

2022

# Director Information Packet

Orthopaedic Nurses  
Certification Board



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## Introduction

The purpose of this booklet is to describe the nomination and selection process for the position of Director on the Orthopaedic Nurses Certification Board (ONCB).

General information about ONCB also is provided.

### About ONCB

ONCB was established in 1986 to promote the highest standards of orthopaedic nursing practice through the development, implementation, and coordination of all aspects of certification. ONCB was incorporated in the State of New Jersey in December 11, 1986, as a Non-Profit Corporation under Section 501c (6).

Although ONCB was founded by the National Association of Orthopaedic Nurses (NAON), ONCB is independent in matters of governance and finance, and has sole responsibility for management of its certification programs. While ONCB supports NAON in its development and implementation of educational activities related to the certification of orthopaedic nurses, ONCB's focus remains on the process of certification for orthopaedic nurses. Directors work with the ONCB Test Committee and contracted testing vendor to ensure the validity, reliability, and credibility of the certification examinations. The Board's commitment to orthopaedic nursing excellence assures the

administration of quality certification examinations.

ONCB has adopted the definition offered by the American Board of Nursing Specialties:

*Certification is the formal recognition of the specialized knowledge, skills, and experience demonstrated by the achievement of standards identified by a nursing specialty to promote optimal health outcomes (ABNS, 2003. Retrieved from <http://nursingcertification.org/questions.html>).*

Currently ONCB offers two *active* certification credentials earned by testing for nurses caring for patients with musculoskeletal diagnosis:

**ONC®** - basic credential for registered nurses

**ONP-C®** - advanced practice, value-added credential for nurse practitioners

The **ONC-A™** is an advanced credential for nurses prepared with a graduate degree in nursing or an allied discipline. Complete information about eligibility is available on the ONCB web site.

The **OCNS-C®** credential was *retired* in December 2014 and testing is no longer offered. However, clinical nurse specialists who earned the credential before its retirement may recertify by continuing education to retain this certification.

Over 6500 RNs and APNs hold one of the ONCB credentials as Board-certified orthopaedic nurses.

The ONC and ONP-C programs are accredited by the Accreditation Board for Specialty Nursing Certification (ABSNC). ABSNC is the only body that specifically accredits nursing certification programs. Accreditation demonstrates the ONC and ONP-C programs have met 18 rigorous standards to ensure their psychometric soundness and basis in a recognized nursing specialty. The ABSNC standards are benchmarks for quality in the certification industry.

## ***Mission, Vision, Core Beliefs***

### **Mission**

*ONCB improves musculoskeletal health by providing orthopaedic nurses with certifications that promote their professional development and advance the practice of orthopaedic nursing.*

### **Vision**

*Orthopaedic nursing certification is the standard of knowledge and excellence in musculoskeletal health care.*

### **Core Beliefs**

ONCB's core beliefs are the essential and enduring tenets that guide our work and relationships with our patients and with each other. They are not to be compromised for financial gain or short-term expediency.

- ❖ Nurses achieve their fullest potential when they feel valued and recognized.
- ❖ Optimal performance occurs when decisions integrate evidence, intuition, and innovation.
- ❖ An environment of respectful collaboration encourages diversity of thought and fosters open, honest communication.
- ❖ Certification is a powerful vehicle for personal and professional transformation.

## ***Governance***

A 12-member Board of Directors governs ONCB. The Board is comprised of 10 RNs and 1 Public Member who represents the voice of the health care consumer. RN members include 7 Directors and 3 ex-officio, voting members (Recertification Committee Chair, Testing Committee Chair, Exam Preparation Committee Chair). The Board also includes the Executive Director as an ex-officio, non-voting member. The NAON President or designee serves as a liaison to the ONCB. The ONCB Board of Directors elects all its Directors and Public Members.

## ***Management Services***

The ONCB Executive Director is Kelly Hayes. Kelly works within ONCB's management company.

Administrative support services are provided by SmithBucklin Corporation (Chicago, IL). Operations Coordinator Robin Rosenstein addresses day-to-day operations under the supervision of the Executive Director. Additional services obtained through SmithBucklin include accounting and conference planning. Marketing services also are available from SmithBucklin but are not included in the support services contract.

### ***Examination Development***

ONC® and ONP-C® examinations are written and reviewed by committees/task forces of respective credential holders. With representatives of each credential, the Test Committee has general oversight of examination development and maintenance activities. An orthopaedic-certified nurse is selected as Chair by the Board with recommendation from the previous Chair.

