

The Workers' Compensation Board Mandate and Roles

A. Statement of Purpose

1. The Mandate and Roles document has been developed by the Workers' Compensation Board ("the WCB") in collaboration with the Alberta Minister of Jobs, Skills, Training and Labour ("the Minister") for the purpose of:
 - promoting common goals and understanding between the parties;
 - defining the respective roles and responsibilities of the parties and establishing expectations with regard to their fulfilment; and
 - ensuring transparency on the part of the Government of Alberta and the WCB with regard to the administration of Alberta's workers' compensation system.

B. Agency Mandate

General

2. Through an Act of the Legislature, the *Workers' Compensation Act* ("the WCA"), the WCB has overall responsibility for the administration of the workers' compensation system in Alberta, and the delivery of workers' compensation services to the workers and employers of the province, subject only to statutory rights of review and appeal contained in the WCA.
3. Nothing in this Mandate and Roles document is intended to or shall interfere with the WCB's proper exercise of any statutory powers of decision. Although the WCB reports to the Minister for administrative and accountability purposes, the WCB is an arm's length, independent body making independent decisions in compliance with the WCA.

Principles

4. The founding principles underlying workers' compensation in Alberta (which are common to all workers' compensation agencies in Canada) are:
 - employers fund the total cost of the system in exchange for immunity from lawsuit;
 - employers have collective liability under a mutual insurance system;
 - injured workers receive compensation without regard to fault but forfeit their common law right to sue the employer for the injury;
 - administration of the compensation system and adjudication of claims are handled by an independent and neutral agency; and
 - the agency has exclusive jurisdiction to decide all questions arising under the statute.¹

¹ From the 1913 *Final Report* of the Hon. Sir William Ralph Meredith.

5. The WCB Board of Directors has expanded upon the system principles to provide an open and transparent framework to its decision-making:

The principles contained in Sir William Meredith's 1913 *Final Report* ... are the foundation of workers' compensation in Alberta. Since 1913, these principles have evolved to reflect changing conditions. The principles are intended to be a "living document" and will continue to evolve as circumstances necessitate.

Today, the Workers' Compensation Board - Alberta operates according to the following principles, **which apply to all workers and employers protected by the *Alberta Workers' Compensation Act***. These principles provide direction to management in the development of policy and establish a frame of reference for the Board of Directors for policy decision-making. The principles also provide staff, management, our clients and the general public with guidance on the interpretation and application of policy. The principles are intended to provide the "why" or philosophical basis behind the policies. The articulation of principles provides transparency and points of reference for all stakeholders so that policy decisions of the Board of Directors can be better understood.

SYSTEM

1. Exclusive Jurisdiction

The WCB has sole authority to determine all questions or matters arising under the *WCA*, subject only to review and appeal.

2. No Fault Benefits

The WCB assumes liability for the injury in work-related circumstances despite the presence of fault on the part of a worker or employer.

3. Protection from Lawsuit

Protection from lawsuit applies where the activities causing the injury are part of an employer's normal insured activities. Workers' compensation is meant to replace any tort remedy for that injury.

4. Employer Financing of System

Employers are required to pay the full cost of the system through premiums.

5. Neutral Administrator

The WCB is a neutral and autonomous administrator of the workers' compensation system and strives to balance the interests of workers and employers.

6. Fairness

Decision-making is based on evidence, law and policy and a fair, impartial and transparent process.

7. Leveraging Prevention

The WCB will offer pricing programs to employers that encourage safer workplaces and promote disability management.

FINANCIAL/PREMIUM**8. Balance Between Collective Liability and Individual Accountability**

The premium structure should reflect a balance between collective liability and individual employer accountability.

9. Full Funding

The funding of the workers' compensation system must ensure there are sufficient funds on hand to meet present and future liabilities. Furthermore, the objectives of funding should be to minimize the risk of being unfunded, cost volatility and overall cost to employers while ensuring intergenerational equity among employers.

BENEFIT**10. Work-Relatedness**

The WCB determines whether the injury or illness is caused by work and compensates accordingly.

11. Focus on Safe Return to Work

The system should focus on safely restoring an injured worker, through return-to-work services, to a level of competitive employability.

