

Alberta's Public Agencies, Boards and Commissions: Member Orientation

Public Service Commission, Government of Alberta

Date of publication – May 2020

Alberta's Public Agencies, Boards, and Commissions – Member Orientation

boards.alberta.ca

Table of Contents

I. Preamble	4
Background	4
II. Introduction to Alberta Public Agencies	5
Defining Public Agencies	5
Serving in the Public Interest	5
Public Agency Governance.....	5
III. Public Agencies and the Government of Alberta	7
Autonomy and Accountability.....	7
Roles and Responsibilities.....	7
IV. Board Member Considerations and Requirements	11
Conflicts of Interest	11
Recruitment and Appointment	11
Remuneration.....	11
Legislation	12
Appendices	13

I. Preamble

Background

Public agencies¹ affect all individuals, families, and communities across Alberta. They fulfil a range of public functions and services in areas from healthcare to post-secondary education to agriculture and sector regulations. Currently, there are approximately 270 public agencies in Alberta.² The total count changes frequently as they are created, dissolved or amalgamated to reflect current government needs and priorities.

While public agencies have some autonomy from government and are not part of the traditional departmental structure, public agencies are still a part of government. Government provides public agencies with a mandate and authority to perform a particular function or provide a particular public service and creates policies and legislation to which public agencies are subject. Public agencies are required to report to government on their work and performance, fulfil their mandate and operate within their given authority.

The purpose of this orientation is to increase newly appointed board members' knowledge of public agencies and their role in the Government of Alberta. This orientation provides an overview of the following:

- **Section II: Introduction to Alberta Public Agencies** provides foundational information for understanding public agencies in Alberta. This includes a definition of 'public agency,' 'serving in the public interest' and 'public agency governance.'
- **Section III: Public Agencies and the Government of Alberta** discusses how public agencies and government work together. This includes information on accountability, autonomy, roles and responsibilities.
- **Section IV: Board Member Considerations and Requirements** explains additional information about the functions of public agencies in Alberta and board member requirements. This includes information on conflicts of interest, recruitment, appointment and remuneration.

¹ The term 'public agencies' is used interchangeably with 'agencies, boards, and commissions' or 'ABCs'.

² <https://www.alberta.ca/public-agency-list.cfm> provides the most accurate and up-to-date information.

II. Introduction to Alberta Public Agencies

This section provides context on public agencies in Alberta and provides information about serving in the public interest as well as public agency governance. The information contained in this section will provide new board members with a greater understanding of the purpose and function of public agencies in Alberta as well as their own role as a board member.

Defining Public Agencies

Public agencies are established through a variety of mechanisms (e.g. legislation, regulations, ministerial orders) to fulfil a particular public function or provide a particular public service. Public agencies are not formally part of the government departments, but are accountable to, and overseen by, a Cabinet minister (minister), and their work is informed by the priorities and values of the Government of Alberta (GoA). Though public agencies conduct their day-to-day work at arms-length from government, they receive policies and mandates from their responsible minister.

The structure, mandate and responsibilities of Alberta's public agencies vary significantly. Despite their diversity, 'public agency' is defined generally as a board, commission, tribunal, or other organization that:

- is established by the GoA, but is not part of a government department;
- has been given authority and responsibility by the GoA to perform a public function or service; and
- has at least some board members appointed by the GoA.

Serving in the Public Interest

Board members have a general duty to act honestly, in good faith, and in the best interests of the public agency and the public. This means board members must exercise their duties responsibly to reflect the interests of Albertans. Board members are also expected to abide by the agreed time commitment, to appropriately prepare for public agency commitments (e.g. meetings, hearings, etc.), and to actively participate in agency activities.

Board members are charged with serving in the public interest. Public interest refers to the safety, as well as the economic, social and environmental wellbeing of Albertans. The needs and interests of Albertans should inform all decisions made by the board.

