

Independent
Appointments
Commission



MAKE A DIFFERENCE

Independent Appointments Commission Activity Plan 2026-29

Message from the Chairperson

As the Chair of the Independent Appointments Commission (IAC), I am pleased to present the 2026-29 Activity Plan, outlining our objectives for the three-year period commencing April 1, 2026, and ending March 31, 2029. In accordance with the Provincial Government's **Transparency and Accountability Act, (the Act)** this plan was prepared under my direction, and I am accountable for its preparation, and for the achievement of objectives as outlined in that plan.

As a Category 3 government entity under the Act, the IAC is required to prepare an Activity Plan that considers the strategic directions of the Provincial Government, and in accordance with the IAC's mandate.

Throughout the reporting period the IAC will continue to support a transparent, merit-based assessment process that enhances public confidence in the composition of agencies, boards, and commissions. Through a focus on fairness, integrity, and representation, the IAC remains committed to ensuring that appointments reflect the diverse perspectives and lived experiences of the populations served, while aligning with government's broader strategic priorities.

I would like to acknowledge the contributions of my fellow members of the IAC, the PSC, and those that give their time and efforts in serving and executing the important work of our provincial agencies, boards and commissions. I look forward to working together in achieving our objectives over the next three years and building upon our success thus far.

Sincerely,



Who We Are

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. Current Members of the IAC include:

- Karen McCarthy, serving as Chair of the IAC.
- Jamie Schwartz
- William Mahoney
- Brendan Mitchell
- Rex Goudie
- Karen Skinner
- Nancy Healey

Overview

The IAC administers a transparent, merit-based assessment process for agencies, boards, and commissions (ABCs) in accordance with the **Independent Appointments Commission Act (IAC Act)**. Through this process, the IAC generates recommendations of qualified candidates to the Government of Newfoundland and Labrador. By supporting appointments to approximately 30 ABCs (Tier One), the IAC strengthens effective governance, accountability, and oversight across organizations that deliver critical public services-such as health care, education, and natural resources-and that exercise significant decision-making authority.

The Public Service Commission (PSC) serves as the Secretariat to the IAC, providing advice and support in administration of a merit-based assessment process. The PSC is also responsible for applying a merit-based assessment process for over 120 ABCs (Tier Two), as well as maintaining the IAC website, which details ABC profiles, upcoming vacancies, and provides an application portal. The IAC website can be accessed by navigating to <https://www.iacnl.ca/>.

Provincial Government ABCs fall into six broad categories:

1. Crown Corporations
2. Operational and Regulatory Bodies
3. Adjudicative Bodies
4. Advisory Boards
5. Self-Regulating Occupation and Industry Boards
6. External and Intergovernmental Boards

Mandate

The statutory mandate, as provided by the **IAC Act**, requires the IAC to administer a merit-based assessment process to generate recommendations for those provincial ABCs scheduled to that Act. Merit is a rule of conduct that provides for the assessment of candidates based on the demonstrated quality of their qualifications, knowledge, abilities, personal suitability, and, lived experience that contribute to effective service in the role.

Vision

To advance a merit-based, transparent appointment process that identifies qualified individuals whose diverse backgrounds, lived experiences, and perspectives strengthen the governance of agencies, boards and commissions, ensuring these entities are both reflective of and responsive to the populations they serve across Newfoundland and Labrador.

Strategic Issues (2026-29)

Over the next three years, the IAC will focus on enhancing the coordination of information that supports merit-based appointments across ABCs. The IAC maintains a strong applicant inventory, and effective information management practices. The growing volume and complexity of recruitment activity requires more timely and integrated information sharing between the IAC and the entities it serves.

Issue 1: Enhancing Information Coordination, Reporting and Communication

Strengthening how the IAC coordinates and manages appointment-related information will improve the experience for applicants, departments, and the IAC itself. This includes refining statistical reporting, improving applicant communication, and ensuring board membership data is accurate and current. These enhancements will allow the IAC to better monitor recruitment needs, support departmental planning and accountability, and deliver more timely, well-informed recommendations.

Objective 1.1:

By March 31, 2027, the Independent Appointments Commission (IAC) will have strengthened communication coordination to ensure timely, accurate and consistent submission of updated board-membership information.

Indicators:

- Updated board-membership information is readily available to support new vacancy requests.
- Communication processes will incorporate sharing information on upcoming appointment expiries to support awareness of changing board membership and encourage proactive planning.
- The IAC will continue to facilitate merit-based recruitment information sessions to support awareness and planning efforts.

Objective 1.2

By March 31, 2028, the IAC will have enhanced the administrative database system to clearly identify positions subject to the **Independent Appointments Commission Act**.

Objective 1.3

By March 31, 2029, the IAC will have expanded and standardized its reporting functions to provide more emphasis on value-based statistics, expiry forecasts, and status updates.