

APPOINTMENT GUIDELINES

Governing Boards and other Public Sector Organizations

The Board Resourcing and Development Office

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1. Purpose and Application

These guidelines govern the appointment of directors by the Lieutenant Governor in Council or a minister of the provincial Cabinet to:

- a) all public sector organizations except those which are classified as administrative tribunals. (For appointments to administrative tribunals, see Appointment Guidelines-Tribunals on the Board Resourcing and Development Office website at: www.gov.bc.ca/brdo, under “Appointment Process”); and
- b) an organization within the broader public sector that is excluded from the financial and administrative requirements of the provincial government, but to which the provincial government, either by the Lieutenant Governor in Council or a Cabinet minister, makes at least one appointment (e.g., professional colleges, federal port authorities, WorkSafeBC).

The appointments process itself is a partnership that requires open communication and co-operation among the Board Resourcing and Development Office (BRDO), responsible ministers, ministries and individual organizations. Throughout this process, informal consultation and communication should take place as and when required.

While, ultimately, it is the government’s responsibility to appoint directors, ideally, after consultation with the organization, the organization should be satisfied that the appointee has the skills and knowledge necessary to enhance the effectiveness of the board and will be a good fit with the board culture.

In a small number of cases, special circumstances may exist whereby some or all of the steps outlined below may be modified or omitted. However, this will be an exception and must be approved by BRDO at the beginning of the appointment process.

2. Definitions

For the purposes of these guidelines:

“Administrative tribunal” – means an independent tribunal established under federal or provincial legislation for the purpose of making decisions or resolving disputes and whose members are appointed by the Lieutenant Governor in Council or a minister of the provincial Cabinet (see the Appointment Guidelines for Administrative Tribunals for a list of administrative tribunals covered by those guidelines);

“Appointing authority” – means the Cabinet, the minister or another person who is authorized under an organization’s enabling legislation to make appointments to that organization;

“Board Resourcing and Development Office” (BRDO) – means the office responsible for overseeing all public sector appointments in the province including establishing appointment guidelines, ensuring individual candidates for appointment are chosen based on merit and ensuring that appointees receive adequate professional development;

“BRDO Candidate Database” - means the electronic database of persons interested in serving on public sector organizations;

“Competency Matrix” means a matrix of competencies that sets out the required skill set for a board of directors as a whole;

“Director” means

- a) for a public sector organization that has a board, council or other governing body, a member of the governing body; or
- b) for a public sector organization that does not have a board, council or other governing body, a member of the organization; or
- c) for a public sector corporate entity, a person who is a director of the company for the purposes of the BC *Business Corporations Act* or *Society Act*;

“Governing Board” - means the board responsible for governing a public sector organization that is involved in delivering goods and/or services (including, for example, commercial crown corporations, health authorities and post secondary institutions);

“Host ministry” – means the ministry from which an organization receives administrative, financial, policy or operational support;

“Ministry Appointment Coordinator” – means the person in each host ministry with designated responsibility for processing appointment requests in that ministry;

“Nominating Committee” - means the committee of a governing board (either an independent committee or part of the governance committee) responsible for:

- a) developing director selection criteria for board membership as a whole and specific vacancies,
- b) identifying and evaluating potential candidates to be recommended to government for appointment or re-appointment; and
- c) developing a plan and process for the orderly long-term renewal of its membership.

“Public sector organization” - includes

- a) an organization established pursuant to British Columbia legislation to which the provincial government, either by the Lieutenant Governor in Council or a Cabinet minister, makes a majority of appointments;
- b) a corporation established under the BC *Business Corporations Act*, the *Society Act*, or other enabling statute in which the province of British Columbia has a controlling interest;

“Responsible Minister” – means the Cabinet minister accountable to government for the administration of an organization’s enabling legislation;

3. Background

Appointments to public sector organizations and to organizations within the broader public sector are the prerogative of government, exercised either collectively by Cabinet (by Order-In-Council) or individually by responsible ministers (by Ministers Order). It is through the exercise of its appointing powers that government ensures public accountability for the performance of these organizations. An organization acts to a greater or lesser extent at arms length from Ministers, although Ministers remain accountable for the organization's performance.

BRDO establishes guidelines for appointments to organizations and monitors the process to ensure that all appointments are made on merit following an open, transparent and consistent appointment process.

4. Governing Principles

The **Governing Principles** of the appointment process are as follows:

Merit Based: Appointments are governed by the overriding principle of selection based on merit – an objective assessment of the fit between the skills and qualifications of the prospective candidate and the needs of the organization.

Transparent: The appointment process guidelines are clear and understandable and available to the public. Biographical information on appointees is available to the public.

Consistent: The appointment process is applied consistently in respect of all appointments to organizations.

Probity: Appointees must be committed to the principles and values of public service and perform their duties with integrity.

Proportionate: The appointment process will be subject to the principle of proportionality; that is, the process will be appropriate for the nature of the position and its responsibilities.

5. Roles and Responsibilities

The following offices and individuals are involved in the appointments process:

5.1 Organization

The responsibilities of the organization include:

- in consultation with BRDO, confirming the approach and respective roles and responsibilities of the organization in a specific recruitment and evaluation initiative;
- in consultation with BRDO, preparing director selection criteria which sets out the general qualifications to be used in the identification of potential candidates;
- in consultation with BRDO, preparing a Notice of Position to be used as the foundation for establishing the skills and experience required for candidates for appointment;
- in consultation with BRDO, preparing a Request for Appointment and compiling the material that must be submitted with it;
- submitting the Request for Appointment to BRDO and the host ministry;
- participating in the identification and evaluation strategy as agreed;
- as requested, providing additional information or advice to BRDO or the responsible minister on candidate selection; and
- notifying BRDO and the host ministry immediately upon becoming aware of a resignation.

5.2 Board Resourcing and Development Office (BRDO)

BRDO is accountable for monitoring provincial appointments to all public sector and other organizations. In its role and functions, BRDO provides an administrative link between organizations and the line ministries of government as well as the executive branch and Cabinet.

Specific responsibilities of BRDO include the following:

- setting appointment guidelines and monitoring their implementation and effectiveness;
- publishing a list of appointment terms and expiry dates on the BRDO website together with information on how interested individuals can apply for appointments;
- working with organizations and ministries to develop skills and experience profiles for vacancies,
- developing appropriate recruitment and evaluation processes for upcoming appointments;
- confirming the approach and respective roles and responsibilities of BRDO, the organization and the host ministry for a specific recruitment and evaluation initiatives;
- identifying or seeking out potential candidates for appointment, including individuals who have submitted expressions of interest in upcoming appointments through BRDO;
- carrying out due diligence on individuals nominated for appointment; and

- approving the list of qualified candidates that goes forward to the responsible minister for appointment or recommendation.

