Involvement/Experience

- Civic involvement, volunteerism, community outreach and/or involvement in other community programs
- Awareness of sexual abuse, harassment and assault, boundary violations, the power imbalance between dentists and patients, the impact of trauma and therapy/therapeutic interventions

## Decision Making/Professional Judgement

- Able to impartially review and fully consider all applications for funding for therapy and counselling
- Strategic thinking including a continuous quality improvement and data-driven approach to issues
- Ability to be fair, impartial and objective
- Critical thinker, forward thinker, problem solver
- Ability to adhere to College protocols and procedures
- Ability to objectively analyze and evaluate a topic and collaborate with others to develop a course of action
- Ability to evaluate all Patient Relation Programs, provide feedback and contribute to making improvements
- The ability to be a forward/innovative thinker and to recognize issues/concerns that would affect the public and dentistry and develop Patient Relations programs proactively

## Collective Competencies for the Patient Relations Committee

- Experience working with sexual abuse survivors, disability advocacy groups, access to care groups, and/or other vulnerable or marginalized sectors (such as seniors, LGTBQ community)
- Understanding and appreciation of social justice issues, including diversity and inclusion, and how they may impact the patient/dentist relationship
- Experience in community outreach programs
- Experience in human rights issues
- At least one member actively engaged in clinical practice
- Diversity in membership to be representative of the whole profession (eg. age, gender, ethnicity, geographic location, etc.)
- Demonstrate leadership skills and the ability to develop consensus (Committee chair)

# COMPETENCIES FOR THE FINANCE, AUDIT & RISK COMMITTEE

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## Interpersonal/Communication Skills

- Effective oral communication skills
- Actively participates in discussions while encouraging multiple perspectives
- Respectful; collegial; collaborative; ability to work on a team, even when discussing differing opinions
- Willingness to raise difficult questions in a respectful manner

## Listening/Understanding

- Actively listens to and respectful of committee members and staff
- Strives to understand issues from different perspectives

## Technical Knowledge

- Ability to understand financial reports and strategies
- Ability to review the College annual budget in light of resources, priorities and strategic goals
- Ability to read and understand the College's financial statements
- Ability to understand and/or quickly learn about financial reporting and internal control principles
- Understand risk concepts and how they apply to the College
- A good knowledge of, and experience with, investments and investment strategy is preferable

## Integrity/Ethics/Values/Personal Commitment

- An expressed desire to participate on the Committee
- Understand bias and conflicts of interest and when to declare one
- Fiduciary duty to act honestly and in good faith
- Read materials and be prepared for meetings in advance
- Maintains privacy and confidentiality of materials and discussion

## Community Involvement/Experience

- Stays current on financial issues
- Varied financial experiences at organizations other than a dental practice or the ODA

## Decision Making/Professional Judgement

- Ability to apply sound judgements to ambiguous situations
- Comfortable with transparent decision-making
- Critical thinking
- Ability to analyze and evaluate information brought forth to the Committee
- Ability to assess risk and consider evidence and consensus in making decisions
- Ability to be fair, impartial and open-minded

## Collective Competencies for the Finance, Audit & Risk Committee

- Financially literate
- Diversity in areas of finance and risk
- Diversity in membership to be representative of the profession (e.g. age, gender, ethnicity, geographic location, etc.)
- Ability to build consensus

# COMPETENCIES FOR THE GOVERNANCE COMMITTEE

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## Interpersonal/Communication Skills

- Ability to articulate ideas, opinions, rationales and comments in a clear, focused and logical manner
- Ability to inspire and influence others
- Builds consensus by intentionally listening and engaging in diverse perspectives
- Demonstrated leadership skills that ideally include an indication of creative, independent and innovative thinking and approaches that make new ideas and solutions possible

## Listening/Understanding

- Demonstrated experience in strategic and visionary thinking
- Ability to listen and be open to others' perspectives including an ability to ask pertinent and respectful questions to help foster mutual understanding
- Capacity to analyze research and information
- Ability to understand risks and opportunities that are inherent in change

## Technical Knowledge

- Understanding and advocacy of the College's public protection mandate and its fundamental importance in all strategic decision making
- Understanding of and passion for exploring sound governance practices and regulatory trends, including emerging expectations of Government and stakeholders for regulators
- Have the necessary skills and experience to understand the workings of a regulatory board and its committees
- Knowledge and understanding of Regulatory Framework
- Ability to use technology effectively to review materials and to attend and participate effectively in virtual meetings

## Integrity/Ethics/Values/Personal Commitment

- Advanced understanding of conflict of interest
- Understanding of inherent conflicts of board members in discussing potential reforms to the board and the accompanying political sensitivities and demonstrating the ability to promote the best interests of the organization in connection with public protection mandate above all else

- Demonstrated track record of personal integrity and ethics
- Embraces the differences of all people (including gender, age, nation of origin, sexual orientation, religion, culture, race, abilities) and actively advocates for diverse perspectives
- Commitment to participate in continuing education and professional development in order to perform effectively in role
- Available to attend regular meetings and read materials and be an engaged participant in discussions

## Community Involvement/Experience

- Experience in working with a board, committee, community outreach group or regulatory body
- Community involvement preferred

## Decision Making/Professional Judgement

- Open minded and amenable to change as it applies to serving the public interest
- Committed to collaborative and transparent decision making
- Ability to make timely decisions based on information available
- In making decisions, willing to take into account the advice and recommendations of experts

## Collective Competencies for the Committee

- Diversity in composition, individuals from under-represented populations including persons of colour, Indigenous persons, individuals with disabilities, women and members of the LGBTQ2S+ community
- Knowledge of and ability to demonstrate diversity, equity and inclusion (DEI) principles, and apply DEI lens and strategies
- Experience conducting behavioural interviewing