



## COUNCIL

## COMPETENCY MATRIX 2021

### CLPNA Mandate

*To regulate and lead the profession in a manner that protects and serves the public through excellence in Practical Nursing.*

The CLPNA and its Council embraces social and professional diversity as central to the Council Competency Matrix. With this, social diversity (gender, gender identity, human difference, race, ethnicity, age, religion, socioeconomic status, language etc.) and professional diversity (experience, background, expertise etc.) have been identified as a core value and strength that threads throughout all other competencies within the Matrix.

### Background

Alberta's Health Professions Act (HPA) gives the CLPNA the ability to govern and regulate Licensed Practical Nurses in Alberta. The role of the CLPNA is to carry out its activities and govern its regulated members in a manner that protects and serves the public. The CLPNA must provide direction to and regulate the practice of practical nursing and establish, maintain, and enforce entry-level and continuing competency, standards for registration, standards of practice, and a code of ethics and address issues related to professional conduct.

### Role of the Council

The Council is the governing body of the CLPNA. The Council consists of Regulated Members of Council (appointed in accordance with the Bylaws), Public Members of Council (appointed by the Lieutenant Governor in Council pursuant to the HPA), and non-voting or ex officio members of Council (as set out in the Bylaws). The President, elected by Council from the Regulated Members of Council, and the Vice President, elected by Council from the remaining Regulated Members or Public Members, provide leadership to the Council.

The Council is responsible for the governance of the CLPNA and the oversight of the CLPNA's management of its business and affairs. The Council guides the strategic direction, evaluates the performance of Chief Executive Officer (CEO), and approves and monitors the CLPNA's objectives, including administrative budget and financial results.



### Specific activities of the Council include:

- Setting the CLPNA strategic direction including Mission, Vision, Mandate, and Strategic Plan, and Outcomes
- Establishing, maintaining, and monitoring policies that govern the CLPNA, such as Legislation and Regulations, Bylaws, Standards of Practice, and Code of Ethics (see Governance)
- Approving practical nurse education programs
- Reviewing and monitoring fiscal policies and statements
- Selecting, directing, assessing the performance of the CEO
- Establishing and supporting Council Committees
- Hearing appeals on matters of conduct or registration

The Council is responsible for the health and success of the CLPNA. Each Council Member brings a unique perspective; however, there are key skills and abilities that will enhance the functioning of the Council so that it can perform its legislated mandate. Council Members should, individually or collectively, possess the skills necessary to establish an effective competency board.

### SPECIALIZED PROFESSIONAL KNOWLEDGE

Health Sector Knowledge  
Nursing Practice Knowledge  
Collaboration  
Government/Public Policy

### PROFESSIONAL EXPERIENCE

Governance  
Legislation and Regulation  
Human Resources  
Accounting/Finance

### CLPNA Council

### PERSONAL EFFECTIVENESS

Leadership and Teamwork  
Strategic Thinking  
Critical Thinking, Integrity  
Communication  
Personal Development



