

## WORKING DRAFT

### At A Crossroads - Governance Taskforce Recommendations and Government Response

#### Parallels to the Industry Governance Review Emerging Solutions

*“Agencies, boards and commissions deliver a significant amount of work on behalf of the government,” said Ed Stelmach. “For that reason, I am committed to putting the recommendations into action and moving forward with a keen key on transparent and effective government” - November 2007*

Task Force Recommendation	Government Response	Proposed Action	Related Emerging Solution from Industry Governance Review
<b>Alberta Public Agencies Governance Act:</b> The Government of Alberta should recognize the importance of agencies by passing, as a priority, an <i>Alberta Public Agencies Governance Act</i> to institutionalize a governance framework for agencies that provides clear agency mandates and a competence-based appointment process	Accept	Develop an appropriate legislative framework for consideration.	1b, 3, 6
<b>Agency establishment processes:</b> The Government of Alberta should establish a more rigorous process for the establishment of agencies, boards and commissions.	Accept	Incorporate into the framework.	14
<b>Agency inventory:</b> The Government of Alberta should establish and maintain an agency inventory. The inventory should be reviewed regularly to ensure agency mandates are relevant and agencies continue to effectively perform the function for which they were established.	Accept	The inventory created by the task force will be expanded and maintained by the Agency Governance Secretariat.	14
<b>Classification:</b> The Government of Alberta should adopt a functional classification system of agencies with five broad groups: regulatory/adjudicative agencies, public trusts, corporate enterprises, service delivery agencies and advisory agencies.	Accept	Adopt the task force classification system and refine good governance practices to suit each category.	None identified

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<b>Roles and responsibilities:</b> The Government of Alberta should ensure that the mandates, roles and responsibilities of the government and its agencies are clearly understood.	Accept	Incorporate into the framework.	3, 4 5
<b>Government representation on boards:</b> The Government of Alberta should not appoint elected or senior government officials to the governing bodies of agencies.	Modify	Due to the nature of some boards, elected or senior officials will be appointed when their input is important for the agency to achieve its mandate.	3c
<b>Appointments:</b> The Government of Alberta should use a transparent, non-partisan and competence-based appointment process for the appointment of directors to agencies.	Accept	Incorporate into the framework.	1b, 3a, 3c
<b>Diversity of appointments:</b> The appointment to agencies process should recognize the diversity of Alberta's population and, as a priority, undertake active recruitment to this end.	Accept	Diversity will be one component in a process in which competence is of paramount importance.	1a, 1b, 2, 3a, 3c
<b>Fixed terms:</b> Agencies should have fixed terms of office for their directors, which may be renewed based on performance to a maximum of 10 consecutive years.	Accept	Incorporate into the framework.	1d
<b>Orientation and Education:</b> The Government of Alberta should ensure that those involved in agency governance have access to high quality orientation and development programs. Programs will emphasize the unique characteristics of effective agency governance in the public sector.	Accept	Incorporate into the framework.	10
<b>Code of Conduct and Ethics:</b> Each agency should have an appropriate code of conduct, including conflict of interest disclosure, for all directors. Directors should ensure there are appropriate codes of conduct, conflict of interest disclosure practices and safe disclosure practices for agency staff.	Accept	Incorporate into the framework.	1f

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<b>Evaluations:</b> In addition to overall agency evaluation, all agencies should carry out evaluations related to board and director performance.	Accept	Incorporate into the framework.	1e
<b>Remuneration:</b> The Government of Alberta should establish an appropriate, fair and transparent remuneration policy that attracts diverse and talented people. Remuneration of directors and CEOs should be disclosed to the public.	Accept	The secretariat will work with Corporate Human Resources to determine if the existing policy requires further consideration.	None identified
<b>Committees:</b> Boards should establish appropriate committees that support their oversight responsibilities including, at a minimum, an audit committee.	Accept	Incorporate into the framework.	None identified
<b>Agency Governance Secretariat:</b> The Government of Alberta should establish an Agency Governance Secretariat within Executive Council to provide coordination and operational support, and to promote continuous improvement in good governance.	Accept	Establish the Agency Secretariat for the framework implementation and ongoing governance support to all agencies and ministries.	None identified