Scantron (formerly Castle Worldwide) in Morrisville, NC, is the contracted test vendor for ONCB's examinations. Item writing activities are conducted every 2 years (odd-numbered years) with supervision by test specialists and a Scantron psychometrician.

In addition, psychometricians guide an ONCB task force of certified nurses through the completion of a job analysis every 5

years. The goal of this survey is to identify current role responsibilities of orthopaedic nurses and the musculoskeletal condition commonly seen in their patients. Data are used to review and recommend possible revisions to the specifications (blueprint) for each examination. The culminating process of the job analysis is completion of a passing point study by the task force, with recommendations to the Board concerning an appropriate passing score for each examination.

### ***Certification Maintenance***

Each credential is awarded for a 5-year period. Recertification is required to retain the credential, either through continuing education or testing. The Recertification Committee has general oversight of the recertification process, including conduct of audits for every 10<sup>th</sup> application. Committee members also review every application for credential reactivation (one-time option for credential expired in previous 2 years).

### ***Volunteer Benefits***

As an ONCB volunteer at the national level, you are able to contribute uniquely to the development of the ONC® and ONP-C® programs that recognize and promote excellence in orthopaedic nursing practice. Very importantly, you are encouraging the best possible care for orthopaedic patients and their families.

- In addition, you are able to:
- give back to the orthopaedic nursing specialty and the nursing profession.
  - hear the voice of orthopaedic patients and their families through the ONCB Public Member.
  - ensure the highest standards of orthopaedic nursing knowledge among credential holders.
  - influence national standards and practice.
  - advocate for excellence in orthopaedic nursing practice beyond your immediate work setting.
  - grow professionally in new areas.
  - network nationally with nursing colleagues beyond your own work setting.
  - be recognized as a national leader within your profession.
  - collaborate with leaders of other national organizations in advancing the profession and nursing certification across specialties.

## **Process for Nomination and Election**

### ***Nomination Process***

In September 2021, a call for Director nominations will be posted on the ONCB web site ([www.oncb.org](http://www.oncb.org)). The call also will be publicized through NAON and ONCB media (e.g., *NAON News*) through December 2021 issues.

ONCB staff refers all interested certificants to the online booklet *2021 Application for Director*. If interested in pursuing nomination,

the certificant must submit the required documentation described in this booklet. **All application materials must be received to the ONCB office no later than December 31, 2021. Late or incomplete applications will be automatically disqualified** from consideration.

One Director position will be filled in 2022 for a 3-year term beginning May 2022. Director vacancies may not occur every year. The number of vacancies also may vary, depending on term rotation of the sitting Directors.

### ***Election Process and Timeline***

All submitted materials are reviewed for completeness by the ONCB Executive Director. Applications from qualified certificants will be forwarded to the Board of Directors by the end of January. A telephone interview will be scheduled with all qualified applicants between January 31 and February 28, 2022. One ONCB Director will facilitate the interview, but all Board members will be present or will listen to the recorded interview on the ONCB conference line in order to score each nominee.

ONCB members will schedule a conference call no later than March 31, 2022, to review applications and interview results. Nominees will be notified by the ONCB President of the Board's selection.

The newly elected Director will be expected to attend the ONCB

board meeting held during NAON Congress (May 2022) in Reno, NV. Meeting attendance is the first step in the orientation process. ONCB will reimburse coach airfare, ground transportation, and two nights of hotel (Congress promotional rate or less). ONCB also will provide per diem for travel days of \$75 each (\$150 maximum) upon submission of receipts. Receipts are required for all expenses of \$25 or more.

A Board mentor will be assigned to the newly elected Directors, and a structured orientation period will occur over summer 2022. The fall 2022 Board meeting will be scheduled in mid-October; dates should be confirmed by May 2022.

## **Commitments**

### ***Role Clarity***

*Role Description – ONCB Member* (ONCB Policy 4d) and *ONCB Director Realities of Position Statement* are included in the Appendices section of this booklet to describe commitments required by the ONCB Director. Nominees are encouraged to contact ONCB (888-561-6622, [oncb@oncb.org](mailto:oncb@oncb.org)) or ask questions during the telephone interview to clarify any aspect of role responsibilities.

The term of office for ONCB Directors is 3 years. If a Director wishes to apply for a second 3-year term, he or she will be evaluated by other Board members. The Director's self-evaluation also will be

considered in the Board's decision to offer a second term.