5.3 Candidate:

The candidate provides personal information and acknowledges, by formal signature, duties owed as an appointee to the organization.

5.4 Responsible Minister

The responsible minister appoints (in the case of appointments by Minister's Order) or recommends the appointment of (in the case of appointments by Order in Council) a candidate to fill a position on an organization.

5.5 Host Ministry

The host ministry provides administrative support throughout the appointment process. This includes:

- corresponding with the organization in connection with upcoming vacancies;
- if required by the organization, assisting the organization in preparing the Request for Appointment and contributing to the development of the material that accompanies it;
- participating in the recruitment and evaluation process on an as needed basis as requested by BRDO;
- providing additional information or advice to BRDO or the responsible minister on candidate evaluation as requested;
- preparing the Minister's Order or OIC as the case may be; and
- preparing follow up correspondence with the organization and candidate after appointment, to:
 - confirm the appointment in writing with a copy of the MO or OIC;
 - provide a copy of an indemnity for the appointee, if applicable.

5.6 Ministry Appointment Coordinator

Each host ministry designates a Ministry Appointment Coordinator (MAC) who is responsible for processing all appointment requests for that ministry and is the primary point of contact for that ministry in relation to appointments.

6. Documentary Requirements

The following critical documents form part of the appointment process:

6.1 *Reminder of Expiry*

The Reminder of Expiry acts as a notification for upcoming appoints that need to be made (either by reappointment or by filling a vacant position).

The Reminder of Expiry indicates the member(s) for consideration, the current appointment expiry date and the when the current term began. It requests the Performance of Appraisal of members to be considered for reappointment and acts as reminder for the completion of the Request for Appointment package.

6.2 *Performance Appraisal*

The Performance Appraisal provides an opportunity for the Board Chair to review appointments upon expiry and inform the Board Resourcing and Development office of it recommendation.

Organizations are encouraged to particularize the Performance Appraisal to make it relevant to the needs of the organization. Amendments to the template must be reviewed and approved in advance by BRDO.

A Performance Appraisal is prepared, reviewed or updated by the organization at the time the organization submits a Request for Appointment.

6.3 *Notice of Position*

A Notice of Position serves to define the dimensions of a vacant position and the desired knowledge, skills and personal attributes sought. An effective Notice of Position should:

- provide an effective overview of the organization's business, its governance structure and the responsibilities associated with the appointed position;
- provide potential candidates with an understanding of what responsibilities accompany the position;
- provide a benchmark against which the attributes of potential candidates can be assessed; and
- reinforce, for the public, the public sector and individual applicants, the enduring principle of appointments based on merit.

A Notice of Position is prepared, reviewed or updated by the organization at the time the organization submits a Request for Appointment and finalized in consultation with BRDO. The Notice of Position is posted on the BRDO website, and may be posted on the organization's website and circulated in other appropriate locations.

6.4 *Request for Appointment*

The purpose of the Request for Appointment is to formally initiate the recruitment process and to advise the BRDO and the host ministry of the appointment(s) that need to be made.

The Request for Appointment includes a draft Notice of Position for the position(s) in question and a list of pertinent contact information.

The Request for Appointment and accompanying material must be prepared by the organization and submitted to BRDO and the host ministry at least six months prior to the date an appointment is required.

6.5 Request for Appointment Cover Page

This document is signed by the organization, the responsible minister and the deputy minister of the host ministry (or their respective designates) to indicate their agreement with the contents of the Request for Appointment.

6.6 Candidate Profile and Declaration

All candidates whose names are being put forward and recommended for appointment to a public sector organization must complete a Candidate Profile and Declaration as part of the due diligence process. The Profile is normally completed by candidates who are short listed for consideration.

The Candidate Profile and Declaration includes information about a candidate's background, disclosure of any potential conflicts of interest, a declaration acknowledging general responsibilities to the organization, questions about personal integrity and public accountability and finally a list of personal references.

After an appointment is made, BRDO will provide a copy of the appointee's completed Candidate Profile and Declaration to the organization's chair.

Organizations are encouraged to particularize the Candidate Profile and Declaration to make it relevant to the needs of the organization. Amendments to the Candidate Profile and Declaration must be reviewed and approved in advance by BRDO.

7. Filling a Position - Major Steps

A successful recruitment initiative requires excellent cooperation and communication among the organization, the responsible minister and ministry, the BRDO, applicants, successful candidates and, where appropriate, interested stakeholders.

An overview of the timelines and the responsibilities of the various parties are set out in Appendix 1.

The major steps to be followed in filling a vacancy are set out below.

7.1 Identify the Need for an Appointment

The organization and host ministry should establish internal systems that alert them to upcoming appointment requirements. At that time the organization should confirm with BRDO the preferred strategy for recruiting and recommending qualified candidates

to fill the vacancy. Wherever possible, this step should take place at least six months before the appointment must be filled.

7.2 Confirm board composition criteria and vacancy skills profile

The directors of the organization should possess the skills and experience necessary to enhance the sound performance of the organization.

In the case of a governing board, the directors should, collectively, have the necessary personal attributes and competencies required to:

- add value and provide support for management in establishing strategy and reviewing risks and opportunities;
- effectively monitor the performance of management and the organization; and
- account for the performance of the organization.

When searching for new directors, it is necessary for the organization, led by the nominating committee, to identify precisely what competencies are needed on the board, and which ones should be the focus of the search.

The particular skills sought will be different for each organization, depending on the issues facing the entity and the skills required to complement the strengths of the management team. The required skills will also change over time, depending on the evolution of the entity.

7.2.1 Needs Assessment

The first step in defining the competencies required for the board is to strategically review the organization's needs from many perspectives. This includes a review of such things as:

- the organization's short and medium term strategic objectives;
- significant opportunities or challenges face the organization;
- the stage of the organization's development;
- the most relevant performance measures;
- the organization's client and employee populations;

These factors should be considered from a variety of perspectives including economic, social, political, environmental, etc.

7.2.2 Competency Matrix

Flowing from the needs assessment, each organization, led by the nominating committee, should prepare (or update) a Competency Matrix that outlines the key skills and experience required for the board as a whole.

The Competency Matrix lists the key competencies required and overlays the competencies of the current directors. From this information, it can then be

determined what competences are lacking and allow these required competencies to drive the search for new candidates.

