

Government of Alberta's Key Elements in Agency Recruitment and Appointment

The four key elements in agency recruitment and appointment are as follows.

1. Identify the Need for an Appointment

As much as possible, vacancies should be anticipated to allow proactive recruitment and appointment to be completed in a timely manner.

2. Recruit for the Required Skills

Each agency should have a competency profile or matrix that outlines the skills, experience and knowledge their directors require as a collective, and which identifies how each individual contributes to meeting these needs. When vacancies arise, these matrices will allow for easy identification of the competencies required of the new recruit. The profile or matrix should be developed by the agency's governing body and endorsed by the minister.

When a vacancy for a director is confirmed, the opening should be publicly posted, citing the required competencies along with any other requirements. Posting may be done in many different ways, including advertisements, posting on the Government of Alberta website, using professional recruiters, and inviting recommendations from local MLAs. The details of how this should be accomplished, and by whom, should be set out in each agency's mandate and role document. In cases of representative directors, a transparent process should be documented and used.

As a parallel support function, the Agency Governance Secretariat will work to promote an increase in the range of available agency appointment candidates. There will be a focused effort on promoting the value of agency participation, the range of opportunities available, and how to access information about these opportunities. Best practices in agency recruitment will also be identified and shared. Through these efforts, a broader and more diverse pool of potential candidates will be able to apply for vacancies, and then be screened against the competence criteria.

3. Review Applications

The details of how applications will be screened should be set out in the agency's mandate and roles document, and should include:

- who will review the applications;
- who will conduct interviews;
- how candidates will be evaluated; and,
- at what point candidates undergo criminal, conflict of interest and (where applicable) financial screening.

4. Recommend to the Minister

The review and interview process will lead to submitting a recommendation to the minister on the top candidates. Where possible, the recommendation should have several

names, ideally between two and five for each vacancy. The minister will make a final decision from the recommendation, obtain any final approvals (i.e. Cabinet approval), and then communicate the appointment publicly in a timely manner.

In determining the details of the process, consideration should be given to the principles outlined above, the need to match the candidates to the competencies, and the need for compatibility. The choice of who participates in the process, and in what role, will vary from agency to agency. In some instances, the process will be largely carried out by the agency. In others, the government will play a larger role. The mandate and roles document should lay out the parameters of the process, which should also be publicly available.