

Revised CNO Council Attributes and Competencies Profile June 2024

College of Nurses of Ontario (CNO) Council Attributes & Competencies Profile

Introduction

The Council attributes and competencies profile is informed by CNO's purpose, which is to protect the public by promoting safe nursing practice. It contains:

- attributes - qualities or characteristics of a person necessary to fulfill the role
- competencies - a person's ability to successfully do what is needed to fulfill the role.

Both are necessary for Council to function effectively.

The profile helps to:

- communicate sought-after knowledge, experience, skills, and attributes to interested candidates and others
- inform voting registrants of the relevant attributes and competencies of candidates seeking election to CNO's Council
- inform how CNO supports Council members' development (e.g., through orientation, ongoing education, evaluation).

This profile has been revised and updated from the original version developed in 2018. It is informed by research and industry knowledge about the competencies and attributes required for an effective board, with substantial input from CNO staff, the Nominating and Executive Committees, and Council.

Council Attributes & Competencies Profile

CHARACTER ATTRIBUTES

All, Council members would be expected to demonstrate these character attributes (these are listed alphabetically):

1. **Communicator:** You communicate clearly, concisely and accurately, verbally and in writing.

2. **Consensus Builder:** You encourage divergent thinking and dissent from others and use this to build consensus.
3. **Emotional Intelligence:** You understand and skillfully manage emotions, especially when faced with conflict and confrontation; you are self-aware and professional.
4. **Inclusive:** You 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.
5. **Independent:** You think independently, while knowing when and how to consult others.
6. **Learner:** You apply your learning to the public interest; you demonstrate a willingness to learn and develop.
7. **Listener:** You listen and question to achieve understanding; you are an effective and active listener.
8. **Service Leadership:** You put others' interests first (service leadership); you have a passion for the public interest, commitment and drive.
9. **Strategic:** You move beyond the details to envision the big picture; a better future; you are a strategic thinker.
10. **Straightforward:** You present an opinion or position in a respectful manner, in the face of opposition or opposing views.

DIVERSITY ATTRIBUTES

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

1. CNO's equity goals have a particular focus on potential candidates from the Black, Indigenous Peoples, Racialized Individuals, 2SLGBTQI+ and People with Disabilities.
2. CNO is seeking individuals who bring a breadth of lived experience, and some of the specific diversity criteria that may be considered include gender, age, and ethnicity.
3. CNO also seeks individuals with experience working with a range of populations.

COMPETENCIES

Collectively, Council members will demonstrate these competencies around the table. Each individual Council member is expected to bring some but not all of these competencies.

1. You have experience and understanding around protecting and acting in the public interest. You have experience in ensuring and safeguarding client safety.

2. You have familiarity with and understanding of regulatory and procedural processes including relevant regulatory procedures, standards of practice, rules of order and decision-making.
3. You are an individual with credibility who knows how to foster an inclusive environment, understands cultural humility and builds cultural safety.
4. You are a proven decision-maker and are able to adapt to different decision-making methods. You demonstrate an ability to remain unbiased and make decisions fairly.
5. You demonstrate strong familiarity with and understanding of governance roles and responsibilities, current governance 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 CNO, and/or through formal governance education and certification.
6. You demonstrate the skills and ability to work effectively with others to solve problems, adapt and manage change, innovate and achieve results.
7. You have experience gained from holding a leadership position.
8. 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, Indigenous Peoples, anti-racism, anti-oppression and/or 2SLGBTQI+ positive principles).
9. You have a functional understanding of systems, as well as an understanding of quality frameworks and how they support client safety and quality care.
10. You have experience in, and an understanding of, human resource management, organizational structure and human resources oversight.
11. You are able to read and understand financial statements, preferably for organizations of similar size, scope and complexity as CNO. At least one Council member will be a financial expert: able to prepare financial statements for organizations of similar size, scope and complexity as CNO.
12. You understand modern, general business with a high degree of technological sophistication. You are familiar with IT governance and oversight, both IT's risks and opportunities.