



Department of  
the Premier and Cabinet

# State Government Boards and Committees: Classification and Appointment Guidelines

October 2023

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# 1 About these guidelines

These guidelines detail the standard principles and processes for classifying State Government boards and committees which are the subject of Premier's Circular 2022/02 - *State Government Boards and Committees*, and appointing board members in Western Australia. The guidelines apply to appointments regardless of whether an agency or other entity is undertaking the selection process.

The guidelines use 'board' as a generic term to include all boards referred to by other terms such as 'authority', 'committee' and 'council'.

For the purposes of these guidelines, a board is a body:

- established for the purpose of informing government policy or strategy;
- that provides oversight and appropriate governance of some government functions and activities; or
- where members are paid a fee (other than reimbursements for travel expenses).

This may include sub-committees that fall within the above definition.

The guidelines are intended to operate in conjunction with all applicable legislative requirements. Should parts of these guidelines be inconsistent with legislative requirements, the legislative requirements take precedent.

## **Government Trading Enterprises**

Due to the discrete legislative and operative context of Government Trading Enterprises (GTEs), these guidelines are to be used as a general guide only for GTEs in conjunction with their applicable legislative requirements. GTEs are encouraged to email the [Department of Treasury](#) for considerations specific to them.

## 2 Overview of appointment process for an existing board

|                                 |   |   |  |
|---------------------------------|---|---|--|
| <b>Planning and appointment</b> | <b>Vacancy and classification assessment</b>  | <b>Governance and remuneration advice</b>   | <b>Appointments</b>  |
|                                 | <ol style="list-style-type: none"> <li>1. Agency* identifies vacancies and expiring appointments, and examines relevant establishing documents to consider requirements in the context of the board.</li> <li>2. Agency liaises with board chair (where applicable) and refers to instruments including Premier's Circular 2022/02, Governance Manual and these guidelines.</li> <li>3. Agency confirms board classification with Department of the Premier and Cabinet (DPC) to determine whether Cabinet approval is required.</li> </ol> | <ol style="list-style-type: none"> <li>4. If required, agency liaises with Public Sector Commission (PSC) for advice and resources on governance and remuneration rates for board members.</li> </ol>   | <ol style="list-style-type: none"> <li>5. Agency liaises with Ministerial Office to initiate selection / appointment process, with confirmation on those requiring Cabinet approval.</li> <li>6. Once specific requirements of a role have been identified, agency undertakes selection / appointment process (including consulting OnBoardWA).</li> </ol> |
| <b>Selection</b>                | <b>Selection</b>  |   |  |
|                                 | <ol style="list-style-type: none"> <li>7. Agency interviews and selects suitable candidates in a fair, equitable and merit-based manner.</li> <li>8. Agency assesses suitable candidates in terms of due diligence (including assessments of competencies / skills required, succession planning, pre-appointment screening, conflicts of interest).</li> <li>9. Agency briefs Minister on shortlist for confirmation.</li> </ol>   |   |  |
| <b>Approval</b>                 | <b>Ministerial approval</b>   | <b>Cabinet approval</b>   |  |
|                                 | <ol style="list-style-type: none"> <li>10. When Cabinet approval is not required, Minister finalises appointment by signing the instrument of the appointment.</li> <li>11. Agency provides confirmation of appointments to DPC and / or PSC for information.</li> </ol>  | <ol style="list-style-type: none"> <li>10. When Cabinet approval is required, agency drafts Cabinet Submission in accordance with the Cabinet Handbook and submits to relevant Ministerial Office for signing.</li> <li>11. Ministerial Office submits signed Cabinet Submission to DPC.</li> <li>12. DPC reviews submission for compliance with Cabinet Handbook (can also assist at drafting stage).</li> <li>13. Cabinet considers appointment.</li> <li>14. Subject to Cabinet endorsement / support of appointment, appointing authority finalises appointment.</li> <li>15. When Governor in Executive Council is required to make the appointment, agency drafts submission to Executive Council in accordance with Executive Council Guidelines and submits to relevant Ministerial Office for endorsement to be progressed with Cabinet Submission.</li> </ol> |  |
| <b>Post Appointment</b>         | <b>Notification and onboarding</b>  |   |  |
|                                 | <ol style="list-style-type: none"> <li>16. Agency facilitates candidate notification through established internal processes (e.g. verbally and by formal letter).</li> <li>17. Agency facilitates induction of new board member and performance review at an agreed specified time.</li> </ol>  |   |  |

\* "Agency" refers to agency or other entity progressing an appointment process.

