



Canadian
Heritage

Patrimoine
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Canada



CANADIAN HERITAGE PORTFOLIO

A Handbook for
Appointees to Boards
and Commissions



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INTRODUCTION

Welcome to the Canadian Heritage Portfolio. This Portfolio, comprised of the Department of Canadian Heritage and twenty organizations, is one of the largest in the Government of Canada.

It includes ten Crown corporations, five departmental agencies and an administrative tribunal whose activities are closely related to those of the Department. These organizations are active in the field of heritage (national museums, Library and Archives Canada, National Battlefields Commission and Canadian Cultural Property Export Review Board), the arts (Canada Council for the Arts and National Arts Centre), audiovisual (Canadian Broadcasting Corporation, National Film Board of Canada, Telefilm Canada and CRTC) and women's participation (Status of Women Canada). The Portfolio also includes four organizations active in human resources (Public Service Commission, Public Service Labour Relations Board, Public Service Staffing Tribunal and Public Servants Disclosure Protection Tribunal).

In addition to their specific mandates, the Portfolio organizations play a key role in assisting the government in achieving its public policy goals and priorities. Since they involve a variety of governance structures (Crown corporations, agencies, boards, administrative tribunals and so on), they maintain different relationships with the government and enjoy varied degrees of autonomy that can vary widely. In many cases, one of the main challenges for new board members is, understanding the federal machinery, and the status that determines the relationship between the organization they represent and the government.

The Portfolio Affairs Office of the Department of Canadian Heritage has developed this handbook for new appointees to the boards of organizations that report to Parliament through the Minister of Canadian Heritage. It is intended as a very general overview of the role and responsibilities of board members in these public institutions, which differ somewhat from private-sector corporations or not-for-profit corporations. The staff of the institution to which you have been appointed will brief you on the specifics of its mandate and operations. If necessary, they will refer you to resources and training you may require in order to perform your duties effectively. This document, however, should help you in placing your mandate and those operations within the bigger picture of the functioning of the Government of Canada.



1. WHAT'S DIFFERENT ABOUT PUBLIC INSTITUTIONS?

The main difference between the role of a director or trustee of a government organization and that same role in a private sector corporation, whether for profit or not, is that a public-sector board has multiple levels of accountability. The activities and decisions of public organizations are constantly brought to the attention of Canadians.

The measure of success for a for-profit corporation is whether or not it makes money and for this it is accountable to the shareholders.

The measure of success for a not-for-profit corporation is whether or not it meets the objectives set out in its articles of incorporation, for which it is accountable to its members.

For a government body, meeting the mandate established in its governing legislation is only one piece of the puzzle. Because public institutions are ultimately accountable to the citizens, through their responsible Minister and Parliament, the activities in which public institutions engage must also meet the objectives and priorities of the government as a whole. These objectives and priorities can be found in numerous pieces of legislation, such as the *Financial Administration Act* or the *Official Languages Act*, and in over-arching policy statements like the Speech from the Throne.

Government bodies must conform to the planning, accountability and budgeting processes of government methods, as directed by the Treasury Board Secretariat and the Department of Finance. They must also be submitted to public oversight by parliamentary committees and the Auditor General, among others. These requirements with respect to sound management, accountability and transparency are a unique feature of governance in public institutions. Anyone without previous government experience may find it difficult to grasp their importance in maintaining public trust in federal institutions.

There are good sources of information for a better understanding of the expectations and requirements relating to the governance of federal organizations. Under item "Useful Information Sources", you will find a booklet prepared by the Crown Corporations Directorate of the Department of Finance and Treasury Board Secretariat, entitled *Directors of Crown Corporations: An Introductory Guide to Their Role and Responsibilities*.

