

Centralized recruitment guidebook for Alberta's public agencies, boards and commissions

Overview

The Public Agency Secretariat (PAS), Public Service Commission, leads the coordination of recruitment activities through collaboration with departments across the Government of Alberta, Premier's Office and public agencies, boards and commissions (ABC). The Public Agency Secretariat is responsible for coordinating all aspects of ABC member recruitment by:

- Working with departments, who collaborate with ABCs, to identify and prioritize upcoming ABC member appointments for recruitment or reappointment.
- Developing a member recruitment plan to fill vacancies in coordination with the Premier's Office, departments and their ministers' offices, and ABCs.

Centralized recruitment has developed effective, consistent and efficient processes to ensure ABC members have the skills, knowledge, experience or attributes required by the ABC for effective board governance. This includes processes to match skills, knowledge and competencies to the requirements of each ABC board. Competency-based recruitment and appointment processes help public agencies fulfil their mandates and increase public confidence.

Recruitment Principles

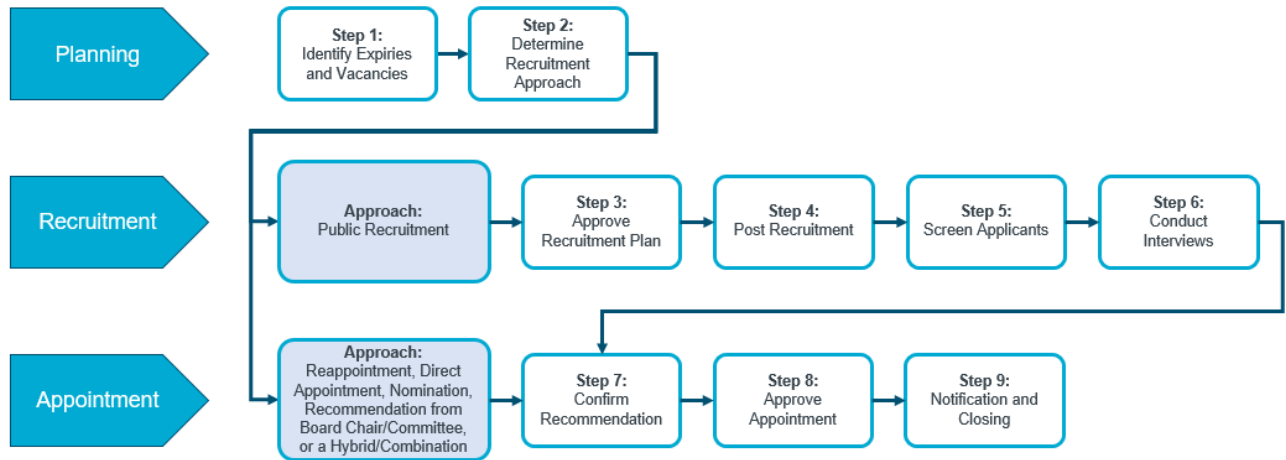
The following principles support competency-based recruitment and appointments to the Government of Alberta ABCs:

- The selection of ABC members is based on the required skills, knowledge, experience, competencies or attributes to:
 - implement good governance practices, and
 - deliver on the important work that ABC's provide for and on behalf of Albertans.
- The recruitment and appointment processes and requirements are communicated to ABCs, departments across the Government of Alberta, and the public.
- Coordination of the recruitment process through the Public Agency Secretariat informs a consistent approach for ABCs, which includes conducting applicable background checks (e.g. conflict of interest, criminal record checks) prior to the appointment.
- Appointments are approved and announced in a timely manner.

Recruitment Process

Centralized recruitment includes a range of activities from identifying recruitment needs and any other requirements, to recommending candidates for appointment. The representatives that participate in recruitment and their role varies depending on the ABC.

The following chart outlines the steps and overall flow of recruitment activities:



The above steps of the process are divided into three stages:

- I. **Planning:** involves collaboration with departments to identify and prioritize recruitment needs, and confirm the recruitment approach.
- II. **Recruitment:** entails the assessment of candidates based on competencies required for ABC members and the board.
- III. **Appointment:** relates to the approval of the appointment by the Minister or Cabinet and publicly posting the membership.

Planning

Steps 1-2: The Public Agency Secretariat (PAS) collaborates with departments, who work closely with their ABCs, minister's offices, and the Premier's office to identify and prioritize upcoming potential member appointments. This process informs the recruitment approach. The confirmation of the approach may be through a range of recommendations involving the following:

- reappointment of candidates, based on succession planning, competencies and performance in their roles as ABC members;
- nomination by the stakeholder group as per the ABC legislative requirements,
- direct appointment based on skills and competencies,
- public recruitment, or
- hybrid/combination of approaches.

Recruitment

Steps 3-6: To inform the selection of the recommended candidate, the competency matrix, completed by the ABC in coordination with the department, identifies the skills, experience and knowledge required by members to fulfill the public agencies mandate. Competency matrices also inform the succession planning process to ensure appropriate transfer of knowledge within the board.

The process for appointment, competencies and legislative requirements are identified to develop a recruitment plan. The public recruitment process involves a meeting with a range of representatives, which may include the PAS, department, Executive Search in Public Service Commission, Ministers' Office, Premier's Office, and the public agency. This is the opportunity to obtain approval of the process including areas such as timelines and advertisement activities.

Following the approval of the public recruitment plan, the opportunities to serve on a public agency are posted on the [PAS website](#). The applications are assessed based on competency, knowledge, expertise and all ABC legislative requirements. The required background checks, and assessment of conflict of interest are also completed primarily in this phase.

Appointment

Step 7-9: The appointment is made either by Order in Council, when the appointment is approved by Cabinet, or by a Ministerial Order approved by the minister responsible for the legislation which established the ABC. Following approval, the appointment is communicated publicly on the PAS website: <https://www.alberta.ca/public-agency-appointees.cfm>.