

CBD Guidelines and Template Documents:

Competence Committee Terms of Reference and Role Descriptions of CC Member, Academic Advisor,
Observer and Program CBD Leads

College of Medicine, University of Saskatchewan

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The implementation of the RCPSC CBD initiative is an ongoing process that will result in modifications and adjustments with the cohort rollout over time. As a result, these documents are intended to be "living" documents periodically modified in light of programs' experiences.



RCPSC Program Competence Committee (CC) - RPC Subcommittee Terms of Reference Guidelines

0 INTRODUCTION

The Competence Committee (CC) is a subcommittee of the Residency Program Committee (RPC) and a critical component of Competence By Design (CBD). CC is the body that monitors and makes decisions related to the progress of residents enrolled in a CBD residency program in achieving the national standards established in their respective Royal College discipline. The CC process involves the synthesis and review of qualitative and quantitative assessment data at each stage of training, and the provision of recommendations on future learning activities.

This document provides the information on the structure and function of the CC. The programs may use this material in their unique local contexts to promote the CBD CC principles outlined by the Royal College (see Appendix A).

1 RESPONSIBILITIES AND AUTHORITY

The CC reports to the RPC and will be responsible for:

- Monitoring the progress of each resident in demonstrating achievement of the Entrustable Professional Activities (EPAs) or independent milestones within each stage of a CBD residency training program;
- Synthesizing the results from multiple observations and other specified sources to make decisions related to the following:
 - The promotion of residents to the next stage of training
 - o The review and approval of individual learning plans developed to address areas for improvement
 - o Determining readiness to challenge the Royal College examinations
 - Determining readiness to enter independent practice on completion of the Transition To Practice stage
 - O Determining that a resident is failing to progress within the program and recommending the needed course of action including remediation, probation or termination from the program;
- · Monitoring the outcome of any learning or improvement plan established for an individual resident.

The CC will maintain confidentiality and promote trust by sharing information only with individuals directly involved in the development or implementation of learning or improvement plans. All members of the CC will sign a formal confidentiality agreement. The CC members must declare any conflicts of interest in any given case, and the CC will decide if that member must recuse themselves (see Appendix B).

2 COMPOSITION

The CC will ordinarily be chaired by a member of the clinical teaching faculty affiliated with a Royal College accredited residency program. The chair of the CC will be chosen by the RPC. Assistant/Associate PDs and former PDs are suggested as potentially good candidates for the CC Chair. The CC should normally not be chaired by the current PD, though the PD should serve as a CC member to facilitate timely communication with the RPC.

The size of the CC should reflect the number of residents in the program with a suggested minimum of three members for smaller programs. The total number of CC members can be decided by the RPC to facilitate logistically optimal functioning of the CC.

Members of the CC are normally either from the RPC or other clinical faculty associated with the program. The inclusion of a member that is 'external' to the teaching faculty can be helpful. This individual may be faculty or a program director from other residency programs at the University or from the same discipline at another university, or other healthcare professional. One non-physician public member may also be chosen to sit on the CC.

Given the responsibilities of the CC, residents should not serve as its members.

Academic Advisors (AA) may, on an ad hoc basis, be invited as guests to CC meetings to summarize a given resident's progress. The AAs may serve as primary presenters of their assigned residents to the CC; this may be especially feasible for programs with a small faculty and resident complement.

Individual residents may also be invited as guests to discuss their progress with the members of the CC.

3 KEY COMPETENCIES AND CHARACTERISTICS

The CC will be composed of individuals with interest, experience and expertise in assessment and medical education relevant to the discipline.

The CC members must be able to interpret multiple sources of qualitative and quantitative observation data to achieve consensus, where possible, in order to make judgments on outcomes.

4 REPORTING

The CC will report outcomes of discussions and decisions in a timely manner.

5 TERM OF OFFICE

The selection of members of the CC will be based on established program process. Ordinarily, members should be appointed by the RPC to serve a defined term with an appropriate process for renewals. It is suggested that renewable 3-5 year terms may be optimal for the smooth functioning of the CC.

6 MEETINGS

The CC will meet at least twice per year, though more frequent meetings may be required in many programs particularly for larger programs, and to support the transition between stages. The additional meetings may be reflected in the Terms of Reference of the CC or be called on an ad hoc basis by the Chair.

Meetings may be either virtual, face to face or some combination of the two.

