

# Royal College Council Composition Matrix

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## 1. Objective & Scope

The Royal College Council Composition Matrix is a tool used to help identify and guide the recruitment and development needs of Council to ensure Council collectively has the diversity, attributes, knowledge, skills and expertise to govern the Royal College.

This document aligns the requirements of the Royal College Bylaw for the membership of Council with more information about the diversity and qualifications required to build a skilled and inclusive Council.

## 2. Definitions & Acronyms

This section defines key terms used in the policy.

Council	Senior governing body of the Royal College, e.g. board of directors
Divisions	Division of Medicine and Division of Surgery used to differentiate the qualifications of a Royal College Fellow
Fellow	A person who has been admitted to the Fellowship of the Royal College
GC	Governance Committee
NC	Nominating Committee
Public Members	Lay people elected to Council (non-physicians)
Region	Geographic areas of Canada divided into groupings of provinces and territories
Royal College	Royal College of Physicians and Surgeons of Canada

## 3. Policy

### 3.1 COUNCIL COMPOSITION

- a) In accordance with the Royal College Bylaw, Council has 32 positions:
- Twenty-four Fellows of the Royal College (12 from the Division of Medicine, and 12 from the Division of Surgery);
  - Two Fellows-at-large;
  - Up to five public members; and
  - One resident member.

- b) Council is chaired by the Royal College President. The President-Elect or Immediate Past-President (whichever of the two is in office) is also entitled to attend meetings of Council.
- c) Revisions to Council's composition in the Bylaw must be approved by the Royal College members, in accordance with the Canada Not-for-profit Corporations Act.

### **3.2 COUNCIL ELIGIBILITY**

- a) To be eligible for a region- and division-specific Council position, individuals must be Fellows of the Royal College who reside in the region and belong to the division where a vacancy exists (either an end-of-term or mid-term vacancy).
- b) Fellows-at-large must be Fellows of the Royal College. While they must principally reside in Canada, they are not required to reside in any particular region and belong to a certain division.
- c) Public members are lay persons (i.e. non-Fellows) who reside in Canada, and are interested and qualified to further the mission of the Royal College.
- d) A resident member is someone enrolled in a Royal College accredited specialty program in a Canadian medical school at the time of their appointment and for the duration of their term.

### **3.3 COUNCIL DIVERSITY**

- a) Councillors should be socially (e.g., gender, age, etc.), professionally and experientially diverse to reflect the diversity of Fellows and the communities they serve.

A diverse Council will hold broader perspectives and insights stemming from individuals' unique experiences, thinking styles and competencies. As a result, Council will be better situated to consider and address complex issues on behalf of its multiple stakeholders and partners. Moreover, it will be better prepared to ensure that the principles of equity, diversity and inclusion (EDI) are embedded in the activities and affairs of the Royal College.

Council diversity will be attained through

- broad advertisement of the skills currently required on Council,
- an open application process, and
- a fair and transparent screening process conducted by the NC.

All those interested and qualified are encouraged to apply. Each application will be given equal consideration for nomination to Council, without regard to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status or disability.

The NC will monitor Council demographics in aggregate using the demographic matrix presented under Appendix A. The matrix currently centres on professional diversity. It will evolve as the organization and society matures in its understanding and application of EDI.

### 3.4 ACCOMMODATIONS

- a) The Royal College believes in and promotes the rights of all persons with disabilities as outlined in the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA 2005) and its related Accessibility Standards Regulations. To meet these standards, the Royal College will make appropriate accommodations available to ensure equal participation on Council.

### 3.5 COUNCIL QUALIFICATIONS

- a) Councillors should be willing and available to advance the purpose of the Royal College as set out in its vision, mission, and strategic plan.
- b) Councillors should have a range of governing and mission focused competencies. The list of competencies is presented under Appendix B. The competencies are regularly reviewed and revised by Council, with support of the Governance Committee, to ensure they remain evergreen and reflect current organizational requirements.
- c) Councillors should uphold the organizational values of the Royal College – integrity, collaboration and respect. They must also be willing to
  - treat others equitably,
  - be open-minded and receptive to others’ opinions,
  - ask questions and raise concerns respectfully,
  - be objective and independent minded,
  - help create a safe, respectful and engaging space for an open exchange of ideas,
  - be a champion of the principles of EDI,
  - make informed judgements, and
  - be an advocate for continuous quality improvement.