## COUNCIL MEMBER COMPETENCIES AND ASSOCIATED SKILLS

<b>(1) Professional Experience</b>		<b>Has professional/volunteer experience that is relevant and valuable to the CLPNA Council</b>
<b>Critical Competencies (skills and abilities)</b>	<b>Description of skill</b>	
<b>Governance</b>  Possess an overall understanding of the Council's role in governance, fiduciary duties, and stewardship responsibilities	<b>Competencies Required for the role:</b> <ul style="list-style-type: none"><li>• Demonstrates knowledge and/or experience in board or committee governance in the private, public, and /or voluntary/non-profit sector.</li><li>• Understands the Council role is a focus on public safety.</li><li>• Holds loyalty to stakeholders and organization.</li><li>• Understanding of accountability as an individual and as a Council member.</li><li>• Knowledge of when a declaration of conflict of interest is required.</li><li>• Understands that the Council functions as a whole.</li><li>• Maintains confidentiality as required by the Council.</li><li>• Commitment of being prepared for Council meetings, decisions, and discussions.</li></ul>	<b>Competencies that can be learned while in the role:</b> <ul style="list-style-type: none"><li>• Has a clear understanding of the distinction between the role of the Council versus the role of the management.</li><li>• Understands stewardship responsibilities of the Council.</li><li>• Understanding of risk management as it may apply to regulation.</li><li>• Understanding of a policy governance framework.</li></ul>
<b>Regulatory/Legal</b>  Possess knowledge and/or experience in, legal principles, processes, and systems and the regulation guiding the CLPNA	<b>Competencies that can be learned while in the role:</b> <ul style="list-style-type: none"><li>• Knowledge of the <i>Health Professions Act</i>, professional regulation, bylaws, and policies.</li><li>• Knowledge and/or experience in legal principles such as administrative and procedural fairness, processes, and systems.</li><li>• Able to provide interpretation and application of legislation and regulation in relation to CLPNA policies.</li><li>• Understanding of the role and requirements of adjudicative or quasi-judicial hearings or tribunals.</li><li>• Understands legal aspects that may impact the organization.</li><li>• Understands the principles in which the CLPNA regulates the profession.</li><li>• Understands and implements principles of transparency, objectivity, impartiality, and procedural fairness with respect to processes and decisions.</li></ul>	



<b>Human Resources</b>	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Able to self-reflect on principles of fairness when making decisions.</li></ul>
	<p><b>Competencies that can be learned while in the role:</b></p> <ul style="list-style-type: none"><li>• Knowledge or experience in human resource management specific to an organization, compensation and CEO performance management and evaluation.</li><li>• Knowledge of effective succession planning and management.</li><li>• Knowledge and/or experience in measuring performance.</li><li>• Understands fair and consistent work practice.</li></ul>
<b>Accounting/Finance</b>  Understands principles of finance that are relative to Council oversight as well as factors that may be of potential risk and benefit	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Understanding basic principles of budgets and financial reports.</li><li>• Able to consider micro and macro-economic factors when making board decisions.</li></ul> <p><b>Competencies that can be learned while in the role:</b></p> <ul style="list-style-type: none"><li>• Knowledge or experience in financial management and stewardship as it relates to a council's fiduciary duties.</li><li>• Experienced with analyzing and interpreting financial statements, evaluating organizational.</li></ul>

<b>(2) Specialized Professional Knowledge</b>	<p><b>Has specialized knowledge of the practical nurse profession or healthcare context.</b></p>
<b>Critical Competencies (skills and abilities)</b>	<p><b>Description of skill</b></p>
<b>Health Sector Knowledge</b>	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Experience and understanding of health professions and/or healthcare systems in Alberta and nationally.</li><li>• Able to recognize trends, challenges, and opportunities relevant to the health professions and the health system.</li><li>• Understands the role of a regulatory college within the broader health system.</li></ul>



<p><b>Nursing Practice Knowledge</b></p> <p>Knowledge and understanding of the role of the profession and how they are governed through regulation</p>	<p><b>Competencies that can be learned while in the role:</b></p> <ul style="list-style-type: none"><li>• Understanding the role of the profession and has practice experience that can support understanding.</li><li>• Understanding existing frameworks for practice and how they guide safe, competent, and ethical care.</li></ul>
<p><b>Collaboration</b></p> <p>Able to collaborate as a member of the Council and as a Council whole within the healthcare system.</p>	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Knowledge of the stakeholders that affect health care in Alberta.</li><li>• Understanding of the stakeholders of the College.</li><li>• Experience in building networks and foster trusting relationships with communities and stakeholders, such as health care advocates and patient engagement groups.</li></ul>
<p><b>Government/Public Policy</b></p>	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Understands impact of board on governance of professions.</li></ul>
	<p><b>Competencies that can be learned while in the role:</b></p> <ul style="list-style-type: none"><li>• Experience and/or knowledge of the political system and government as it relates to the College.</li><li>• Understands government policy that may or does affect the College.</li><li>• Able to recognize strategic priorities of government and relating these to the work of the Council.</li><li>• Understands the single mandate of the College.</li><li>• Ability to assess the impact of Council decisions on regulated members, the health system and public.</li></ul>