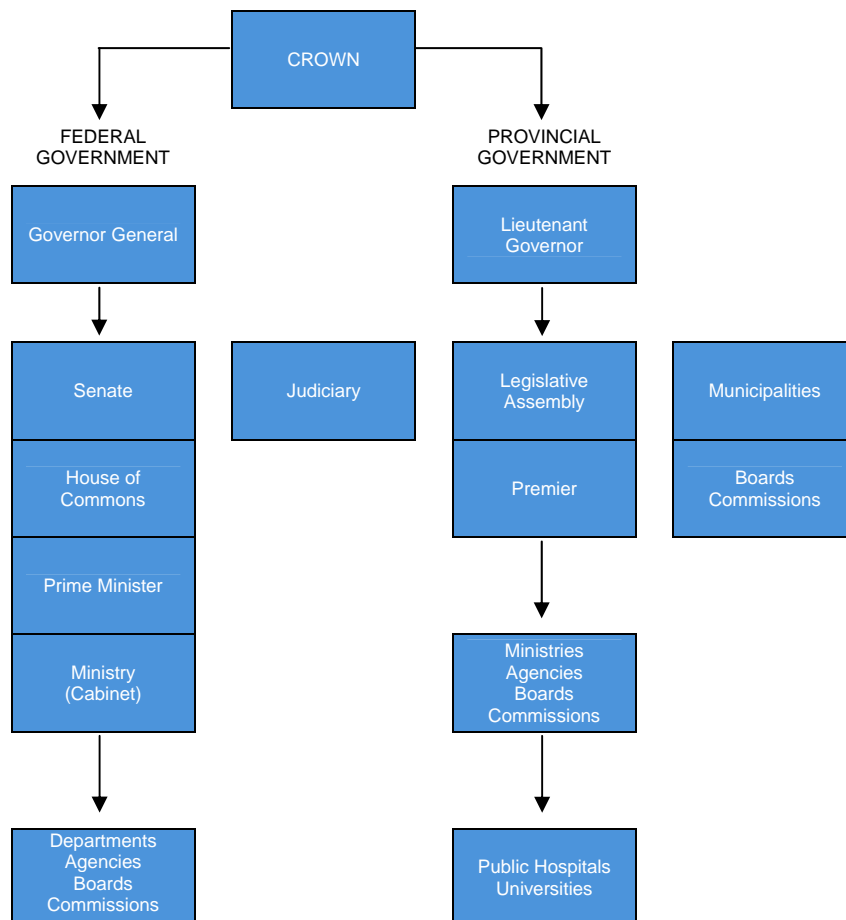
2. THE CONCEPT OF THE CROWN

The most basic building block in our system of government is the concept of the Crown.

Canada is a constitutional monarchy, a federation and a democracy. Our model of government was adopted from the British parliamentary system, which evolved from the medieval state, where the monarch held all power, to the current form, where the monarch's power is exercised, with rare exceptions, only in accordance with the will of Parliament as expressed in laws that have received Royal Assent.

Both federal and provincial legislatures follow the Westminster model, which means that there are two sources of law in Canada: federal and provincial legislatures.

THE CANADIAN GOVERNMENT



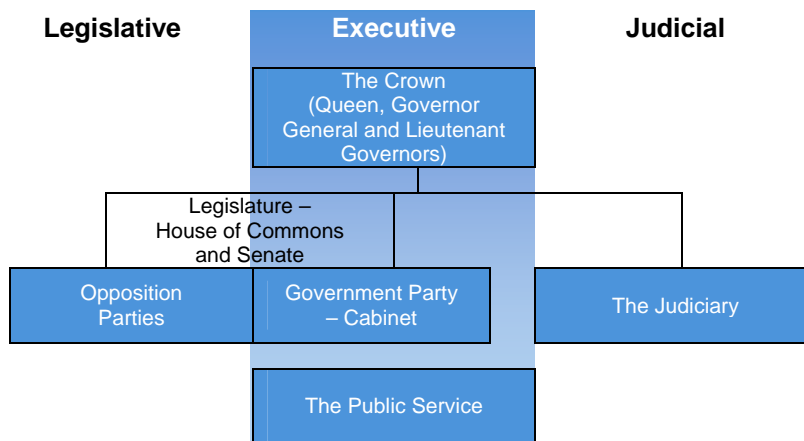
The responsibility for governing at the federal level is shared by the legislative, executive and judicial branches. Technically, all three powers flow from the Crown. Queen Elizabeth II is our Head of State. In Canada, she is represented federally by the Governor General and provincially by Lieutenant Governors, and she delegates her powers, now largely ceremonial, to those representatives.

The legislative branch of government consists of the Queen and the two houses of Parliament: the House of Commons and the Senate.

The executive branch comprises the Prime Minister, the Queen’s Privy Council for Canada (the Cabinet) and the Public Service. The Prime Minister and Cabinet propose policy and bills, and the Public Service implements them in an unbiased fashion.

The judicial branch is the court system, culminating in the Supreme Court.

THREE BRANCHES OF GOVERNMENT



Following an election, the Governor General invites the leader of the party having won the most seats in the House of Commons to form a government. This government serves until the next election or until it loses the confidence of the House. Under the Westminster model, a government must be representative and responsible (i.e. the Members of Parliament are elected by citizens and are responsible to Parliament for their actions).

Each Cabinet minister is given responsibility for a department and may hold additional responsibilities for a range of agencies, boards, commissions and Crown corporations, called the “Portfolio”. Traditionally, ministers are accountable and/or answerable to Parliament for the actions carried out by the bodies reporting to them. It is the tradition of ministerial accountability that forms the link between citizens and government institutions.