The Competency Matrix should be reviewed and updated by the nominating committee regularly and whenever there is a vacancy to be filled.

The Competency Matrix should include an analysis of the desired personal attributes or behaviours, specific competencies as well as any qualifications that are required by legislation.

For a sample Competency Matrix, see Appendix 2

Personal Attributes

In the recruitment process, close attention should be paid to the behaviour and personal attributes of potential directors. This is a critical factor in building an effective board. It is also important to ascertain the candidate's commitment to corporate governance and understanding of the responsibilities of modern-day directors.

All persons appointed to organizations in British Columbia should possess the following personal attributes:

- high ethical standards and integrity in professional and personal dealings;
- good judgment;
- appreciation of the responsibilities to the public;
- ability and willingness to raise potentially controversial issues in a manner that encourages dialogue;
- ability to be flexible, responsive and willing to consider others' opinions;
- capable of a wide perspective on issues;
- ability to work as a team member;
- no direct or indirect conflict of interest with the director's responsibility to the organization; and
- strong reasoning skills.

Key Competencies

Each organization will have distinct skills and experience requirements. The Competency Matrix should include a list of the particular skills and experience required for the governing body of the organization as a whole. These might include such things as:

- operational or technical expertise relevant to the operation of the organization (e.g., for an organization such as ICBC would include such things as: Insurance, Risk Management, Investment Management, Business management, Insurance, Regulatory, Union Labour Management, Human Resources, etc.);

- financial expertise (e.g., knowledge of internal controls, audit practices, accounting practices in industry);
- legal expertise (e.g., knowledge of relevant legal issues);
- knowledge of how government operates and applicable regulatory environment;
- governance expertise; and
- previous executive and leadership experience.

7.3 Notice of Position

After determining the required competencies sought for the vacant position, the organization should prepare a draft Notice of Position. The Notice of Position should contain the following components:

- Business and Structure
- Strategic Direction
- Governance Structure
- Board Responsibilities and Accountabilities
- Board Composition
- Vacant Position(s)
- Time Commitment
- Term of Appointment
- Compensation
- List of Current Members and Senior Executives
- Process for Submitting Expressions of Interest
- BC Appointment Guidelines

A sample Notice of Position for an organization that has a governing board is attached as Appendix 3.

For organizations that do not have a governing board, the areas covered in the Notice of Position may be altered as appropriate provided the contents remain consistent with the overall purpose of the Notice.

A sample Notice of Position for an organization that does not have a governing board is attached as Appendix 4

7.4 Confirm recruitment and evaluation process

At the most general level, the partners in the recruitment process should agree at the outset how information about the upcoming appointment will be made known, what constraints and opportunities must be considered and what strategies and processes will be adopted.

The organization should discuss with and receive advice from BRDO on the proposed recruitment and evaluation process. This will involve a consideration of:

- whether the organization has identified potential candidates;
- the degree of advertising, if any, that should take place; and
- the level of involvement the organization will have in the evaluation process;

7.5 *Submit Request for Appointment*

Once the recruitment and evaluation process has been determined, the organization initiates the appointment process by preparing and submitting to the Ministry Appointment Coordinator a Request for Appointment and the accompanying documentation. At this time, a copy of the Request for Appointment should be provided to BRDO for their files. The Request for Appointment can be found on the BRDO web site.

After the host ministry and responsible Minister endorse the Request for Appointment the Ministry Appointment Coordinator should forward it to BRDO.

Except where there are exceptional circumstance (e.g., a resignation) the Request for Appointment should be submitted to BRDO at least five months before the date the new appointment is required.

7.5.1 *Review by Responsible Minister and Deputy Minister*

The Ministry Appointment Coordinator should have the Request for Appointment reviewed and approved (with amendments if necessary) by the responsible minister and the deputy minister of the host ministry, or their respective designates, to indicate their agreement with the information set out. These signatures are noted on the Request for Appointment Cover Page.

7.5.2 *Submission to Board Resourcing Office*

The Ministry Appointment Coordinator should submit the Request for Appointment package to BRDO.

The Request for Appointment package should contain:

- Request for Appointment;
- Request for Appointment Cover Page;

The Request for Appointment package is due at the BRDO office five months prior to the date the position is required to be filled.

7.6 *Identify Candidates*

The process to identify candidates should be proactive, proportionate to the nature of the position being filled and appropriate to the needs and circumstances of the organization.

While it is important that the organization take steps to identify potential candidates, in many cases, the organization will not have the resources to identify potential candidates. It is therefore expected that organizations will use BRDO to assist in identifying potential candidates.

In most cases, the Notice of Position should be posted on the BRDO web site for at least three weeks so that the public is informed of the vacancy and interested parties have an opportunity to apply.

There are a variety of ways in which suitable candidates can be identified ranging from formal to informal. Potential candidates may be identified from the following sources:

- the organization's nominating committee;
- professional search consultants;
- directed invitation to apply;
- BRDO database;
- the responsible minister or other elected representatives;
- self-referral;
- advertising;
- stakeholders or interested parties.

BRDO will consider the names of potential candidates provided from all sources.

Names of potential candidates advanced by the organization, host ministry, responsible minister or nominating body may be submitted to BRDO at the same time as or after the Request for Appointment.

When submitting names for consideration, sufficient background information should be provided respecting the prospective candidate to clearly demonstrate the qualifications the candidate will bring to the position. The referral source for each candidate, if any, should be noted.

7.6.1 Nominating Committee

For organizations having a governing board, the nominating committee should identify and recommend to BRDO any candidates they have identified having the required skills and experience.

7.6.2 Advertising

Vacant positions are advertised on the BRDO website through posting the Notice of Position. In certain cases, depending on the nature of the position to be filled and the most likely source of candidates, additional advertising may be appropriate. Proportionality (i.e., the significance of the position) and available resources should also be taken into account.

Advertisements may be placed in different venues, such as:

- BRDO web site;
- community newspapers – if there is a particular need for local or regional representation;
- ethnic press – to generate more awareness of public appointments in those communities;
- newsletters of professional groups (i.e., accountants, engineers) or other organizations if particular skills are required;
- local radio stations/talk shows – to generate broad interest in the organization

It should always be possible for anyone to nominate anyone, including himself or herself, and this should be made clear in all advertising and publicity.

7.6.3 Candidate Information

Candidates interested in applying to serve on any organization may register an expression of interest in the BRDO candidate database which can be accessed on the BRDO web site: www.gov.bc.ca/brdo under the heading 'How to Apply'.