### ***Conflict of Interest & Confidentiality***

Every volunteer is required to sign the *Confidentiality, Conflict of Interest, and Unauthorized Representation Statement* (ONCB Policy 5k-A) annually during service with ONCB. Please read this statement carefully (see Appendices section) to ensure you will not be in a position of conflict of interest if elected as Director of the ONCB. If you have any questions, please call the ONCB (888-561-6622). You will be required to sign this document if elected to serve ONCB.

Because of their role in approving ONC® and ONP-C® test specifications and developing policies related to these certification programs, ONCB members are not eligible to recertify by examination during their tenure on the Board and for 2 years following that term. Additional information about these requirements will be provided to the newly elected Director.

### **Competencies and Qualifications**

ONCB uses a competency-based model to identify qualified Directors. This process includes behavioral interviewing, which allows exploration of each nominee's ability to demonstrate critical behaviors. It also expands the Board's ability to

evaluate candidates beyond the information in a simple resume.

## **Competencies and Definitions**

Board member competencies are considered in the followed categories:

### *Universal competencies*

Personal qualifications **required of all Board members**

### *Collective competencies*

Should be **present in the Board as a whole** and therefore be strong attributes of one or more (but not necessarily all) members

### *Desirable Competencies*

Would be **an asset to the Board at the present time** and should be considered in recruitment, given current strategic priorities and Board needs

### **Universal competencies**

include *accountability, strategic orientation, and leadership*. Each of these has defined elements. The ONCB competencies document is included in the Appendices section of this booklet. Interview questions will specifically assess the abilities in the **universal competencies**.

## **Application Process**

**All application materials must be received in the ONCB office no later than December 31, 2021. Late or incomplete applications will be automatically disqualified from consideration.**

## **Letters of Recommendation**

Each Director nominee must submit two recommendations from professional colleagues with knowledge of his or her leadership abilities and service experience; one should be from a supervisor if the nominee is not self-employed. A template for letters of recommendation is provided in the Appendices section of this booklet. This process assists the Board in evaluating the nominee's abilities relative to ONCB's mission and values.

## **Director Nominee Statement**

Each Director nominee must submit a personal statement based on the template included in the Appendices section of this booklet. This process assists the Board in evaluating the nominee's abilities relative to ONCB's mission, vision, and values.

The Application is included in the Appendices section of this booklet. Please include all materials requested on the checklist.



# Appendices



## **ONCB Director Realities of Position Statement**

### ***Eligibility and Term of Service***

- Must hold current credential of the Orthopaedic Nurses Certification Board (ONC®, OCNS-C®, ONP-C®, ONC-A™) and maintain credential during term of service.
- Candidates may be self-nominated; application will be available through the ONCB Web site when vacancies are posted.
- 3-year term begins and ends at the conclusion of the Annual NAON Congress.
- Application for additional 3-year term will be considered by the Board.
- Prior experience with ONCB is considered a strength, but is not required.

### ***Responsibilities***

- Maintain email for regular communication with Board members (1-3 hours weekly). Expected email response is 3 business days except when on vacation. Directors should engage in careful dialogue about any issues presented electronically, and clearly indicate their positions.
- Attend three meetings annually (all related expenses paid by the ONCB, including Congress registration [NAON member rate]). A 2-day meeting is held in September or October, depending on available venues and dates. A 1-day strategic issues meeting is held in February. A 1-day meeting is held at the conclusion of the Annual NAON Congress. Committee chairs and Directors with liaison positions will be responsible for submission of a 1-page report for inclusion in each Board book; deadline for report submission will be established by the ONCB President. All Directors are responsible for careful review of the Board book before the meeting to ensure informed involvement in Board discussions.
- Participate in conference calls as scheduled by the ONCB President.
- Work assigned shifts at the ONCB booth in the Exhibit Hall at the Annual NAON Congress.
- Work at the ONCB Recognition Event (when scheduled) during the Annual NAON Congress.
- Attend other meetings as mutually determined to represent the Board (e.g., American Board of Nursing Specialties [ABNS]; Magnet® Conference; Institute for Credentialing Excellence [ICE]; AAOS).



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<b>Revised</b>	9/97, 2/99, 10/01, 8/03, 6/04, 5/06, 2/07, 5/08, 1/13, 4/14, 3/17, 8/19
<b>Reviewed</b>	6/10, 8/16, 8/18
<b>Original Date</b>	3/87

## POLICY & PROCEDURE

**SUBJECT:** Role Description - ONCB Member

- A. Overall Purpose and Objectives of Role
  - 1. Understands, upholds, and supports the mission, purpose, philosophy, objectives, Bylaws, policies and procedures of ONCB.
  - 2. Supervises sound fiscal management of ONCB.
  
