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## BOARD MEMBER RECRUITMENT, APPOINTMENT AND TERM

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### Definitions

The following definitions apply for the purposes of this Policy:

**“Appointed Board”** means the appointed members of the Forest Practices Board and includes the Chair, the Vice-Chair and Board Members.

**“Appointed Board members”** means individual members of the Appointed Board.

**“Board staff”** means staff employed by the Forest Practices Board.

**“Board”** means the Forest Practices Board organization as a whole, and includes Appointed Board members and Board staff.

**“Board or Board’s mandate”** means the purpose and duties of the Forest Practices Board as specified in the following legislation:

- *Forest and Range Practices Act*
- *Wildfire Act*
- Forest Practices Board Regulation

**“Chair”** means Chair of the Forest Practices Board.

## 1. Purpose

This policy sets out the policy and procedures for recruitment and appointments to the Appointed Board. In addition, it describes policy for appointment terms and re-appointments.

## 2. Objectives

- a. Ensure that policies and procedures are current and consistent with legislation, regulations and the Board's Strategic Plan, mission and values.
- b. Ensure an appointment process that is based on merit and competence, is non-partisan and encourages diversity.
- c. Increase transparency in the conduct of Board activities.

## 3. Legislation and Regulations

### *Forest and Range Practices Act*

#### **Forest Practices Board**

136 (2) The board consists of the following members appointed by the Lieutenant Governor in Council after a merit-based process:

- (a) a member designated as the chair;
- (b) one or more members designated as vice chairs after consultation with the chair;
- (c) other members appointed after consultation with the chair.

### *Administrative Tribunals Act*

#### **Chair's initial term and reappointment**

2 (1) The chair of the tribunal may be appointed by the appointing authority, after a merit-based process, to hold office for an initial term of 3 to 5 years. The Board will normally recommend 4 years for the initial term.

2 (2) The chair may be reappointed by the appointing authority, after a merit-based process, for additional terms of up to 5 years.

#### **Member's initial term and reappointment**

3 (1) A member, other than the chair, may be appointed by the appointing authority, after a merit-based process and consultation with the chair, to hold office for an initial term of 2 to 4 years. The Board will normally recommend 3 years for the initial term.

3 (2) A member may be reappointed by the appointing authority, after a merit-based process, as a member of the tribunal for additional terms of up to 5 years.

## 4. Application

This policy applies to Appointed Board Members and Board staff involved in the recruitment and appointment process, as well as any recruitment panel members.

## 5. Policy

### 5.1 Commitment to Best Practices

- a) A competency-based assessment process will be used to determine suitable candidates for consideration by the Lieutenant Governor in Council as the Chair and Appointed Board members.
- b) The Board will be guided by best practices for hiring used by:
  - i) BC Public Service Agency; and
  - ii) Crown Agencies and Board Resourcing Office (CABRO) best practice guidelines for appointees to public sector organizations.

### 5.2 Commitment to Diversity

The Board will seek new board members who complement or increase the diversity of the Appointed Board.

- a) Diversity in its broadest sense means having board members who may be different from each other and who do not all come from the same background. Diversity in experience and cultural competency ensures the Board is able to reflect a broad range of the public interest in its decisions.
- b) The Board will strive to have a balanced diversity so that each member brings a different background and perspective to the Board.
- c) Recognizing that not all perspectives can be represented, a core competency for all Board members is empathy<sup>1</sup>; having a diverse Board who is collectively empathic, will result in a board that is able to actively listen to and engage perspectives that may not be present on the Board itself.
- d) Prior to each recruitment, the Chair will assess the current diversity of the Board. If there are significant gaps, then the Chair may identify opportunities to increase the diversity of the Board.
- e) The Board is guided by the purposes set out in s. 3 of the *Human Rights Code* and government objectives for diversity and inclusiveness. What this means, in practice, is that the Board may recruit in support of the following diversity objectives:
  - i) Improving representation of specific equity groups (i.e. women, Indigenous Canadians, visible minorities, and people with disabilities).
  - ii) Ensuring a range of experience in the natural resource field that are important to the *Forest and Range Practices Act*; and
  - iii) Including diverse geographic perspectives
- f) Candidates must possess the required knowledge, skills, abilities and competencies for the position. These candidates will be considered qualified.

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<sup>1</sup> Empathy is our ability to put ourselves in the shoes of others and to understand what another person is experiencing. See: <https://www2.gov.bc.ca/gov/content/careers-myhr/job-seekers/about-competencies/indigenous-relations/empathy>

- g) If there is more than one qualified candidate, the Panel may recommend the candidate who best meets the diversity objectives established for the position.

### **5.3 Procedural Fairness and Accountability**

- a) The Board is committed to procedural fairness and is guided by the following principles:
- i) Using a structured process that is transparent and fair;
  - ii) Assessments that are objective and relevant to the role; and
  - iii) Decisions that are reasonable.

### **5.4 Appointment Term and Reappointments**

**a) Chair**

- i) The initial term for a chair maybe from 3 to 5 years. The initial term is decided by the Lieutenant Governor in Council. The board wishes to increase the stability of operations and reduce unnecessary turnover amongst the board. Therefore, the Board will normally recommend an initial term of 4 years.
- ii) The Chair may stand for reappointment upon term expiry, but will not serve more than 10 years.
- iii) Chair reappointments are subject to a satisfactory performance review led by CABRO.