Quorum will be a minimum of 50% of the members; individual CCs may choose to set a higher quorum limit.

The decision making of CC will work by simple majority of present and voting members; however, decision-making by consensus is preferred.

7 RESOURCE REQUIREMENTS

Secure document storage in a confidential location, including minutes of each meeting from a program administrator, are mandatory.

CC member should be provided with remuneration- protected time or equivalent stipend.

8 DESIGN YOUR CC TERMS OF REFERENCE

See Appendix C: Template to build your CC Terms of Reference

Competence Committee Member (CC Member) Role Description

1 INTRODUCTION

The Competence Committee Member (CC Member) is a member of the Competence Committee (CC), a subcommittee of the Residency Program Committee (RPC) and a critical component of Competence By Design (CBD). The CC member works within the Competence Committee to monitor and make decisions related to the progress of residents enrolled in a CBD residency program.

2 RESPONSIBILITIES AND ACCOUNTABILITY

The CC member responsibilities are guided by the RCPSC Competence Committee principles (see Appendix A), and program's Terms of Reference for CC.

A CC Member will be designated as primary reviewer of assessment data for a number of residents in the program. The primary reviewer is responsible for completing a detailed review of the progress of the assigned resident(s), based on evidence from completed observations and other assessments or reflections included within the ePortfolio, for resident(s) scheduled for review at the Competence Committee meeting. The primary reviewer considers the resident's recent progress, identifies patterns of performance from the observations, including numerical data and comments, as well as any other valid sources of data (e.g. in-training OSCE performance). At the meeting, the primary reviewer provides a succinct synthesis and impression of the resident's progress to the Competence Committee. After discussion, the primary reviewer proposes a formal motion on that resident's status going forward.

Each CC member is responsible for reviewing all residents on the agenda as secondary reviewer, except for resident(s) where she/he is designated as primary reviewer. As a secondary reviewer, the CC member is required to come prepared to discuss all residents' progress.

The CC Member will sign a formal confidentiality agreement. The CC member must declare any conflicts of interest in any given case, and the Competence Committee will decide if the CC member must recuse themselves (see Appendix B).

3 QUALIFICATIONS

The CC member will have interest, experience and expertise in assessment and medical education relevant to the discipline.

The CC member must be able to interpret multiple sources of qualitative and quantitative observation data to contribute to the Competence Committee judgments on outcomes.

4 APPOINTMENT

The selection of CC member will be based on established program process. Ordinarily, CC member should be appointed by the RPC to serve a defined term with an appropriate process for renewals. It is suggested that renewable 3-5 year terms may be optimal for the smooth functioning of the Competence Committee.

5 MEETINGS

The CC member attends CC meetings at least twice per year, though more frequent meetings may be required in many programs particularly for larger programs and to support the transition between stages. The additional meetings may be reflected in the Terms of Reference of the CC or be called on an ad hoc basis by the Chair.

Meetings may be either virtual, face to face or some combination of the two.

6 RESOURCE REQUIREMENTS

For primary reviews, CC member should be provided with remuneration, in a form of protected time or equivalent stipend.

As an example, 2 hours per resident per meeting and 2 hours of preparation time per resident are suggested. Assuming a bi-annual meeting frequency, a CC member would need to be supported by the provision of 8 hours of protected time or equivalent stipend annually per resident.

CBD Academic Advisor (AA) Role Description

1 INTRODUCTION

Academic Advisors (AA) are faculty members who are responsible for coaching and guiding their assigned resident(s) during their progress through residency training. This role will involve regular meetings with assigned resident(s) at regular intervals to conduct summative reviews of progress and facilitate the creation and implementation of individualized learning plans. These learning plans should document areas of strengths and weaknesses and identify priority areas/skills/competencies for the residents. The AAs may be called upon to present resident progress summaries at the CC meetings on an ad hoc basis, or to act as primary presenters to the CC in some cases.

2 RESPONSIBILITIES AND ACCOUNTABILITY

The AA will be responsible to the residency program for the following:

- Coach and support residents throughout their residency training
 - Review individual resident electronic portfolios and meet on a suggested quarterly basis, with a mandatory minimum of once per stage of training with each assigned resident
 - Guide the assigned residents in creating their own learning plans which should be shared by residents with supervisors in upcoming rotations or alternative learning experiences. These learning plans should document areas of strengths and weaknesses and identify priority areas/skills/competencies residents should focus upon;
- Generate reports on resident progress for the CC;
- Participate in faculty development relating to the AA role;
- Participate in the process of developing enhanced learning plans, remediation and probation plans for residents in difficulty.

