

# Royal College Council Skills Matrix

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**Vision:** The global leader in specialty medical education and care.

**Mission:** We serve patients, diverse populations and Fellows by setting the standards in specialty medical education and lifelong learning, and by advancing professional practice and health care.

The following profile will guide the call for nominations to fill vacancies on Council to help ensure Council is comprised of individuals who collectively have the attributes, diversity and competencies to effectively govern the Royal College and help the organization provide the greatest value to Fellows, patients and populations. It is a tool developed with direction from the Governance Committee, approved by Council and used by the Nominating Committee.

## Personal attributes

All prospective Council members must have the ability and willingness to advance the purpose of the Royal College as set out in its mission, vision and strategic plan; and make the necessary time commitment to serve as a Royal College Councillor.

A well-suited prospective Council member will also demonstrate integrity, respect and humility and be

- collaborative,
- willing and able to listen,
- willing to ask questions and raise flags,
- objective and independent minded,
- able to make informed judgements, and
- an advocate for continuous quality improvement.

## Diversity

A diverse Council membership helps to ensure that the organization is governed effectively and benefits from a range of talent and different experiences, perspectives, thinking styles and competencies; a diverse Council membership mitigates against “group think”.

The composition of Council is prescribed by the Bylaw and ensures that Council is made up of physicians and surgeons from across Canada. The Bylaw also permits the inclusion of public members, Fellows-at-large and a resident member.

The Nominating Committee expands upon the broad direction of the Bylaw and aims to recruit and nominate Council members who reflect the diversity of the Royal College’s membership (e.g., Fellows who work in academic, hospital and community based settings, including underserved communities; different disciplines; different career stages; different genders; and individuals of different ethnicities).

## Competencies

The Nominating Committee also seeks to nominate Council members who bring specific governing and mission focused competencies. An inventory of the competencies listed on the next page, will be collected from sitting Council members in the year prior to Council elections taking place.

Council members will be asked through an electronic survey to self-assess their own abilities, knowledge and experience using the provided scale\*.

- **Basic** – conceptual understanding or developing competency that supports participation in discussions
- **Advanced** – solid understanding or ability that will enable asking probing questions
- **Expert** – validated expertise (may include professional designation) that will facilitate questions that enhance the approach taken by Council

Category	Definition
<b>Governing competencies</b>	
Governance	Knowledge of good governance and the ability to align Royal College business with good governance practices
Leadership	Leadership experience or leadership potential in business, specialty medical education, professional practice and/or health systems
Strategic thinking and planning	Ability to see the “big picture” and generate ideas in partnership with management to set the organization’s direction and goals
Human resources and executive oversight	Understanding of performance management practices, executive compensation, succession planning, leadership development and other human resource issues.
Financial oversight	Ability to critically review and interpret financial information and promote transparency and accountability
Risk oversight	Ability to anticipate and analyze key organizational risks, and oversee the proper management of those risks
Government relations	Understanding of how to build relationships with, communicate a position to and advocate for support from government officials
Business development	Understanding of how to create long-term value for an organization, its members and stakeholders
Information technology	Knowledge or experience in providing oversight and governance related to the business implications of information resources, systems and technology.
Communications & marketing	Knowledge or experience in effectively communicating an organization’s value and relevance to stakeholders through multiple platforms
Ethics	Ability to meet the duty of care and duty of loyalty expected of a board member in carrying out their responsibilities

Category	Definition
<b>Mission focused / strategic competencies</b>	
Royal College vision& mission	Understanding and supportive of the Royal College's mission, vision and strategic priorities
Educational systems	Knowledge or experience in supporting educational system transformation and advancing education at different stages of a physician's lifecycle
Residency education	Knowledge or experience in competency-based residency education theory and approaches
Lifelong learning	Knowledge or experience in competency-based continuing professional development theory and approaches
Professional standards	Knowledge or experience in advancing professional standards that support high quality health care
Health policy	Knowledge or experience in influencing the development of social/health/public policy
Health systems	Knowledge or experience in supporting health system transformation and advancing health care at the federal, provincial and/or community level
Scholarship	Knowledge or experience in scholarship and research related to the Royal College's mission and vision
International outreach	Knowledge or experience in facilitating global networks and advancing standards of specialty medical education and practice in other countries

\* The scale provided was adapted from the Ontario Hospital Association's Board of Directors' Diversity Matrix Self-Assessment