As a board member of a government organization, you are part of the federal service, responsible for carrying out the citizens' will as expressed in legislation and government policies, and answerable to Parliament through the Minister for the manner in which the public is served by the body you direct. Therefore, in the event of a change in governing party, your role as board member would remain unchanged.

3. THE CONCEPT OF THE PORTFOLIO

In addition to the department they head, most ministers are given responsibility for other government bodies that usually share a particular orientation. The cluster of bodies reporting to the Minister, or through a Minister to Parliament, is called a Portfolio.

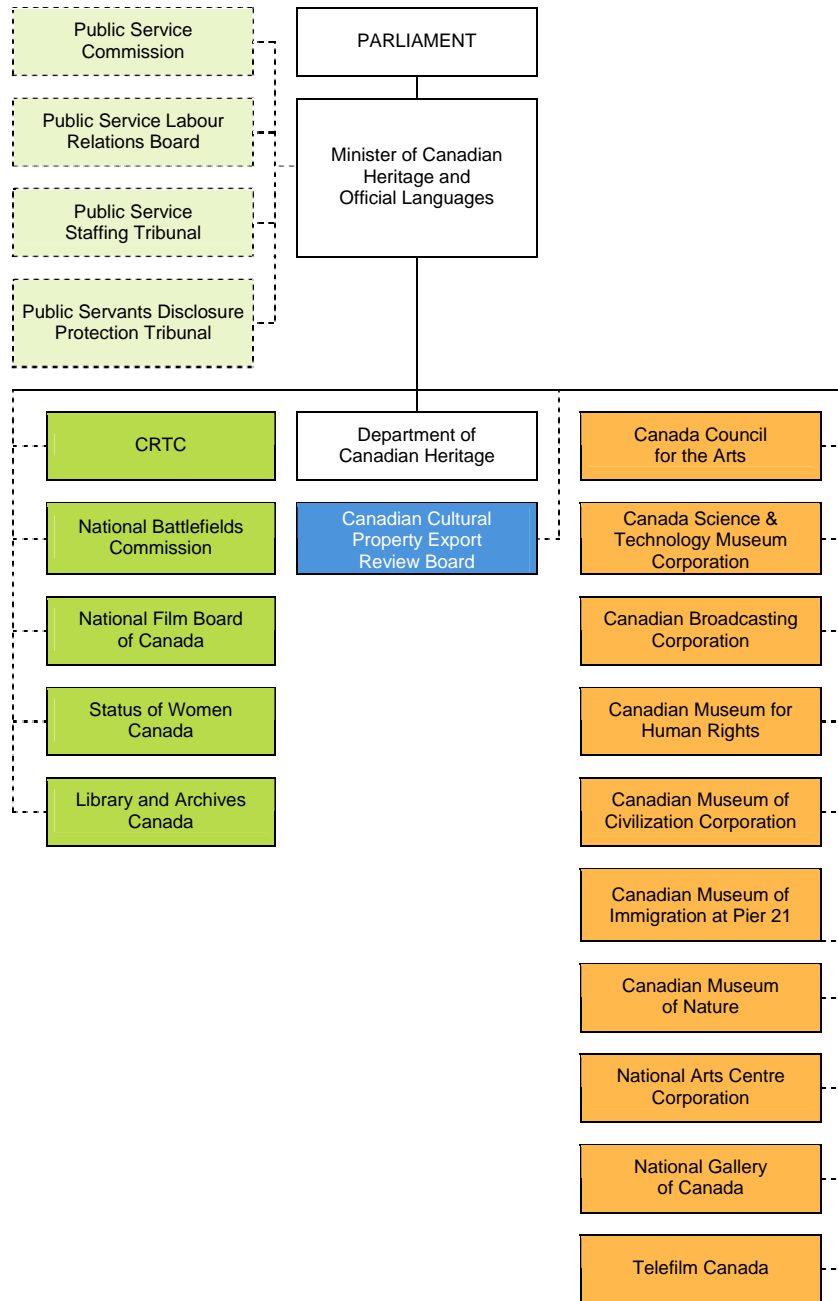
The Canadian Heritage Portfolio consists of the Department, ten Crown corporations and ten other organizations (see organization chart on page 6). As one of the largest Portfolio's in the federal government, it is essential that the responsible Minister provide leadership by ensuring policy coordination within and among all Portfolio members and communicate regularly with the organizations. The Minister is often assisted in his duties by other Minister(s) and/or Minister(s) of State with responsibility for specific sectors (such as Status of Women and Sport). These files can vary from one administration to another.

The notion of "portfolio management" has become an increasingly important feature of how government operates. Its principal aim is to bring greater coherence to the government's role in a particular sphere of activity through better co-ordination between departments and organizations with similar missions to ensure that the Portfolio as a whole is responsive to the government's strategic directions. The government also expects Crown corporations and other organizations within the Portfolio to work together and pool their efforts in order to adopt more strategic measures in relation to government priorities, and to maximize resources.