7.6.4 Diversity

It is well documented that a diversity of professional skills, experience and approaches to problem solving is critical for effective board performance. In addition, there is a feeling that the membership of public sector boards should reflect the cultural and geographical makeup of the population.

The challenge is to make sure that token or unqualified appointments are not made simply for reasons of gender, culture or geography. Rather, the recruitment process should be undertaken in such a way that it facilitates the consideration of people from these minority populations based on the particular skill sets sought. The recruitment process should focus on a diligent search for candidates, including searching in non-traditional places, to ensure that qualified candidates are identified from many diverse communities.

7.6.5 Elected Officials

Barring exceptional circumstances or unless the legislation provides otherwise, elected officials are not normally appointed to the governing boards of public sector organizations.

7.6.6 Public Servants

Barring exceptional circumstances or unless the legislation provides otherwise, public servants are not normally appointed to the governing boards of public sector organization.

If a public servant is appointed to an organization as part of his or her employment, the public servant's services provided to the organization are

provided within the scope of his/her employment and he/she shall receive no further remuneration.

7.6.7 Chief Executive Officers

Unless the governing legislation provides otherwise, chief executive officers are not normally appointed to the board.

7.7 Assess candidates

BRDO, in consultation with the organization and host ministry as appropriate, will evaluate potential candidates for appointment against the criteria specified in the Notice of Position and create a shortlist of potential candidates for the position.

Once the shortlist candidates have been identified, the candidates will be invited to consider joining the organization and undertake due diligence.

7.8 Due Diligence

Short listed candidates will be asked to complete a due diligence process that will include a review of the candidate's probity, identification of potential conflicts of interest and a declaration by the candidate accepting the responsibilities to the organization

All candidates who wish to be considered for a position must complete a Candidate Profile and Declaration prior to appointment.

The Candidate Profile and Declaration is provided in two separate formats - one for governing boards and one for non-governing boards. In addition, organizations are encouraged to particularize the standard form Candidate Profile and Declaration to make it relevant to their particular circumstances. Both forms of the Candidate Profile and Declaration are available on the BRDO web site.

Completion of the Candidate Profile and Declaration is voluntary. Information requested on the Candidate Profile and Declaration is gathered for the purpose of determining the candidate's suitability for the position under consideration. In completing the Candidate Profile and Declaration, candidates should focus on providing information that is relevant to the position under consideration.

7.8.1 Probity

Candidates must consider whether there is anything in their personal histories that may make their candidacy for the organization inappropriate. This is necessary to save the government and organization from potential future embarrassment. Candidates should be prepared to agree to security checks, credit checks and or other relevant checks (e.g., criminal record check) depending on the nature of the position.

7.8.2 Conflict of Interest

Candidates must consider whether they have a real or perceived conflict of interest with the position they are being invited to fill. As part of the appointment

process, it is important that every actual or potential conflict of interest be identified.

A conflict of interest may arise from:

- memberships, directorships or other employment
- interests in business enterprises or professional practices
- share ownership (direct or indirect)
- existing professional or personal associations with the subject Organization
- professional associations or relationships with other organizations
- personal associations with other groups or organizations
- family relationships

If a conflict of interest has been identified, then, depending on the nature of the conflict of interest, either:

1. the candidate is not suitable for appointment, or
2. an acceptable mechanism or system must be established to deal with the conflict.

Mechanisms for avoiding or managing the risk of conflict of interest include:

- divesting conflicting business interests
- severing connections that may create a conflict of interest
- entering into confidentiality agreements
- declaring interests
- abstaining from voting
- withdrawing from discussion
- not receiving relevant information
- agreeing not to act

A candidate's declared conflicts of interest should be recorded in the Profile and Declaration.

In some cases, members are appointed to an organization because they represent a particular stakeholder interest. In these cases of "legislated" conflict of interest, the normal conflict of interest restrictions are modified.

7.8.3 Responsibilities

Prior to the appointment, the candidate must declare that he/she is willing to accept the responsibilities associated with the position and committed to fulfilling them.

7.9 Consultation and review

Throughout the appointment process, it is important to maintain appropriate linkages between the organization, the host ministry, the responsible minister and BRDO. This will take place on an informal basis as required.

7.10 Final Selection

Once the due diligence process has been completed, BRDO will present the names of the recommended candidates to the responsible minister for selection (Minister's Order) or recommendation (OIC). Recommendations for OIC appointments will proceed to Cabinet for final review and approval.

Except in unusual circumstances, the responsible minister should be provided with a choice of three candidates for each position to be filled. It is acceptable to list the recommended candidates in a preferred order.

7.11 Process to Formalize appointment

In order to formalize the appointment:

7.11.1 Request for Appointment Cover Page

BRDO completes the Request for Appointment Cover Page confirming the recommended candidate(s) and their term(s) of appointment and forwards it to the Ministry Appointment Coordinator and the responsible minister's ministerial assistant.

The standard form Request for Appointment Cover Page is available on the BRDO web.

7.11.2 Appointment Document

The host ministry staff prepares the appointment document (OIC/MO) and the Ministry Appointment Coordinator obtains the following approvals;

- If an Order in Council, approvals from:
 - Legislative Counsel;
 - Board Resourcing and Development;
- If a Minister's Order, approval from:
 - Board Resourcing and Development.

7.11.3 Responsible minister's Signature

After all approvals are obtained; the Ministry Appointment Coordinator will forward the OIC/MO to the responsible minister for signature.

7.11.4 MO

If the appointment document is a MO, the Ministry Appointment Coordinator must forward signed copies to the OIC Office (for record keeping) and to BRDO.

7.11.5 OIC

If the appointment document is an OIC, the Ministry Appointment Coordinator must forward an OIC package to Cabinet Operations for placement on the Cabinet Agenda.

NOTES

- An OIC package must be delivered to Cabinet Operations by NOON on the Wednesday, THREE weeks prior to the scheduled Cabinet meeting.
- From the date BRDO forwards the completed RFA Cover Page, it should take no longer than ten days to deliver the OIC package to Cabinet Operations or for the MO to be signed by the responsible Minister.

BRDO will monitor the progress of the OIC through Cabinet Operations.

7.12 Finalize Communications

The following communications steps take place once an order has been approved:

7.12.1 Upon receipt or notification of the approval

BRDO will:

- notify the appointee that the appointment has been made;
- notify the organization that the appointment has been made and ensure the organization has the appointee's contact information.

