[This sample document has been developed by the Agency Governance Secretariat. It is intended to be used for informational purposes only. Agencies are encouraged to adapt the document to meet their specific needs. This sample may be used as a starting point for “pure advisory” committees established by Ministerial Order under s. 7 of the “Government Organization Act”. “Pure advisory” agencies are those established solely for the purpose of sharing information and providing advice, with no independent budget responsibilities or authority to direct staff (though staff under the direction of the Department may support the work of the agency).]

[AGENCY NAME] Mandate and Roles Document

(Pure Advisory Committees)

1. Mandate and Accountability

Agency Mandate

Created under s. 7 of the Government Organization Act, the [AGENCY NAME] (“the Committee”) is an advisory agency accountable to the Minister of _______ (“Minister”) and responsible for providing advice and guidance regarding _______. Attached are the [Terms of Reference and/or Ministerial Order (“MO”)], outlining the mandate and responsibilities of the Committee in more detail.

Agency Accountability

Committee members must act honestly, in good faith, leaving aside personal interests to advance the public interest and the mandate of the agency. The Committee is accountable to the Minister.

Minister’s Accountability

The Minister of ____________ is accountable to the Legislature for the operation of the Committee.

2. Duties and Responsibilities

The Committee:

- Is responsible for developing, reviewing and approving an operational plan, as well as longer term strategic plans, and monitoring throughout the year the progress made against the goals and targets established in the plan. The Committee will regularly review the extent to which the Committee has met the current year’s operational plan.
• Will prepare and provide to the Minister an Annual Report indicating the Committee’s major activities and accomplishments and the extent to which its planned activities and goals were achieved.

• Will discuss with the Minister [or specify designate, e.g. ADM, DM] their resource support needs and adjust its operational and strategic plans in accordance with the resource supports agreed to by the Minister [or designate] and resource supports available from other sources, e.g. stakeholders represented on the Committee, where applicable. [If applicable.]

• Will hold meetings as required, but generally at least X times a year.

• Will engage stakeholders and the public in order to gather information and become knowledgeable about different perspectives to ensure informed advice is provided.

• Will make all reasonable efforts to ensure that the advice provided to the Minister is evidence-based.

• Is responsible for overseeing compliance with all relevant policies and procedures by which the Committee operates, and ensuring that the Committee operates at all times in compliance with all applicable laws and regulations, the Committee’s Code of Conduct and to the highest ethical standards.

• Through a process led by the Chair, conducts an annual evaluation and review of the performance of the Committee, sub-committees and the Chair of the Committee. The Committee reviews the results of such evaluation and discusses potential ways to improve Committee effectiveness. The Committee also discusses the results of the evaluation and adopts agreed upon improvements.

• Is responsible for addressing how it interacts with the public and will consult with the Minister on items of concern.

• May establish sub-committees that support the mandate of the Committee and are accountable to the Committee. Currently, the following sub-committees are established [insert all committee names]:

  o  
  o  
  o  

The specific mandate of each Sub-Committee is contained in a separate document entitled “Sub-Committee Mandates” and is reviewed periodically by the Committee [if applicable].

• Is also responsible for:

  o  [Add Responsibility - e.g. orientation, training of Committee members]
  o  

The Minister:

- Appoints, or recommends the appointment of, the Board Members and the Chair based on her/his assessment that the appointees have the appropriate knowledge, skills, experience and values to assist the Agency in achieving its objectives and performing its functions.

- Monitors the operations and performance of the Agency to ensure that it is fulfilling its mandate in compliance with Government policies.

- Informs the Agency of Government policies and direction affecting the work of the Agency.

- Conducts regular (at least every seven years) reviews of the Agency’s mandate and purpose to determine if the work of the Agency is still relevant to the needs of Albertans, if it is aligned with Government priorities and if the operations and functions are being carried out in a manner that can achieve Government objectives.

The Deputy Minister:

- The Deputy Minister supports and acts under the general direction of the Minister.