The AA will be responsible to the Department for the following:

- Participate in the faculty development needs and training of the Department/Division as it relates to CBD implementation.
- Remain up to date with the evolving CBD literature regarding the AA role.

The AA will be accountable to the PD. They may serve as primary presenters of their assigned residents before the CC, or be invited on an ad hoc basis to the CC meetings to present reports on the progress of their resident(s).

As will recuse themselves from the CC's decision making about their assigned resident/s or if there is another conflict of interest.

AAs will be given access to all formal documented resident evaluations and assessments. Confidentiality and protection of residents' professional interest must be maintained. An AA will sign a formal confidentiality agreement (see Appendix B).

3 QUALIFICATIONS

The AA must be certified the Royal College of Physicians & Surgeons of Canada (RCPSC), or hold equivalent international qualification, and have demonstrated an interest in education. The candidate would ideally have strong organizational, communication, and leadership skills, as well as working knowledge of the current electronic evaluation system(s) and a high level of familiarity with CBD.

4 APPOINTMENT

The AAs would ordinarily be selected by the Program Director (or delegate). It is suggested that they should have a minimum 3-5 year renewable term which will facilitate continuity of coaching and support for assigned residents.

5 MEETINGS

It is suggested that AAs meet with their assigned resident(s) on a quarterly basis, and more frequently when needed/requested.

Residents in difficulty will likely require additional support from their AA. Also, any requirement for an AA to meet with the CC or act as a primary presenter for the CC will be in addition to the usual time allocation.

6 RESOURCE REQUIREMENTS

The AA must have adequate and equitable academic protected time or stipend to carry out their responsibilities, and be supported by the program. The PD and the AA will serve as resources for each other and the two are expected to work in close collaboration.

A program may choose to assign only one resident to each AA; in cases where more than one resident is assigned to any given AA, a ratio of 3 residents to 1 AA is recommended. Any ratio exceeding 5 residents to 1 AA may become logistically sub-optimal, as an AA would need time for preparation and meeting with each assigned resident.

As an example, and assuming 2 h of preparation plus 2 h for meeting per resident and quarterly meeting frequency, an AA assigned 3 residents would therefore need to be supported by the provision of 12 hours of protected time per quarter or equivalent stipend every 3 months.

Any additional time must be recognized and reflected in any guidelines for allocating protected time or stipends.

7 PLANNED REVIEW

A formal review of this role description will occur in no more than 2 years' time by the PGME leadership, while the review of resource requirements might occur sooner.



CBD Observer Role Description

1 INTRODUCTION

CBD Observers are faculty members or healthcare professionals who work directly with the residents in a supervisory capacity and are in a position to offer direct and indirect observations regarding the residents' performance in any given encounter. This will involve the invitation of a planned or an ad hoc observation with assigned resident(s) to observe, record evidence, and contribute to a narrative of EPA and milestone performance information. Additionally, the Observer has the opportunity to observe the resident on professionalism and patient safety. Following the observation encounter the observer will discuss it with the resident and complete an observation form.

It must be noted that the Observer role is separate and distinct from any high stakes assessments which are the purview of the CC.

The Observer under CBD is subject to the same provisions, responsibilities, obligations and privileges which apply to clinical supervising faculty under existing PGME guidelines.

Program CBD Lead Role Description

2 INTRODUCTION

The Program Competence by Design (CBD) Lead in (RCPSC) programs, hereafter referred as the Program CBD Lead, is the faculty member who will guide the transition and implementation process for CBD initiative at the program level. The Program CBD Lead will ensure, in collaboration with the Program Director that all aspects of CBD implementation are carried out within the program.

3 RESPONSIBILITIES AND ACCOUNTABILITY

The Program CBD Lead will be responsible to the Residency Program for:

- Leading the program curriculum transition to and implementation of CBD in coordination with the Program Director
- Ensuring completion and implementation of the CBD curricular document process (RCPSC EPAs, required training experiences, assessment system design)
- Piloting implementation strategies to facilitate readiness for launch date for all incoming CBD residents
- Guiding the electronic platform field tests
- Liaising with other University of Saskatchewan program CBD Leads to identify areas of collaboration
- Remaining current in the evolving Competence by Design (CBD) initiative
- Participating as a member on the Residency Program Committee (RPC) and the Competence Committee.

