



# Audit at a glance

## Why we did this audit

- B.C. public sector organizations, such as health authorities and Crown corporations, deliver important services, programs and infrastructure for the province. Their boards are expected to ensure their organizations use resources appropriately and serve the public interest.
- Board members are appointed by government. The recruitment and appointment of board members plays an important role in whether a board functions properly.
- The Crown Agencies and Board Resourcing Office (CABRO) oversees board appointments for about 230 B.C. public sector organizations.

## Objective

To determine whether CABRO provides effective oversight of government’s public sector board appointment process to support boards in fulfilling their responsibilities.

### Audit period:

January 1, 2023 – December 31, 2023

## Conclusion

CABRO provided effective oversight of government’s public sector board appointment process to support boards in fulfilling their responsibilities.

We found shortcomings in two areas but they did not impact the overall effectiveness of CABRO’s role.

CABRO has accepted our two recommendations to improve its support of needs assessments and conflict of interest mitigation for public sector boards.

## What we found

**CABRO had processes in place to identify and assess board needs, with some gaps**

- CABRO provided guidance on how boards should identify and assess their competency needs, but it was unclear how boards should obtain information on diversity from their members.
- CABRO received competency assessments from boards, with some exceptions.
- Board assessments of their members’ diversity were limited and had gaps.

### Recommendation 1

**CABRO ensured candidates declared conflicts of interest, but it didn’t confirm if mitigation strategies were in place**

- CABRO checked public information about candidates before they were recommended for appointment to public sector boards.
- Candidates declared conflicts of interest before they were appointed, however CABRO didn’t confirm whether boards or ministries had plans to mitigate any declared conflicts of interest.

### Recommendation 2

**CABRO ensured boards assessed member performance before reappointment**

- CABRO offered guidance for boards to assess the performance of board members.
- Boards assessed member performance, such as attendance and participation, before reappointment.

**CABRO made critical appointment recommendations in a timely manner**

- CABRO guided boards and ministries on when and how to flag upcoming vacancies, and when a board member’s term was ending.
- Critical appointments, such as the board chair, were prioritized.
- Most appointments and reappointments that we reviewed were done on schedule.