12. Retrospective Earnings

The worker's historical earnings (up to a prescribed maximum) form the basis of the compensation rate, which is a percentage of the earnings, recognizing deductions that workers normally pay and encouraging return-to-work.

13. Health Care

The WCB decides the nature, sufficiency and cost of health care, bearing in mind individual needs and medical efficacy.

14. Quality of Life for Severely Injured Workers

The WCB should take reasonable measures to maintain a reasonable quality of life for severely injured workers through the provision of services allowed by legislation and policy.

15. Survivor Benefits

Survivor benefits should make reasonable provision for the spouse² and any dependent children of the deceased worker.

[source: These principles were approved by the Board of Directors on December 11, 2001 (BoD Resolution 2001/11/57)]

Mission Statement and Strategic Plan

6. The WCB has adopted the following mission statement:

WCB-Alberta, working together with our partners, will significantly and measurably reduce the impact of workplace illness and injury on Albertans.

[source: Board of Directors' motion 1998/08/40; affirmed 2001/10/52]

7. In carrying out the mission statement, the WCB has adopted these four strategic themes:

Commitment Decision Fairness

As the neutral administrator of the provincial workers' compensation legislation, it is our responsibility to deliver fairness through decision correctness, positive relationships and procedural transparency and consistency. Fairness is the cornerstone of all our actions.

Focus on a Safe Return to Work

Through caring benefit administration, efficient and effective rehabilitation delivery and proactive return-to-work planning, we can help injured workers achieve their fitness for work and independence. Client success is the ultimate goal.

Leveraging Prevention

By developing pricing options that reflect employer performance, we contribute in concrete ways to our provincial commitment to safer workplaces. Prevention is at the heart of Albertans working safely.

Financial Stability

Responsible financial management strategies ensure the workers' compensation system is sustainable and reliable in the long term. Workers and employers deserve stable and affordable protection from the full impact of workplace injury and illness.

Legislation and Regulations

8. **Enabling.** The WCB has responsibilities under the following statutes and regulations:

² As a result of the *Adult Interdependent Relations Act (AIR Act)*, benefits available to spouses may also be available to adult interdependent partners as defined by the *AIR Act*.

Workers' Compensation Act, RSA 2000, Chapter W-15
MLA Compensation Act, RSA 2000, Chapter M-19
Blind Workers' Compensation Act, RSA 2000, Chapter B-4
Special Payment Act, RSA 2000, Chapter S-17
Workers' Compensation Regulation, Alberta Regulation 325/2002
Medical Panels Regulation, Alberta Regulation 290/2006
Firefighters' Primary Site Cancer Regulation, Alberta Regulation 102/2003
Government Employees Compensation Act, RSC 1985, Chapter G-5

9. **Applicable.**

Alberta Human Rights Act, RSA 2000, Chapter 25.5
Alberta Public Agencies Governance Act, SA 2009, Chapter 31.5
Auditor General Act, RSA 2000, Chapter A-46
Business Corporations Act, RSA 2000, Chapter B-9, s. 171
Financial Administration Act, RSA 2000, Chapter F-12, ss. 1, 6, 77 and 80
Freedom of Information and Protection of Privacy Act, RSA 2000, Chapter F-25
Government Accountability Act, RSA 2000, Chapter G-7
Government Organization Act, RSA 2000, Chapter G-10
Occupational Health and Safety Act, RSA 2000, Chapter O-2, s. 39
Ombudsman Act, RSA 2000, Chapter O-8
Public Interest Disclosure (Whistleblower Protection) Act, SA 2012, Chapter P-39.5

Subsidiaries

10. The WCB has incorporated two wholly owned subsidiary corporations as permitted by Order In Council 72/2013 and in furtherance of the WCB's exclusive authority over its investments as provided for in section 92(1) of the *WCA* : **WCB Real Assets Ltd.** and **WCB Global Real Assets Ltd.**
11. Both these subsidiaries are established as holding corporations for portions of the WCB investment portfolio or Accident Fund. They do not have any employees or operations nor any roles or responsibilities other than to hold portfolio investments for the purposes of mitigating potential tax liabilities in foreign jurisdictions. Any investments held in the subsidiary corporations must comply with WCB investment policy and related governance reporting.