The Minister's role in the Portfolio is to establish the strategic policy frameworks, priorities and broad objectives within which Portfolio members carry out their activities. The Canadian Heritage Deputy Minister provides independent advice to the Minister. The Minister and the Deputy Minister are supported by the Portfolio Affairs Office, which acts as a "single window" to enable a more strategic and cohesive approach to portfolio management with respect to policy, planning, accountability, allocation of financial resources, coordination with the central agencies, appointments, governance and communications.

It should be noted that portfolio management does not alter the nature of the relationship between the Minister and the individual organization. Its primary purpose is to maximize efforts to achieve government objectives, while respecting the autonomy of portfolio members. The organization's enabling legislation, the *Financial Administration Act* and, where applicable, orders in council define the framework in which the organization interacts with the Minister and the government. However, at the working level, meetings take place among the heads of organizations and other levels of staff to ensure that the government's priorities, and those of the Minister, are well understood, and to encourage the exchange of information and co-operative efforts.

CANADIAN HERITAGE PORTFOLIO



4. TYPES OF GOVERNMENT ORGANIZATIONS

Parliament exercises the general power of the federal government through its authority to legislate. Powers are assigned in legislation in three general ways: to ministers individually, to the Governor General in Council, and to the heads and boards of “arm’s-length” entities (in the latter case, the degree of autonomy varies considerably). This delegation defines the scope of the authority that an entity can exercise, and its obligations and responsibilities to Parliament and to Canadians. The Canadian Heritage Portfolio contains all of the various accountability models.

Departments operate under the control and direction of a minister, and within the fiscal framework established under Schedules I and I.1 of the *Financial Administration Act*. The Treasury Board is the employer of public servants who work in departments (with the exception of National Defence and the RCMP), and establishes job classifications, rates of pay and other terms of employment.

Departmental agencies and other organizations, such as administrative tribunals, boards and special operating agencies, operate largely within the same fiscal and human resources framework as departments, but have more autonomy in their decision-making, either because of the specialized skills involved in their work, or because they perform regulatory functions which must remain free of political influence. In general, such organizations are created by legislation that sets out their mandate, authorities and organizational structure. Some are “separate employers”, meaning that they establish their own job classifications and rates of pay. Some agencies are structured on a corporate model in which decision-making powers are vested in a board or commission.

Crown corporations are government-owned companies. Most of them operate in an industrial, commercial or financial environment, and therefore require greater flexibility in financial and management matters than other types of government bodies. There are also some government activities that have been assigned to Crown corporations because of the specificity of their mandate and the sensitive nature of the decisions they must make. Crown corporation status gives them maximum decision-making autonomy within government.

Some Crown corporations operate under a special section of the *Financial Administration Act* (Part X), and are typically separate employers. The national museums operate under Part X.

Other Crown corporations are not subject to Part X of the *Financial Administration Act* (with the exception of sections 105(2), 113.1, 119, 131 to 148 and 154.01, which relate among other things to their obligations with respect to accountability, financial management and auditing). They operate under special acts or schedules. In the Canadian Heritage Portfolio these include the Canadian Broadcasting Corporation, the National Arts Centre, the Canada Council for the Arts and Telefilm Canada.

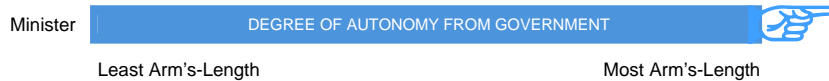
The Boards of Directors of Crown corporations oversee the management of the businesses, activities and affairs of the corporations, and are vested with their own authority to control and spend public monies, within the framework established by the law. As a result of their statutory authorities and the role of their boards, the Minister does not intervene in the day-to-day operations of Crown corporations.

Arm’s-length principle

The nature of your organization determines its autonomy (arm’s-length) to government and the responsibility to Parliament of the members of your board. In other words, the greater your organization’s autonomy and the less subject it is to direction and control by the Minister and central agencies, the greater its responsibility and thus the importance attached to the principles of good governance, accountability and transparency.

The “length of the arm” corresponds roughly to the schedule of the *Financial Administration Act* that applies. The higher the number, the greater the autonomy. Departments are Schedule I. Departmental agencies like Status of Women, the National Film Board and Library and Archives Canada are Schedule I.1. Canadian Heritage Portfolio Crown corporations are Part I, Schedule III. It should be noted, however, that this general principle does not apply to the Public Service Commission and to administrative tribunals, which, given their role or their quasi-judicial function, require a higher degree of autonomy.