The host ministry, in co-operation with the organization chair, will:

- if appropriate, prepare a News Release or Information Bulletin relating to the appointment;
- prepare or obtain the documents the responsible minister requires to confirm the appointment;
- if the appointee is a public servant, send a letter to the appointee incorporating the words: "This letter will serve to confirm that the services that you provide to [*name of organization*] are within the scope of your employment with the Province of British Columbia."

7.12.2 Within two weeks after the appointment has been made

The responsible minister's office will send the appointee a letter confirming the appointment (or re-appointment) and enclose the following documents:

- a copy of the OIC or Minister's Order;

- a government organizations, organizations and commissions appointee Indemnity Form; and
- a certificate of appointment.

The organization will contact the appointee by letter or telephone to welcome the new appointee (or re-appointee) and arrange for appropriate orientation. The organization will provide the appointee with:

- the remuneration guidelines that apply to the appointment; and
- the conduct guidelines that apply, including any relevant guidelines on conflicts of interest and any relevant performance standards, guidelines or expectations.

7.12.3 On the effective date of the appointment.

BRDO will update its records and web site.

7.12.4 Feedback on appointment process

If requested by the organization, BRDO will provide information to the organization about any matters that have come to BRDO's attention that the organization should take into account in making recommendations for appointments in the future.

7.13 Notifying the Public

The BRDO web site contains a page entitled Recent Appointments that lists all appointments made within the previous 30 days. The web site is updated every Friday.

In addition, BRDO maintains a complete list of all provincial appointees to BC public sector boards including the appointee's term, appointment document and biography.

8. Reappointment

While reappointments to organizations are not guaranteed, an appointee may be considered for reappointment if the appointee's performance has been satisfactory and there are no other considerations that would militate against the reappointment. In this respect, appointees should be made aware that their performance will be a factor that is taken into account when reappointment recommendations are made.

The organization should ensure that techniques are in place for measuring and assessing the performance of members and for providing regular opportunities for feedback about performance to appointees. Performance expectations should be measured against criteria set out in position descriptions and should be mutually understood and accepted at the outset of an appointment by both the organization chair and the organization's members.

Some of the factors that may be considered in determining whether an appointee has performed satisfactorily include such things as:

- the appointee's contribution to the achievement of the organization's goals and service plans;
- the appointee's contribution to discussions and decision-making;
- the appointee's knowledge of key areas relevant to the organization's activities;
- the appointee's skills and experience as measured against the needs of the organization;
- the quality of the appointee's input;
- the appointee's understanding of her or her role;
- the appointee's attendance;
- the appointee's other activities in support of the work of the organization.

If the organization chair is of the view that an incumbent's performance has been satisfactory and that the incumbent has exhibited the qualities required for reappointment, the organization chair should confirm whether the incumbent is willing to be considered.

- If the incumbent is not willing to serve, the recruitment and evaluation process that is set out in these guidelines should be followed in its entirety.
- If the incumbent is willing to serve:
 - the incumbent should confirm in writing his or her willingness to serve;
 - the organization should advise the responsible minister that the incumbent is being recommended for reappointment.

All candidates for re-appointment will be considered for appointment along with other interested, qualified candidates. In all cases, the ultimate decision whether an incumbent will be re-appointed rests with the responsible minister and/or cabinet as applicable.

9. Minister's Order

Where legislation provides that an appointment is made by the Minister, it shall be done by way of a Minister's Order and subject to the appointment process outlined in these guidelines.

Once a Minister's Order is signed, a copy shall be forwarded to the OIC office (for inclusion in the Orders Resume) and to BRDO.

10. End of Term

As a matter of practice, if an incumbent has decided not to seek reappointment or has decided to resign before the expiry of an appointment term, the incumbent should provide the organization with reasonable notice in writing setting out, where appropriate, the effective date of the resignation. The organization should ensure that both BRDO and the Ministry Appointment Coordinator receive a copy of the resignation notice.

In the event that an appointment is rescinded, the responsible minister's office or BRDO will notify the appointee that his/her appointment has been rescinded. Within two weeks of the rescission, the responsible minister's office will send a letter thanking the appointee for past contribution.

If an appointee continues to serve pursuant to legislation that stipulates that the appointment continues until a new appointment is made, upon the new appointment being made, the original appointment expires. No OIC is required for the expired appointment.

11. Issues not Governed by Guidelines

If these guidelines do not cover a specific situation or problem that has arisen, BRDO should be consulted for guidance.

12. Compensation

Where government pays appointees, compensation will be in accordance with Treasury Board Directive 1/04.

13. Term

Under normal circumstances, persons are appointed for a term of one year and eligible for reappointment for two further terms of two years and three years respectively, for a total of six years.

In some cases, where the organization requires persons with a highly specialized skill set, it may be appropriate that members serve for more than six years.

To achieve a good balance between continuity of experience and injection of fresh perspectives to a board, appointments to an organization's board should be staggered.

14. Size of Boards

The number of members on an organization's board should be the smallest number that can effectively carry out the organization's mandate.

15. Code of Conduct and Ethical Behaviour

Appointees to public sector organizations are expected to comply with the Standards of Ethical Conduct for Public Sector Organizations as posted on the BRDO web site and updated from time to time.

16. Orientation and Professional Development

Each organization is responsible for developing and implementing an orientation program for new appointees and ongoing professional development for organization members.

BRDO will provide assistance with respect to organization governance and training.

17. Timeline

BRDO seeks to have every appointment finalized at least 30 days prior to the effective date of appointment.

18. Cost

Where BRDO undertakes an active search or screening process for significant appointments, the organization will be responsible for all related costs. Costs will be as agreed in advance between BRDO and the organization.

19. Legislation

If there is a conflict between governing legislation and these guidelines, the governing legislation prevails.

20. Amendment and Updates

These guidelines are a work in progress. The Board Resourcing and Development Office will continually work to improve the appointment process. Comments and suggestions from those involved in the process are welcomed and encouraged.

APPENDICES

Appendix 1 - Timeline and Responsibilities

This timeline illustrates the steps, completion dates and responsible members for a typical appointment to a public sector organization.

