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Furthering the Council’s commitment to excellence in governance and the importance of good governance to the principles of public protection, the Council will take proactive steps to have the right mix of skills, expertise and diversity through high performing Council members necessary to meet its mandate.

Definitions	Council	Means the Council of the College of Naturopaths of Ontario established under subsection 6(1) of the <i>Naturopathy Act, 2007</i> .
	Council member	Means a person who has been elected to the Council by registrants of the College or who has been appointed to the Council by Order-in-Council for the term of office for which they are elected or appointed.
	Council Profile	Means the profile or matrix of desired skills, expertise and diversity attributes for Council and committee members, as approved by the Council from time to time.
	Skills, Expertise and Diversity Matrix	Means the mapping of the collective skills, expertise and diversity of the current Council members, based on individual self-assessments.


- Accordingly,
1. The Council, through the annual election of Council members and in consultation with the Ministry of Health, will take proactive steps such that its members have the skills, expertise and diversity as set out in this policy as its primary means of meeting its regulatory and governance mandate.
 2. The Council, as a governing board, will take proactive steps so that it embodies the following skills among its members.
 - a) **Governance & Ethical skills:** including governance responsibilities, ethical obligations, the principles of independence, confidentiality and avoiding conflicts of interest.
 - b) **Leadership & Collaboration skills:** including an understanding of leadership and its importance, respectful collaboration, contributing to productive deliberation, evaluation and succession planning.
 - c) **Financial Literacy & Oversight:** including understanding financial oversight and stewardship, audit and accountability principles, familiarity with the structure of financial statements.
 - d) **Risk Management & Oversight:** including understanding the concepts of organizational risk, enterprise risk management and how the Council oversees these.
 - e) **Compliance & Public-Interest Accountability** – including the health-regulatory framework and the College’s duty to act in the public interest, balancing fairness, transparency and impartiality.
 - f) **Regulatory Decision Framework & Fairness:** including understanding how statutory decision-making processes operate and the Council’s oversight role in the regulation of Ontario’s naturopaths.

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- g) **Strategic & Systems Thinking:** understanding how the College’s strategy connects to the broader health-system environment and recognizing trends that inform strategic decisions.
 - h) **Equity, Diversity, Inclusion & Belonging:** understanding how EDIB enhances governance quality and recognizes how unconscious bias may affect decision-making.
 - i) **Technology & Innovation Awareness:** understanding how digital tools, data, and innovation support effective, transparent, and responsive regulation.
 - j) **Continuous Improvement & Governance Effectiveness:** understanding effective governance practices, meeting protocols, evaluation, and continuous-improvement methods that enhance Council performance
 - k) **Environmental, Social & Governance (ESG) Awareness:** understanding how environmental, social, and governance (ESG) principles contribute to sustainable and accountable decision-making.
3. The Council, as a governing board, will take proactive steps so that it embodies the following expertise among its members.
- a) **Profession experience:** including individuals with a variety of years of experience in a regulated profession.
 - b) **Educational background:** including individuals who have completed a variety of levels of education ranging from secondary school, university, community college, and training in the trades.
 - c) **Board experience:** including individuals who have had a range of experience on a board ranging from little/none up to long-standing experience.
 - d) **Regulatory experience:** ranging from individuals who have had little/none to extensive experience in regulated industries or professions.
 - e) **Legislative experience:** ranging from individuals who have little experience working within legislative frameworks to those who have had extensive experience and potentially prior experience with the Regulated Health Professions Act, 1991.
4. The Council, as a governing board, will take proactive steps so that it embodies the following diversity among its members.
- a) **Gender Diversity:** including a balance among individuals who identify as male and female while also welcoming those who identify as non-binary.
 - b) **Age & Generational Diversity:** including representation from individuals in the age ranges of 18 to 29 years, 30 to 45 years, 46 to 61, older than 61.
 - c) **Regional Diversity:** including representation from the following regions of Ontario - Northern, Eastern, Southwestern, Central, Southern and the GTHA.
 - d) **Community Diversity:** including representation from urban, suburban and rural communities.
 - e) **Lived Experience Diversity:** including representation from the Black community, Racialized/Persons of Colour, 2SLGBTQ+ community, Indigenous (First Nations, Métis, Inuit) communities, European communities, Faith-based communities (e.g., Jewish, Muslim, Christian, Hindu, Buddhist,

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and Sikh), persons with disabilities or chronic health conditions, discriminated and marginalized communities.

5. The Council recognizes that no single individual possesses all the desired skills, expertise and diversity attributes, nor can a Council of 14 individuals always meet every criterion. The Council has therefore ranked each of the skills, expertise and diversity considerations, using a scale of 1 to 5 where 1 is “nice to have”, 2 is “somewhat important”, 3 is “moderately important”, 4 is “important” and 5 is “very important” as follows:
 - a) Skills:
 - Governance & Ethical skills: 5
 - Leadership & Collaboration skills: 4
 - Financial Literacy & Oversight: 3
 - Risk Management & Oversight: 4
 - Compliance & Public-Interest Accountability: 4
 - Regulatory Decision Framework & Fairness: 4
 - Strategic & Systems Thinking: 3
 - Equity, Diversity, Inclusion & Belonging: 4
 - Technology & Innovation Awareness: 3
 - Continuous Improvement & Governance Effectiveness: 3
 - Environmental, Social & Governance: 3
 - b) Expertise
 - Profession experience: 4
 - Educational background: 2
 - Board experience: 3
 - Regulatory experience: 3
 - Legislative experience: 2
 - c) Diversity
 - Gender Diversity: 4
 - Age & Generational Diversity: 3
 - Regional Diversity: 3
 - Community Diversity: 3
 - Lived Experience Diversity: 4

6. To support the development and maintenance of a diverse Council, the Governance Committee will annually undertake an assessment of the skills, expertise and diversity of all Council members. Individual assessments will remain confidential, however, a Council Skills, Expertise and Diversity Matrix will be created that establishes a map of the skills, expertise and diversity of all Council members collectively.

7. At the completion of the assessment, the Governance Committee will compare the Skills, Expertise and Diversity Matrix of the Council to the Council Profile and the ranking established by the Council and will develop a gap analysis that identifies the skills, expertise and diversity the Council is looking for in terms of the election of Council members and the appointment of Public members.

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8. The Chief Executive Officer will use the information from the gap analysis to seek applications from registrants for candidacy to be elected to the Council from their peers.

9. The Committee will use the gap analysis to evaluate applicants seeking to stand for election to the Council to create a slate of candidates who meet the needs of the Council. The information will also be provided to the Ministry of Health when seeking new or re-appointment of Public members.

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