



## Royal College of Dental Surgeons of Ontario

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# COMPETENCIES FOR COMMITTEES – 2020

## 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