COMPLETION DATE	ACTION
ONGOING (6 MONTH HORIZON)	Monthly <i>Expiry Emails</i> (6-month horizon) are reviewed and sent to each Ministry Appointment Coordinators (MACs),
4 – 6 MONTHS PRIOR	<p>The Ministry sends the <i>Reminder of Expiry Package</i> to the Agency. This package outlines the upcoming expiry of term(s) and provides the agency with the opportunity to advise of re-appointment(s) or board vacancy and is copied to the Responsible Minister and Manager of Appointments (BRDO).</p> <p>Ministry/Agency initiates performance reviews expiring members who are eligible for reappointment.</p>
3 MONTHS PRIOR	<p>Agency/Ministry prepare the <i>Request for Appointment Package</i> which includes:</p> <p><u>Re-appointment(s)</u></p> <ul style="list-style-type: none"> • Performance reviews of current members being considered for reappointment, • Updated candidate biography, • Any critical issues and administrative information. <p><u>New Appointment(s)</u></p> <ul style="list-style-type: none"> • Candidate Profile and Declaration form of candidates is submitted by agency or Minister, • Critical issues and administrative information. <p>For any board vacancies a <i>Notice of Position</i> is drafted and posted on the BRDO website.</p> <p>All information is forwarded to the Deputy Minister and Responsible Minister.</p> <p>The Minister may review and approve the <i>Request for Appointment package</i> (which is amended as necessary).</p>

<p>2 MONTHS PRIOR</p>	<p>BRDO completes candidate collection and review:</p> <ul style="list-style-type: none"> • Potential candidates are recruited based on the skill set outlined in the <i>Notice of Position</i>, • Candidates are evaluated.
<p>1.5 MONTHS PRIOR</p>	<p>BRDO completes due diligence:</p> <ul style="list-style-type: none"> • Review of skills and qualifications against notice of position, • Candidate completes Candidate Profile and Declaration form, • BRDO completes reference checks, • BRDO creates proposed short list of candidates. <p>Responsible Minister reviews/approves candidates for appointment or recommendation to Executive Council (if applicable) upon reviewing <i>Biography</i> sent by BRDO. In instances where a candidate(s) is not selected, a new search is undertaken.</p>
<p>1.5 MONTHS PRIOR</p>	<p>Candidate Request is processed via the completion of the <i>RFA Cover Page</i>. The BRDO faxes to the Ministry Coordinator and Ministerial Assistant.</p> <p><i>RFA Cover Page</i> includes:</p> <ul style="list-style-type: none"> • Name of Candidate, • New/Reappointed candidate information, • Term of appointment, • Biography and contact information. <p>Ministry prepares OIC/MO and the OIC forwarded to Legislative Counsel for approval.</p> <p>Ministry sends BRDO the Legislative Counsel tagged Order for review.</p> <p>BRDO returns (via fax) tagged Order and confirmed RFA Cover page to the Ministry. (BRDO will now initial the RFA cover page twice – first to initiate the drafting of an Order and secondly to confirm that the Order is approved.</p> <p>Responsible Minister then receives and signs the Order. (For MO the process is complete and candidate is notified etc.)</p> <p>Ministry sends OIC to Cabinet Operations (at least 21 days prior to Cabinet meeting).</p> <p>The package for Cabinet Operations must include the original Tagged Order and the BRDO RFA Cover Sheet with BRDO final approval.</p> <p>Cabinet Operations schedules OIC for appropriate Cabinet</p>

	<p>Agenda.</p> <p>BRDO receives Agenda for upcoming Cabinet and prepares applicable briefing notes.</p> <p>Cabinet approves or does not approve appointment and BRDO is <u>notified</u> as soon as possible.</p>
1 MONTH PRIOR	<p>Lieutenant Governor in Council deposits OIC after signature.</p> <p>BRDO notifies appointee and Agency of appointment and updates BRDO website.</p>
WITHIN 1 MONTH OF APPOINTMENT	<p>Responsible Minister writes to appointee confirming appointment and enclosing copy of OIC/MO.</p> <p>Responsible Minister sends letter to retiring appointees.</p> <p>Agency contacts appointee to welcome and provide information regarding orientation and first meeting.</p> <p>Agency provides necessary orientation and training.</p> <p>Agency/Ministry notifies appropriate department regarding any salary, retainer or per diem payment required.</p>
EFFECTIVE DATE OF APPOINTMENT	<p>Appointee commences duties.</p>

Appendix 2 - Competency Matrix

**Competency Matrix for a Governing Board
 BRITISH COLUMBIA PUBLIC SECTOR ORGANIZATION**

COMPETENCY	Desired #	D1	D2	D3	D4	D5	D6	D7	D8	D9	Current #
Personal Attributes											
Ethics and integrity											
Business judgment											
No conflict											
Team Player											
Strong reasoning skills											
Capable of wide perspective											
Previous board experience											
Competencies											
<u>Operations/technical:</u> (e.g.)											
Insurance											
Investment Management											
Business Management											
Risk Management											
Real Estate											
Communications											
Marketing											
e-commerce											

Labour relations												
Human Resources												
Other:												
Legal Expertise												
Financial Expertise												
Knowledge of how government operates												
Previous Leadership experience												
Governance expertise												
Diversity												
Gender												
Ethnicity												
Geography												
Other												

Appendix 3 - Notice of Position - Governing Board

 BRITISH COLUMBIA	Board Resourcing and Development		Notice of Position VANCOUVER ISLAND BOARD OF DIRECTORS December 2005
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Business and Structure

The Vancouver Island Health Authority (VIHA) is one of six health authorities in British Columbia. VIHA provides a full range of health care services to people living on Vancouver Island, the Gulf and Discovery Islands and to the residents of the mainland, located adjacent to the Mt. Waddington and Campbell River areas. That is approximately 706,000 people.

Services include hospital, community, and home care, as well as environmental and public health services, which include education and prevention.

For further information about the VIHA, visit <http://www.viha.ca/>.

Strategic Direction

The mandate of the Vancouver Island Health Authority is to establish and maintain greater sustainability for our health care system while being responsive to patient needs and accountable to the public.

The Board currently has a Draft Five Year Strategic Plan, scheduled to be presented to the Board for final approval in March following an extensive community consultation process. This document sets the strategic direction for the organization to 2010 and is available on our website at www.viha.ca.

Governance Structure

The health authority is governed by a nine-member, government appointed Board of Directors and leadership is provided by an Executive Team.

The Board's role is fiduciary and includes a wide range of interests and responsibilities typically associated with a governing body, including strategic planning, risk management, organizational and management capacity, internal control, ethics and values, and communication with government and stakeholders.

Board Responsibilities and Accountabilities

Role

The Board of Directors' broad role is that of:

Leader - set strategic direction and empower management;

Overseer - evaluate performance measures and hold management accountable;

Steward - shepherd resources of others;

Reporter - report to government, stakeholders, public, others.