**b) Appointed Board**

- i) The initial term for a member maybe from 2 to 4 years. The initial term is decided by the Lieutenant Governor in Council. The board wishes to increase the stability of operations and reduce unnecessary turnover amongst the board. Therefore, the Board will normally recommend an initial term of 3 years.
- ii) Members may stand for reappointment upon term expiry, but no member will serve more than 8 years. The limit on appointment terms is intended to ensure the Board constantly refreshes its perspectives.
- iii) Part-time member reappointments are subject to a satisfactory performance review by the Chair, and recommendations for reappointment are at the Chair's discretion.

### **5.5 Roles and Responsibilities**

**Chair**

- Leads the recruitment process for all Appointed Board positions (with the exception of Chair), in accordance with this policy and procedures.
- Makes recommendations for re-appointment of part-time members of the Appointed Board.

**Appointed Board Members**

- Normally the Vice-Chair will lead the recruitment process for a Chair, but another member may be assigned to lead the process for the Appointed Board members
- Must conduct the process in accordance with this policy and procedures.

**Executive Director**

- Assist the Chair with Appointed Board member recruitment process, or the Vice-Chair with the Chair recruitment process, in accordance with this policy and procedures.
- Liaise with CABRO and the Ministry responsible for the Board to ensure the appointment process proceeds smoothly.

**6. Procedures**

The following procedures will be used to guide recruitment and appointment processes. Recruitment will follow this policy and CABRO recruitment policies and procedures. The Executive Director may establish additional and separate procedures and support tools to guide recruitment to ensure effective implementation of this policy and procedures.

**6.1 Notice**

- a) Appropriate notification of the position will be given for a reasonable period of time in media that are likely to reach highly qualified candidates. The 'Notice of Position' will include:
  - i) Board mandate
  - ii) Position vacancy
  - iii) Required knowledge, skills, and abilities
  - iv) Required competencies<sup>2</sup>
  - v) Desired competencies
  - vi) Desired diversity objectives
  - vii) Time commitment, term, and compensation for the position.
- b) The Chair or other Appointed Board members will conduct personal outreach to individuals who may be qualified candidates.
  - i) Pro-active outreach, must be clear to all candidates that a merit-based process will be used to recruit new members.
  - ii) There can be no suggestion or expectation that the Chair will secure a position for an individual or that by being asked by the Board to apply, that the individual has a specific expectation of being appointed to the Board.
- c) Pro-active recruitment should target outreach to candidates or audiences that may help increase the diversity of candidates in the competition pool. The recruitment strategy will be tailored to the diversity objectives for the position.

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<sup>2</sup> Required competencies must be met, at a minimum standard, in order to be considered for the position. If required competencies are met, desired competencies can be used to distinguish the most qualified individual.

## 6.2 Assessment Process

- a) For the recruitment of Board members, a recruitment committee will be established and will include:
  - i) The Chair, who will also chair the committee;
  - ii) One or more Appointed Board members; and
  - iii) The Executive Director;
- b) For recruitment of the Chair, the recruitment committee will consist of
  - i) The Vice-Chair, who will chair the committee;
  - ii) One or more Appointed Board members;
  - iii) The Executive Director; and
  - iv) One or two leaders from outside of the Board, who have experience in strategic leadership and organizational governance. This may include:
    - The head of a Professional Association (ABC FP, CAB, APEGBC); and/or
    - A senior public servant; and/or
    - A leader from an Indigenous organization; and/or
    - A representative of a central agency with experience in merit-based recruitment of senior leadership (eg CABRO, Public Service Agency).
- c) The recruitment committee will screen applicants into the competition based on fair and objective criteria consistent with the 'Notice of Position'.
- d) The recruitment committee will conduct a transparent assessment process, which may include written tests, interviews, and reference checks.
- e) All recruitment committees will make recommendation decisions by consensus. If consensus is not possible, then a majority decision will apply.
- f) All recruitment committee members are bound by this policy, and must be confident that the process and recommendation met the requirements for a merit-based appointment.

## 6.3 Recommendation Process

- a) Following the recruitment process described in section 6.2, the recruitment committee chair will forward the recommendation to the Minister and coordinate with CABRO during the recommendation process. The recommendation will include a candidate, or candidates, who meet(s) all of the position requirements.
- b) CABRO is responsible to coordinate materials for a decision by Cabinet.

## 6.4 Appointment Process

- a) The CABRO coordinates the Cabinet appointment process and establishes best practice guidelines for appointees to public sector organizations. CABRO usually plays the following role in the recruitment process:
  - i) receives board recruitment requests
  - ii) posts recruitment notices on CABRO advertised vacancy site
  - iii) receives recommendations from the Board (as represented by the panel chair)

- iv) processes the requests for Order-in-Council appointments to Cabinet<sup>3</sup> for consideration.
- b) While the Board makes recommendations, Cabinet ultimately decides whether to grant an order-in-council appointment.

**7. References**

- CABRO best practice guidelines for appointees to public sector organizations.
- BC Public Service Agency
- Board Policy and Procedures Framework Policy

**8. Document Control Information**

Policy Type/ inventory index reference #/Name in index	A. Governance Policies/A.3/Board Member Appointment
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Schedule Review Date	2024

Approved by:



Kevin Kriese, Chair  
Forest Practices Board

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<sup>3</sup> To preserve its independence, the Forest Practices Board carries out as much of the procedural aspects of the process as possible.