Public Agency Governance

Public agency governance refers to the processes and principles which underlie the functioning of a public agency. It includes ways in which the public agency fulfills its mandate, makes decisions and exercises its power. Effective public agency governance helps to ensure a public agency is operating efficiently, working within the scope of its authority, meeting objectives, and participating with their responsible minister on setting long-term objectives, as applicable. Effective governance assists a public

agency in fulfilling its mandate and achieving outcomes in a way that enhances confidence in the organization.

There are two aspects of effective governance:

- **Performance:** The public agency's governance arrangements, such as the policies, procedures, and practices, are used to conduct their business and inform the public agency's achievement of intended outcomes.
- **Responsibility:** The public agency's governance arrangements provide visible results to the public agency's leadership, the GoA, and Albertans, and conform to applicable legislative and policy requirements as well as the public's expectations of fiscal prudence, transparency and integrity.

Public agencies may use a variety of governance tools, including policies, procedures, and practices in order to conduct public agency business, achieve intended outcomes, and align with applicable legislative and policy requirements.

III. Public Agencies and the Government of Alberta

This section provides information about the ways in which the GoA and agencies work together efficiently and effectively to achieve shared objectives. This includes definitions of autonomy and accountability, as well as the roles and responsibilities involved in public agency governance.

Autonomy and Accountability

Public agencies are provided with a mandate by their respective minister in the GoA. To fulfil this mandate, public agencies must complete certain tasks or provide an ongoing service. Public agencies rely on government to provide general direction and policies in the public agency's area of focus and work within the authority granted by their enabling legislation. The relationship between government and public agencies is defined by two key concepts: autonomy and accountability.

- **Autonomy:** Autonomy refers to the authority of decision-making delegated to public agencies by legislation. Public agencies require some autonomy from government to fulfil their mandate, and have the ability to provide advice or make decisions independently. A key aspect of autonomy is that agency members understand the limits of the authority delegated to their public agency and refrain from exceeding its limits.
- **Accountability:** Accountability refers to the responsibility of public agencies to report and communicate with government on what they have accomplished and how well they have performed. The minister has responsibility over the mandate of the agency, and the agency must have clear communication lines with the department. Public agencies are also required to provide their budget and other financial information in accordance with relevant policy and legislation.

Autonomy and accountability are not opposed to one another, but complement each other. When autonomy and accountability are balanced, public agencies are able to perform their day-to-day functioning while government provides legislation, policies or guiding direction to the public agency, as applicable, to fulfill their mandate. Effective government-agency relationships are ones in which both public agencies and departments understand their areas of authority and refrain from exceeding its limitations.

Accountability of Adjudicative Agencies

Adjudicative agencies make independent, quasi-judicial decisions. While they are performing their adjudicative function, adjudicative agencies are not accountable to their responsible minister in the same way as other agencies. Adjudicative agencies are established to hear cases independently. If there is a concern or a complaint about a decision following a hearing, the minister must not interfere with the principles of judicial independence.

Roles and Responsibilities

The governance of public agencies involves many different roles, each with a unique set of duties. Success depends on a strong understanding of the roles and responsibilities of each person at every level of accountability. This section provides an explanation of the roles and their corresponding responsibilities in Alberta public agencies.

Cabinet and the Public Agency Board

Minister

- Accountable to Cabinet, the Legislature of Alberta, and Albertans.
- Responsibilities:
 - Reports and/or responds within prescribed timelines to the Legislature and Cabinet on performance and compliance;
 - Recommends establishment of public agencies, changes in mandate and/or powers and appointments for existing public agencies; and
 - Provides public agencies direction based on current government policies and priorities.

Public Agency Chair

- Accountable to the minister for the mandate and conduct of the public agency.
- Responsibilities:
 - Maintains communication with the minister and reports public agency actions and decisions;
 - Manages the board, including its decision-making process;
 - Provides leadership to board members and staff; and
 - Assures the board fulfills its governance responsibilities and mandate.

Public Agency Members

- Accountable to the minister through the chair.
- Responsibilities:
 - Establishes the goals, objectives, and strategic direction of the public agency consistent with the public agency's mandate, government policies, and minister's directions, as applicable;
 - Develops agency-specific operational, financial and other policies to set the agency's rules, regulations and procedures;
 - Sets overall priorities for the public agency; and
 - Defines how the board organizes itself to complete its mandate, how the board will govern, and the accountability relationship between the public agency and the GoA.

