



Royal College of Dental Surgeons of Ontario

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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

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 THE INTERNATIONAL TRADE COMMITTEE

Interpersonal/Communication Skills

- Effective oral and written communication skills
- Respectful of 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
- Understand issues from different perspectives; accept different view points
- Understand registration process, competency standards, and labour mobility
- Understanding of global conditions and their impact on professional mobility
- Understanding of developments in international and bilateral trade agreements

Technical Knowledge

- Knowledge and understanding of international trade principles and international trade agreements
- Knowledge and understanding of Regulatory Framework
- Knowledge and understanding of College mandate
- Ability to use technology effectively

Integrity/Ethics/Values/Personal Commitment

- Fiduciary duty to act honestly and in good faith
- Neutral perspective on labour mobility
- Committed to continued learning related to labour mobility and international trade
- Ability to maintain confidentiality and discretion
- Flexibility in schedule

Community Involvement/Experience

- Community involvement preferred

Decision Making/Professional Judgement

- Always act in the public interest, no bias or conflict
- Detail oriented
- Ability to be fair, impartial and objective
- Open in thinking; not rigid, amenable to change as it applies to serving the public interest
- Transparent decision making

Collective Competencies for the International Trade Committee

- Diversity in areas of dental practice
- Experience in public policy
- Diversity in membership to be representative of the whole profession (eg. age, gender, ethnicity, geographic location, etc.)

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

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

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 PENSION GOVERNANCE COMMITTEE

Interpersonal/Communication Skills

- Good communication skills
- Team player
- Willingness to actively participate in discussions
- Conflict management skills

Listening/Understanding

- Focused and active listener to both fellow committee members and advisors
- Ask hard questions respectfully but at same time know/understand limitations of advisors
- Professional awareness

Technical Knowledge

- Familiarity with the College pension plan (i.e. composition of plan is both defined benefit and defined contribution)
- Background in a specific discipline (e.g. finance, human resource, payroll, law) – not mandatory, but desirable
- A good financial background is preferable
- A good knowledge of, and experience with, investments and investment strategy is also preferable
- A good knowledge of pension industry products (DB and DC plans)
- General knowledge of pension industry products and retirement planning
- Committee relies on external advisors, actuaries, and investment managers so those technical skills are not necessarily required for each committee member

Integrity/Ethics/Values/Personal Commitment

- Interest in finance and/or an expressed desire to participate on the committee
- Willingness to raise difficult questions in a respectful manner
- Ability and willingness to acquire additional pension knowledge through training
- Demonstrate common sense approach
- Robust orientation of all members every two years

Community Involvement/Experience

- Stays fairly current on world events and economy through varied pursuits

Decision Making/Professional Judgement

- Ability to make sound judgements and decisions and can delegate
- Ability to analyze and evaluate information brought forth to the Committee
- Ability to have the fund participants best interests at heart
- Good evaluation and analysis skills

Collective Competencies for the Pension Governance Committee

- Composed of members with groundings in various disciplines (see above under “technical knowledge”)
- Diversity, for example in gender, backgrounds, age and beliefs should be reflected in committee composition
- Some continuity of membership to maintain crucial experience, training and corporate memory
- Introduction of at least one new committee member every two years to gain experience, help with attrition of members from the committee
- Chairs should only be appointed after serving at least 2-4 years on this committee taking into account members competencies for the position

COMPETENCIES FOR THE DISCIPLINE COMMITTEE

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 THE FITNESS TO PRACTISE COMMITTEE

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 THE PATIENT RELATIONS COMMITTEE (“PRC”)

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, PROPERTY AND ADMINISTRATION COMMITTEE

Interpersonal/Communication Skills

- Willingness to actively participate in discussions
- Be respectful; collegial; collaborative; ability to work on a team

Listening/Understanding

- Focused and active listener

Technical Knowledge

- Ability to review and recommend the College annual budget in light of resources, priorities and strategic goals
- Ability to understand and analyze financial reports or strategies
- A good knowledge of, and experience with, investments and investment strategy is preferable

Integrity/Ethics/Values/Personal Commitment

- Interest in finance and/or an expressed desire to participate on the committee
- Willingness to raise difficult questions in a respectful manner

Community Involvement/Experience

- Stays fairly current on financial issues

Decision Making/Professional Judgement

- Ability to make sound judgements and decisions
- Ability to analyze and evaluate information brought forth to the Committee
- Good evaluation and analysis skills

Collective Competencies for the FP&A Committee

- Experience in a financial role

COMPETENCIES FOR THE AUDIT COMMITTEE

Interpersonal/Communication Skills

- Good communication skills
- Willingness to actively participate in discussions
- Be respectful; collegial; collaborative; ability to work on a team

Listening/Understanding

- Focused and active listener

Technical Knowledge

- Financially literate
- Ability to read and understand the College's financial statements
- Ideally, understand financial reporting and internal control principles

Integrity/Ethics/Values/Personal Commitment

- An expressed desire to participate on the committee
- Willingness to raise difficult questions in a respectful manner

Community Involvement/Experience

- Preferred

Decision Making/Professional Judgement

- Ability to make sound judgements and decisions
- Ability to analyze and evaluate information brought forth to the Committee
- Good evaluation and analysis skills

Collective Competencies for the Audit Committee

- Ideally, understand financial reporting and internal control principles