To the Department for:

 Coordinating faculty development needs and training for the Department/Division as it relates to CBD implementation and ongoing delivery.

To the faculty for:

 Attending and/or co-delivering relevant CBD faculty development workshops, or identifying a representative to attend when other responsibilities prevent attendance

Responsible to the Program Director and the Associate Dean, PGME to ensure progress is on target and meets criteria for implementation.

4 QUALIFICATIONS

The Program CBD Lead must be certified by the Royal College of Physicians & Surgeons of Canada, or have equivalent international qualifications, and demonstrated an interest in education and administration. The Program CBD Lead must have strong organizational, communication, and leadership skills, and a solid foundational knowledge of the CBD and CBME principles.

5 APPOINTMENT

The Program CBD Lead will be selected by the Program Director in consultation with the Department/Division Chair and Associate Dean, PGME. This is a limited- term appointment (e.g. one-two years).

6 RESOURCE REQUIREMENTS

This position should have a defined Department/Division job description and appropriate administrative support for the period appointed (starting at least six months prior to the program CBD launch). The program should determine the appropriate time commitment for this role. An agreement must be negotiated in writing by the Department Head, the Program Director, and the Associate Dean, PGME.



Program Resident CBD Lead Role Description

1 INTRODUCTION

The Program Resident Competence by Design (CBD) Lead in (RCPSC) programs, hereafter referred as the Resident CBD Lead, is a resident (CBD or non-CBD cohort) who will help guide the transition and implementation process for competency-based medical education at the program level. The Resident CBD Lead will, in collaboration with the Program Director, ensure resident interests are represented throughout all aspects of CBD implementation.

2 RESPONSIBILITIES AND ACCOUNTABILITY

The Program Resident CBD Lead will be responsible to the Residency Program:

- to lead program residents through curriculum transition and implementation of competencybased medical education;
- to liaise with other program CBD Resident Leads; and work with other Resident CBD Leads in various efforts carried out by the PGME CBD Learner Working Group;
- to work closely with the PGME Learner Working Group committee to ensure cross-specialty communication at the resident level..

3 QUALIFICATIONS

The Resident CBD Lead must be a University of Saskatchewan resident and have interest in CBD initiative as well as competency-based medical education principles.

4 APPOINTMENT

The position is voluntary. The CBD Resident Lead will be appointed by the Program Director.

5 RESOURCE REQUIREMENTS

The positon will be allotted academic protected time, approximately 1 to 2 hours a month. The protected time will ensure the Resident CBD Lead may attend related CBD meetings with the Program Director and/or related PGME CBD Learner Working Group meetings.

No travel is anticipated. PGME Learner/Resident Working Group meetings are accessible via teleconference as well as person-to-person.

This Resident CBD Lead role will be evaluated annually until CBD rollout has been implemented across on programs in 2022.

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Abbreviations and Definitions

Abbreviation	Full Version	
AA	Academic Advisor	
CBD	Competence By Design	
CC	Competence Committee	
EPA	Entrustable Professional Activities	
PD	Program Director	
PGME	Postgraduate Medical Education	
RCPSC/Royal College	Royal College of Physicians and Surgeons of Canada	
RPC	Residency Program Committee	

Definitions	
CC Primary Reviewer	Each resident scheduled for review at a Competence Committee meeting is assigned to a designated primary reviewer. The primary reviewer is responsible for completing a detailed review of the progress of the assigned resident(s) based on evidence from completed observations and other assessments or reflections included within the ePortfolio. At the meeting, the primary reviewer provides a succinct synthesis and impression of the resident's progress and proposes a formal motion on that resident's status going forward. Role of the primary reviewer can be given to the member of a CC or delegated to an AA.
CC Secondary Reviewer	All CC members are responsible for reviewing all residents on the agenda as secondary reviewers (expect those where they have been designated as primary reviewers). All CC members, as secondary reviewers, are required to come prepared to discuss all residents' progress.

Appendix A: RCPSC Competence Committee Principles (Draft Version September 2016)

The roles, responsibilities and activities of a Competence Committee are guided by the following principles.