**CANADIAN HERITAGE PORTFOLIO
RELATIONSHIP TO MINISTER**



5. PLANNING, BUDGETING AND ACCOUNTABILITY REGIME

A large part of the work of board members of governmental bodies involves overseeing and reporting on the activities carried out by the body in furtherance of its mandate, and in particular, for the expenditure of funds appropriated by Parliament to carry out its purposes. Much of the work involves being accountable for the manner in which the organization has discharged its mandate in serving the interests of Canadians.

In recent years, the government's planning, budgeting and accountability regime has become much more results-oriented. In the past, the tendency was more to assess the level of activity (outputs) of organizations. These days, the government and Canadians increasingly expect organizations to demonstrate concrete results from the expenditure of public funds. They must also show how the results contribute to achieving the public policy objectives expressed in their mandate, and to the priorities and objectives of the government.

There is a fixed cycle to the federal government's planning and accountability process, which is closely linked to the budget cycle. Many of the boards' meetings are scheduled specifically to deal with the documents that must be submitted to the Treasury Board Secretariat or to Parliament at fixed times during the year. All must submit budget information for the Main Estimates, which collectively represent all the expenditures Parliament is asked to approve for the coming year. The timing of the Main Estimates documents is determined by the *Financial Administration Act*, which requires that the detailed expenditure plans of the government be tabled annually before the end of February.

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, for the responsible Ministers, consist of three parts:

Part I – The Government Expenditure Plan

Part II – The Main Estimates – Parts I and II of the Estimates are tabled concurrently on or before March 1st.

Part III – Departmental Expenditure Plans, which are divided into two components:
Reports on Planning and Priorities (RPP) and *Departmental Performance Reports (DPR)* are prepared by each department and organization, except Crown corporations. More information about these reports will be found on page 11.



While all government organizations must conform to the planning, budgeting and accountability regime, the requirements differ somewhat between Crown corporations, departments and others.

a) Crown corporations

Part X of the *Financial Administration Act* and its associated regulations require that Crown corporations submit the following documents annually, in the manner and form prescribed by the Act: a Corporate Plan, an Annual Report, and Capital and Operating budgets. The national museums are subject to this requirement.

The four Portfolio corporations exempt from Part X of the *Financial Administration Act* (with the exception of sections 105(2), 113.1, 119, 131 to 148 and 154.01) are required by their own Acts to submit Annual Reports to Parliament. However, most of them have agreed to prepare Corporate Plans, which they submit annually to the Minister and to Treasury Board. Summaries of these plans are usually tabled in Parliament.

(i) Corporate Plans, Capital and Operating Budgets

In the best of worlds, Corporate Plans should not be regarded only as paper exercises undertaken to meet legislative requirements. They remain one of the key vehicles by which the Board of Directors carries out some of its most basic responsibilities: establish the strategic directions for a corporation, in accordance with its mandate and the government's priorities, and assess the performance of management. The Plans and the Capital and Operating Budgets, should also drive all business planning, budgeting and performance assessment within the organization.

It is important to remember that Corporate Plans, and Capital and Operating Budgets, constitute a "contract" with the government – a promise by the corporation to further its mandate and government priorities, by carrying out certain activities, expending funds, and accomplishing specific results. In return, the government provides the corporations with resources (in the case of appropriation-dependent organizations), and allows them greater autonomy than it does other public organizations.

Since Corporate Plans are submitted through the appropriate ministers for approval or information to Treasury Board, they are secret documents, and should be treated as such. Their secret status allows corporations to provide forthright information to ministers. However, Summaries of Corporate Plans are tabled in Parliament (Senate and House of Commons) once sensitive or confidential business information is removed. They thus constitute a "contract" with the Canadian population and are an important communications tool for the corporation.



(ii) Annual Reports

Like Corporate Plans, Annual Reports have multiple functions and audiences. They “close the accountability loop”. They inform Cabinet, Parliament and the public on the extent to which corporations have met the objectives and targets established in their Corporate Plans, and provide clear explanations where performance has fallen short of, or exceeded, what was anticipated. The reports are also used by corporations as public relations tools, particularly when seeking funds and donations.

(b) Departments and other organizations

(i) Reports on Plans and Priorities

Each spring, Departments and other organizations are required to prepare a Report on Plans and Priorities which the Minister submits to the Treasury Board. These reports, which cover a three-year horizon, are strategic working documents that outline the main priorities and describe how the organization’s resources will be allocated in order to achieve specific goals. These reports are tabled in Parliament by the President of the Treasury Board (usually in March).

(ii) Performance Reports

Each fall, Departments and other organizations are required to prepare a Performance Report which the Minister then submits to the Treasury Board. These reports outline the results and achievements against the commitments and targets that were established in the Reports on Plans and Priorities. These reports are tabled in Parliament by the President of the Treasury Board (usually in October).

