

Independent  
Appointments  
Commission



MAKE A DIFFERENCE

# Independent Appointments Commission Annual Report 2024-25

## Message from the Independent Appointments Commission

In accordance with the requirements of a Category Three entity under the **Transparency and Accountability Act**, I am pleased to present the 2024-25 Annual Report, which outlines the IAC's progress in achieving our commitments as indicated in the 2024-26 Activity Report.

This report summarizes the efforts put forward thus far in strengthening community engagement, and ensuring that Newfoundlanders and Labradorians are aware of the many opportunities to serve on our province's agencies, boards and commissions. Through the merit-based appointment process, which is governed by the **Independent Appointments Commission Act**, individuals recommended for appointment have the necessary skills and qualifications, and are reflective of the diverse population they serve.

The IAC's 2024-25 Annual Report was prepared under my direction, and as the chairperson, I am accountable for the results reported within. I would like to thank my fellow commissioners and Public Service Commission staff members for their commitment and valuable contributions.

Sincerely,

A handwritten signature in black ink, reading "Karen M. McCarthy". The signature is fluid and cursive, with the first name "Karen" and last name "McCarthy" clearly legible.

## Overview

The Independent Appointments Commission (IAC) is a legislated independent non-partisan commission composed of seven volunteers appointed by the Lieutenant-Governor in Council on resolution of the House of Assembly.

As of March 31, 2025, IAC Membership consisted of the following people:

- Karen McCarthy, Chairperson
- Catherine Duke, Vice-chair
- Peggy Bartlett
- Brendan Mitchell
- William Mahoney
- Jamie Schwartz
- Gerald Anderson

Members of the IAC are collectively responsible for representing the interests and perspectives of the entire province, and possess extensive experience in public administration, board governance, and senior leadership. Members are committed to inclusion, diversity, equity and accessibility, and have a sound understanding of the merit principle in relation to recruitment and recommended appointments.

## Mandate

The IAC's mandate is provided by its governing legislation, the **Independent Appointments Commission Act** (IAC Act), which requires the IAC to generate recommendations for appointments to provincial agencies, boards, and commissions (ABCs) in accordance with a merit-based process. This includes:

- recommending qualified candidates for consideration of appointment to vacancies within approximately 30 ABCs, that deliver critical services related to healthcare, education, natural resources, culture, and more; and,
- collaborating with the Public Service Commission (PSC), which serves as a secretariat to the IAC, and is responsible for recommendations to over 120 additional ABCs scheduled to the **Public Service Commission Act**.

## Vision

The ABCs of Newfoundland and Labrador require qualified, talented, strong voices who will influence decision-making that impacts the delivery of important public services. ABCs are composed of members appointed through a merit-based process whereby consideration has been given to a variety of demographic factors and lived experience to ensure they are representative of the diverse populations they serve.

## Report on Performance

### Issue 1: Strengthening Community Engagement

In 2016, the provincial government launched the Independent Appointments Commission (IAC) to guide the appointment of individuals to various positions with larger public sector organizations. Initial uptake of the new appointment process was very positive. The IAC will enhance its efforts to increase the volume of applications received. It is important that ABCs are representative of the population they serve, and as such, efforts will continue to appeal to diverse groups from a variety of demographics. These include youth, women, persons with disabilities and multi-cultural communities representing all regions of the province. The IAC is committed to enhancing engagement and marketing efforts that focus on encouraging qualified individuals to contribute to the province by sitting on various ABCs.

**Objective 1.1:** By March 31, 2025, the IAC will have increased the number of information sessions provided to organizations within the province, connecting with communities to inform residents, businesses, and organizations of opportunities on provincial ABCs.

**Indicators:** Held discussion panels with community stakeholders and distributed resource materials to departments, organizations, and community groups across the province.

**Results:** Efforts to strengthen community engagement were prioritized throughout 2024-25. As a result of the 2023 statutory review, a full-time position was created to oversee promotion and outreach activities. This position is responsible for developing

marketing approaches and ongoing engagement with applicants, entities, government departments, members of the public, and other organizations to promote and support the overall appointment process.

One approach to strengthening community engagement was through discussion panels and information sessions. Discussion panels were hosted with stakeholders in all regions of the province. This included the distribution of informational materials providing relevant statistics on appointments, demographic details, and available vacancies.

**Indicators:** Engaged with departments, organizations, and community groups by delivering information sessions, and enhanced communication with current applicants.

**Results:** Information sessions were prepared and delivered to community stakeholder groups throughout Newfoundland and Labrador, including the provincial chapter of the International Women's Forum. These sessions provided an overview of the IAC's merit-based appointment process and addressed frequently asked questions regarding the qualifications, remuneration, and the variety of ABCs across the province. Informational materials were developed highlighting interesting facts about the IAC and its role within the province.

Building and maintaining ongoing relationships with local organizations and community stakeholders has helped raise awareness of opportunities available within ABCs across the province. These partnerships enable effective collaboration and extend the reach of promotional efforts. On a monthly basis, promotional materials featuring current ABC opportunities are developed and shared with groups such as the NL Federation of Labour, which in turn, distribute throughout its network of colleagues and professional contacts. This increases the awareness and accessibility of ABCs, especially for individuals who may have expertise to share but may not be reached through social media advertising.

In addition, the IAC has focused on engaging with current applicants within the IAC database throughout 2024-25. Targeted outreach efforts have allowed the IAC to

proactively connect with candidates to confirm their continued interest in opportunities and share relevant ABC vacancies for their consideration.

**Indicators:** Facilitated presentations to departmental staff with regards to process and to support their promotional opportunities.

**Results:** Informational materials have been presented to government department representatives to enhance their understanding of the merit-based ABC appointment process. Twenty-four staff members across nine departments participated in this training session, and future sessions will be scheduled. Materials were provided to attendees following the session for reference, which included a process overview, a visual workflow, and the roles and responsibilities of government departments, PSC, and the IAC. Feedback collected from participants indicates a positive experience, and interest has been expressed in developing a community of practice focused on the continuous improvement of collaborative efforts to support the ABC appointment process.

Information sessions are scheduled regularly with government departments and entities responsible for ABCs, which allows for more tailored support to departments that regularly rely on the IAC. This connectivity ensures seamless communication of best practices and modern approaches. For example, sharing key findings from the 2023 statutory review with relevant departments and staff helped ensure that areas for improvement within the influence of the IAC, PSC, and the departments were properly considered.

**Objective 1.2:** By March 31, 2026, the IAC will have increased its social media presence to promote the opportunities on provincial ABCs, as well as the merit-based appointment process. This will be achieved in part by reviewing the IAC website with the intent to modernize the look and enhance applicant experience.

**Indicators:**

- Enhanced digital presence to further promote opportunities with provincial ABCs.
- Facilitate the update of the IAC website to create a better applicant experience.

## Challenges and Opportunities

The IAC strives to ensure that ABCs represent the diverse population of Newfoundland and Labrador. Currently, 32 per cent of applicants within the IAC database reside outside of the Avalon and Eastern regions of the province. Promotion through social media has been an effective approach to increase awareness and engagement. Considering the geography of the province, these channels may not reach qualified applicants who may have limited access to technology. To address this challenge, the IAC will diversify the promotional approaches used and create innovative methods of information sharing within all regions of the province.

Streamlining communication and engagement with government departments is an area of opportunity for the future. Departments have expressed interest in participating in a community of practice dedicated to the merit-based ABC appointment process. The development of this network would allow for more significant engagement with a broader range of representatives and stakeholders.