Responsibilities

Board responsibilities fall into the following general categories:

Managing Board Affairs: Establish the processes and structures necessary to ensure the effective functioning and renewal of the board. Includes: monitor and improve quality of board, ensure appropriate board committees; ensure appropriate board orientation and ongoing professional development; articulate roles and responsibilities for board, committees, chair and individual governors; define board process and guidelines, evaluate board, committee, director and chair; and identify potential director candidates.

Organization's Mandate: Fully understand the organization's mandate set by government, review and make recommendations to government regarding the mandate as requested.

Strategy and Plans: Participate in the development of, review and approve the organization's strategic plan consistent with the organization's mandate as set by government.

Human Resources: Subject to government legislation and guidelines, select, appoint, compensate and evaluate the chief executive officer (the President); Oversee management succession and development.

Financial and Corporate Issues: Review financial, accounting and control systems; ensure appropriate risk management systems, code of ethical conduct and conflict of interest guidelines in place.

Monitor and Report - Monitor organizational performance against strategic plans; account to government and stakeholders through appropriate reporting.

Communications - Oversee organization's communications policy.

Accountabilities

The Health Authority operates within the broad strategic direction set by government for the health sector and within the budget set by the Ministry of Health. Overall strategic direction for the health system is set out in the Ministry's three-year service plan. Using the Ministry service plan as a foundation, specific health authority accountabilities are set out in performance agreements with the Ministry, and include objectives for health service delivery, performance measures to assess the achievement of the objectives, and reporting requirements. For more information on the Ministry of Health, its service plan and performance agreements, visit its website at www.gov.bc.ca/healthservices.

Board Composition

The individuals who make up the Board of Directors should, collectively, have the necessary personal attributes and competencies required to:

- add value and provide support for management in establishing strategy and reviewing risks and opportunities;
- effectively monitor the performance of management ; and
- account for the performance of the VIHA.

Personal Attributes

All directors should possess the following personal attributes:

- high ethical standards and integrity in professional and personal dealings
- appreciation of the responsibilities to the public
- able and willing to raise potentially controversial issues in a manner that encourages dialogue;
- flexible, responsive and willing to consider others' opinions;
- capable of a wide perspective on issues;
- ability to listen and work as a team member;
- no direct or indirect conflict of interest with the Director's responsibility to the organization;
- strong reasoning skills, and;
- able and willing to fulfill time commitment required to carry out responsibilities.

Competencies

Collectively, the Board should comprise the following core competencies:

- operational or technical expertise relevant to the operation of the VIHA including:

- strategic management and organizational change,
- operations,
- internal control and accounting,
- technology,
- communications,
- public sector administration,
- human resources,
- labour relations,
- risk management;
- financial expertise;
- legal expertise;
- knowledge of government and the public sector environment;
- knowledge of current and emerging issues affecting the organization and its industry or sector, and;
- knowledge of the extensive geographic area served by the VIHA.

Governance Experience

While previous experience as a Director is not required, it is important that candidates understand the roles and responsibilities of a Board Director and have the necessary experience and demonstrated skills to enable them to contribute to Board decision-making and oversight.

VIHA's governance program includes the commitment to a comprehensive orientation for new board members and a continuing professional development program.

Other Considerations

Within the context of the required board skills requirements, consideration is given to diversity of gender, cultural heritage and knowledge of the communities served by the Vancouver Island Health Authority.

Vacant Position

There is currently one impending vacancy on the Board. To complement the skill-set and expertise of current board members, the following areas of expertise are of particular interest for the vacant position currently under consideration:

- health care
- financial
- legal
- information and/or operational technology
- strategic planning
- communications

Time Commitment

The Board meets a minimum of 6 times a year, typically on the last Monday evening, Tuesday and Wednesday of every other month (January, March, May, July, September and November.) Meetings are held in various communities throughout VIHA. Additionally, the Board holds a retreat and/or workshop once or twice per year, at a date(s) to be agreed upon by the full Board.

In total, Directors are expected to be available for the board meetings and retreat and/or workshop, as well as to commit to the additional time required to prepare for Board and Committee meetings.

Directors must also be prepared to schedule and manage out of town travel across the area served by the VIHA.

Term

Board members are typically appointed for an initial term of 3 years and are eligible for re-appointment to serve a maximum of 6 years. Only in exceptional circumstances will members be extended beyond the 6-year maximum. Appointment terms may be reduced to two or one years where this is necessary to stagger appointment dates in the interest of Board continuity.

Compensation

Directors receive an annual allowance of \$7,500 as a retainer and are paid a per diem for Board and Committee meetings based on the guidelines set by the Province of British Columbia, Treasury Board Directive 1/04. Where applicable, there are provisions for a travel allowance and a maximum applies on total allowances and meeting fees for the fiscal year.

Expenses incurred while on board business are reimbursed, including an allowance for the use of personal vehicles, where appropriate.

List of Continuing Board Members

The successful candidate will be appointed to serve with the following Board members, who have staggered terms to achieve an orderly replacement and maintain the continuity of the relationship between the Board and management.

Member	First Appointed	Expiry Date of Appointment	Occupation
Jac Kreut, Chair	12/12/01	12/09/2007	Retired. Former President & CEO of Terasen Gas
Donald Carlow	03/21/02	03/21/2008	President, Lynnros Consulting Ltd.
Donald Gainor	03/21/02	03/21/2006	Retired. Past Founder, Chairman & President of Gainor Medical
John S. (Woody) Hayes	03/21/02	03/21/2007	Senior Partner, Hayes Stewart Little & Co., Chartered Accountants
Brenda Nunns Shoemaker	03/21/02	03/21/2008	Retired. Former Senior Health Care Administrator
Linda Petch	03/21/02	03/21/2008	President, Petch & Associates
Ed Robinson	03/21/02	03/21/2008	Retired. Past Owner & President of AnswerPlus Communications
Brian Stamp	03/21/02	03/21/2007	Lawyer
Ellen Godfrey	07/13/05	07/12/2008	President, Deep Matters Ltd.

Note: Biographies on individual Board members and the Board Chair are available at www.viha.ca/board/index.htm

Senior Executive

Howard Waldner, President & Chief Executive Officer

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving as a Director of the Vancouver Island Health Authority online by going to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and linking to the page "How to Apply".

Expressions of Interest for vacant positions should be submitted by Monday, January 30, 2006.

British Columbia Appointment Guidelines

Appointments to British Columbia's public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page "The Appointment Process".