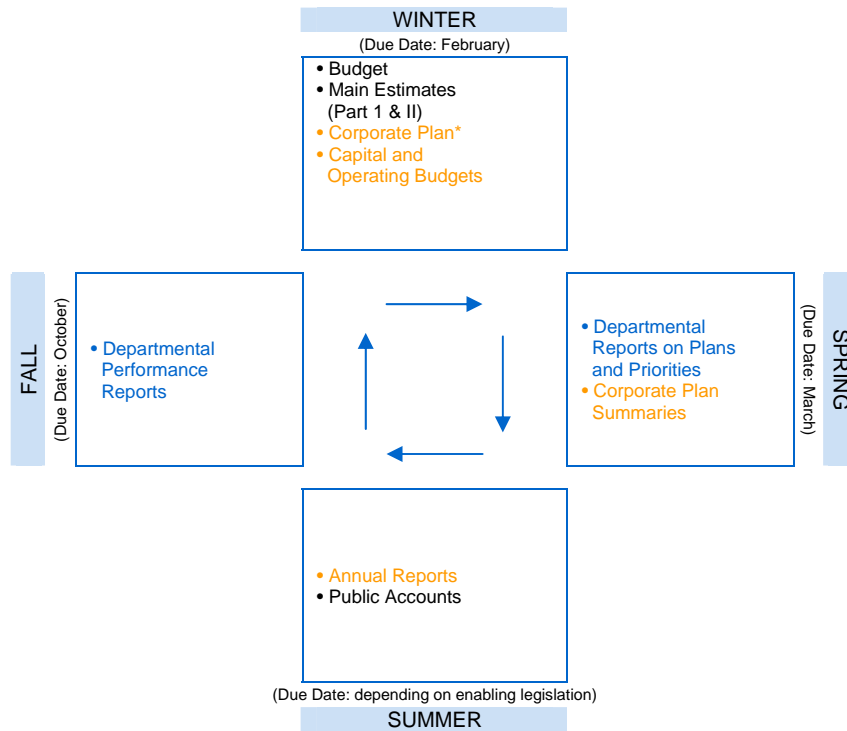
(iii) Annual Reports

Some organizations are also required to submit an annual report to Parliament. The content varies with the nature of the organization and the requirements set out in its enabling legislation. Such reports generally include a review of the organization’s operation activities during the period in question.

Where there is a Board of Directors, reports are presented to Parliament in the name of the board, so each member takes personal responsibility for the contents. As previously mentioned, it is the responsible Minister who tables these reports in Parliament and therefore it is beneficial when organizations work in collaboration with the Department, through the Portfolio Affairs Office, in developing these reports.



PLANNING, REPORTING AND ACCOUNTABILITY CYCLE



- Departments and other organizations
- Crown corporations (due date may vary)
* Applicable depending on the status of the corporation
- Applicable to all

In addition to the reports mentioned above, there are a number of other statutes that require annual reports to Parliament or to other branches of government. Among these are reports to the Treasury Board and the Department of Canadian Heritage on various aspects of the *Official Languages Act*; to the Information Commissioner of Canada and the Privacy Commissioner of Canada on the processing of requests made under the *Access to Information Act* and the *Privacy Act*; to the Minister of Labour on the recruitment, advancement and retention of women, visible minorities, Aboriginal people and persons with disabilities under the *Employment Equity Act*, and a variety of other government-wide legislation.

The applicable statutes vary from organization to organization. A list of reports that concern you can be provided by your respective organization. Although not all of these reports require approval by the Board of Directors, it is important to be aware of them.

KEY REPORTING REQUIREMENTS FOR PORTFOLIO ORGANIZATIONS

		Main Estimates	Report on Plans & Priorities (RPP)	Corporate Plan	Operating & Capital Plans	Corporate Plan Summary	Annual Report	Departmental Performance (DPR)	Annual Reference Level Update (ARLU)	Supplementary Estimates (A)	Supplementary Estimates (B)
		Winter	Spring	Summer	Fall						
Crown corporation	Canada Council for the Arts										
	Canada Science & Technology Museum										
	Canadian Broadcasting Corporation		*								
	Canadian Museum for Human Rights										
	Canadian Museum of Civilization										
	Canadian Museum of Immigration at Pier 21										
	Canadian Museum of Nature										
	National Arts Centre										
	National Gallery of Canada										
	Telefilm Canada										
Government Agency	Library and Archives Canada										
	National Battlefields Commission										
	National Film Board of Canada										
	Status of Women Canada										
	Canadian Radio-television and Telecommunications Commission										
Independent body	Public Servants Disclosure Protection Tribunal										
	Public Service Commission										
	Public Service Labour Relations Board										
	Public Service Staffing Tribunal										
	Canadian Cultural Property Export Review Board										

* The Canadian Broadcasting Corporation is required to submit a Corporate Plan for information purposes as well as a Corporate Plan Summary for tabling in Parliament.



