

Competencies For non-Council Members

Non-Council members are expected to have general skills or attributes in several key competencies which assist in performing the work of the Committees. These competencies include:

1. Professional Judgement
2. Listening/Understanding
3. Decision-Making
4. Integrity/Ethics/Values
5. Professional Awareness
6. Conflict Management

- 1. Professional Judgement** is the exercise of critical thinking, analysis and assessment of implications, identification of patterns, making connections of underlying issues, and ownership of the outcome. Effectively exercised, good professional judgement leads to fair, efficient processes and brings clarity and resolution to complex and ambiguous situations or issues.

Skills:

- Applies sound judgement;
- Facilitates open dialogue such that underlying issues and interests are revealed; and
- Organizes work and priorities in a manner that balances fair process and timely resolution of matters.

- 2. Listening/Understanding** is the ability to gather facts and pertinent information to gain understanding before drawing conclusions or taking action. It involves active listening and comprehension of verbal and non-verbal signals to enhance understanding and accurately assess situations to help resolve issues, problems, conflicts and disputes. It also involves the ability to encourage others to elaborate on matters and interests.

Skills:

- Able to listen actively and communicate clearly and effectively;
- Employs effective questioning to elicit further information or gain greater understanding or clarity;
- Assimilates multiple sources of information to make informed decisions that effectively uncover and address the issues; and
- Demonstrates self-control and steady focus in situations of tension and conflict.

- 3. Decision-Making** involves independent analysis and evaluation of data as well as reasoned thinking and application of relevant law. It requires advanced oral and written communications skills to explain the College's position in the face of opposition and/or tight deadlines and to articulate clearly the desired course of action or decision.

Skills:

- Clearly articulates views and defends positions on complicated and controversial issues.

- 4. Integrity/Ethics/Values** refers to the willingness to hold oneself and others accountable for acting in ways, both privately and publicly, that are consistent with stated values, principles and professional standards, even when risk is associated.

Skills:

- Understands the public interest object of the College;
- Takes appropriate action based on values after weighing the risks;
- Conducts affairs with professional integrity such that the College's values and expected standards of interaction are clear;
- Acts in accordance with the College's legislative mandate and organizational values, even when challenged or in stressful situations;
- Stands by and accounts for value-based decisions and actions even if they are unpopular or controversial;
- Is aware of and respects social and cultural differences of all who appear before the College;
- Recognizes and questions own personal biases, identifies situations of power imbalance and adopts value-based strategies to address them;
- Complies with the College's Governance Policies, particularly the Code of Conduct, Conflict of Interest and Confidentiality Requirements; and
- Recognizes and discloses any potential conflict of interest in a timely manner and acts to eliminate any possible concern of bias.

- 5. Professional Awareness** is the depth and breadth of the knowledge, skill and experience particular to the position. It involves knowledge of laws, practices, processes, professional skills, stakeholders and the culture specific to the College environment.

Skills:

- Possesses knowledge of and applies the relevant law, legal framework and procedures relevant to the College's policies, protocols and rules;
- Understands the College's jurisdiction;
- Maintains current knowledge of Massage Therapy and the associated stakeholder communities, their issues and interests, as well as the regulatory and legal framework governing their activities;
- Understands government processes and the College's relationship with the Ministry of Health and Long-Term Care;

- Commitment to ongoing professional development to enhance expertise and remain current in regulatory matters;
- Good organizational skills to manage College business and maintain appropriate work/life balance;
- Self-confidence/self-control and sensitivity to diverse interests in order to maintain effective control in confrontational and stressful situations;
- Commitment to respect diversity and to maintain fair, transparent processes within the limitations set by legislation;
- Computer literacy; and,
- Ability and willingness to travel.

6. Conflict Management is the knowledge and ability to anticipate, recognize and effectively resolve disputes. It includes facilitating open and constructive discussions, and where possible, win-win solutions, or as necessary, rendering a decision to bring resolution to matters.

Skills:

- Sets a respectful and productive tone for interactions;
- Actively listens to determine common interests and considers situations from multiple perspectives;
- Effectively restates positions and asks questions tactfully to identify key issues or values that are at the centre of the conflict; and
- Creates an environment among Committee members and stakeholders that facilitates positive, respectful relationships.