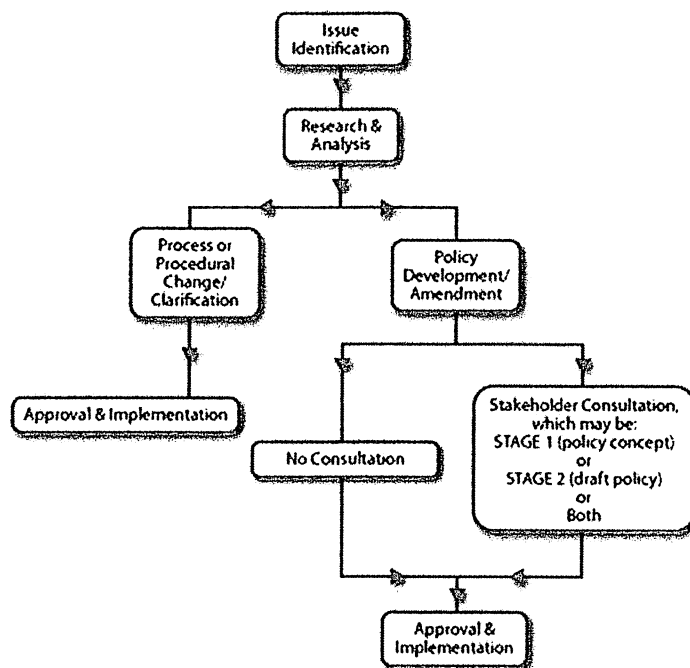
C. Duties and Responsibilities

12. **The Government of Alberta.** The GOA is responsible for the legislative and regulatory framework within which the WCB operates.
13. **The Minister.** The Minister is the Minister determined under section 16 of the *Government Organization Act* as the Minister responsible for the *WCA*. The Minister:

- reports to the Legislature on the business and affairs of the WCB and answers questions in the Legislature about the WCB;
 - recommends the appointment of the chair and members of the WCB Board of Directors following a selection process (herein later described) and based on the Minister's assessment that the appointees have the appropriate knowledge, skills, experience and values to assist the WCB, by way of governance, in achieving its objectives and performing its functions;
 - will identify and establish, in consultation with the WCB, those matters constituting the performance information required by the Minister [s. 93(4)(b), *WCA*];
 - informs the WCB of Government of Alberta policies and direction that might affect the work of the WCB;
 - annually tables the WCB's report of its business and affairs during the preceding calendar year, including the audited financial statements and a report on the performance information results, before the Legislative Assembly [s. 93(5), *WCA*];
 - will, from time to time, meet with the chair of the WCB Board of Directors with respect to significant events concerning the WCB and to discuss matters of mutual concern; and
 - will consult with the WCB with regard to proposed changes to the *WCA* or other legislation affecting the WCB or the administration of the workers' compensation system in Alberta;
 - will conduct a review of the mandate and operations of the WCB, at least every 7 years, in accordance with section 19 of the *Public Agencies Governance Act*.
14. It is understood that the Minister may delegate certain activities under this document to the Associate Minister, Deputy Minister or other staff of JSTL.
15. **Jobs, Skills, Training and Labour (JSTL).** In order to assist the WCB in meeting its mandate, the Government of Alberta and JSTL are responsible for supporting the WCB in the following areas:
- advising the WCB of issues and concerns raised by stakeholders and seeking the advice and input of the WCB in responding to those issues and concerns;
 - collaborating with the WCB with regard to required legislative and regulation amendment; and
 - collaborating with the WCB with regard to the responsibilities of both the WCB and JSTL under section 39 of the *Occupational Health and Safety Act* and section 99 of the *WCA* with regard to the funding of a provincial workplace health and safety program.
16. **The Board of Directors.** The Board of Directors is responsible for the governance of the WCB and oversight of the WCB's management of its business and affairs. The Board of Directors guides the WCB's strategic direction, evaluates the performance of the WCB's President and CEO ("CEO"), approves and monitors the WCB's administrative budget and financial results, and is ultimately accountable to the Minister. Members of the Board of Directors must

act honestly and in good faith, leaving aside personal interest to advance the interests of the workers' compensation system for the benefit of all Albertans. The Board of Directors operates under a published Corporate Governance Policy (CGP).