Chief Executive Officer (CEO) or equivalent

Some agencies require a larger, internal staff complement, led by a senior executive, typically called the CEO, who reports directly to the public agency board. It is important that there are clear roles and responsibilities in these situations, as well as a clear communication mechanism between the CEO, board and department.

- Accountable to the board.
- Responsibilities:
 - Advising the chair on the requirements of ministry directives, guidelines, policies and procedures, as well as applicable requirements internal to the public agency, such as operating by-laws or policies;
 - Providing leadership, guidance, and management to public agency staff, including human and financial resources management;
 - Developing the goals, objectives and strategic directions of the board into operational plans and activities in accordance with the minister-approved business plan; and
 - Keeping the chair and board informed of the operations, accomplishments, and financials of the public agency.

Government Ministries and Departments

Government of Alberta departments

- Work with public agencies to provide policy direction and operational support.
- Responsibilities:
 - Provides support in board member recruitment and appointment;
 - Supports public agencies to develop a clear mandate and defined roles based on minister's direction;
 - Works directly with public agency employees to help fulfil mandate, if required; and
 - Develops policies relevant to the work of public agencies.

Public Agency Secretariat, Public Service Commission

- The Public Agency Secretariat (PAS) is the Government of Alberta's centralized hub for public agency governance, legislation, recruitment, and compensation.
- PAS has four primary functions:
 - To provide assistance, tools and advice to government departments and public agencies to promote best practices in agency governance;
 - To perform efficient and effective recruitment processes for public agency appointments through a centralized function;
 - To develop and implement consistent compensation frameworks for designated public agencies; and

- To provide information to Albertans to increase public awareness about the role of public agencies and the value of serving on a public agency.

IV. Board Member Considerations and Requirements

This section contains basic information for all board members about their role as well as policies and procedures that affect their position. To succeed in their roles, board members must be aware of legislation, policies and processes related to serving on a public agency. Additionally, this section provides details on recruitment and appointment.

Conflicts of Interest

Albertans expect high standards of integrity from public agencies. Board members are required to act to the highest standards of conduct and avoid any real or perceived conflicts of interest. The decisions made by board members must not be, or perceived to be, impacted by self-interest, personal or professional positions, private affiliations or the likelihood of personal or financial gain.

Under the [Conflicts of Interest Act](#), public agencies subject to [Alberta Public Agencies Governance Act](#) (APAGA) are required to have codes of conduct for members (and any employees) that:

- require impartial conduct in carrying out their duties;
- prohibit them from acting in self-interest or furthering their private interest by virtue of their position or through the carrying out of their duties; and
- require them to disclose real and apparent conflicts of interest.

Each public agency's code of conduct will also set out further applicable provisions for your agency.

Recruitment and Appointment

To increase efficiency and effectiveness in public agency board recruitments and appointments, all recruitment for public agency boards is coordinated through the Public Agency Secretariat. Ensuring that public agency recruitments are timely and competency-based will help agencies meet their mandates and increase public confidence in the capabilities of public agencies.

Reappointment may be considered upon the expiry of a board member's term, but it is not guaranteed. Consistent with the appointment process, the final recommendation for reappointment is made by the minister.

If a board member is reappointed, the minister responsible for the public agency will determine the term of the reappointment.

Remuneration

There is no requirement that board members are financially compensated for their service on a public agency board. Board member compensation is at the discretion of the minister or cabinet. However, the GoA recognizes that individuals appointed to Alberta's public agencies should be reimbursed for any

expenses incurred while carrying out their duties. The GoA's policies on Public Disclosure of Travel and Expenses and Travel, Meal and Hospitality Expenses apply to all public agencies.

