

INFORMATION PAPER

Key Criteria for Board Selection in BC and Other Jurisdictions

DATE: May 22, 2002

GROUP:

Child and Family Development Steering Committee on Community Governance

ISSUE:

Selection Criteria for Health and Education Boards and outline of the appointment process conducted by the Board Resourcing and Development, Office of the Premier.

PURPOSE OF PAPER:

For informed decisions in establishing board member recruitment and selection criteria and a synopsis of other jurisdictions as requested.

DISCUSSION:

When looking at the selection criteria and structure of other boards an important difference is, unlike other jurisdictions, BC has the support of the Board Resourcing & Development Office (BRDO). The BRDO will work collaboratively with the Ministry to determine appointment policies, develop skills and experience profiles for vacancies, seek out and screen potential candidates, recommend preferred candidates and generally oversee and monitor all appointments. Through the BRDO the Premier's Office has established appointment guidelines.

Board Resourcing and Development Appointment Guidelines

The BRDO establishes guidelines for appointments to agencies and monitors the process to ensure that all appointments are made on merit following an open, transparent and consistent appointment process. Governing principles of the appointment process are merit based, transparent, consistent, probity and proportionate.

The BRDO will work collaboratively with the Ministry and the Regional Authority to determine the needs of the authority and to create a board selection criteria profile. The needs assessment will explore the general role and objectives of the authority, a broad review of all critical issues and identification of initiatives and challenges for the authority. The board selection criteria profile will outline the key skills and experiences required for the board as a whole.

The BRDO with input from the Authority/Ministry will assess the identified candidates and create a shortlist. A due diligence process will be conducted for each candidate that will include a review of the candidate’s probity and identification of potential conflicts of interest. Recommendations will be presented to the Responsible Minister for selection, recommendations will be forwarded to Cabinet for approval.

CROSS-JURISDICTIONAL RESEARCH

When recruiting and selecting authority board members it is essential to learn from those lessons in other ministries and other jurisdictions. With the cross-jurisdictional experiences identified below and the support of the Board Resourcing and Development Office the ministry seeks to have the highest qualified men and women sitting on authority boards.

Education

Education board members cross-jurisdictionally and in BC are elected to their positions. There are no set selection criteria other than general qualifications legislated by various Civic Election Acts. Elections usually coincide with municipal campaigns and range across research in length of term.

Board Structures Across Canada

Province	Service Delivery By	Comments
Manitoba	Regional Offices, Incorporated Agencies and First Nations Agencies (20)	<ul style="list-style-type: none"> <li data-bbox="1062 1003 1453 1213">▫ Winnipeg Agency is the only agency that is appointed by the Lieutenant Governor. The remaining agencies are elected. <li data-bbox="1062 1220 1453 1472">▫ Term for board members is 3 years and an election is held every year at the annual meetings. Most of the terms are limited to 2 years, but this is not the case for all boards. <li data-bbox="1062 1478 1453 1654">▫ First Nations Agencies, there is a combination of elected representatives and community appointment
Prince Edward Island	Regional Health Authorities (5)	<ul style="list-style-type: none"> <li data-bbox="1062 1701 1453 1873">▫ Board members are a combination of appointed or elected. For larger regions, 5 members are elected and 4 are

		<p>appointed, for smaller regions have 4 elected and 3 appointed.</p> <ul style="list-style-type: none"> □ The term of board members is 3 years, but there is not limit on the number of times board members can serve.
Quebec	Regional Health and Social Services Board	<ul style="list-style-type: none"> □ There is a legislative formula for how boards members are elected, appointed and cooperation. □ The term is for three years, but this is no limit to the number of terms.

Elected

Province	Service Delivery By	Comments
Ontario	Children's Aid Societies (53)	<ul style="list-style-type: none"> □ Board members are appointed by the members of the Society of the Annual General meeting

Appointed

Province	Service Delivery By	Comments
Newfoundland & Labrador	Regional Health Boards (13)	<ul style="list-style-type: none"> □ Appointed by the Minister for 3 years per term. Can serve for a maximum of 3 terms (9 yrs)
Alberta	Child and Family Services Authority (18)	<ul style="list-style-type: none"> □ Appointed by Ministerial Order for a 3 year per term for a maximum of 2 terms. No more than 18 members per board. □ Currently employees are government employees. It is anticipated that eventually, the employees will be employed by the authority.
Nova Scotia	Department of Children's Services or Societies or Child Service Agencies	<ul style="list-style-type: none"> □ Appointed by the Governor in Council □ Term and duration of the appointment varies

		depending on the Charter for each society or agency.
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The majority of provinces have not constructed specific criteria in the selection of board members, however, consideration is given to geographic representation, cultural diversity, skills, gender, demonstrated skills and previous board or management experience.

New Brunswick, Saskatchewan, Nunavut and Yukon do not have a board or agency responsible for the delivery of childcare and child protection services and programs.

Cross-jurisdictional research from “Management and Governance of Child and Family Services” MCFD discussion paper dated July, 2001

BC MINISTRY OF HEALTH BOARD SELECTION CRITERIA

The following criteria were determined when the health authorities amalgamated and appointed new boards in 2001. The BRDO was instrumental in working collaboratively with the Ministry of Health to determine the needs and priorities of the regions. The objective was to have a corporate model board capable of managing the diverse needs of the health regions.

CRITERIA FOR INDIVIDUAL DIRECTORS:

Personal Attributes:

- No direct or indirect conflict of interest with the Director's responsibility to the Health Authority
- High integrity
- Team player - respect for other ideas/opinions
- Strong reasoning skills
- Ability to think and act independently

CRITERIA FOR BOARD

Representation:

- Diversity of skills and experience
- Diversity of ethnicity, gender and age
- Diversity of geographical location

Skills and Experience:

The following is a list of the types of attributes that the Board as a whole should ideally possess.

- Previous experience serving on a Board of Directors
- A proven track record of success in a significant business or equivalent organization or entity with knowledge in such areas as:
 - strategic management,
 - finance,
 - operations,
 - control and accounting,
 - communications,
 - human resources,
- Knowledge of current and emerging health issues
- Entrepreneurial experience in technology application
- Previous experience in significant community-based organization
- Proven track record of success in managing complex labour relations issues
- Experience with significant organizational change
- Experience with risk management
- Successful experience dealing with complex legal issues
- Previous experience serving on a Health Authority
- Previous experience working in a government setting

Size:

- The ideal board size is 9 persons

Committee Experience:

- Previous experience serving as a member or chair of a Board committee would be an asset. Typical committees would include:
 - Audit
 - Corporate Governance (including Human Resources and Compensation)
 - Risk Management (including Quality Control and Accreditation) - [Note: Most have decided to have a Quality Assurance committee - each board is determining its own needs for additional committees]

Time to attend meetings:

- Time and willingness to attend 9 - 12 board meetings per year plus committee meetings.