17. The WCB's CGP provides as follows:
- (a) The Board of Directors shall operate in a manner consistent with the *WCA* and corporate governance principles. Although Board members are representative of the interests of workers, employers and the general public, it is expected that, consistent with their fiduciary role, they will set aside any allegiances to a particular group and strive to maintain the welfare, credibility and integrity of the workers' compensation system at all times.
 - (b) In accordance with the *WCA*, the Board of Directors shall:
 - (i) determine the WCB's compensation policy;
 - (ii) review and approve the programs and operating policies of the WCB;
 - (iii) consider and approve the annual operating and capital budgets of the WCB;
 - (iv) enact bylaws and pass resolutions for the conduct of the business and affairs of the WCB;
 - (v) select and appoint a person to be the President of the WCB who is the sole employee of the Board of Directors; and
 - (vi) determine the salary and benefits of the President.
 - (c) In accordance with corporate governance principles, the Board of Directors shall:
 - (i) monitor the performance of the WCB;
 - (ii) establish and approve the corporate beliefs and values;
 - (iii) determine the strategic direction of the WCB;
 - (iv) assess relevant risks;
 - (v) approve the investment principles and policy;
 - (vi) approve the funding policy;
 - (vii) review and approve audited financial statements; and
 - (viii) approve policies taking into consideration the Meredith Principles, legislation and the fairness to our customers.
18. **Policy Development.** The WCB is committed to a transparent policy development process, as follows:



The Board of Directors and the Policy Committee determine the need for and nature of consultation. Stakeholder consultation normally includes public consultation, but may include, or consist only of, expert consultation. As well, depending on the nature of the issue, WCB-Alberta may convene an in-person meeting.

Consultation is not undertaken for policy changes that are:

- Inconsequential, which refers to policy amendments that do not affect the rights or responsibilities of either injured workers or employers; or
- Legal imperatives, which refers to policy amendments in which the Legislature or justice system has directed that a change in policy be made.

As well, consultation is not normally undertaken for issues which have already been the subject of a previous consultation.

19. **Chair of the Board of Directors.** With direction from the Board of Directors, the Chair represents the Board of Directors and its interests, as well as the interests of the WCB, in dealing with the Minister, the CEO, stakeholder groups and the community. The Chair is responsible for providing leadership for the Board of Directors and for effectively facilitating its work.
20. The WCB's CGP provides with respect to the Chair:
 - (a) The Chair is appointed by the Lieutenant Governor in Council, through an Order in Council on the recommendation of the Minister responsible for the WCA.

- (b) The Chair:
- (i) allocates responsibility within the Board of Directors;
 - (ii) provides positive and proactive leadership and direction;
 - (iii) approves attendance at, and remuneration and expenses for, all activities and events other than Board of Directors' meetings or committee meetings;
 - (iv) is authorized to appoint Board members to the committees;
 - (v) calls and conducts meetings of the Board of Directors at any place in Alberta the Chair determines;
 - (vi) sets the meeting agenda and ensures business transactions are recorded properly and accurately through the Secretary of the Board of Directors;
 - (vii) on the advice of a committee of the Board of Directors and as approved by the Board of Directors, has the authority to develop and enter into an employment agreement with the President, setting out the terms and conditions of employment, salary and benefits;
 - (viii) supervises the administrative affairs of the President and reports to the Board of Directors;
 - (ix) brings to the attention of individual Board members or the Board of Directors as a whole, any situation that contravenes this policy and ensures the matters is dealt with; and
 - (x) shall be the official spokesperson for the Board of Directors, including communications with the Minister, the Legislature, legislative committees, stakeholders and other workers' compensation agencies.
- (c) The authority of the Chair's decision-making falls within the topics covered by this policy, except where the Chair specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in this policy.

21. **The CEO.** The CEO is responsible for providing leadership to management, developing recommendations for and implementing the WCB's strategy, and reporting to the Board of Directors. The CEO is appointed in accordance with section 8 of the *WCA*.