Remuneration for ABCs is established using a variety of mechanisms (e.g. the public agencies enabling legislation, Ministerial Orders, Orders in Council, or public agency bylaws), and may vary depending on whether the member's appointment is part-time or full-time. The authority to set remuneration for members is prescribed in the enabling legislation for each agency or is set by the responsible minister or Cabinet.

Legislation

It is important that board members have an understanding of legislation, regulations and policies that are applicable to the public agency's mandate.

This knowledge better positions board members and the public agency generally to effectively plan and implement programs and services. It also allows public agencies to advise the GoA on a sound basis, drawing attention to any significant legislative or policy requirements, which may affect decision making.

In addition to the [Conflicts of Interest Act](#) mentioned previously, further overarching legislation applicable to the majority of public agencies include:

The [Alberta Public Agencies Governance Act](#) sets out governance policies to support continuous improvement in governance accountability and transparency for Alberta's public agencies.

In order to promote transparency and consistency, the [Public Sector Compensation Transparency Act](#) requires public agencies who are subject to APAGA to disclose the names and compensation for all members regardless of the amount earned, as well as employees who exceed a threshold.

The [Reform of Agencies, Boards and Commissions Compensation Act](#) enables GOA to develop regulations to set compensation frameworks for executives and board members of public agencies subject to APAGA.

The [Reform of Agencies, Boards and Commissions Compensation Regulation](#) establishes total compensation, including salaries and benefits, for chief executive officers (CEOs) or equivalents in 23 provincial agencies that are subject to APAGA.

The [Reform of Agencies, Boards and Commissions \(Post-Secondary Institutions\) Compensation Regulation](#) establishes total compensation, including salaries and benefits, for executives at the 20 public post-secondary institutions that are subject to APAGA.

Appendices

- *Alberta Public Agency Governance Act* Fact Sheet
- *Conflicts of Interest* Fact Sheet
- *Reform of Agencies, Boards and Commissions Compensation Act and Regulation* Fact Sheet
- Centralized Recruitment Fact Sheet

Alberta Public Agency Governance Act

Fact Sheet

This summary provides a high-level overview of the various requirements and obligations the *Alberta Public Agencies Governance Act* (APAGA) places on public agencies, and the ministers responsible for them. It is not intended as legal or other professional advice. Readers are encouraged to review APAGA in its entirety. In the event of a discrepancy between this summary and APAGA, the latter will prevail.

APAGA sets out governance policies to support continuous improvement in governance accountability and transparency for Alberta's public agencies.

APAGA was proclaimed in 2013 and builds on the policies set out in the *Public Agencies Governance Framework*, which was adopted by Cabinet in January 2008.

Application

To Public Agencies

APAGA applies to the following public agencies:

- A majority of members or directors are appointed by the government (cabinet or minister)
- A corporation whose shares are owned by the Crown
- An unincorporated body that is not part of a government department
- A body that is specified in regulations

A public agency is exempt from APAGA if any of the following applies:

- The members receive no remuneration other than reimbursement for expenses
- The organization is short-term (less than one year)

- The organization is not an adjudicative body, is chaired by the minister or a GOA employee, and a majority of its members are GOA employees
- The organization is a subsidiary of Alberta Health Services

Related Legislation

Other legislation related to public agency governance includes:

- *Conflicts of Interest Act*
- *Reform of Agencies, Boards and Commissions Compensation Act*

Requirements

Review

The mandate and operations of every public agency must be reviewed, at least every seven years, by the responsible minister. Results are reported to Executive Council.

The public agency review, at minimum, will consider:

- relevance to current priorities;
- efficiency (i.e. could functions be better performed by another public agency or a government department);
- governance structure; and
- effectiveness of the public agency's operations.

Further considerations may be included in a review at the discretion of the government.

The Minister's Role

The minister responsible for the public agency participates in setting the public agency's objectives and monitors whether the agency is meeting those objectives. The minister may also advise the public agency regarding government policies applicable to the public agency's activities or operations.

The minister may consult the agency for advice respecting policies or legislation related to the public agency's mandate.

At the minister's request, the public agency will provide information related to its activities and operations.