6. TRENDS IN GOVERNANCE

The quality of corporate governance has attracted increasing attention in recent years, both in government and in the private sector. This preoccupation in the private sector has been prompted by shareholder concerns and the higher legal standard for stewardship being demanded of board members. In the public sector, the increased importance attached to good governance is attributable to growing expectations and requirements for transparency and accountability on the part of those who govern, manage and administer resources and assets on behalf of others.

The establishment of, and compliance with, good governance practices give the government, Canadians and all stakeholders the assurance that the corporation is properly run in order to achieve the expected results. (*Report of the Auditor General of Canada – February 2005*)

The role of board members does not differ significantly between public and private sectors. This description, taken from a Conference Board of Canada publication called “Who Does What?” sets out the general divisions of responsibility.

WHO DOES WHAT? ROLES OF THE CORPORATE GOVERNANCE TEAM

Shareholder	Board	Individual Director	Chair the Board
Provider of purpose Provider of capital	Leader Overseer Steward Reporter	In addition to general board roles: Learner Inquirer Influencer	In addition to general board and individual director roles: Achiever of diversity Consensus builder Solidarity promoter
Board Committee and Committee Chair	CEO	Senior Management	Corporate Secretary
In addition to general board and individual director roles: Policy Developer Advisor Planner Recommender	In addition to general board roles: Director Initiator Developer Implementor Mentor	Learner Steward Innovator Judge Mentor	Communicator Information manager Team Builder Recorder Mentor Advisor

Many boards of government institutions have embarked in recent years on a quest for self-improvement in matters of governance. This is a large and important topic, beyond the scope of this document. However, some of the more notable trends are as follows:

Audit committees

Audit committees are mandatory for all boards and members appointed to such committees must be independent of management. Financial literacy and a solid understanding of the business environment in which the organization operates should be prime features in the required competencies of members serving on audit committees. Since the coming into force of the *Federal Accountability Act*, auditors report directly to the audit committee.

Governance committees

Many boards now have a governance committee, that addresses such matters as the performance assessment of the CEO, and increasingly, of the board itself. Assessing the effectiveness of the board and the contribution of each board member is also encouraged. Such assessments provide boards with opportunities to improve their practices, and identify skills and abilities required. The governance committee establishes and reviews, on a regular basis, the mandates of the various committees of the board. It also establishes and maintains a system for ensuring that conflicts of interest are declared, and dealt with appropriately.

Training

In recent years, the emphasis on good governance practices and the complexity of the responsibilities borne by boards has revealed the full importance members should give their training throughout their mandate. It is their responsibility to identify their own training requirements and acquire the tools they need for the efficient discharge of the public trust placed in them. Access to the right tools is both a moral obligation and a wise investment.

Board members usually have access to individual briefing sessions provided by the staff of the organization they have joined. Many boards organize periodic retreats, often with the help of professionals, where the board can focus on its role and responsibilities. Specialized training is available for new members of administrative tribunals from the Canada School of Public Service (the School). Seminars are offered by organizations such as the Institute on Governance on how government works and other issues of importance to public sector boards.

The School also offers a suite of three complementary courses to help members of Boards of Directors exercise their role and responsibilities: *Understanding the Government Environment and its Impact on Crown Corporations*, *Roles and Accountabilities of Boards and Board Members* and *Financial Literacy in a Government Environment – Crown Corporation*. Another course is offered by the School which provides participants with an opportunity to explore *How Ottawa Works* and to see what actually happens behind the scenes. A description of these courses is available on the School's Website at www.cspc-efpc.gc.ca.



A FINAL WORD

Appointment to the board of a national institution should be stimulating and rewarding. Most board members find the experience to be very positive. Occasionally, members feel that they do not have all the tools they need to be as productive as they would like to be. In such a case, make your concerns known to your chairperson or corporate secretary. They are there to help you if there are any areas where you feel you need more information or guidance. There are also many useful publications and websites. A selected list of resources follows.

The diversity of experiences and perspectives that board members bring to the governance of public institutions is an essential component in their connection to the “shareholders”, the Canadian public.

Thank you for accepting the invitation to serve and contribute in building a stronger Canada. We trust that you will find your time with the Canadian Heritage Portfolio most fulfilling.