22. The WCB's CGP provides with respect to the CEO:

- (a) The President is the chief executive officer of the WCB and is the Board of Directors' link to the administration of the WCB. The President is accountable to the Board of Directors as a whole and all communication to the Board of Directors on behalf of the WCB is through the President. As such, the

President is accountable for the performance and employees of the WCB and exercises all authority delegated by the Board of Directors through corporate governance policy.

- (b) For the purposes of governance, the President is considered the only employee and, as such, the Board of Directors directs and authorizes the President to:
 - (i) achieve results through the establishment of corporate objectives;
 - (ii) provide and implement a development and succession plan annually;
 - (iii) advise and inform on the operating, planning and development functions of the WCB;
 - (iv) delegate authority, implement policy, establish procedures, make all decisions, take all actions, establish all practices, and develop all activities to conduct the business of the WCB; and
 - (v) enter into employment agreements with officers of the WCB setting out terms and conditions of employment, benefits and salary and advise of subsequent changes.

- (c) In exercising due diligence, the Board of Directors provides parameters for achieving results. As such, the President will:
 - (i) ensure that WCB assets are protected, adequately maintained and not unnecessarily risked;
 - (ii) operate with strategies that adequately respond to the nature and level of risk, risk parameters, impairment and loss of assets;
 - (iii) protect the WCB's public image and credibility, particularly in ways that facilitate the accomplishment of the corporate mission;
 - (iv) provide a budget that contains sufficient information to enable credible projection of revenues and expenses; separation of capital, operational and notes to the budget; cash flow and disclosure of planning assumptions;
 - (v) provide a budget that supports the achievement of the corporate objectives;
 - (vi) protect the fiscal soundness of future years and facilitate the building of organizational capability sufficient to achieve the corporate objectives in future years;
 - (vii) operate consistently with the funding policy and investment policy;

- (viii) operate the WCB with financial management control systems and financial records using generally accepted accounting principles; and
- (ix) advise the Board of Directors of any significant change in accounting policy.

(d) In discharging the foregoing role, the President shall regularly meet with the Chair, as necessary, to discuss ongoing issues.

D. Competency-Based Recruitment and Appointment of Board Members

23. Although board members are appointed by Order in Council on the recommendation of the Minister, the Chair and the Minister by convention have followed an agreed upon framework for the identification of appropriate candidates, based on merit, when a vacancy occurs. This framework consists of:
- The development of a competency matrix, selection criteria and position terms of reference;
 - The engagement of an executive search firm to assist and coordinate the recruitment process;
 - A province-wide call for applications comprised of published advertisements, notification to stakeholder groups in a letter from the Chair, and notification by the Minister to MLAs;
 - The screening of potential candidates and development of a short list by the executive search firm;
 - The Chair and the outside consultant, along with any Board Members requested by the Chair, interviewing short-listed candidates;
 - The Chair screening recommended candidates for potential conflicts of interest;
 - The Chair reviewing the results of the recruitment process with the Minister;
 - The Minister bringing forward a Recommendation for Order in Council seeking an appointment by the Lieutenant Governor in Council.

E. Board of Directors' Operations

24. **Orientation and Training of Board Members.** The CGP provides:

- (a) Board members, in consultation with the Chair, will take responsibility for directing and managing their own development and education regarding their roles and responsibilities as set out in the Board Member Profile and Director Orientation and Training process guidelines.
- (b) Board member development and education will include:

- (i) an orientation for new members;
- (ii) ongoing education of governance best practices;
- (iii) attendance at the annual Board of Directors' retreat; and
- (iv) education about the business of the WCB and new programs.

25. **Evaluation of Board Members:** The CGP provides:

- (a) The Board of Directors is committed to assessing its performance as it relates to ongoing governance.
- (b) Individual Board members will be evaluated in terms of their contributions to the overall effectiveness and vitality of the Board of Directors by a process established by the Chair.
- (c) The effectiveness of the Board of Directors as a whole will be evaluated and will involve a discussion by the full Board of Directors at least once annually.

