

## Criteria and Competencies for Board Members

The criteria outlined below are guidelines for Branch Councils and the Board when selecting Branch Delegates and national Executive Officers of the Society. They are also intended to serve as a tool for prospective leaders who are considering service to help them understand the commitment required in the office and to facilitate a self-evaluation of their skills, abilities, and fit with the role. The criteria provide a general overview of the skill sets required; it is recognized that individual candidates may possess varying degrees of experience in each area. CSHP is made up of volunteers and, as such, needs to balance the desire for effective participatory volunteerism with a defined skill set inventory. Skill sets of Delegates and Executive Officers should complement each other and provide an effective leadership team.

On an annual basis, Board members will participate in a skills self-assessment. Results of this self-assessment will be presented to the Board at the Fall Board Meetings. The results can then be used by the Branches and the Nominating Committee to recruit Delegates and the incoming Executive Officers, respectively.

### General criteria:

- The Board should include CSHP members with:
  - a variety of work experience within the profession of pharmacy, both in terms of positions held and practice environments;
  - familiarity with and dedication to the Society's vision, mission and values;
  - previous experience as a member of the Board, a Branch council, or as chair of a national or Branch committee;
  - sufficient availability to prepare for and attend meetings of the Board, committees, task forces, and working groups.

### Specific skills:

The Board should comprise members who have a variety of the skills listed below. Not every Board member must possess each skill; rather the Board as a group should possess all of the skills.

#### Leadership

- Experience in identifying, anticipating, and satisfying stakeholder expectations for products and services
- Understanding of the workings of government and ability to access government officials
- Ability to articulate an opinion or a position in a manner appropriate for the intended audience and consistent with the requirements of the situation

#### Organizational effectiveness/Risk management

- Ability to understand conceptually the financial position of the organization as presented in its financial statements
- Capacity to think innovatively about how to seize opportunities and mitigate risks
- Experience in monitoring and evaluating quality and safety initiatives
- Knowledge of the principles of change leadership, process improvement (e.g., Lean Six Sigma), and project management
- Experience in enabling a group to meet its objectives

### **Governance**

- Previous Board experience, with pharmacy or non-pharmacy organizations
- Ownership and support, outside of meetings, of the actions taken by the Board, even when not in agreement with the specific decisions

### **Vision**

- Strategic understanding of the economy, trends and broad business issues, including new developments in healthcare
- Ability to think critically about systemic issues and the role of the Society in the healthcare system in Canada
- Comprehension of the reasons for ongoing organizational and system behaviour, and the underlying problems, opportunities or political forces affecting the Society and the health system
- Understanding of the principles and process of funding for health care and the administration of funding relationships
- Knowledge of how public policy is developed

### **Personal skills**

- Understanding of how pharmacy professionals can engage with patient and family in delivering high-quality care
- Ability to work well with others, provide critique in a respectful manner, and listen to those whose opinions differ from one's own
- Ability to see different perspectives and assist in identifying the common ground
- Ability to discern and propose responses or approaches to issues that are different from those already identified
- Analytical ability applied appropriately in a variety of situations
- Ability to act appropriately with people from different perspectives, backgrounds, sectors, education levels, etc.
- Ability to act consistently in accordance with a value system
- Commitment to life-long learning as exemplified by specific activities in the recent past