- Committee work will be guided by the national competency framework (including specialty-specific
 milestones and EPAs by stage) established by the specialty committee as well as the relevant university and
 Royal College assessment policies.
- 2. The committee's purpose is to determine if residents have met the appropriate standard, or are on an appropriate trajectory, to move between stages on the competence continuum and to determine when residents are ready for the Royal College examinations, as well as Certification upon completion of their transition to practice phase.
- 3. The Committee is expected to exercise judgment in making progress decisions: i.e. they will use Specialty defined EPAs and the expected number of observations as a guideline but are not bound to a specific numbers of assessments. The key is that the committee must feel it has adequate information on the EPAs to make holistic judgments on the progress of the resident.
- 4. In addition to utilizing milestones and EPAs, Committee decisions will be based on a group of assessment tools and relevant evidence as uploaded in the ePortfolio.
- 5. All committee discussions are strictly confidential and only shared on a professional need-to-know basis. This principle is equivalent to patient confidentiality in clinical medicine.
- 6. Committee decisions must be based on the evidence available in the trainee's ePortfolio at the time of the committee meeting. Individual committee member experience can only be introduced with appropriate documentation within the ePortfolio.
- 7. Individual trainees, or their Faculty Advisors (for programs that implement this approach), may be invited to discuss their progress with the members of the Competence Committee.
- 8. All committee decisions must be timely in order to ensure fairness and appropriate sequencing of training experiences.
- 9. All committee decisions are to be made in a spirit of supporting each trainee in achieving their own individual progression of competence.
- 10. Competence Committees have a responsibility to make decisions in the spirit of protecting patients from harm, including weighing a trainees' progress in terms of what they can safely be entrusted to perform with indirect supervision. Some Committee discussions must be shared to provide focused support and guidance for residents. This principle is equivalent to patient handover in clinical medicine.
- 11. Competence Committees, on an exceptional basis, have the option to identify trainees who are eligible for an accelerated learning pathway.
- 12. Competence Committees, on an exceptional basis and after due process, have the responsibility to identify trainees who have met the predefined category of *failure to progress*, and who should be requested to leave the program (see relevant Faculty of Medicine and Royal College policies).
- 13. Decisions on the achievement of EPAs and individual milestones as well as readiness to progress between stages must be documented.

Appendix B: Confidentiality Agreements for Competency Committee Member and Academic Advisor

See the following documents



Residency Training Program in XXX
Postgraduate Medical Education
College of Medicine
University of Saskatchewan

CONFIDENTIALITY AGREEMENT Competence Committee

I understand that the members of the Competence Committee, involved in the assessment of postgraduate trainees of the College of Medicine, University of Saskatchewan, are subject to the provisions of the applicable privacy legislation and related University policies on privacy and have an obligation to ensure that information is used for purposes consistent with the reasons for its collection.

I accept the responsibility to ensure that any information (verbal, written, or electronic) to which I am given access to will be kept confidential and will only be used for its intended purpose. I will ensure that I do not knowingly or carelessly allow such information to be misused, both during and after my engagement as the member of the Competence Committee.

Name	
Signature	
Date	

In order to ensure compliance of the University policies and the SK Local Authority Freedom of Information and Protection of Privacy Act, a signed copy of this document must be returned to the Residency Training Program in XXX.



Residency Training Program in XXX
Postgraduate Medical Education
College of Medicine
University of Saskatchewan

CONFIDENTIALITY AGREEMENT Academic Advisor

I understand that the Academic Advisors, involved in the guidance and monitoring of postgraduate trainees of the College of Medicine, University of Saskatchewan, are subject to the provisions of the applicable privacy legislation and related University policies on privacy and have an obligation to ensure that information is used for purposes consistent with the reasons for its collection.

I accept the responsibility to ensure that any information (verbal, written, or electronic) to which I am given access to will be kept confidential and will only be used for its intended purpose. I will ensure that I do not knowingly or carelessly allow such information to be misused, both during and after my engagement as the Academic Advisor.

Name	
Signature	
Date	

In order to ensure compliance of the University policies and the SK Local Authority Freedom of Information and Protection of Privacy Act, a signed copy of this document must be returned to the Residency Training Program in XXX.