The above provisions of the CGP pertain to both Board Members and the Board Chair and are carried out through:

- (a) the annual Board of Directors' effectiveness evaluation;
- (b) the annual individual Board Member and Board Chair evaluation;
- (c) written meeting evaluations after each board meeting; and
- (d) individual meetings between the Chair and each board member held on an annual basis.

26. **Conflict of Interest and Process for Administering Conflict of Interest Provisions.** The CGP provides:

- (a) Individual Board members shall conduct their personal affairs in a manner that does not present a real, potential or apparent conflict of interest with their role as a Board member of the WCB. Specifically, a Board member shall be responsible for the identification and disclosure of real, potential or apparent conflict of interest situations as they arise.
- (b) In the event that a conflict does arise between the private interests of a Board member and the duties and responsibilities of that Board member to and for the WCB, the conflict shall be resolved in favour of the WCB.
- (c) A conflict of interest may be actual or apparent, potential or perceived, and exists whether or not financial advantages or other valuable benefit has been or may be derived by the Board member or a related party.

- (d) Conflict of interest situations may exist where benefits derived from a Board member's activities benefit individuals or entities with which the Board member is closely associated in either an actual or perceived way.
- (e) Board members shall bring any actual or apparent, potential or perceived conflict of interest to the attention of the Chair of the Board of Directors. The Chair will determine the appropriate course of action to resolve the conflict of interest. Relevant circumstances for consideration by the Chair of the Board of Directors include:
 - (i) the Board member's duty of undivided loyalty to the WCB;
 - (ii) the nature and magnitude of the Board member's personal interest;
 - (iii) the consequences to the WCB of the Board member not participating in the decision;
 - (iv) the importance of having worker and employer perspectives on a particular decision;
 - (v) the availability of alternate Board members who do not have a conflict of interest;
 - (vi) the extent of possible harm or prejudice to a third party;
 - (vii) the impropriety of the Board member profiting in any way from the Accident Fund; and
 - (viii) the reputation of the WCB and keeping that reputation above reproach.
- (f) An actual or apparent, potential or perceived conflict of interest involving the Chair of the Board of Directors shall be brought to the attention of the Board of Directors' Governance Committee, who will determine the appropriate course of action to resolve the conflict of interest.

27. General Structure and Terms of Board Members. The CGP provides:

- (a) The structure of the Board of Directors is determined by the *WCA*.
- (b) The Board of Directors consists of:
 - (i) a member who shall be Chair, who is appointed by the Lieutenant Governor in Council;
 - (ii) not more than 3 members whom the Lieutenant Governor in Council considers to be representative of the interests of employers;

- (iii) not more than 3 members whom the Lieutenant Governor in Council considers to be representative of the interests of workers;
 - (iv) not more than 3 members whom the Lieutenant Governor in Council considers to be representative of the interests of the general public; and
 - (v) the President of the Board, who shall be a non-voting member.
- (c) A Board member, other than the President, shall be appointed for a term not to exceed 3 years, and is eligible for reappointment for 1 additional term, not to exceed 3 years.
 - (d) The Lieutenant Governor in Council may, on the recommendation of the Minister, reappoint a Board member, other than the President, for a third term not exceeding 3 years if, in the opinion of the Minister, the reappointment would be beneficial to the Board.
 - (e) If a person other than a Board member is appointed Chair, that person is eligible to serve as Chair for a maximum of 3 terms not exceeding 3 years each.
 - (f) If a Board member is appointed Chair, the member is, subject to section 7(g), eligible to serve as Chair for a maximum of 3 terms not exceeding 3 years each.
 - (g) No person is eligible to serve on the Board for more than 10 years, taking into account the total number of years served as a Board member and Chair.