### 3 Establishing and abolishing a board

Establishing and abolishing a board is not automatic. Careful examination and planning of the requirements to establish or abolish a board must be considered, including governance arrangements and government policies (refer section 5.4).

All establishments and abolitions of boards that fall within classification Tiers A, B and C (see Table 1, page 5) must be submitted to Cabinet for consideration and approval.

Further information and guidance on the processes for establishing and abolishing a board can be provided by the Public Sector Commission and Department of the Premier and Cabinet.

### 4 Classifying a board

Classification of a board under these guidelines determines the process required prior to appointments being made by the Governor in Executive Council, Minister or other relevant appointing authority. This includes the requirement to seek Ministerial or Cabinet approval<sup>1</sup>.

Each board must be classified into one of four Tiers (A, B, C or D) as outlined in the below table. Some board functions across the Tiers are the same. The scope and impact of these functions, alongside other factors, determine the suitable Tier.

The scope and impact of a board's functions decrease from Tier A to Tier D and take into account:

- the nature of the work required of the board;
- the degree of risk and profile of the board;
- the degree of accountability and responsibility; and
- the skills and experience required of board members.

For example, a GTE in Tier A may have a critical impact on the State's finances and/or governance whereas a board in Tier D may have localised impact on a certain part of the population/community. A high risk or high impact board may have a higher level of monitoring and assessment practices while a low risk or low impact board may only require standard or baseline checks.

For a board that falls outside the description of all four categories, additional information should be obtained from the enabling legislation and/or Department of the Premier and Cabinet to determine the appropriate classification.

A sub-committee of a board may be considered as a standalone body and assessed separately from the parent board in relation to this process. A sub-committee may obtain a different classification to the parent board.

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<sup>1</sup> Any such approvals are in addition to, and are not to be inconsistent with, the statutory requirements relating to board appointments in the relevant legislation. All board appointments that require the Governor's approval must also seek Cabinet approval, regardless of their Tier allocation.

Ministers are ultimately accountable for the performance and management of boards, including any sub-committees, in their portfolios. Therefore, Ministers are responsible for the classifying and reclassifying of such boards. The Department of the Premier and Cabinet provides guidance and assistance to Ministers and their offices on board classifications and should be consulted as part of this process.

**Table 1: Classification of State Government boards and committees**

| Classification | Board type |   | Description  | Level of approval              |
|----------------|------------|---|--|--------------------------------|
|                | Tier A     | Government Trading Enterprises (GTE) boards   | <ul style="list-style-type: none"> <li>Established under specific State legislation that engages in commercial activities.</li> <li>Public corporations with commercial objectives and that derive primary source of revenue from sale of goods and services in a commercial environment.</li> <li>Collective asset investments of GTEs account for a substantial proportion of State's Asset Investment Program and have a significant impact on State's finances (including net debt) and its financial targets.</li> </ul>  | Cabinet                        |
|                | Tier B     | Critical governing bodies<br><br>Advisory, regulatory and/or governing bodies on key strategic matters of State-wide significance | <ul style="list-style-type: none"> <li>Govern critical operations of a public sector body.</li> <li>Advisory boards advising Government on key strategic matters and/or matters of State-wide significance.</li> <li>Management boards providing strategically important services.</li> <li>Disciplinary boards and boards of appeal.</li> <li>Governing boards undertaking significant statutory functions, developing policies, strategies and guidelines in a broad and important area of operation of the public sector and/or providing specialist advice to a Minister.</li> </ul> | Cabinet                        |
|                | Tier C     | Stewardships, inquiries, taskforces and ad-hoc expert bodies  | <ul style="list-style-type: none"> <li>Entrusted with stewardship of assets and resources.</li> <li>Ad-hoc expert panels established for limited time periods to undertake specific (often technical) tasks.</li> </ul>  | Cabinet                        |
|                | Tier D     | Advisory, registration and management bodies of a specific function or discrete service with localised impact                     | <ul style="list-style-type: none"> <li>Qualifications, regulatory and licensing boards.</li> <li>Management boards and committees undertaking a specific function or providing discrete services</li> <li>Ministerial and departmental advisory boards and consultative committees on issues confined to local concerns.</li> </ul>  | Ministerial approval / noting* |

Notes:

1. Level of approval does not incorporate requirements for Executive Council approval (i.e. may not be the last point of approval).
2. Board appointments that require Governor's approval must also seek Cabinet approval.
3. A sub-committee may be classified for the purposes of appointments as a standalone body and be assessed separately from the parent entity. It may obtain a different classification.
4. Classification of a board may not correlate with level of remuneration categorisation recommended by the Public Sector Commission regardless of what Tier is allocated.