- B. Composition
  - 1. Seven Directors shall be selected by the ONCB from a group of applicants for a 3-year term. All Directors shall be members of a specialty nursing organization (e.g., NAON, AMSN).
  - 2. Up to 2 Public Members shall be selected by the ONCB from a group of applicants for a 3-year term.
  - 3. The Recertification Committee, Test Committee, and Exam Preparation Committee Chairs shall serve as non-voting ex officio members of the ONCB.
  - 4. The ONCB Executive Director shall serve as a non-voting ex officio member of the ONCB.
  - 5. The NAON President or a designee of the NAON Executive Board may serve as liaison to the ONCB.
  - 6. Prospective ONCB members shall be informed in application materials that lobbying for a position is inappropriate and will disqualify the candidate for consideration.
  - 7. Qualifications: Directors shall hold the ONC®, OCNS-C®, ONP-C®, or ONC-A™ credential. If the NAON President or designee does not hold the orthopaedic nursing certification credential, he or she should identify an orthopaedic-certified member of the NAON Executive Board to attend any meetings in which any certification examination content will be developed or reviewed. See Bylaws, Article V, section 1 for qualifications of Public Member.
  
- C. Tenure
  - 1. Directors, Public Member, and Test Committee and Exam Preparation Committee Chairs shall assume office at the close of the spring ONCB meeting and maintain the position until a successor has assumed office. The Recertification Committee Chair shall assume office January 1 of each year in accordance with the recertification cycle.
  - 2. The term of service for ONCB Directors and Public Member(s) shall be in accordance with Article V, section 2, of the ONCB bylaws.

D. Meetings

1. Members shall attend all ONCB meetings unless otherwise discussed with President and Executive Director.
2. Members shall complete representative travel as deemed appropriate to meet or further the goals identified by the ONCB.

E. Responsibilities

1. Members shall serve as active members of the ONCB.
  - a. Review role description every 2 years and propose changes to the ONCB.
  - b. Review policies and procedures as directed by Executive Committee annually and propose changes to ONCB.
  - c. Handle general correspondence as needed.
  - d. Submit reports in accordance with established deadlines.
  - e. Review, evaluate, and respond to all material presented in compliance with specified deadlines.
  - f. Use the Agenda Item Form to identify and provide rationale for any items to be placed on the ONCB meeting agenda.
2. Members shall recognize and advise the ONCB of changing outside influences that may affect the decisions of the ONCB.
  - a. Review and communicate general nursing issues as appropriate.
  - b. Review governmental, societal, and economic trends and communicate as appropriate.

## Competency Guidelines for Board Selection

<p>Universal Competencies Personal qualifications required of ALL board members</p>	<p>Collective Competencies Should be present in the board AS A WHOLE and therefore be strong attributes of one or more (but not necessarily all) members</p>	<p>Desirable Competencies Would be an asset to the board at the present time and should be considered in recruitment, given current strategic priorities and board needs</p>
<p><b>Accountability</b> <i>Integrity</i> Acts in a way consistent with what he or she says is important (“walks the talk”). Communicates intentions, ideas, and feelings openly and directly, and welcomes openness and honesty, even in difficult negotiations with external parties</p> <p><i>Relationship building</i> Builds or maintains friendly, reciprocal, and warm relationships or networks of contacts. Able to form partnerships and build relationships through use of influence, teamwork, trust, and honesty to promote the mission of the organization. Shares responsibility for leadership and decision- making.</p> <p><i>Stewardship</i> Promotes responsible and effective allocation of financial, human, and other resources. Guides the development of long- term plans for funding organizational growth and development. Able to evaluate the financial</p>	<p>Leadership or executive experience in a business or educational organization, and/or non- profit board</p>	<p>High level experience in information systems/technology</p>