## 4. Roles and Responsibilities

The **Governance Committee** is responsible for reviewing the composition matrix (including the demographic matrix, and competencies) every two years in preparation for a call for Council applicants, as part of the biennial Council elections process.

**Councillors** are responsible for completing a survey and self-assessing against the full list of competencies defined in Appendix B at least every two years.

The **President and the CEO** are responsible for confirming the specific competencies to be recruited for, during each Council appointment or election cycle.

All **prospective Councillors** are responsible for completing a survey and self-assessing against the selected competencies which are under recruitment.

The **Nominating Committee** receives the competency and demographic data available for Councillors and applicants and uses that information to make informed choices about nominating

Councillors. The committee is responsible for ensuring that principles of EDI are considered and applied when nominating individuals to fill vacancies on Council.

The Royal College **Governance Unit**, under the management of the Corporate Secretary, is responsible for supporting the President, CEO, GC and NC with their roles and responsibilities.

## 5. Application

This policy is applied through the Council recruitment, nomination and election regulations. The Nominating Committee ensures that the elections process is run in a fair, transparent and inclusive manner.

## 6. References

- Royal College Bylaw 20
- Regulations on Council recruitment, nomination and election
- Canada Not-for-profit Corporations Act
- Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA 2005)
- Ontario’s Anti-Racism Data Standards
- The Canadian Code for Volunteer Involvement

## 7. Contact(s)

For information or clarification, please contact:

**Royal College Corporate Secretary**  
Governance Unit, Office of the CEO  
The Royal College of Physicians and Surgeons of Canada  
Ottawa, ON  
613-730-2571

## 8. Appendices

Appendix A: Diversity

Appendix B: Governing and mission focused / strategic competencies

## 9. Policy record

Policy number	
Most recent resolution:	Resolution No. 2022-2023-10; C: 2022-06-9/10
Previous resolution(s):	Resolution No. 2014/15-15; C: 2014-06-26/27 Resolution No. 2018/19-13; C: 2018-06-21/22 Resolution No. 2020/21-14; C: 2020-07-03 Resolution No. 2021-2022-15; C: 2021-06-17/18
Approved by:	Council
Approval Date:	June 9, 2022

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Date of next review:	May 2023
Royal College Office:	OCEO
Version status:	Approved
Keywords:	Council, governance, elections
Information security classification	Public

## Appendix A: Council demographics

On behalf of the Nominating Committee, the governance team collects demographic data about current and prospective Councillors. The data collected from sitting Councillors is presented in aggregate to help Council and the Governance and Nominating committees understand broad imbalances in Council's membership and opportunities recruit a more diverse group of applicants. Providing this information is completely voluntary.

If provided, personally identifiable information collected about prospective Councillors is kept confidential and only accessible to the Royal College staff directly assisting with the Council nomination process and the Nominating Committee. Personal information collected from Councillors will be retained for 10 years and applicants for one-year, before it is securely deleted. All personal information is managed in line with the [Royal College's privacy policy](#), and the Royal College's data governance program.

In keeping with established practices, the demographics collected focus on Fellow membership data related to profession and experience. Social identity data collected is currently limited to gender and age. Social demographics collected will evolve over time to further illuminate racial, gender and other inequities to be considered in the Nominating Committee's work. Parameters for data collection will be co-created with EDI advisors, Council, and relevant committees, and comply with legislative and regulatory data standards, including Ontario's Anti-Racism Data Standards.