Elements	Things to think about	Suggestions (following the RCPSC Program Competence Committee (CC) - RPC Subcommittee - Terms of Reference Guidelines)
Purpose	Why is the CC formed	To ensure residents completing the Program meet the national standards of competency in XXX as defined by the Royal College of Physicians and Surgeons of Canada.
Committee membership	 How are the members appointed Number of members Any external members (e.g. other programs, representatives from other organizations, public) Term Chair Role of the PD Role of the residents* 	Members are appointed by the RPC for 3 (up to 5) year term, which is renewable. The CC will have XXX members (3 suggested as minimum). Members of the CC are: Program Director; one (or more) RPC faculty member(s); and/or one (or more) other clinical faculty associated with the program; one external member (e.g. faculty from other residency programs at the University or from the same discipline at another university, other healthcare professional, or non-physician public member). The CC will be chaired by the XXX. All members, including the Chair, have the right to vote.
Function	What are the responsibilities of the CC	 Monitoring the progress of each resident in demonstrating achievement of the Entrustable Professional Activities (EPAs) or independent milestones within each stage of a CBD residency training program; Synthesizing the results from multiple observations and other specified sources to make decisions related to the following: The promotion of residents to the next stage of training The review and approval of individual learning plans developed to address areas for improvement Determining readiness to challenge the Royal College examinations Determining readiness to enter independent practice on completion of the Transition to Practice stage Determining that a resident is failing to progress within the program and recommending the needed course of action including remediation, probation or termination from the Program; Monitoring the outcome of any learning or improvement plan established for an individual resident; Maintaining confidentiality and promoting trust by sharing information only with individuals directly involved in the development or implementation of learning or improvement plans.
Meetings	 Frequency and format of the meetings Attendance expectations Who will organize the meetings 	The CC will meet at least twice per year, and called by the Chair when needed. The scheduling and organization of the meetings will be done through the Program Administrative Assistant, who will also be present at the meetings to keep the minutes. Meetings may be face to face, virtual, or some combination of the two.

	 How will the documents be circulated and is preparation ahead expected Criteria for selecting residents for CC review Can non-members be invited to the meeting, if so, under what circumstances Who will provide secretariat for the CC 	There should be at least 50% attendance from the members of the CC to achieve quorum. The Program Director should be present for all discussions. Agenda will include residents selected for CC review based on any one of the following criteria: oregularly timed review; oaconcern has been flagged by their academic advisor; ocompletion of stage requirements and eligible for promotion or completion of training; orequirement to determine readiness for the Royal College exam; othere appears to be a significant delay in the resident's progress or academic performance. Each attending member of the CC will be assigned proportionate number of resident cases to review and present as the primary presenter. OR CC will delegate Academic Advisor(s) to be the designated primary reviewer and presenter of the cases. All CC members are responsible for reviewing all residents on the agenda as secondary reviewers.
Decision- making	 Consensus vs. voting How are the disagreements between members managed 	It is highly recommended that the decisions of the CC are made consensually; where not possible, the majority rule will prevail; in case of a tie, the vote of the Chair will decide.
Accountability and reporting	To whom does the CC report back	The CC reports outcomes of discussions and decisions to the RPC in XXX program in a timely manner in writing (e.g. within a week). One member of the CC will verbally report to the RPC on a regular basis (e.g. on the RPC meetings).
Sharing of information	 How will the members share information and resources Are meetings and minutes confidential 	All CC discussions are confidential and shared on a professional need-to-know basis. All decisions will be documented. Members of the CC will sign a confidentiality agreement.

- * PGME Office does not recommend residents serving as the members of the Competence Committee, unless there is an existing strong culture of resident involvement in the high stakes decisions in the program. Even in those cases the residency training programs should consider the following before making a decision to include residents in the CC:
 - It was usually senior residents who were involved in the assessment of other residents in the program. Considering that CBD is a new initiative, there are no residents who are familiar enough, or have been exposed themselves, to the assessment in accordance with the CBD recommendations and requirements (e.g. being a primary reviewer of peers' progress in the program)
 - It is recommend that the term of office for a CC member is at least several years (preferably renewable 3 to 5 year term) in order to provide smooth functioning and continuity, which is not plausible with (senior) residents
 - It is also recommended that the CC members are remunerated or given protected time for preparation and meetings- which is hardly applicable for resident members.

Addendum: Program Administrative Assistant Role Considerations

The workload of the Program Administrative Assistants will be monitored to determine if there is any increase in the scope or complexity of work. The workload is expected to stay similar with minor changes.