<b>(3) Personal Effectiveness</b>		<b>Personal skills or attributes valued by the CLPNA</b>
<b>Critical Competencies (skills and abilities)</b>	<b>Description of skill</b>	
<b>Leadership and Teamwork</b>  Possess formal and informal leadership attributes that contribute to the Council, its decisions and direction	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Formal or informal leadership experience.</li><li>• Understands the importance of teamwork to the success of the council.</li><li>• Recognizes and values the contributions of all council members, staff, and stakeholders.</li><li>• Experience in formal or informal conflict resolution to support effective decision making.</li><li>• Professionalism is demonstrated with both actions and words.</li></ul> <p><b>Competencies that can be learned while in the role:</b></p> <ul style="list-style-type: none"><li>• Experience with facilitating meetings, including facilitating techniques and consensus building.</li><li>• Experience in change management.</li><li>• Experience in leading projects and/or programs.</li></ul>	
<b>Strategic Thinking</b>  Able to critically assess, understand, create focus, ask relative questions, and make informed judgements and decisions	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Ability to think strategically.</li><li>• Understands trends and issues that may affect the College.</li></ul> <p><b>Competencies that can be learned while in the role:</b></p> <ul style="list-style-type: none"><li>• Experience in short to long-range planning.</li><li>• Able to provide high-level guidance and direction.</li><li>• Able to identify a clear vision, mission, and mandate.</li><li>• Able to identify priorities and organizational outcomes.</li></ul>	
<b>Critical Thinking</b>  i.e., problem-solving skills	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Able to fully assess situations to generate novel or innovative solutions to challenges.</li><li>• Able to make unbiased decisions based on best evidence.</li><li>• Able to self-reflect on performance.</li></ul>	



<b>Integrity</b>	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Models ethics and honesty in all Council/committee related activities.</li><li>• Self reflects on potential conflicts of interest and informs the President or CEO of any personal activity of question.</li></ul>
<b>Interpersonal Relations and Cultural Safety</b>	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Experience or knowledge related to effective communications and public relations.</li><li>• Demonstrates cultural competency.</li><li>• Supportive of diversity and inclusion in the Council and organization.</li><li>• Promotes a respectful, culturally safe, respectful environment that learns from others unique perspectives and various cultural contexts.</li><li>• Ensures that any cultural biases are identified and questioned.</li></ul>
	<p><b>Competencies that can be learned while in the role:</b></p> <ul style="list-style-type: none"><li>• Knowledge of public engagement strategies, developing key messages, and crisis communications.</li><li>• Knowing in implementing strategies to support diversity and inclusion on a board.</li></ul>
<b>Personal Development</b>	<p><b>Competencies Required for the role:</b></p> <ul style="list-style-type: none"><li>• Actively seeks learning opportunities and challenges for personal learning, character building and growth.</li><li>• Actively participates in planned education and special activities.</li><li>• Takes responsibility and accountability for their own performance and behaviours.</li><li>• Demonstrates self-awareness with a clear understanding of one's own strengths, areas of growth, and potential biases.</li><li>• Openness to reflection and feedback and dedication to continuous growth and improvement.</li></ul>



## References:

College of Dieticians of Alberta (n.d.). CDA Board Competency Matrix.

College of Nurses of Ontario (2017). Final Report: A vision for the future. Retrieved from <https://www.cno.org/globalassets/1-whatiscno/governance/final-report---leading-in-regulatory-governance-task-force.pdf>

College of Nurses of Ontario (2020). Council Members. Retrieved from <https://www.cno.org/en/what-is-cno/councils-and-committees/council/council-members>

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