

Public Agency Board Member Recruitment and Selection

Public Service Commission

Report of the Auditor General
July 2025

**Assessment of
Implementation Report**



Shane Getson, MLA
Chair
Standing Committee on Legislative Offices

I am honoured to transmit my *Public Service Commission—Public Agency Board Member Recruitment and Selection Assessment of Implementation* to the Members of the Legislative Assembly of Alberta, under the *Auditor General Act*.



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Auditor General of Alberta

Edmonton, Alberta
July 2025

Outstanding Recommendations

Assessment of Implementation Report

Public Agency Board Member Recruitment and Selection

Public Service Commission

(August 2019)

Summary of Recommendations

IMPLEMENTED Recommendation:
Improve information systems to monitor process outcomes

Introduction

In 2019,¹ we audited whether the Government of Alberta's recruitment, screening, selection, and appointment processes, as described in the Guidebook for Appointments to Alberta's Public Sector Agencies, have been implemented and are operating effectively and efficiently. In 2023,² we assessed and reported on three of the four recommendations.

This assessment of implementation includes our final outstanding recommendation, which we found to be implemented.

¹ [*Alberta Public Service Commission, Public Agency Board Member Recruitment and Selection, Report of the Auditor General—August 2019*](#)

² [*Public Agency Board Member Recruitment and Selection, Public Service Commission, Report of the Auditor General—December 2023*](#).

Recommendation:

Improve information systems to monitor process outcomes

IMPLEMENTED

Context

Having effective systems and processes to measure and report on public agency recruitment activities ensures timely appointments that meet agency needs and enable performance monitoring throughout the recruitment cycle.

In our 2019 audit, we found that the Public Agency Secretariat (secretariat) operated the electronic Public Agency Appointment System (ePAAS) portal and the Public Agency Database (PAD), which tracked board competitions and appointments. We did not find that either system was capable of, or used for, producing periodic systematic reporting on the status of open competitions and vacancies. They also could not generate reports on how long each stage—recruitment, screening, selection, and appointment—took, limiting the ability to identify bottlenecks in the recruitment process.

Data was not consistently updated and was incomplete. Furthermore, we found that the departments of Health, Advanced Education, and Executive Council also maintained separate databases or Excel lists to monitor vacancies and competitions, leading to duplicate data entry and maintenance.

Our current findings

The secretariat has implemented our recommendation to improve information systems to monitor process outcomes.

The secretariat completed a major system upgrade of PAD in January 2022 that included enhancements to data and reporting functionality.

Data

The data structure has been expanded to collect detailed information on public agency boards and their members, including their structure, appointments, applicable legislation, classification (e.g., regulatory/adjudicative), *Alberta Public Agencies Governance Act* applicability, mandate, and remuneration. The secretariat can now set up a board in PAD, capture its membership and structure, and report on term expirations.

We reviewed a sample of boards and appointments entered in PAD to confirm the accuracy of data and found that the secretariat entered information in an accurate and timely manner.

Reporting

Using PAD, the secretariat can generate standard and custom reports to share with departments and the Premier's Office as well as public agencies, boards, and commissions to support recruitment planning.

The secretariat generates monthly and quarterly reports to provide the Deputy Minister's Office (DMO) and the Premier's Office (PO) with visibility on:

- status for currently active public recruitments
- summary of appointments by recruitment approach and board position
- completed appointments for the month
- vacancies and available positions

We reviewed the above-mentioned reports produced by the secretariat for both the DMO and PO. These reports are part of the validation process to ensure that information contained in ministerial orders or orders in council aligns with approvals from both the DMO and PO and is accurately reflected in PAD. We found the reports were consistently prepared in a timely manner, and PAD was effectively maintained and updated with input from the respective offices.

Additionally, we reviewed the secretariat's 2022–2023 and 2023–2024 centralized recruitment annual reports, which track statistics for each stage of the recruitment process and identify key factors influencing recruitment, including the number of appointments and total agencies involved. Management uses these statistics to identify constraints and develop strategies to minimize delays and improve the timeliness of board appointments.

About our Assessment of Implementation Report

Management is responsible for implementing our recommendations. We examine implementation plans and perform procedures to determine whether management has implemented our recommendations when management asserts that they have been implemented. We repeat our recommendations if we do not find evidence they have been implemented. We may also issue new recommendations for matters that come to our attention during our assessment.

We conduct our assessments of implementation under the *Auditor General Act*. We apply Canadian Standard on Quality Management 1. Accordingly, we have maintained a comprehensive system of quality management, including documented policies and procedures regarding compliance with applicable professional standards and applicable ethical, legal, and regulatory requirements. We comply with the independence and other ethical requirements of the Chartered Professional Accountants of Alberta Rules of Professional Conduct, which are founded on fundamental principles of integrity and due care, objectivity, professional competence, confidentiality, and professional behaviour.



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