

Independent
Appointments
Commission



MAKE A DIFFERENCE

Independent Appointments Commission Annual Report 2025-26

Message from the Independent Appointments Commission

In accordance with the requirements of a Category Three entity under the **Transparency and Accountability Act (the Act)**, I am pleased to present the April 1st, 2025, to March 31st, 2026, Annual Report, which outlines the Independent Appointment Commission's (IAC's) accomplishments and results achieved over the final year of the 2024-2026 Activity Plan.

This report reflects work completed to strengthen community engagement and to increase public awareness of appointment opportunities to agencies, boards, and commissions (ABCs) across Newfoundland and Labrador. The merit-based appointment process, governed by the **Independent Appointments Commission Act (IAC Act)** is designed to ensure that individuals recommended for appointment possess the requisite skills and qualifications and are representative of the population they serve.

This Annual Report detailing the IAC's accomplishments was prepared under my direction, and as the Chairperson, I am accountable for the results reported within. I would like to acknowledge the contributions of my fellow members of the IAC, the Public Service Commission (PSC), and those that give their time and efforts in serving and executing the important work of our provincial ABCs.

A handwritten signature in black ink, reading "Karen M. McCarthy". The signature is written in a cursive style with a large, stylized 'K' and 'M'.

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. 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

The IAC administers a transparent, merit-based assessment process for ABCs in accordance with the **IAC Act**. Through this process, the IAC generates recommendations of highly qualified candidates to the Government of Newfoundland and Labrador. By supporting appointments to approximately 30 ABCs (Tier One), the IAC contributes to effective governance, accountability, and oversight across organizations that deliver critical public services.

The Public Service Commission (PSC) serves as the Secretariat to the IAC, providing advice and operational support for the administration of the merit-based process. The PSC is also responsible for applying a merit-based assessment process for more than 120 ABCs (Tier Two) and for maintaining the IAC website, including ABC profiles, upcoming vacancies, and the application portal.

Provincial ABCs fall into six broad categories: Crown Corporations; operational and regulatory bodies; adjudicative bodies; advisory boards; self-regulating occupation and industry boards; and external and intergovernmental boards.

Mandate

The statutory mandate, as provided by the **IAC Act**, requires the Independent Appointments Commission 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 contributes to effective service in the role.

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 will be 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 population they serve.

Report on Performance

Issue 1: Strengthening Community Engagement

In 2016, the provincial government launched the 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 1.2: 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.

Indicator: Enhanced digital presence to further promote opportunities with provincial ABCs.

Results: Throughout 2025-2026, in collaboration with the Government of Newfoundland and Labrador Communications Division, Tier One and executive appointment opportunities were promoted through targeted digital outreach on LinkedIn, Facebook, and Instagram. Social media analytics were monitored to assess the impact of enhancing the IAC's digital presence, with campaign activity generating a total of 19,866 impressions (the number of times the content was displayed on the screens of users) and reaching 18,212 individual users. Engagement with the content resulted in 974 link clicks and 613 total engagements which include the act of liking, reacting, commenting, and/or sharing content. Efforts to strengthen digital connectivity with partner organizations were also prioritized, including the regular distribution of digital flyers through the Federation of Labour to increase awareness of opportunities among its membership. In addition, members of the IAC were provided with regular updates on social media postings to support further sharing across their respective professional networks.

Indicator: Facilitate the update of the IAC website to create a better applicant experience.

Results: Throughout the reporting period, the Office of the Chief Information Officer (OCIO) has been engaged in supporting the development of a new online application portal for expressions of interest on the IAC website. In collaboration with OCIO, several continuous improvement areas were identified to enhance the applicant experience and ensure accurate, high-quality data collection. These improvements include enhanced application management functionality that allows applicants to update existing submissions rather than create new, duplicate applications, as well as automated email reminders in advance of application expiry in accordance with the two-year data retention schedule. Key data fields have been updated to reflect current options,

including recent education completion dates. Regional information now fills in automatically based on the address an applicant enters. Improvements to the IAC website have been incorporated to support a more inclusive experience. Updates include expanded options for pronouns and gender identity, a broader range of areas of interest, and clearer guidance regarding the purpose and use of the "Additional Information" section. The expansion of available areas of interest is intended to improve the quality and specificity of data collected through the application process. These broader options provide applicants with a more accurate means of representing their skills, qualifications, and lived experiences, including those that may not have been captured under previously available selections. More tailored applicant data supports an informed assessment process and contributes to a fuller understanding of the skills present within the applicant pool.

Challenges and Opportunities

As recruitment activity across ABCs continues to increase in both volume and complexity, the IAC faces growing demands for timely, accurate, and integrated information to support merit-based appointments. While the IAC maintains a strong applicant inventory and effective information management practices, opportunities exist to further strengthen coordination of appointment-related data, reporting, and communication with stakeholders. Inconsistent availability of up-to-date board membership information, limited visibility into upcoming appointment expiration, and evolving expectations for applicant engagement highlight the need for more standardized, proactive, and data-driven approaches. At the same time, these challenges present a significant opportunity to modernize the coordination of information, enhance reporting value for departments and executive leadership, and improve transparency and communication with applicants. Addressing these areas will position the IAC to more effectively monitor recruitment needs, assess applicant commitments, support departmental accountability for data accuracy, and deliver timely, well-informed recommendations.