

The Ministry for Culture and Heritage step-by-step good practice guide to Crown entity board appointments

Introduction

- The following Ministry step-by-step good practice guide builds on expectations outlined in [Principle 1](#) of the *'It takes three: Operating Expectations Framework for Crown Entities'* published in 2014
- The matrix is consistent with the State Services Commission (SSC) *Board Appointment and Induction Guidelines (BAIG)* updated in August 2014.

Figure 1 provides a generic process appointments seven-step flow chart. Figure 2, provides good practice guidance for each step in the context of ["It takes three"](#).

Figure 1: Board appointments process flow chart

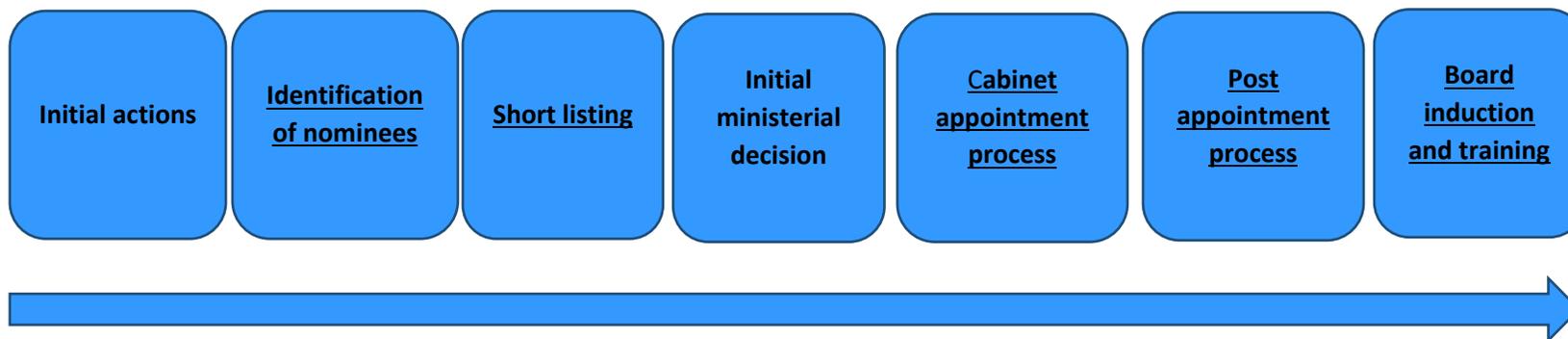


Figure 2: Making Board appointments - a step-by-step good practice guide

Responsible Minister	Crown entity	Monitoring department
1. Preliminary Actions		
<ul style="list-style-type: none"> considers options for a new appointment or reappointment and may discuss these with the board chair receives advice on and confirms decision in respect to the board's skill profile, position description and timelines agrees on process including decisions to advertise, due diligence interviews and consultation 	<ul style="list-style-type: none"> board, if appropriate, identifies required skill sets and gaps as part of strategic planning chair, if appropriate, liaises with Minister and /or department re recommended skill sets and potential profiles if requested, chair gives views on desirability of reappointing existing member 	<ul style="list-style-type: none"> briefs Minister, in a timely manner, on upcoming appointments, identifies statutory and other considerations and recommends appropriate timelines and outlines process options ensures that particular requirements are identified (e.g. ICEs are usually appointed by Governor-General and fees set by Remuneration Authority) liaises with chair (if Minister concurs)

Responsible Minister	Crown entity	Monitoring department
2. Identification of nominees		
<ul style="list-style-type: none"> where required, actions formal consultation with relevant Ministers (usually co-ordinated by the Minister's Private Secretary) receives and considers briefings from department discusses board membership needs with the entity chair (if appropriate) undertakes appropriate consultation and subsequent deliberation 	<ul style="list-style-type: none"> kept informed (usually the chair) provides information and material ,if required, to support process (e.g. likely time commitment required, relevant board policies) chair (if appropriate) discusses proposed short-lists with Minister 	<ul style="list-style-type: none"> facilitates advertising (if any), statutory and other consultation including with diversity agencies searches databases for appropriate matches between vacancy requirements and nominees prepares appropriate documentation such as consultation letters, letters to support parties and caucus ensures suitable processes in place to assist the Minister to easily assess nominations received provides Minister with short-list briefing having regard to agreed profiles keeps the entity chair informed on progress

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3. Short-listing		
<ul style="list-style-type: none"> confirms candidates to be short-listed receives briefing/due diligence report from department considers any triple disclosure issues Minister may wish to meet candidate(s) (Private Secretary often acts as liaison) engages in any necessary discussion with consultees 	<ul style="list-style-type: none"> chair or a delegated board member involved in due diligence interviews - usually in lead role provides prevailing board policies if requested 	<ul style="list-style-type: none"> arranges due diligence interviews, ensure documentation available, individual circumstances followed up conflicts of interest and triple disclosures addressed briefs Minister with due diligence report and recommendations consults with other interested departments, as required

Responsible Minister	Crown entity	Monitoring department
4. Initial Ministerial decision		
<ul style="list-style-type: none"> makes initial decision as to preferred candidate(s) 	<ul style="list-style-type: none"> kept informed (usually the Chair) 	<ul style="list-style-type: none"> undertakes any appropriate follow up such as potential conflicts of interest and/or reference checks keeps the entity chair informed on progress

Responsible Minister	Crown entity	Monitoring department
5. Cabinet appointments process.		
<ul style="list-style-type: none"> signs off on APH memorandum and related documents prepared by department Private Secretary usually lodges papers with Cabinet office Private Secretary ensures department aware when Cabinet/Caucus stages completed so next steps can be actioned addresses any fees issues [CO (12) 6 refers] 	<ul style="list-style-type: none"> kept informed (usually the chair and senior management) if appropriate, chair ensures appropriate arrangements for farewell functions can be facilitated receives copies of formal letters and notices of appointment 	<ul style="list-style-type: none"> prepares APH paper and related documents prepared for signature and lodging addresses consultation, conflict of interests and fees issues if required, makes officials available for APH meeting after receipt of advice re Cabinet and Caucus noting, prepares appropriate appointment

<ul style="list-style-type: none"> • sends letter and notices of appointment to successful candidate(s) • sends appropriate 'acknowledgement' letters to outgoing board members • copies letters and notices of appointment to the entity 		<ul style="list-style-type: none"> • documentation for Ministers • drafts letters for Minister/communication to inform unsuccessful candidates and other interested parties • keeps the entity chair and management informed on progress • checks that Minister's Private Secretary has copied letters and notices of appointment to the entity
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Responsible Minister	Crown entity	Monitoring department
6. <i>Post-appointment actions</i>		
<ul style="list-style-type: none"> • issues a media release on appointment(s) – involving entity where appropriate • ensures entity is advised and/or involved in media release process 	<ul style="list-style-type: none"> • checks with department and/or Minister's Office on content and timing of media statements to ensure a coordinated approach • updates its risk register to include new member(s) • addresses any new fees requirements • updates board information on entity website and internal documentation 	<ul style="list-style-type: none"> • co-ordinates draft media release, gazetting, updating of CAB 51s and board contact lists including the department's social media and web sites • as appropriate, relevant information re any special fees issues and interests advised to the entity

Responsible Minister	Crown entity	Monitoring department
7. <i>Board induction and development</i>		
<ul style="list-style-type: none"> • checks that approved induction process is in place 	<ul style="list-style-type: none"> • undertakes entity induction programme – usually focussed on entity's policies and strategic direction 	<ul style="list-style-type: none"> • conducts an induction programme in accordance with Minister's preference – chair consulted