28. Structure and Role of Board Committees. The CGP provides:

- (a) As required, the Board of Directors may constitute and dissolve both standing and *ad hoc* committees by resolution. In general, committees are to provide research, advice and direction to the Board of Directors. In exercising their responsibilities, committees will assist the Board of Directors by reviewing information and identifying and assessing risks for Board of Directors' deliberations in the decision-making process. The Board of Directors will periodically review the structure and mandate of all committees.
- (b) Standing committees are established to support the Board of Directors in fulfilling its key fiduciary responsibilities. The priorities and work of the standing committees should align with the governance priorities established by the Board of Directors. The standing committees are:

- (i) **Finance.** The general purpose of the Finance Committee is to review and recommend the WCB's budget and financial plan and oversee the WCB's financial and investment management process.
 - (ii) **Audit.** The Audit Committee is established by section 93 of the *WCA* and is guided by the provisions of section 171 of the *Alberta Business Corporations Act*. Its general purpose is to review and make recommendations respecting the WCB's financial management and annual audited financial statements and oversee the valuation of the claims benefit liability.
 - (iii) **Human Resource and Compensation.** The general purpose of the Human Resource and Compensation Committee is to review and make recommendations respecting human resource management philosophies, succession planning, executive compensation and corporate goals, objectives and performance.
 - (iv) **Policy.** The general purpose of the Policy Committee is to review and make recommendations respecting policies and legislative changes related to benefits and premiums, and determine the appropriate level of stakeholder involvement.
 - (v) **Governance.** The general purpose of the Governance Committee is to monitor the corporate governance policy and ensure that it is in accordance with good corporate governance practices, and monitor and implement Board member orientation and development.
- (c) The scope, mandate and terms of reference of the standing committees will be established by the Board of Directors in their discretion as necessary.
- (d) In addition to the standing committees, the Board of Directors is authorized to establish *ad hoc* committees as necessary. The scope, mandate, terms of reference and duration of the *ad hoc* committees will be established by the Board of Directors in their discretion as necessary.
- (e) Board of Directors committees will normally consist of at least three Board members; with at least one representative of the interests of workers, one representative of the interests of employers and one representative of the interests of the general public. The specific composition of all committees, including the appointment of the committee chairs, shall be determined by the Chair.

F. Interaction Between the WCB and JSTL

29. **Annual General Meeting.** The WCB will hold an annual general meeting in accordance with section 7.1 of the *WCA*. The Minister will be notified of the annual general meeting by the WCB.
30. **Deputy Minister/President.** The President and the Deputy Minister of JSTL will meet when required to discuss significant events concerning the WCB and matters of mutual concern.
31. **Shared Endeavours.** The parties commit to participating collaboratively in any shared endeavours.
32. **Legislative Change.** The Minister and the WCB will consult with one another with regard to proposed changes to the *WCA* or other legislation affecting the WCB or the administration of the workers' compensation system in Alberta, as they become aware of such changes. The WCB commits to preparing, from time to time, recommendations for legislative change intended to improve the workers' compensation system in Alberta and, in turn, the Minister agrees to give these recommendations due consideration.
33. **Media Releases/Publication of Documents Referencing Either JSTL or the WCB.** The WCB will give the Minister timely notice of all media releases. The WCB will also give the Minister timely notice of its publication of any documents, including electronic publications that reference JSTL. The Minister, through JSTL, will give the WCB timely notice of JSTL's publication of any documents, including electronic publication, that reference the WCB. This provision is subject to the privacy requirements of the *Freedom of Information and Protection of Privacy Act* ("*FOIP Act*").
34. **Information Sharing Agreement.** The WCB and the Minister, through JSTL, will negotiate the terms of and enter into an information sharing agreement to allow one another to access information in the other's possession, in accordance with provisions of the *WCA*, the *Occupational Health and Safety Act* and the *FOIP Act*.
35. **Client Inquiries.** The WCB commits to responding, in as timely a manner as practicable, to all client inquiries forwarded to its attention by the Minister and all other elected officials.
36. **Office of the Appeals Advisor.** The WCB commits to having an Office of the Appeals Advisor ("*OAA*") to assist claimants with claim related issues and to have the *OAA* receive referrals from the Minister's office and all other elected officials. Such assistance includes representation before the review body and Appeals Commission, if required, and is offered free-of-charge.