The Public Agency's Role

Public agencies are required to make all reasonable efforts to fulfill their mandates, participate with the minister to set objectives, and monitor if the agency is meeting its objectives. The public agency has a responsibility to inform the minister of significant activities and events, and discharge any responsibilities set out in regulations.

Recruitment of Members

Members must be recruited based on their ability to match the skills, knowledge, and experience required for the position. Those requirements must be made public. Appointments must be for a fixed term, and individuals may be reappointed to an additional term. The maximum amount of time an individual may serve as a member is 12 consecutive years in the case of adjudicative agencies, or 10 years for any other type of agency.

Mandate and Roles Document

APAGA requires all public agencies to have a Mandate and Roles Document (MRD) jointly developed by the public agency and its responsible minister within three months of its establishment. The MRD describes the public agency's mandate, and the roles and responsibilities of the agency, the department, and the minister responsible, as well as financial arrangements, planning and reporting requirements, and other issues.

MRDs are signed on behalf of the public agency and by the responsible minister, must be made available to the public, and must be reviewed and renewed, amended, or replaced every three years.

For more information, please contact the [Public Agency Secretariat](#).

Conflicts of Interest Act

Fact Sheet

Overview

This summary provides a high-level overview of the various requirements and obligations the Conflicts of Interest Act (COIA) places upon public agencies and their members, employees, chairs, and CEOs.

Application

To Public Agencies

COIA applies to all public agencies under the *Alberta Public Agencies Governance Act* (APAGA), as well as subsidiaries of Alberta Health Services. In the future, additional public agencies may be designated by Order in Council as subject to COIA.

To People

COIA obliges public agencies to have codes of conduct with several required elements. These codes of conduct must apply to all employees and board members.

Additional requirements apply to all public agency board chairs and CEOs (or equivalent executive positions), referred to as “senior officials.”

Certain senior officials from significant public agencies will also be considered Designated Senior Officials (DSOs) and subject to additional requirements. There are several factors to consider in designating significant agencies and DSOs, including whether the agency is:

- performing a regulatory function;
- making autonomous and/or binding decisions;
- managing or allocating substantial amounts of public funding; and
- interacting extensively with the private sector.

Requirements

For Public Agencies

Each agency is required to establish a code of conduct that:

- Requires board members and employees to conduct themselves impartially and disclose real and apparent conflicts of interest. It also places restrictions on the following activities:
 - acting in self-interest or furthering private interest;
 - accepting gifts--including establishing a maximum cash value for gifts received; and
 - concurrent employment or appointment to other offices, including a process by which these appointments may be reviewed.
- Includes a process for receiving and investigating complaints alleging a breach of the code of conduct.

For Senior Officials

Senior officials, including all ABC board chairs and CEOs, are subject to the following obligations and restrictions:

- **Restrictions on Furthering Private Interests**

Senior officials may not take part in a decision knowing it might further their private interests or those of a person directly associated with them (e.g. spouses or companies they own). Private interests do not include interests that are trivial, are of general application, affect an individual as member of a broader class, or concern an individual's remuneration and benefits with the agency.
- **Restrictions on Using Influence**

Senior officials may not use their office or powers as a senior official to influence or try to influence a decision of the Crown or a public agency to further their private interest, the interest of a person directly associated with them, or the interest of their minor child, or to improperly further any other person's interest.

- **Restrictions on Using Insider Information**

Senior officials may not use or communicate information not available to the general public that they gained in the course of carrying out their office or powers as a senior official to further, or try to further, their private interest or any other person's private interest.

- **Disclosure of Real and Apparent Conflicts of Interest**

Senior officials must appropriately and adequately disclose real and apparent conflicts of interest. What constitutes appropriate and adequate disclosure will depend on the circumstances in which the conflict arises.

In addition to the above, all CEOs (or equivalent executive positions) are subject to the following requirement:

- **Restrictions on Concurrent Employment**

These CEOs and equivalents may not participate in any outside appointment, business, undertaking, or employment, including self-employment, unless they apply for and receive the Ethics Commissioner's approval.