USEFUL INFORMATION SOURCES

Government of Canada Publications:

Accountable Government - A Guide for Ministers and Ministers of State

Privy Council Office, 2008

www.pm.gc.ca/grfx/docs/guide_e.pdf

A Guide Book for Heads of Agencies: Operations, Structures and Responsibilities in the Federal Government

Privy Council Office, 1999

www.pco.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=guide2/table_e.htm

Directors of Crown Corporations: An Introductory Guide to Their Roles and Responsibilities

Crown Corporations Directorate of the Department of Finance and Treasury Board Secretariat (with the Conference Board of Canada and the Canadian Centre for Management Development), 2002

www.tbs-sct.gc.ca/gov-gouv/role/role01_e.asp

Corporate Governance in Crown Corporations and Other Public Enterprises: Guidelines

Department of Finance and Treasury Board of Canada, 1996

www.tbs-sct.gc.ca/gov-gouv/entreprise/entreprise01_e.asp

Building a Crown Corporation Director Profile

Privy Council Office, 2001

<http://www.pco.gc.ca/docs/information/publications/cc-se/profile-eng.pdf>

Certification Form – Ethical and Political Activity Guidelines

Privy Council Office, 2007

www.appointments-nominations.gc.ca/publications.asp?lang=eng

Ethical Guidelines for Public Office Holders

Privy Council Office, 2008

www.appointments-nominations.gc.ca/publications.asp?lang=eng

Conflict of Interest Act

Department of Justice Canada

<http://laws-lois.justice.gc.ca/PDF/Statute/C/C-36.65.pdf>

Guidelines for the Political Activities of Public Office Holders

Privy Council Office, 2008

www.appointments-nominations.gc.ca/publications.asp?lang=eng

Performance Management Program

Privy Council Office

www.pco.gc.ca/index.asp?lang=eng&page=secretariats&sub=spsp-psps&doc=pmp-pgr/pmp-pgr_e.htm



Remuneration Guidelines for Part-time Governor in Council Appointees in Agencies, Boards and Commissions Effective October 1, 2000

Privy Council Office, 2001

www.appointments-nominations.gc.ca/publications.asp?lang=eng

Remuneration Guidelines for Part-time Governor in Council Appointees in Crown Corporations Effective October 1, 2000

Privy Council Office, 2001

www.appointments-nominations.gc.ca/publications.asp?lang=eng

Salary Ranges for Governor in Council Appointees – 2010

Privy Council Office, 2010

www.appointments-nominations.gc.ca/publications.asp?lang=eng

Terms and Conditions of Employment for Full-Time Governor in Council Appointees

Privy Council Office, 2009

www.appointments-nominations.gc.ca/publications.asp?lang=eng

Other Publications of Interest:

Discussion paper on first principles and goals for the training and continuing education of tribunal adjudicators

Council of Canadian Administrative Tribunals, 2001

www.soar.on.ca/soar-training.htm

Governance Do's and Don'ts. Lessons from Case Studies on Twenty Canadian Non-Profits

Institute on Governance, 2001

www.iog.ca/publications/nonprofit-gov.PDF

Governance Effectiveness “Quick Check”

Institute on Governance, 2001

www.iog.ca/boardgovernance/html/ass.html

Planning to Prevail: A Practical Guide to the Board's Role in Strategic Planning and Performance Measurement

Conference Board of Canada, 2000

www.conferenceboard.ca/documents.asp?mnext=129

Ten to-do's for audit committees in 2011

KPMG, 2011

http://www.kpmg.com/Ca/en/IssuesAndInsights/ArticlesPublications/Documents/ACI-ten-to-do%27s-2011_Canada.pdf

Who Does What? A Practical Guide to the Roles, Responsibilities and Relationships of Directors, Executives and Shareholders

Conference Board of Canada, 1999

www.conferenceboard.ca/documents.asp?mnext=163

WEBSITES

Government of Canada Sites dealing with the role of government:

Privy Council Office: www.pco-bcp.gc.ca
To obtain a variety of publications dealing with the institutions of government, and the relationships between the legislative and executive branches, and the public service

Governor in Council Appointments Website: www.appointments-nominations.gc.ca
To obtain further information on Governor in Council Appointments

Office of the Conflict of Interest and Ethics Commissioner: www.parl.gc.ca/ciec-ccie

Department of Canadian Heritage: www.pch.gc.ca
To obtain an overview of the activities within the Department and the Portfolio organizations

The Governor General of Canada: www.gg.ca
To obtain information on representing the Crown in Canada

Department of Justice: <http://laws.justice.gc.ca/>
To obtain all federal statutes

Speech from the Throne: www.sft-ddt.gc.ca
To be aware of the priorities of the government

Sites dealing with Corporate Governance:

Institute on Governance: www.iog.ca

Canada School of Public Service: www.myschool-monecole.gc.ca

Office of the Auditor General of Canada: www.oag-bvg.gc.ca