Appendix 4 - Notice of Position - Non-governing board

 <p>BRITISH COLUMBIA</p>	<p>Board Resourcing and Development</p>		<p>Notice of Position BOARD OF EXAMINERS July 2005</p>
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Business and Structure

The Board of Examiners is appointed by the Lieutenant Governor in Council under section 174 of the [School Act](#) to “cause to be conducted examinations in the manner specified by the minister and must report on them to the minister.”

The Board of Examiners provides advice to the Ministry concerning the administration and procedures related to provincial examinations, including examination conditions for students with special needs. The work of the Board of Examiners is fundamental to the Ministry of Education’s student assessment program.

Strategic Direction

The Board of Examiners is needed to ensure objectivity in provincial examinations, and to provide expert advice concerning the conduct of the examinations. Further, the Board serves as the channel for students to appeal any individual decisions related to examinations (e.g., adjudication, cheating).

Provincial examinations are not only a performance measure for the Ministry’s goal of improving student performance in areas of intellectual development, they also support the Ministry’s objective of building a performance-oriented culture within school districts, which supports the Ministry’s goal of a performance-oriented education system. Further, provincial examinations support government’s goal for the accountable management of public resources in education, and they support government’s strategy of focusing the education system on student achievement and clear, measurable performance outcomes.

Governance Structure

The Board of Examiners is a 10-member board comprising a Ministry of Education representative, a representative of British Columbia universities, and eight other educators with experience and expertise in one or more aspects of examinations or student assessment. The Board advises and makes recommendations to the Minister regarding large-scale assessment and the evaluation of student performance.

Council Role, Responsibilities and Accountabilities

Council responsibilities fall into the following general categories:

Roles

The purpose of the Board of Examiners is to advise and make recommendations to the Minister on the best practices for large-scale assessment and evaluation of student performance. The responsibilities of the Board of Examiners include:

- reviewing summary reports of the provincial examinations for each examination session
- reviewing adjudication monitoring reports concerning submissions by school principals for special consideration or adaptations for students writing provincial examinations
- recommending appropriate courses of action regarding examination irregularities, including incidents of cheating

Responsibilities

The Board of Examiners is responsible for providing advice concerning the conduct of provincial examinations, which are a key outcome accountability tool consistent with the strategic direction of government and the Ministry of Education to focus on student outcomes.

The Board of Examiners may advise or recommend to the Minister or Ministry on matters determined by the Minister, including but not limited to:

- examination policies and their impact and implementation
- interpretation of examination results
- communications about the application, administration and use of exams
- future directions and features of the examination program
- audit of examinations
- guidelines for adjudications and the setting of precedents

Accountabilities

In accordance with the *School Act* and the *Freedom of Information and Protection of Privacy Act*, members of the Board of Examiners are accountable for maintaining the confidentiality of their deliberations, including information related to student records.

Council Composition

The Board of Examiners is a 10-member board comprising a Ministry of Education representative, a representative of British Columbia universities, and eight other educators with experience and expertise in one or more aspects of examinations or student assessment. Within the context of the required board skill requirements, consideration is given to the diversity of gender, cultural heritage, and representation of various interests in K-12 education.

Section 174 (1) of the *School Act* requires that at least one member of the Board of Examiners be a representative of the Ministry of Education, and one person appointed to represent the universities named in the *University Act* and the *Trinity Western University Act*.

To be considered for appointment to the Board of Examiners, candidates must possess the following qualifications:

- recent and relevant experience and expertise in student assessment or examinations
- knowledge of issues concerning student assessment or examinations
- recognition for leadership or expertise in student assessment or examinations
- willingness to commit time to Board activities
- ability to contribute to policy development

Personal Attributes

Individuals who make up the Board should collectively have the necessary personal attributes and competencies required to:

- add value and serve the public interest
- ensure the achievement of the Board's purpose
- make recommendations that are, and are perceived to be, fair

Individuals who make up the Board should have the following personal attributes

- strong integrity and ethical standards
- team player with respect for other ideas/opinions
- strong reasoning skills
- ability to think and act independently

Competencies

Collectively, the Board should have the following core competencies:

experience and expertise in K-12 education

- expertise in large-scale student assessment
- ability to contribute to policy development
- ability to represent the broad public interest
- recognition for leadership in K-12 education
- knowledge of current and emerging examinations and assessment issues

Vacant Position(s)

There are six vacancies on the Board of Examiners effective September 2005. Expressions of Interest are especially sought from individuals with current or recent experience with, or who are members of, the following British Columbia entities:

- colleges and institutes
- public secondary schools

Time Commitment

Members of the Board of Examiners should be available for approximately five one-day meetings each year, plus one to two days in total over the course of the year for document review and meeting preparation. Board members may also be asked to sit on such committees or panels as needed to deal with specific issues.

Term of Appointment

The Board of Examiners comprises 10 members. New appointees are appointed for one-year terms, and re-appointed members are appointed for two-year terms. The term of the Ministry of Education designate is at the Minister's pleasure.

Compensation

Members of the Board of Examiners largely volunteer their time and expertise to sit on the Board. By historical precedent, Board members waive their honoraria and are only reimbursed for expenses, which are minimal because most Board meetings occur by videoconference.

List of Current Members of the Council

The following table outlines the current membership roster, including the member's current position. One position is vacant.

Name	Current Position	Term of Appointment
Rick Alan Bloudell	Teacher, New Westminster Secondary School	to September 22, 2005
John Stuart Donn	Business/Trade Consultant	to September 22, 2005
Mary-Joy Derouin	Principal, St. John Brebeuf Secondary School	to September 30, 2005
William T. McKee	Assistant Professor, University of British Columbia	to September 30, 2005
Gerry William	Dean of Instruction and Enrollment Services, Nicola Valley Institute of Technology	to September 30, 2005
Morris Vardabasso	Principal, Vernon Secondary School	to September 30, 2006
Harold Erbe	Teacher, School District No. 38 (Richmond)	to September 30, 2006
Sandra Mathison	Professor, University of British Columbia	to September 30, 2006
Monica Pamer	Director, Assessment and Achievement Department, Ministry of Education	at pleasure
Vacant	n/a	n/a

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving as a member of the Council of the BC College of Teachers online by going to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and linking to the page "How to Apply".

Expressions of Interest for vacant appointed positions should be submitted by August 1, 2005. If you have any questions about registering your Expression of Interest, please contact Lindsay Dwinnell, Office and Technology Administrator, at 604.775.2084.

British Columbia Appointment Guidelines

Appointments to British Columbia's public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, please refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page "The Appointment Process".