The Ethics Commissioner may approve such participation if the Ethics Commissioner determines involvement will not constitute a real or apparent conflict of interest.

For DSOs

Certain senior officials from significant public agencies will be designated by an Order in Council as being a

DSO and be subject to the following additional obligations and restrictions:

- **Restrictions on Holding Publicly Traded Securities**

DSOs may not hold publicly traded securities without the approval of the Ethics Commissioner, who may direct that such securities be held in a blind trust or another investment arrangement.

- **Disclosure to the Ethics Commissioner**

DSOs must provide the Ethics Commissioner a full financial disclosure of the assets, liabilities, investments, holdings and other interests of the DSO, their spouse or interdependent partner, minor children or any corporation controlled by the DSO, their spouse or adult interdependent partner.

- **Post-Employment Restrictions**

DSOs may not conduct certain activities or accept employment with certain entities for a period of 12 months after the last day they hold their DSO position.

These post-employment restrictions include restrictions on lobbying public office-holders, making representations in connection with matters that the former DSO directly worked on, soliciting or benefiting from a contract with their former public agency, and accepting employment with an organization or an appointment to the board of an organization with which the former DSO had direct and significant official dealings as a DSO.

Former DSOs may apply to the Ethics Commissioner for a waiver or reduction of the 12-month restriction if the Ethics Commissioner determines that no real or apparent conflict exists.

This resource is intended to provide general information only. It is not intended as legal advice and is not exhaustive. This resource is solely for the user's reference and convenience, and is provided without warranty of any kind. If there is any inconsistency or conflict between the information contained in this resource and the applicable legislation, the legislation shall prevail. Users are advised to review the applicable legislation and seek legal advice as necessary.

Reform of Agencies, Boards and Commissions Compensation Act and Regulation

Fact Sheet

Overview

This summary provides a high-level overview of the various requirements and obligations the *The Reform of Agencies, Boards and Commissions Compensation Act* (RABCCA) places on public agencies, and the ministers responsible for them.

The *Reform of Agencies, Boards and Commissions Compensation Act* (RABCCA) authorizes the Lieutenant Governor, acting on the advice of Cabinet, to establish compensation frameworks for public agencies that fall under the *Alberta Public Agencies Governance Act*.

The [Reform of Agencies, Boards and Commissions Compensation Regulation](#) (RABCCA Regulation) establishes a compensation framework under RABCCA, setting parameters for total compensation, including salaries and benefits, for designated executives at specific agencies, boards and commissions.

Application of the Regulation

The RABCCA Regulation applies to those public agencies listed in [Schedule 1](#) to the regulation.

The RABCCA Regulation designates certain positions at these agencies as “designated executives” to whom the regulation applies.

One element, the elimination of variable pay, applies to all non-bargaining unit employees of the public agencies listed in Schedule 1.

The RABCCA Regulation came into force on March 16, 2017.

Transition Period

Designated executives who held their positions when the RABCCA Regulation took effect are subject to a transition period of up to two years. The compensation structure for these existing designated executives will remain in effect for two years, or until the designated executive is reappointed or their contract renewed, extended or amended, whichever occurs first. Since coming into force, Schedules 1 and 2 of the RABCCA Regulation have been amended to add new designated executive positions. Positions that became designated executives as a result of these amendments are subject to different two-year notice periods beginning on the date in which the amendment came into force.

The requirements of the RABCCA Regulation apply immediately to new hires.

Key Provisions in the Regulation

Salary

The RABCCA Regulation sets a seven-level base salary model for designated executives. Each level has a salary range with a minimum, midpoint and maximum salary.

The salary levels are based on the job’s complexity and responsibilities, so designated executives will receive similar compensation for a similar level work.

Variable Pay

Within the context of this regulation, variable pay refers to a bonus, or other incentive pay, provided on top of base salary.

Variable pay is prohibited for all non-bargaining unit employees (including executives) of the identified public agencies.

Severance and Termination

The RABCCA Regulation prohibits separation pay (i.e. pay upon resignation or non-renewal of contract) for designated executives.

