

Overview of the Appointments Process

1. **Competency Matrix Review:**

At the direction of Council, the Governance and Appointments (G&A) Committee updates the skills and competency matrix to reflect Council's current and anticipated needs, based on its ongoing and future work.

2. **Call for Applications:**

A notice is issued inviting applications for Council appointments. The notice outlines the general skills, experience, and attributes being sought, and includes a submission deadline. Application forms are distributed by email and made available on CDHM's website. Council members may also promote awareness of the opportunity within their professional networks to encourage a broad and qualified applicant pool.

3. **Application Review:**

Following the submission deadline, the G&A Committee reviews all applications to assess each candidate's suitability and alignment with Council's identified needs.

4. **Interviews:**

The G&A Committee conducts interviews with selected candidates who best meet the established criteria.

5. **Recommendations to Council:**

Based on the application review and interviews, the G&A Committee provides recommendations to Council regarding the candidates it considers most suitable for appointment.

Understanding the Appointment Process: Questions and Answers (Q&A)

Q: What does "appointment" mean instead of elections?

A: Instead of registrants voting in an election, Council members are selected through an application and assessment process based on skills, experience, and competencies.

Q: How are Council members chosen?

A: The College identifies the skills and attributes needed on Council (through what is called a competency matrix), invites applications, and then evaluates candidates against those criteria.

Q: What is a competency matrix?

A: It's a tool that outlines the mix of skills, experience, and perspectives needed on Council—such as governance experience, financial literacy, professional and regulatory knowledge, equity, diversity and inclusion awareness, etc. CDHM's Council is currently in the process of developing a competency matrix.

Q: Who reviews the applications?

A: Council's G&A Committee will review all applications and recommend candidates who best meet the identified skills and experience needs of Council.

Q: Who makes the final decision?

A: For Registered Dental Hygienist (RDH) Council members, Council makes the final appointment decision based on the recommendations arising from the G&A Committee's selection process. This process includes an interview to assess each candidate's suitability for Council. Suitability is determined based on Council's current needs, as identified through the competency matrix. Public members are appointed by the government, based on criteria that CDHM Council has provided.

Q: What prevents people from appointing friends or colleagues?

A: Safeguards such as clear criteria, a separate G&A committee, documented processes, and public or third-party involvement help ensure appointments are merit-based and transparent. Council members may share information about Council opportunities within their professional networks to encourage a diverse pool of applicants; however, all applicants—regardless of how they learned of the opportunity—must go through the same standardized application and selection process.

Q: Why move away from elections?

A: An appointment process helps ensure Council has the right mix of skills, experience, and competencies, reducing the risk of popularity-based outcomes and supporting stronger governance and public protection. It can also encourage broader participation by creating opportunities for individuals who may be less comfortable with an election-based process to still put their names forward.

In contrast, an election process can result in Council members being chosen based on popularity rather than the skills and perspectives needed for effective governance. Elections may also limit the candidate pool to those who are willing and comfortable campaigning or putting themselves forward publicly. Additionally, an elected RDH Council member may feel they represent the interests of the peers who voted for them; however, all

Council members serve on behalf of the public of Manitoba and in support of the regulator's mandate to protect the public interest.

Q: Why appointments?

A: Appointment processes help ensure Council has the right mix of skills, experience, and competencies needed for effective governance. By being appointed, an RDH Council member begins their role with the understanding that they serve on behalf of the public of Manitoba, while their professional background provides valuable subject matter expertise. This creates a strong foundation for understanding Council's responsibilities and the regulator's public protection mandate.

Appointments can also facilitate broader participation by encouraging individuals who may be less comfortable putting their name forward in an election-based process to still apply. This helps create a stronger and more diverse candidate pool.

Overall, appointments support stronger governance, clearer role understanding, and enhanced public protection.

Q: How are appointments related to stronger governance and public protection?

A: The College's mandate is to regulate the profession of dental hygiene in the interest of public protection. Council is responsible for ensuring the College fulfills this mandate by providing oversight and strategic direction—this is governance.

For Council to govern effectively, it is important to have members who clearly understand their role and responsibilities from the outset, including that they serve in the public interest rather than as representatives of their peers. An appointment process supports this understanding and also allows Council to consider the specific skills, experience, and competencies needed for effective oversight.

By appointing members based on these governance needs, Council is better positioned to make informed decisions, strengthen accountability, and ultimately enhance public protection.

Q: How long do appointed members serve?

A: Council members, regardless of whether they are appointed by Government or CDHM's Council, serve the same terms as outlined in CDHM's by-laws.