

**APPOINTMENT POLICY FOR APPOINTMENTS TO PROVINCIAL
AGENCIES, BOARDS AND COMMISSIONS**

INTRODUCTION

The Board Resourcing and Development Office was established to set guidelines for appointments to all provincial boards, agencies and commissions ("Agencies") and ensure that appointments are made on merit following an open, transparent and consistent appointment process.

On August 29, 2001, the Board Resourcing and Development Office published appointment guidelines to govern appointments to Crown Corporations and Public Agencies. [Guidelines for appointments to Administrative Agencies - approximately 60 quasi-judicial bodies - are being developed as part of the Administrative Justice Project.]

The **Governing Principles** of the appointment process are as follows:

Merit Based: Appointments are governed by the overriding principle of selection based on merit – an objective assessment of the fit between the skills and qualifications of the prospective candidate and the needs of the agency.

Transparent: The appointment process guidelines are clear and understandable and available to the public.

Consistent: The appointment process is applied consistently in respect of all appointments to agencies.

Probity: Agency members must be committed to the principles and values of public service and perform their duties with integrity.

Proportionate: The appointment process will be subject to the principle of proportionality; that is, the process will be appropriate for the nature of the post and its responsibilities.

The **Roles and Responsibilities** of those involved in the process are as set out below:

Board Resourcing Office: The Board Resourcing office sets the appointment guidelines, works with agencies and Ministries to develop skills and experience profiles for vacancies, seeks out and screens potential candidates, recommends qualified candidates for appointment and generally oversees and monitors all appointments to agencies.

Responsible Minister: The Responsible Minister formally appoints (in the case of appointments by Minister's Order), or recommends an appointment of (in the case of appointments by the Lieutenant Governor in Council), a candidate to fill a vacancy.

Ministry Officials: In consultation with the Board Resourcing Office, each Ministry (or in the case of Crown Corporations, the Crown Agencies Secretariat) assists or manages the appointment process for the agencies within its domain.

Agency: In consultation with Ministry officials (or in the case of Crown Corporations, the Crown Agencies Secretariat), the agency prepares the skills and experience profile, recommends candidates to fill vacancies and assists in the recommendation process as necessary or appropriate.

Candidate: The candidate provides personal information and acknowledges, by formal signature, duties owed to the agency.

The **Highlights** of the new appointment process are as follows:

- Agencies are required to develop a Needs Assessment and Board Selection Criteria Profile, to be revised periodically when strategic or service plans are reviewed.
 - The Needs Assessment outlines the strategic issues and challenges facing the agency.
 - The Board Selection Criteria Profile outlines the particular skills, qualifications and experience required for the board as a whole.
- While the specific skills and qualifications required for each agency will vary according to the specific business objectives and activities of the agency, all board members should possess certain characteristics and traits known as Core Competencies.

- The appointment process must be initiated at least four months in advance of vacancies; the process for significant appointments must be initiated at least six months in advance.
- For each vacancy, the agency must prepare a Vacancy Skills Profile that will be consistent with the Board Selection Criteria Profile but tailored to the particular vacancy.
- Potential candidates may be identified from various sources including the agency, ministry, Minister and Cabinet, MLAs, stakeholders, community organizations, advertising, search consultants, Board Resourcing Office database.
- Where the agency is geographic specific, the Responsible Minister should canvass local MLAs for names of potential candidates.
- Advertising may be appropriate for salaried or other significant positions, and may depend on the status of the appointment, significance of the time commitment, and the competencies required. Vacancies may be advertised on the Board Resourcing and Development Office web site.
- The Board Resourcing Office will assess the identified candidates against the Vacancy Skills Profile and create a shortlist of potential candidates for the position.
- The Board Resourcing Office will conduct a due diligence process in respect of all short-listed candidates that will include a review of the candidate's probity, identification of potential conflicts of interest and a declaration by the candidate accepting the responsibilities to the agency.
- Candidates will be required to sign a Candidate Profile and Declaration.
- The Board Resourcing Office will present the names of recommended candidates to the Responsible Minister for selection.
- Appointments should be finalized (by OIC or Minister's Order) at least 30 days in advance of the effective date.
- All appointments made directly by Ministers are to be by Ministerial Order (not Minister's Letter), and will be subject to the appointment process outlined in the guidelines.
- Following the appointment, the Responsible Minister's office should send appointees a letter confirming the appointment.
- MLAs will be notified weekly by the Board Resourcing Office of all recent appointments to agencies.

- Agencies will be responsible to develop orientation programs and ongoing professional development for appointees. Assistance will be provided.
- The guidelines are a work in progress. The Board Resourcing and Development Office will continue to work to improve the efficiency and effectiveness of the appointment process. Comments and suggestions from those involved in the process are welcomed and updates to the Guidelines will be issued from time to time.

Web Site: The Appointment Guidelines and related documents are published on the Board Resourcing and Development Office web site located at www.fin.gov.bc.ca/abc/abchome.html under the reference "Appointment Process".

CROWN CORPORATIONS :

Appointment Guidelines
Director Profile and Declaration
Flowchart
Sample timeline

PUBLIC AGENCIES (NON-ADMINISTRATIVE)

Appointment guidelines
Candidate profile and Declaration
Flowchart
Sample Timeline

Members of the public wishing **To Apply for an Appointment** can do so by following the directions on the web site under the reference: "How to Apply".

In Summary :

Public agencies play an important role in the delivery of services, policy and regulation. They have been referred to as another arm of government. If public agencies are expected to perform at the highest level they must exercise good corporate governance. Good governance starts with the appointment of qualified individuals who understand their responsibilities and are accountable to the agency and the public.

The new Appointment Guidelines set out a detailed appointment process that will result in the appointment of highly qualified individuals who will have the capabilities and skills that are essential to the efficient and effective governance of British Columbia's agencies.
