



Board and Committee Competency Profile/Skills Matrix

I. Essential Competencies and Behavioural Traits

The following are essential competencies and behavioural traits that the Board would like to see brought forward by all Board Directors and its Committees:

- ✓ **Honest and ethical:** demonstrates adherence to principles of honesty and integrity in declaring any potential biases or conflicts.
- ✓ **Excellent communicator and listener:** communicate ideas clearly and listen with intent to what others are saying.
- ✓ **Committed and prepared:** understands and is committed to meeting expected time commitments and levels of preparedness for meetings.
- ✓ **Relationship builder and team player:** fosters meaningful relationships with peers, colleagues, staff members, and stakeholders; is able to interact in ways that maintain positive relationships with others.
- ✓ **Open-minded and flexible:** demonstrates adaptability, willing to amend positions where solid arguments or evidence supports such a change.
- ✓ **Analytical and critical thinker:** considers all of the information available and comments brought forth by others before forming an opinion or taking a position; demonstrates independence and objectivity in approach.
- ✓ **Visionary and strategic thinker:** considers wider impact of decisions on the organization and its ability to meet its strategic directions; not afraid to think of and raise new or novel ideas.
- ✓ **Understands the College's public interest mandate:** possesses at least a good understanding of the mandate of the College to put public interests above other interests.
- ✓ **Exhibits sound and balanced judgment:** demonstrates sound judgement in contributing to good decision-making.
- ✓ **Demonstrates high level of emotional intelligence:** uses an emotionally intelligent approach in all interactions and discussions.



- ✓ **Demonstrates respect and courtesy for self and others:** exhibits courteousness, respectful manners, and accepting of differences including dissenting point of views.
- ✓ **Understanding the principles of Equity, Diversity and Inclusion (EDI):** fosters discussion or participation in an inclusive environment and promoting and integrating diverse perspectives.

II. Desirable Skills, Experiences, or Expertise

The following are desirable skills, experiences, or expertise that the Board would like to see brought forward by some but not all Board Directors and its Committees, as required:

- ✓ **Financial literacy:** possesses, through work, training or other experience, an understanding of generally accepted accounting principles; can read, interpret and ask relevant questions about financial statements and reports.
- ✓ **Risk/risk management:** understanding of the Board's role and responsibility for identifying and reviewing risks and overseeing the management of risks.
- ✓ **Governance:** demonstrates knowledge and understanding of good governance principles and practices, possibly gained through board experience or governance education or certification.
- ✓ **Leadership:** demonstrated experience leading teams and/or organizations; ability to lead, inspire and provide feedback to others.
- ✓ **IT/Technology:** knowledge of, and experience in complex IT systems including privacy considerations. Familiarity and comfort with use of new software and platforms to facilitate the work of the Board or Committees.
- ✓ **Understanding of the law/legal experience:** ability to interpret and apply application legislation, regulations, and compliance requirements.
- ✓ **Knowledge of the profession/professional regulation in Ontario:** experience in a regulated environment, understanding of the role and purpose of health regulators and health professions, and knowledge of the Denturism profession.
- ✓ **HR and compensation:** knowledge or experience in human resources, recruitment and retention of employees, and management of compensation.
- ✓ **Stakeholder engagement:** understanding, knowledge, or experience in managing external relationships and engaging with key stakeholder groups in a manner that supports the work and objectives of the College.