



GOVERNANCE

COMPETENCIES OF A COUNCIL MEMBER

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's strategic direction including Mission, Vision, Mandate, and Strategic Plan, and Outcomes
- establishing, maintaining and monitoring policies that govern the CLPNA, including Bylaws, Regulations, Standards of Practice, and Code of Ethics
- approving practical nurse education programs
- reviewing and monitoring fiscal policies and statements
- selecting, directing, assessing the performance of the Chief Executive Officer
- establishing and supporting Council Committees
- hearing appeals on matters of conduct or registration

The Council is responsible for the health and success of the college. Each member of the Council 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 legislative mandate. The following is a list of core Council competencies and skills that are recommended.

Professional Experience

- Governance - knowledge or expertise in board governance in the private, public, and/or voluntary/non-profit sector.
- Legislation and Regulatory - knowledge or expertise in legal principles, processes, and systems, specifically the Health Professions Act and LPN Profession Regulation.
- Human Resources - experience, knowledge or expertise in human resource management, such as succession planning, organizational capacity, compensation, and CEO performance management and evaluation.
- Financial - Understanding of financial management and stewardship as it relates to a Council's fiduciary duties.

Specialized Professional Knowledge

- Nursing Practice - experience with the nursing profession or healthcare systems.
- Health Sector - recognize trends, challenges, and opportunities relevant to health professions and the health system.
- Community / Stakeholder - experience with Alberta's health system including stakeholders who may affect healthcare in the province.
- Government Legislation and Regulation - experience with, or knowledge or expertise of the broader government policy that may affect nursing, health systems (and the CLPNA).

Personal Effectiveness

- Leadership and Teamwork - ability to inspire, motivate and offer direction and leadership to others.
- Strategic Thinking - ability to think strategically about the opportunities and challenges facing an organization (and the CLPNA).
- Critical Thinking (i.e. problem-solving skills) - critical thinking to creatively assess situations and to generate novel or innovative solutions to challenges.
- Integrity - models ethical and honesty in related activities.
- Communication and Interpersonal Skills - experience, knowledge or expertise in, communications and public relations. For example, knowledge of public engagement strategies, developing key messages, and crisis communications.
- Personal Development - seeks learning opportunities and challenges for personal learning and growth.

Other Competencies

<i>Servant-Leadership</i>	“Servant” — willingness and ability to connect with owners in order to understand the range and intensity of owners’ perspectives and make decisions on their behalf. “Leader” – willingness and capability to become more knowledgeable about key issues than the average owner, to be able to make the best possible decisions on owners’ behalf, based on knowledge of the owners’ values and perspectives as well as in-depth knowledge of the issues and the implications of a decision. Does not wish to join the Council for status, title, social connections or financial reward. Council work will not create a regular conflict of interest because of other commitments or relationships.
<i>Commitment</i>	Willing to devote time for preparation as well as meetings; willing to devote the time necessary for Council work outside meeting time; prepared to make regular, on-time attendance at Council meetings, for the entire meeting, a priority. (Time requirement for meetings, committee work, preparation, ownership linkage, and Council education is required.)
<i>Systems Perspective</i>	Future thinker, able to see the “big picture”; can think strategically in terms of systems; willing to delegate operational details.
<i>Critical Thinking</i>	Ability to examine interpretations, evidence, and proposed decisions against existing policies to determine consistency and compliance; ability to ask insightful questions regarding adequacy of policies and compliance with them; prepared to hold to principles rather than just accepting common practices.
<i>Active Participation</i>	Able to articulate ideas well; willing to engage and participate at meetings; willing to debate in a constructive manner; not subject to pressure to conform.
<i>Learner mentality</i>	Prepared to participate in Council education; seeks other learning opportunities; willing to mentor others and seek mentorship; open minded; ability to grasp new paradigms; open to exploring possibilities without knowing the likely outcome.
<i>Values Based</i>	Able to participate in discernment of values as the basis for developing policies to govern the organization; prepared to measure decisions against high ethical standards of what is right.
<i>Team Player</i>	Willing to contribute actively to Council decision-making, but also to live within whatever rules the Council sets for itself. Understands the Council’s authority is that of the Council as a group; open to diversity of opinions; willing to respect others’ opinions; willing to participate in group discussions and share opinions, but once a Council decision is made, is willing to honour it even if he or she did not vote for it.
<i>Diversity</i>	Contributes to the diversity of perspectives and depth of experience necessary for the Council to connect with owners, develop sound policy, and monitor effectively; brings complementary skills, experiences and thinking to the Council.

[Click here](#) for more information about Council, competencies and responsibilities of Council members on the CLPNA website.