

# **College of Nurses of Ontario**

## **Nominating Committee Competencies & Attributes Profile**

### **Introduction**

The Nominating Committee profile is informed by CNO's purpose, which is to protect the public by promoting safe nursing practice. The profile includes

- competencies - a person's ability to successfully do what is needed to fulfill the role, and
- attributes - qualities that are characteristic or inherent to a person and necessary to fulfill the role.

Both competencies and attributes are necessary for the committee to function effectively.

The competencies and attributes profile is used to:

- communicate sought-after knowledge, experience, skills, and attributes for the committee to function effectively
- identify, recruit, assess, and qualify committee candidates (includes incumbents applying to serve a second term), and
- build capacity of committee members (e.g., orientation, ongoing education)

The profile was developed by Governance Solutions Inc based on its research and industry knowledge about the competencies and attributes required for an effective nominations function and with input from CNO staff, the Executive Committee, and Council.

## **Nominating Committee Competencies & Attributes Profile**

### **CORE COMPETENCIES**

It is expected that all, or most, of the members of the Nominating Committee would demonstrate these core competencies:

#### **I. Leadership Skills**

You demonstrate skills and ability to lead others to solve problems, adapt and manage change, innovate and achieve results.

#### **II. Change Management**

You demonstrate skills related to change management, such as relationship management, engagement, socialization of ideas, consultation and negotiation.

#### **III. Decision Maker**

You are a proven decision-maker using different decision-making methods.

#### **IV. Public interest**

You have experience in, and understanding of, protecting and acting in the public interest.

### **SPECIALIZED COMPETENCIES**

Additionally, one, or two, members of the Nominating Committee would have expertise in one or more of these specialized competencies, so that collectively the committee would have the benefit of all of these:

#### **V. Human Resources Leadership Experience**

You have experience in, and an understanding of, human resource management with a strong understanding of organizational structure and human resources oversight, including recruiting, employee engagement and succession planning - well versed in assessing the competence and character of individuals based on a set of specific competencies. May have additional experience working with psychometric tools and assessments including management styles and emotional intelligence.

#### **VI. Governance and Boards**

You demonstrate strong familiarity and understanding of governance roles and responsibilities, current governance policy, issues and trends. You may have gained this through prior board and/or committee experience in an organization of similar size, scope and complexity as the College, and/or through formal governance education and director certification (e.g. ICD.D (Institute of Corporate Directors), Pro.Dir. (Professional Director®), C.Dir (Director's College)).

#### **VII. Broad Health Sector Leadership**

You have experience in a senior leadership position in a health care administrative setting.

#### **VIII. Cross-Cultural Experience**

You demonstrate leadership in promoting diversity, equity and inclusion, including experience working with diverse teams and populations, e.g. working cross-culturally, internationally, experience with social, humanitarian, anti-racism, anti-oppression and LGBTQ positive principles.

#### **IX. Regulatory Experience**

You have experience in the oversight of self-regulated professions, and the ability to understand and oversee regulations and standards setting and certification. You have awareness/knowledge of the regulatory climate and evolving regulatory issues, regulated industries and their oversight regimes. You may be, but are not necessarily, a lawyer.

### **DIVERSITY CONSIDERATIONS**

CNO is an organization that embraces diversity, equity and inclusion. In composing the Nominating Committee, we seek a group that is itself diverse and also demonstrates commitment to diversity, equity and inclusion.

Diversity means recognizing and identifying the seen and unseen characteristics in the lived experiences of people that result in each person's unique perspectives.

Equity means ensuring fairness and objectiveness by recognizing and removing historical and contemporary barriers and biases that create unfair systems and practices.

Inclusion means actively creating and intentionally fostering an environment where everyone feels welcome, respected and has an opportunity to participate.

### **CHARACTER ATTRIBUTES**

All Nominating Committee members would be expected to demonstrate these character attributes:

#### **I. Communicator**

You are able to communicate clearly, concisely and accurately, orally and in writing.

**II. Constructive**

You are able to build relationships, you are constructive and helpful.

**III. Emotionally Mature**

You are able to understand and skillfully manage emotions, especially when faced with conflict and confrontation; you are self-aware and professional.

**IV. Ethical**

You have unquestioned ethical integrity; you comply and/or will comply with the College's conduct expectations, bylaw and policies

**V. Fiduciary**

You are able to put others' interests first (servant leadership); you have a passion for the public interest, commitment and drive.

**VI. Inclusive**

You are able to create a place for everyone's voice; you understand the concept of equity; are aware of and respect diversity such as social and cultural differences; you are empathetic.

**VII. Independent**

You are able to think independently, while knowing when and how to consult others.

**VIII. Learner**

You are able to apply your learning to the public interest; you demonstrate a willingness to learn and develop.

**IX. Listener**

You are able to listen and question to achieve understanding; you are an effective and active listener.

**X. Proactive**

You are able to think proactively and to anticipate.

**XI. Strategic**

You are able to move beyond the details to envision the grander future; you are a strategic thinker.

**XII. Adaptable**

You are able to adapt easily and quickly to changing evidence and environments; you demonstrate cognitive flexibility.

**XIII. Forthright**

You are able to present an unpopular or controversial position in the face of opposition or opposing views.

**XIV. Professional Judgement**

You are able to think critically.

**XV. Astute**

You are able to apply your knowledge in the context of Board-level decision-making and leadership.

**XVI. Problem Solver**

You are able to evaluate complex issues and to make effective decisions (find solutions).

**XVII. Unifier**

You are able to encourage divergent thinking and dissent from others, and to build consensus; you stand behind the collective decisions of the Board in unity.

**XVIII. Systems-level Thinker**

You are able to conceptualize on a systems level and communicate this understanding to others.