

Board Competency Matrix

Policy Number: G-08.12.00	Next Review Date: 2031
Approved by: NSRDDA Board	Approval Date: November 3, 2025

1. Purpose

Section 8.1 of the NSRDDA's Bylaws provides that following the expiry of the term of the Initial Board, each Subsequent Board shall consist of nine individuals, including:

- (a) Two Dentists and one Dental Assistant, selected based on needs of the Board as determined through the Board Competency Matrix;
- (b) Two other Registrants, selected based on needs of the Board as determined through the Board Competency Matrix; and
- (c) Four public representatives.

The purpose of this competency matrix is to provide a foundational tool for the appointment and development of NSRDDA Board members appointed by the Board, ensuring a comprehensive approach to governance that aligns with the public interest and regulatory excellence. It is to be used in conjunction with the Board's policy on *Eligibility Criteria for Appointment to the NSRDDA Board and Statutory Committees*, including the requirement for registrant members of the Board to have been licensed for a minimum of five years in their profession in Nova Scotia or at the discretion of the Board.

2. Scope

This policy applies to all nominations and appointments to the Board of the NSRDDA by the Board itself. The document, along with the specific needs of the Board, will also be shared with appropriate government representatives for possible reference during the Governor in Council's appointment process for public representatives.

3. Principles

The following principles will guide the use of this Board Competency Matrix:

- (a) **Merit-based:** Appointments are based on demonstrated competencies and attributes.
- (b) **Transparent:** The process is open and clearly communicated to stakeholders.
- (c) **Equitable:** The process considers equity, diversity, inclusion, reconciliation and accessibility (EDIRA).
- (d) **Strategic:** Appointments are made in alignment with the Board's strategic needs and competency matrix.

4. Policy Statement

To guide the nomination and appointment of qualified members to the NSRDDA Board, the Governance and Human Resources Committee and the Board will rely on the following Board Competency Matrix.

Competency	Description	Required/ Preferred	Notes/Evidence of Competency
<i>Governance experience</i>	Previous board experience Governance knowledge: Familiarity with or demonstrated aptitude and commitment to learn about board roles and responsibilities, governance policies, and current governance issues and trends Fiduciary responsibility: Commitment to acting in the public interest, demonstrating integrity, honesty, and loyalty.	Preferred Required Required	
<i>Regulatory experience</i>	Regulatory knowledge: Understanding of or demonstrated aptitude and commitment to learn about health profession regulation, including relevant legislation, standards, and the public protection mandate Regulatory experience: Experience in the oversight of self-regulated professions, with the ability to understand and oversee regulations and standards setting.	Required Preferred	
<i>Demonstrated business acumen or accounting designation</i>	Financial expertise: Knowledge of and experience in financial management, including auditing, accounting and financial oversight	Required for 1/3 of the Board, including public members	

Legal or risk management expertise	Legal expertise: Knowledge of and experience in legal matters of relevance to the NSRDDA Risk management expertise: Senior executive level responsibility for enterprise risk management in a small to medium size organization	Required for at least one Board member	
Technology Oversight	Technology expertise: Strong experience in evaluating and implementing workplace technologies; cyber and privacy risk management	Preferred for at least one Board member	
Public relations/communications expertise	Brings experience in public relations, communications, or media, including advising organizations or clients on messaging, reputation management, and stakeholder engagement. Aware of how public messaging, media coverage and stakeholder perception impact the Regulator's reputation and credibility.	Preferred for at least one Board member	
EDIRA	Cultural competency: Awareness of the importance of equity, diversity, inclusion, and respectful engagement; recognition that biases and systemic factors can affect decision-making outcomes. Inclusive leadership: Ability to lead in an inclusive manner that engages and respects diverse stakeholders and partnerships.	Required Required	
Strategic and Analytical Thinking	Strategic oversight: Ability to contribute to the strategic direction of the regulatory body within its mandate Problem-solving skills: Capacity to evaluate complex issues and make effective decisions	Required Required	

Personal Attributes and Interpersonal Skills	Integrity and ethics: Demonstrates integrity, honesty, diligence, prudence, and acts in the best interests of the organization they serve as directors	Required	
	Effective communication and workplace technology skills: Ability to convey information clearly and succinctly, and to engage in respectful, productive discussions; ability to engage effectively with workplace and virtual meeting technologies	Required	
	Adaptability and learning orientation: Willingness to learn and develop, with the ability to adapt to changing evidence and environments	Required	

5. Monitoring and Policy Review

The Chair of the Governance and Human Resources Committee will ensure that this policy is reviewed in accordance with the Board's policy review cycle or as required by significant operational or environmental changes.

6. Accountability

The Board Chair and the Chair of the Governance and Human Resources Committee are accountable for ensuring compliance with this policy.