- The Deputy Minister is responsible for the following activities which have been delegated by the Minister [please specify e.g. communication with the Agency Board and Executive staff concerning Government policy, the regular review of the Agency’s mandate and purpose, etc.]:
  
  o
  
  o

The Department:

- Is responsible for supporting the Committee in the following areas:
  
  o [e.g. staffing, research capacity, etc.]
  o [e.g. orientation, training of Committee members (if applicable)]
  o [Add Responsibility]

3. Recruitment and Appointment of Committee Members

Individuals are recruited and appointed by the Government of Alberta and collectively constitute “the Committee”. Appointment of each member of the Committee is for a fixed term of up to $X$ years, with the potential of re-appointment based on satisfactory performance. An individual’s appointment is limited to a maximum of ten years of continuous service.
The Committee, in consultation with the Minister’s designate, will develop a competency matrix that outlines the skills, experience and knowledge the Committee requires as a collective and identifies how each individual contributes to these needs. When vacancies arise, the matrix will be used to identify competencies required of the new recruit.

When a vacancy occurs, the Committee will recommend a set of desired values and competencies to the Minister to form the basis for the recruitment of a new individual. Values will include respect, integrity, excellence and accountability. Competencies will include strong listening and communication skills, skills in developing consensus, an understanding of wise stewardship of resources and competencies identified in the competency matrix.

The recruitment and selection process will be managed by [__________ e.g. the Human Resource branch of the Department, a third party search firm, etc]. The position will be publicly advertised and all identified candidates will be screened against these requirements. A member, or members of the Committee, [will or will not] be included in the selection process.

After appropriate screening for conflict of interest considerations, recommendation of a list of names will be made to the Minister for consideration. The Minister will choose an individual from the list and the Department will formalize the appointment process through an MO.

[Reminder: This is just a sample process for recruitment. The process and extent of involvement by the Committee in the recruitment process may vary and is subject to the approval of the Minister. Under the Framework, input from the Committee is required, at a minimum in identifying the competencies required.]

The following stakeholder representation on the Committee is set out in the MO establishing the Committee:

- [X]
- [Y]

If the Agency has specific stakeholder representation set out in legislation, the process for filling vacancies will be similar to the process outlined above.

The individuals nominated to fill specific vacancies will be subject to the same screening processes.

[Note: There is some flexibility in the recruitment process, but it must be competence-based and provide for some level of participation by current Board members, at a minimum, input into the identification of competencies.]

Remuneration

Committee members are entitled to be paid travelling and living expenses in accordance with the Subsistence and Travel Allowance Regulation made by MO 1/98, as amended, or any order made in substitution therefore, as though they were employees of the government. No further remuneration will be paid to Committee members.
The remuneration of non-government members appointed to the Committee will be set according to [name Corporate Human Resources SCHEDULE, MO]. Remuneration rates and payments will be disclosed by [indicate by whom and by what mechanism] to the public on an annual basis.

4. Interaction between Committee and Department

[Outline generally the nature and frequency of interaction, including main Department contact(s). This would include identification of areas where the Department and Committee will consult with each other and collaborate, and how to address issues that may arise relating to roles and responsibilities.]

5. Administration

Review of the Mandate and Roles Document
The Mandate and Roles document shall be in effect for not more than three years. It must be renewed or revised by the expiry date.

The Mandate and Roles document may be amended at any time; any amendment must be signed by the Chair and by the responsible Minister.

Transparency
Copies of the Mandate and Roles document will be filed with the [Minister of ______], the Agency and the Agency Governance Secretariat. In support of the principle of transparency, this document will also be easily available to the public on the Agency’s website [if applicable] or through [__________].

Periodic Agency Review
The mandate and operations of every public agency must, at least every seven years, be reviewed by the responsible Minister. The next review for the Agency is scheduled for [_________ [date]].

____________________________   ________________________
Committee Chair/Representative    Minister

[AGENCY NAME]

____________________________   ________________________
[Ministry of [X]]

Date     Date