



## **CANDIDATES FOR OFFICE**

### **Instructions for References**

Dear Candidate Reference:

You are being asked to serve as a reference for a candidate for either the APIC or CBIC boards of directors or the APIC Nominating and Awards Committee. Your feedback on the candidate is critically important as we review each candidate's application and supporting documents.

In preparing your letter of recommendation, we ask that you include the following information:

- **Governance Competencies Acknowledgement:** Please acknowledge that you have reviewed the governance competencies and I believe that this candidate has demonstrated leadership behaviors to warrant consideration for this position. (Include examples)
  - **Briefly respond to the questions shown below:**
    1. How does this candidate demonstrate capacity for identifying and solving problems?
    2. What do you see as this candidate's greatest strengths that enables him/her to serve in a leadership role?
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# **APIC and CBIC Governance Competencies**

## **Advancing the Profession**

Qualified governance leaders are essential for advancing the mission, values and strategic plan of the Association for Professionals in Infection Control and Epidemiology (APIC) and the Certification Board of Infection Control (CBIC).

The following governance competencies are designed to:

- Communicate expected governance candidate competencies to all stakeholders and the membership
- Provide criteria for the Nominating and Awards Committee (NAC) to identify, recruit, evaluate, score, and present candidates for the governance leadership ballot
- Guide members in assessing their readiness for an APIC or CBIC governance leadership position and completing the application

Each expected governance competency includes operational definitions and the desired leadership behaviors.

## **Leading self and organization**

**Develops oneself and promoting the organization:**

- Regulates one's professional development following critical appraisal from colleagues
- Promotes trust and confidence in one's own intentions and those of the organization
- Exhibits the capacity to be aware of, controls and expresses one's emotions to handle interpersonal and professional relationship judiciously and empathetically
- Articulates one's point of view and responds to conflict in professional manner
- Reflects one's unique contributions while upholding the needs of the organization

## **Strategic Thinking**

**Demonstrates an understanding of the organization's mission, values, and strategic plan:**

- Evaluates operational performance and adjusts processes and resources to align with organization's strategic goals while considering both the necessary human and financial resources to meet overall performance
- Thinks critically and analytically, asks pertinent questions and challenge strategic assumptions when appropriate
- Analyzes data to inform business decisions and shifts strategic priorities, when necessary
- Demonstrates capacity for addressing and solving problems
- Anticipates future trends by assessing current internal and external threats

## **Global Awareness**

**Being receptive to new ideas, behaviors, and peoples:**

- ❑ Adjusts one's thinking to incorporate different, yet relative concepts and ideas
- ❑ Prioritizes member/stakeholder participation in research and innovation
- ❑ Seeks novel solutions to address critical problems facing the organization
- ❑ Collaborates with domestic or international organizations to build productive relationships
- ❑ Tempers the diverse needs of the membership/stakeholders with the organization's mission, values and strategic plan

## **Visionary**

**Creates a shared vision and inspiring members to recognize their role in contributing to the organization's future state:**

- ❑ Imagines novel, bold ideas and creative perspectives on how to adapt to external threats
- ❑ Creates a plan for the future and establishes deliverables to achieve them
- ❑ Aligns innovative activities with the organization's strategic plan

## **Effective Communication**

**Delivers effective messages to motivate and actively engage members/stakeholders in the organization's professional growth:**

- ❑ Builds trust and engages members/stakeholders in open dialogue
- ❑ Demonstrates the 7 C's of written and verbal communication (clear, concrete, correct, courteous, complete, concise, and coherent)
- ❑ Collaborates with governance leaders to create and deliver a shared message

## **Fiduciary Responsibility**

**Ensures trust, confidence, and transparency on the financial decisions of the organization's financial and human resource assets:**

- ❑ Acts in the best interests of the organization and mitigates competing personal or ancillary professional interests
- ❑ Analyzes budgets, financial reports, and financial management to evaluate the financial stability of the association and make appropriate decisions based upon that analysis