

# Member Core Competencies

## Ontario Review Board

### COMPETENCY – PROFESSIONAL JUDGEMENT

#### **Definition:**

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

#### **Elements:**

*How the skill/attribute is demonstrated for effective performance in the position.*

- Knows how to organize work and priorities in a manner that meets competing needs of due and fair process and timely resolution of matters.

### COMPETENCY – LISTENING/UNDERSTANDING

#### **Definition:**

Listening / understanding are 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 it also involves the ability to encourage others to elaborate on matters and interests. It is evidenced when those who appear before the Board feel they had an opportunity to express their positions and when decisions reflect concerns and resolve issues.

#### **Elements:**

*How the skill/attribute is demonstrated for effective performance in the position.*

- Practises active listening to comprehend interests as well as positions.
- Employs effective questioning to draw out further information or gain greater understanding or clarity.
- Assimilates multiple sources of information to make informed decisions that effectively uncover and address the issues.
- Conducts hearings or reviews that set the tone for equal, active and open dialogue and information exchange.
- Knows when it is necessary and appropriate to seek out further information.
- Demonstrates self-control and steady focus in situations of tension and conflict.

## COMPETENCY – DECISION-MAKING

### **Definition:**

Decision-making involves independent analysis and evaluation of data and evidence and/or information as well as reasoned thinking and application of relevant law. It requires advanced oral and written communication skills to clearly articulate the decision.

### **Elements:**

*How the skill/attribute is demonstrated for effective performance in the position.*

- Weighs all evidence and/or information and submissions thoroughly.
- Participates in deliberations following the hearing so that the decision of the panel reflects the opinion of all members.
- Makes reasoned decisions based on the evidence and information, interpreting and applying the relevant law and legislation to the evidence and/or information.
- Issues clear written decisions that reflect a thorough analysis of the issues, revealing how the decision was arrived at.
- Renders decisions in a timely manner, within the time frames established by the Board.
- Demonstrates clarity in oral and written decisions such that the parties understand and are able to carry out what is decided.

## COMPETENCY – INTEGRITY/ETHICS/VALUES

### **Definition:**

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.

### **Elements:**

*How the skill/attribute is demonstrated for effective performance in the position.*

- Conducts hearings with professional integrity.
- Sets the expectations for professional and respectful interactions between all parties in all proceedings.
- Treats all who appear before the Board in a respectful manner.
- Acts in accordance with organizational values.
- Maintains impartiality and objectivity.

- Upholds the Board’s independence in its decisions and actions.
- Is aware of and respects social, cultural and other differences of all who appear before the Board.
- Recognizes and questions any personal biases, and is sensitive to situations of power imbalance.
- Complies with the Board’s Code of Conduct and Conflict of Interest Rules. Recognizes and discloses any potential conflict of interest in a timely manner to minimize possible concerns of bias.

## COMPETENCY – PROFESSIONAL AWARENESS

### **Definition:**

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 Board environment.

### **Elements:**

*How the skill/attribute is demonstrated for effective performance in the position.*

- Possesses in-depth knowledge of the Board’s legislation and legal framework and applies relevant legislation laws, policies, procedures and rules.
- Thoroughly understands the subject matter within the Board’s jurisdiction, and understands the issues and interests of the parties and associated stakeholders.
- Maintains current knowledge of the regulatory and legal framework governing their activities.
- Conducts effective hearings and reviews, ensures that the parties are heard and treated fairly.
- Understands government processes that pertain to Board members, including the independent nature of the Board’s relationship with the Ministry of Health and Long-Term Care.
- Participates in professional learning and development opportunities.

## COMPETENCY – CONFLICT MANAGEMENT

### **Definition:**

Conflict management is the knowledge and ability to anticipate, recognize and effectively resolve differences, and to facilitate open and constructive hearings in a non-adversarial manner.

### **Elements:**

*How the skill/attribute is demonstrated for effective performance in the position.*

- Sets tone of interactions that are respectful and productive.
- Maintains control and keeps a steady focus on hearing issues.
- Helps to diffuse stressful disagreements and hostile or emotionally charged situations.

- 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.
- Helps to identify areas of agreement and manages the process towards completion.
- Creates an environment among parties that facilitates positive, respectful relationships.
- Facilitates between the parties to narrow hearing issues.