In the event of a termination without cause, a designated executive may receive severance pay in an amount not greater than four weeks of base salary for each full year of continuous service, to a maximum of 52 weeks.

Benefits

The RABCCA Regulation limits benefits that can be provided to designated executives.

[Ministerial guidelines](#) have been established to provide further details regarding the administration of benefits under the RABCCA Regulation.

Forms of compensation for designated executives that are not expressly permitted by the RABCCA Regulation or ministerial guidelines are prohibited.

Health and Retirement Benefits

A public agency may provide a health benefits plan. The total annual employer cost may not exceed five per cent of the designated executive's base salary. Alternatively, an agency may provide pay in lieu of a health benefits plan in an amount not exceeding five per cent of the designated executive's base salary.

Provision of gym/fitness facility memberships or executive or private health benefits is prohibited.

An agency may offer any form of retirement plan, provided that the total cost to the public agency is not greater than if the designated executive were a participant in the Management Employees Pension Plan established by the *Public Sector Pension Plans Act* and a participant in the Supplementary Retirement Plan for Public Service Managers.

Alternatively, an agency may provide pay in lieu of a retirement plan in an amount not exceeding 13.20 per cent of the designated executive's base salary.

Vehicle

A vehicle or vehicle allowance may be provided to designated executives who are assigned to level 3 or above in [Schedule 2](#) of the RABCCA Regulation.

If an agency provides a vehicle for the designated executive, the total purchase price may not exceed \$39,000.

Alternatively, an agency may provide the designated executive a vehicle allowance in an amount not greater than \$6,000 per year.

Other Benefits

The RABCCA Regulation and ministerial guidelines also outline parameters for:

- relocation expenses and leave
- reimbursement of other expenses
- parking
- paid holidays
- vacation leave
- general leave days
- leaves of absence with or without pay

Generally, benefits may not exceed similar entitlements provided under applicable policy and directives for the Alberta public service, and may not exceed benefits received by senior management employees of the public agency who report to a designated executive.

Term Limits

The employment contract or term of appointment for designated executives must be for a fixed term not exceeding six years.

This resource is intended to provide general information only. It is not intended as legal advice and is not exhaustive. This resource is solely for the user's reference and convenience, and is provided without warranty of any kind. If there is any inconsistency or conflict between the information contained in this resource and the applicable legislation, the legislation shall prevail. Users are advised to review the applicable legislation and seek legal advice as necessary.

Centralized Recruitment for Public Agencies

Fact Sheet

Introduction to Centralized Recruitment

As of September 1, 2019, the recruitment of board members to Alberta public agencies is overseen and coordinated centrally by the Public Agency Secretariat (PAS).

Previously, individual departments led the recruitment of board members for their public agencies. This required multiple ministerial approvals and the use of external executive search firms. Centralizing public agency recruitment to PAS has streamlined the approval process, increased efficiencies in the reappointment process and increased cost savings by using an in-house executive search team.

Recruitment Principles

Effective: The recruitment accurately identifies candidates who have the competencies required for the position.

Efficient: Recruitments are completed in a timely and resource-conscious manner.

Diversity: The recruitment process recognizes the importance of diversity within public agency boards to ensure that Albertans in all their diversity are represented.

Competency-Based: Candidate selection is based on whether the applicant possesses the skill set that meets the needs and nature of the role and the public agency.

Roles and Responsibilities

Minister

- Maintain relationships with board chairs;
- Identify priority vacancies;
- Approve all recruitment activities; and
- Propose appointee(s) to Cabinet.

Departments

- Provide information about the agency and position to PAS to support the recruitment process;
- Provide feedback to PAS on recruitment strategy and recruitment materials
- Coordinate cabinet documents (e.g. OCs/MOs); and
- Provide information regarding agencies they are responsible for upon request.

Public Agency Secretariat

- Coordinate recruitment activities;
- Provide support and advice; and
- Collaborate with appointments director.

Executive Search

- Draft and create online recruitment postings;
- Provide enhanced recruitment efforts, including national and international searches; and
- Work with PAS to adjudicate applicants.