



## CRNS Council Competency Matrix

The matrix is a single piece in the overall requirements and expectations of our council. Each of the attributes provides a framework by which the council members can measure their contributions, ensuring what they do is meaningful and aligned with the public interest mandate.

The CRNS needs individuals who understand and are committed to the public protection mandate; have the time and focus to engage deeply in this important work; balance public and professional perspectives; and uphold and model our values.

As CRNS's governing body, the council is responsible for the direction, leadership, and strategy of the college. Its work is supported by various committees that oversee the core regulatory functions of the college; and assist the council with specific aspects of its oversight responsibilities.

Our bylaws give authority to the college's Governance and HR Committee to develop a list of needs and competencies against which those wishing to serve as council members are assessed. The matrix set out the expectations and requirements not only for the council as a whole but also for individual council members. The competency matrix itemizes the academic and professional skills being sought and also looks at other elements such as personal values, lived experience, varied backgrounds, perspectives and knowledge.

It is important to note the matrix depicts the ideal composition of a fully functioning council. Council members are not expected to possess every skill or trait listed in the competency matrix nor will some of the perspectives and experiences being sought be easily obtainable. However, council members are expected to demonstrate an ongoing commitment to acquire the experience and knowledge necessary to make them as effective as possible in their roles.

The Governance and HR Committee regularly reviews the matrix to identify gaps in the composition of the council. This matrix identifies an 'ideal state', we accept that gaps will exist. It is, however, important to communicate the gaps to understand where broader perspectives, skills, or knowledge are missing, ensure decision-makers are conscious of this, understand how the gaps might impact decisions, and, at times, have specific expertise or external resources available to fill them.

## CRNS Council Competency Matrix

### Values and Attributes

**To support strong decision-making in service of the college's mandate to protect the public and sustain its trust, every Council member must be a respected and trusted member of the community and bring the following values and attributes to the table...**

**Service:** Understand and commit to the College's public protection mandate, recognize that the public interest always trumps personal or professional interest and appreciate the time required to execute the role diligently. Care deeply for the wellbeing of Saskatchewan residents and believe that they deserve safe, ethical, culturally appropriate, and person-centred care.

**Professionalism:** Reflect the ethical and practice standards the College expects of its registrants in all College business and all interactions with colleagues, staff and stakeholders.

**Humility and continuous improvement:** Understand one's own strengths, areas that would benefit from development and biases. Open to reflection and feedback and dedication to continuous growth and improvement.

**Objectivity:** Make decisions based on evidence and good information, that will best fulfill the public protection mandate.

**Adaptability and Openness:** Recognize that plans occasionally need to change in order to meet evolving needs and circumstances. Open to new ideas, new perspectives and new ways of doing things.

**Courage:** Willing and able to lean into uncomfortable conversations, in a respectful way, for the sake of the college's mandate, upholding the college's values and sustaining an inclusive, respectful Council culture.

**Inclusivity:** Able and committed to creating safe gathering spaces that welcome diverse perspectives, new partners and new ideas.

**Accountability, honesty and integrity:** Willing to take full responsibility for decisions and to follow through on commitments. Commit to integrity, truth-telling and transparency.

**Collaboration:** Recognize that meaningful engagement and dialogue lead to stronger results when working within a complex system. Able to work with others effectively, to appreciate and foster the robust exchange of differing perspectives and opinions.

## CRNS Council Competency Matrix

### **Mandatory Skills, Practices and Knowledge**

**To support strong decision-making in service of the college's mandate to protect the public, every Council member will bring, OR BE WILLING TO LEARN, the following skills, practices, and knowledge...**

**CRNS Structure / Health Profession Regulation:** Knowledge of CRNS's core mandate and core operations, the decision-making structure of CRNS Council and committees.

**Governance:** General understanding of governance, the role played by a governance body, of good governance principles, fiduciary duty and stewardship responsibilities.

**Nursing and the healthcare system:** Understanding of the scope of practice of the various nursing professions and how they fit into the larger health system. Recognition of the complex system in which the College works, the partners within that system, and the impact of College decisions on this greater community.