implications of board actions.		
<p><b>Strategic Orientation</b>  <i>Organizational awareness &amp; commitment</i>  Willing and able to align personal behavior with the needs, priorities, and goals of the organization. Able to act in ways that promote organizational goals or meet organizational needs. Puts an organizational mission before personal preferences. Able to predict how new events or situations will affect individuals and groups within organization</p> <p><i>Analytical thinking</i>  Able to understanding a situation by breaking it apart into smaller pieces, or tracing the implications of a situation in a step-by-step way. Includes organizing the parts of a problem or situation in a systematic way; making systematic comparisons of different features or aspects; setting priorities on a rational basis; identifying time sequences and causal relationships.</p> <p><i>Conceptual thinking</i>  Able to identify patterns or connections between situations that are not obviously related and to identify key or underlying issues in complex situations. Uses creative, conceptual, or inductive reasoning.</p>	<p>Knowledge of, or ties to, stakeholders served by ONCB</p>	<p>High level experience in human resources, law, and regulatory requirements in credentialing</p>
<p><b>Leadership</b>  <i>Intuition</i></p>	<p>Financial background and expertise</p>	<p>Ability to communicate with and influence key</p>

<p>Able to assess problems and situations as parts of an interconnected whole, with respect for inner wisdom of self and others.</p> <p><i>Teamwork &amp; cooperation</i> Willing and able to work cooperatively with others, be part of a team, with genuine intention to work together as opposed to working separately or competitively. Able to take a leadership role in forming and developing high functioning teams that possess balanced capabilities to accomplish a set of goals and objectives.</p> <p><i>Developing others</i> Demonstrates genuine desire to foster the long-term learning or development of others with an appropriate level of need analysis; focus is on the developmental intent and effect rather than on a formal role of training. Serves as a coach and a mentor within the workplace, community, board, committee, and industry.</p> <p><i>Effective communication</i> Able to articulate information orally and in writing in a clear, convincing manner to a variety of audiences. Able to listen and comprehend in a non-judgmental manner. Responds to others in a way that reflects understanding of</p>		<p>stakeholders to impact opinion</p>
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the content and accompanying emotion expressed.		
	Experience and expertise in the committee structure of ONCB	Knowledge of research and quality improvement principles
	To the extent possible based on applications and board strategic needs: Diversity of experience, background, sex, and ethnic origin. Diversity in geographical representation, work setting, and educational preparation. Represents all ONCB credentials.	Knowledge of appropriate practices related to examination construction and development

**Policy 1c-A**  
**Original date 2/13**  
**Revised 7/13, 8/15**  
**Reviewed 9/17**



## **TEMPLATE FOR LETTERS OF RECOMMENDATION**

Thank you for serving as a reference for \_\_\_\_\_, candidate for Director of the Orthopaedic Nurses Certification Board. Please address the following in a typewritten letter of no more than 2-3 pages:

1. How long have you known the applicant and in what capacity?
2. Please describe a situation in which the applicant identified an issue or problem, gathered information, evaluated options, and applied best practices to achieve resolution. How did the applicant participate as a leader in this process?
3. Please choose one of the ONCB core beliefs and describe how the applicant is uniquely qualified to help ONCB continue to adhere to this belief in actions taken by the Board.
  - Nurses achieve their fullest potential when they feel valued and recognized.
  - Optimal performance occurs when decisions integrate evidence, intuition, and innovation.
  - An environment of respectful collaboration encourages diversity of thought and fosters open, honest communication.
  - Certification is a powerful vehicle for personal and professional transformation.

Contact ONCB (888-561-6622; [oncb@oncb.org](mailto:oncb@oncb.org)) with any questions about this process. Letters of recommendation should be provided to the applicant to forward with the application; please do not send them separately to ONCB.

# **ONCB DIRECTOR NOMINEE STATEMENT**

Please address the following in a typewritten, double-spaced statement:

- a. Describe prior experience with ONCB, NAON, or other professional organizations which may have prepared you to serve on the ONCB. Include any experience in test development, organization management, or project coordination. Also include your ability to meet deadlines and responsibilities in a position of leadership.
- b. Please indicate how you are uniquely prepared to assist ONCB in fulfilling its mission:  
*ONCB improves musculoskeletal health by providing orthopaedic nurses with certifications that promote their professional development and advance the practice of orthopaedic nursing.*
- c. Please indicate how you are uniquely prepared to assist ONCB in meeting its vision:  
*Orthopaedic nursing certification is the standard of knowledge and excellence in musculoskeletal health care.*
- d. Please choose one of the ONCB core beliefs and describe how you could help ONCB continue to adhere to this belief in actions taken by the Board.
  - Nurses achieve their fullest potential when they feel valued and recognized.
  - Optimal performance occurs when decisions integrate evidence, intuition, and innovation.
  - An environment of respectful collaboration encourages diversity of thought and fosters open, honest communication.
  - Certification is a powerful vehicle for personal and professional transformation.