Criteria	Definition
<b>Gender</b> (Fellows only)	Male / Female / Non-binary <sup>1</sup>
<b>Age</b> (Fellows only)	Under 45 / 45-54 / 55-64 / 65 and older
<b>Career-stage</b> (Fellows only)	Early-career (less than 10 years) Mid-career (10-25 years) Late-career (more than 25 years)
<b>Languages</b>	
<b>Discipline</b> (Fellows only)	As captured by Fellow in the Royal College's Fellowship database from one of the Royal College specialties
<b>Non-medical profession</b>	
<b>Province/Territory</b>	One of the 10 Provinces and three Territories in Canada
<b>City/Town/Millage</b>	
<b>Primary practice area (i.e. more than 50%)</b> (Fellows only)	Metropolitan practice (population of 500,000+) Metropolitan practice (population of 100,000-500,000) Urban/small town practice (10,000-99,999) Rural practice (<10,000) Prefer not to answer Not applicable
<b>Practice type (i.e. more than 50%)</b> (Fellows only)	Academic practice Community/clinical practice Private practice Retired Prefer not to answer Not applicable

<sup>1</sup> Gender classification established by [Statistics Canada](#), as of 1 October 2021.

## Appendix B: Council competencies

On behalf of the Nominating Committee, the governance team collects competency data about current and prospective Councillors to help the committee nominate Councillors who augment Council's ability to govern.

Council recognizes that its discussions and decision making may be enriched by a balance of beginners and experts. Current and prospective Councillors are asked to self-assess their governance acumen and ability to apply their knowledge, skills and experience during Royal College Council meetings on a four-point Likert scale: 1) Novice, 2) Intermediate, 3) Advanced, and 4) Expert.

The data collected is managed in line with the Royal College's privacy policy, and other elements of the Royal College's data governance program.

Category	Definition
<b>Governing competencies</b>	
Governance	Knowledge of good governance and the ability to align Royal College business with good governance practices
Leadership	Leadership experience or leadership potential in business, specialty medical education, professional practice and/or health systems
Strategic thinking and planning	Ability to see the "big picture" and generate ideas in partnership with management to set the organization's direction and goals
Equity, diversity & inclusion	Knowledge or experience developing or supporting equitable and inclusive practices and policies that lead to deep diversity practices and belonging at interpersonal, institutional, and systemic levels.
Human resources and executive oversight	Understanding of performance management practices, executive compensation, succession planning, leadership development and other human resource issues.
Financial oversight	Ability to critically review and interpret financial information and promote transparency and accountability
Risk oversight	Ability to anticipate and analyze key organizational risks, and oversee the proper management of those risks
Government relations	Understanding of how to build relationships with, communicate a position to and advocate for support from government officials
Business development	Understanding of how to create long-term value for an organization, its members and stakeholders
Information technology	Knowledge or experience in providing oversight and governance related to the business implications of information resources, systems and technology.
Communications & marketing	Knowledge or experience in effectively communicating an organization's value and relevance to stakeholders through multiple platforms
Ethics	Ability to meet the duty of care and duty of loyalty expected of a board member in carrying out their responsibilities

Category	Definition
<b>Mission focused / strategic competencies</b>	
Royal College vision & mission	Understanding and supportive of the Royal College's mission, vision and strategic priorities
Social justice	Knowledge or experience in disrupting and dismantling systems that perpetuate racism, prejudice, discrimination, and oppression at individual, institutional, and systemic levels.
Anti-Black Racism	Knowledge and experience in identifying, disrupting, and dismantling systems that perpetuate anti-Black racism and fostering awareness and allyship that promotes unlearning assumptions about race, anti-racist actions, and social change.
Indigenous health	Knowledge and experience in promoting awareness and allyship for anti-racism, cultural safety, trauma-informed care, and health sustainability and equity for Indigenous peoples.
Community engagement	Knowledge or experience working with diverse communities and stakeholders to inform inclusive policy and practice
Educational systems	Knowledge or experience in supporting educational system transformation and advancing education at different stages of a physician's lifecycle
Residency education	Knowledge or experience in competency-based residency education theory and approaches
Lifelong learning	Knowledge or experience in competency-based continuing professional development theory and approaches
Professional standards	Knowledge or experience in advancing professional standards that support high quality health care
Health policy	Knowledge or experience in influencing the development of social/health/public policy
Health systems	Knowledge or experience in supporting health system transformation and advancing health care at the federal, provincial and/or community level
Scholarship	Knowledge or experience in scholarship and research related to the Royal College's mission and vision
International outreach	Knowledge or experience in facilitating global networks and advancing standards of specialty medical education and practice in other countries