**Indigenous Context:** Understanding of the social, legislative and political history of Indigenous people; the impact of colonialism in Canada and its enduring traumatic legacy and the effects of widespread Indigenous-specific racism within the healthcare system;

**Collaboration skills:** Strong interpersonal communication skills. Ability to clearly articulate a perspective, navigate conflict, and engage in respectful, productive and sometimes difficult discussions. Ability to engage in work in such a way that reinforces and does not erode a culture of trust.

**Financial Literacy:** Reasonable understanding of financial and budgeting information, and the confidence to ask questions that safeguard the financial stewardship of the College.

## CRNS Council Competency Matrix

### Diverse Perspectives and Backgrounds

To support strong decision-making in service of the College's mandate to protect the public, Council believes that it must reflect the diverse experiences and perspectives of registrants and the public it serves and therefore recruits, invites and supports the following diverse perspectives...

**Age:** Representation across all adult age groups to broaden understanding of diverse lived experience, interaction with the healthcare system, values and needs across the population served by the college.

**Registrant Practice:** Diverse practice designations, experiences, tenure, backgrounds, specialties and practice environments to foster dialogue that leads to practical and impactful regulatory decisions.

**Gender / sexual orientation:** A range of gender identities and gender expressions, and individuals who self-identify as LGBTQIA2S+, to promote knowledge and understanding of societal attitudes around gender and sexual orientation and the impact this has on access to and experiences within the health care system.

**Indigenous:** Diverse indigenous perspectives to ensure that deliberations are informed, that decisions include and respect Indigenous perspectives, that biases are identified and questioned, and that the College's collective work continues to grow in its cultural safety and humility journey, contributing to positive system change.

**Culture / Socio-economic background:** A variety of cultural, historical and socio-economic backgrounds and experiences that reflect the community that the College serves to deepen understanding of the cultural context of healthcare and to ensure that regulatory tools can be applied without causing unintended barriers or consequences.

**Disability:** Participation of people with lived experience of disability to reflect the diverse needs of the community the college serves and to help ensure that the perspectives of people with a range of disabilities inform committee decision-making.

**Region:** Regional diversity to reflect differing realities in healthcare practice and public expectations that exist throughout the province.

## CRNS Council Competency Matrix

### Specialized Knowledge, Skill, Lived-experience

To support strong decision-making in service of the College's mandate to protect the public, one or more Council members will have the following specific professional experience, knowledge and skills...

**Regulatory Modernization:** Experience with navigating the change associated with regulatory modernization including governance changes, shifting to a single mandate organization and amalgamation.

**Executive HR:** Experience developing and working with a board to oversee executive performance management and succession planning.

**Financial Oversight:** Accounting or financial management experience and the ability to support non-financial board members in executing their financial oversight responsibilities.

**Legal Expertise:** High level understanding of contracts, privacy, employment, labour litigation management and administrative law.

**Equity, Diversity, and Inclusion Leadership:** Experience in advancing strategies that promote equitable access and opportunities, and in developing practices to correct non-inclusive behaviour.

**Trauma-Sensitive Decision Making:** Experience in, understanding of, and sensitivity to the effects of stress or potential stress on individuals involved in a complaint process, and experience in creating safe spaces and trust-building processes.

**Health care lived experience:** Personal experience navigating the health care system as a patient, a family member or an advocate.

**Health care system leadership:** Experience and understanding navigating the healthcare system as a leader, understanding where decisions are made, the broader context of decisions and system implications.

**Information Technology and Information Management:** Understanding of IT/IM systems, change management, security and sector transformation.

**Risk oversight:** Understanding of how to sustain an effective and meaningful risk management and risk oversight program that adapts to changing circumstances.

**Conflict resolution and communication:** Expertise in navigating conflict, difficult conversations, feedback and development feedback-rich environments.

**Board and Committee Leadership:** Experience facilitating board and committee meetings, development culture and fostering governance effectiveness.

**Governance expertise:** Deep knowledge and experience as a board member; the ability to calmly weigh evidence, think critically, consider options and bring sound judgement to decision making.

## CRNS Council Competency Matrix

***Government/public relations:*** Extensive experience in strategic communications and stakeholder relations. Understanding of how government works and how to impact change within all levels of government.

***Internationally educated professional:*** Personal experience as an internationally educated professional having navigated registration, credentialing, competency assessments and examinations required to be licensed in Canada.

***Strategic planning:*** Experience leading a team to articulate a vision, identify strategic priorities and appropriately oversee organizational performance.