37. **Premiums.** In order to ensure that the WCB is fully funded at all times [section 91(3) *WCA*], the Board of Directors will set premium rates in accordance with prudent underwriting principles and the WCB will collect the premiums from employers in a fair and prudent manner. Upon approval of the premium rates each year, the WCB shall cause the premium rates to be published in the *Alberta Gazette*.
38. **Appeals Commission / Workplace Health and Safety / Medical Panel Office.** Under the *WCA*, the WCB is responsible for collecting funds from employers to finance the operations of these entities. The Minister is responsible for approving and is accountable for the budgets of the Appeals Commission, Workplace Health and Safety and the Medical Panel Office. These entities are under the administration of JSTL.

G. Finance, Staffing and Administration

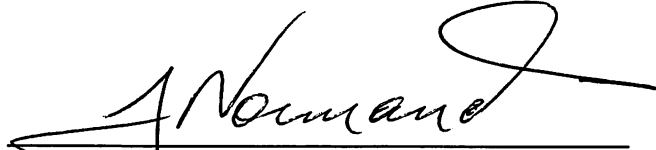
39. **Corporate Governance Policy (CGP).** The Board of Directors has adopted and published a CGP delineating the mandate, role, obligations and expectations of the Board of Directors and its committess, the Chair and the CEO and which includes a code of conduct and conflict of interest provisions. The provisions of the CGP are hereby incorporated by reference. The Board of Directors undertakes to conduct an annual review of the policy.
40. **Staffing.** Staffing of the WCB is governed by sections 3, 4 and 8(3)(d) of the *WCA*.
41. **Finance.** The financing of the WCB's operations is governed by sections 3, 91 and 92 of the *WCA*, along with the policies adopted by the Board of Directors relating to Funding [Policy 01-01] and Investment [Policy 01-04].
42. **Administration.** The administration of the WCB is governed by provisions of the *WCA* and the policies adopted by the Board of Directors under section 6 of the *WCA*.
43. **Ethics Program.** The WCB has adopted a Statement of Ethics that provides a framework for ethical decision-making for all WCB employees. The Ethics Program at the WCB is supported by an Ethics Committee that administers the program's resources, acts as an ethical sounding board for employees with ethics questions and periodically reviews the Statement of Ethics. The Ethics Program includes a documented ethical decision-making process and supports and supplements the WCB's published Human Resources guidelines. Major components of the Ethics Program are and will continue to be the promotion and facilitation of ethical awareness, decision-making and behaviour by all staff through awareness activities and easily accesible tools, resources and processes.

- 44. **Corporate Scorecard.** Annually, the Board of Directors prescribes, in the form of a Corporate Scorecard, a set of corporate goals and objectives with performance measures for the WCB to achieve as an organization and which are intended to advance the strategic themes. The Board of Directors is responsible for monitoring corporate performance through quarterly review of the Corporate Scorecard results.
- 45. **Annual Audit.** In accordance with section 93(1) of the *WCA*, the Office of the Auditor General conducts an annual audit of the WCB.

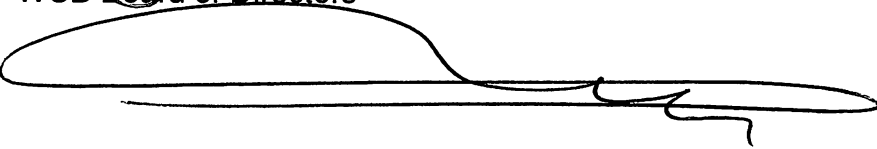
H. Administration of the Mandate and Roles Document

- 46. **Review of the Mandate and Roles Document.** The Mandate and Roles document shall be in effect for not more than three years, and will be renewed or revised prior to the expiry date.
- 47. **Transparency.** Copies of this Mandate and Roles document will be filed with the Minister of JSTL, the WCB and the Agency Governance Secretariat. In support of the principle of transparency, this document will be available to the public on the WCB's website [www.wcb.ab.ca].
- 48. **Periodic Agency Review.** A collaborative review of the WCB as contemplated under section 19 of the *Public Agencies Governance Act* will be conducted jointly by the Minister, or delegates, and the WCB, in accordance with a review process agreed upon by the Agency Governance Secretariat.

This Mandate and Roles document is effective FEB 29, 2014.



Robert Normand, Chair
WCB Board of Directors



Honourable Thomas Lukaszuk
Minister of Jobs, Skills, Training and Labour - Alberta