*\*Minister to note appointments in instances where Minister is not responsible for approving the appointment under the applicable legislation.*

## 5 Appointing to a board

State Government board members are, in most instances, appointed by either the Minister or Governor. In the case of a statutory board, the relevant legislation specifies who makes appointments and, in some cases, these appointments need to be brought to Cabinet for approval before they are made.

The process of a board making a recommendation of appointment to the Minister should be transparent and accountable. The following information is intended to assist in the selection processes for an appointment to a board. An appointment checklist is at **Appendix 1**.

Further guidance and advice can be obtained from the Department of the Premier and Cabinet.

### 5.1 Briefing the Minister

The Minister is ultimately accountable for appointments to boards within their portfolio and therefore should be kept informed of progress towards the selection and appointment of candidates.

The agency should notify the Minister of any board vacancies and brief the Minister on the proposed selection processes for filling them. The Minister should be given the opportunity to contribute to the selection of candidates where possible. This briefing process establishes an ongoing dialogue between the Minister and agency on vacancies and the process for filling them.

In addition, the chair of the board should be consulted throughout the process. For further guidance on the role of the board chair, refer to the [Public Sector Commission Governance Manual for Western Australian Government Boards and Committees](#).

### 5.2 Identifying a vacancy

Circumstances where a board appointment may be required include:

- an existing appointment is expiring;
- a board member's appointment is terminated or the board member resigns prior to the end of their appointment term; or
- a new appointment must be made either to fill a new position on an existing board or as a result of the establishment of a new board.

The appointment process begins when an upcoming vacancy is identified. A planned approach ensures time critical steps are identified and met. Best practice is to identify a vacancy and begin the selection process with sufficient time before the expiry of the position. It is recommended this commences at least six months prior to expiry and agencies are encouraged to maintain forward plans of upcoming appointments.

## 5.3 Assessing specific requirements of an appointment

The specific requirements of each appointment are different and should be identified prior to the start of the selection process.

### 5.3.1 Mandated requirements

In some cases, the board's terms of reference or legislation applicable to the board mandates the specific skills, expertise or qualification criteria required of a position on the board. The agency should examine all relevant establishing documents and consider such requirements in the context of the existing board composition.

### 5.3.2 Existing board composition

Consideration should be given to the mix of skills and expertise, as well as the personal qualities of existing board members. It is recommended the board chair maintains a skills matrix of the board to inform vacancies and assist in succession planning. The agency can use the skills matrix and consult with the board chair on the personal qualities, character, reputation and specialist expertise required to successfully acquit the responsibilities of the board.

## 5.4 Consideration of Government policies

The agency should be aware of Government policies in relation to board creation and membership.

### 5.4.1 Diversity in representation

To the extent reasonable, and subject to any legislative requirements, appointments to a board should reflect the diversity of the Western Australian community, being mindful of the board's purpose and focus. Representation of a full range of skills, knowledge and experience ensures the board can discharge its overall obligations to improve performance and protect the long-term viability of the agency.

Effort should be made to ensure appropriate gender diversity on boards and contribute towards the State Government's target of 50 per cent representation of women. All Cabinet appointment submissions must provide details on how the appointment affects the gender composition of the board.

The agency is also encouraged to consider the appointment of Aboriginal and Torres Strait Islander (ATSI) people during the selection process. The board should consider whether any of its functions or activities may benefit from ATSI knowledge and experience (and seek to engage ATSI organisations to provide these services).

Opportunities to appoint women, ATSI people, people with disability, people from culturally and linguistically diverse backgrounds, youth and people of diverse sexualities and genders should be actively explored.

For further guidance on diversity of board membership, refer to the Public Sector Commission [Governance Manual for Western Australian Government Boards and Committees](#).



### **5.4.2 Multiple board positions**

As a general guide, an individual should not hold a position on more than two boards at any one time, regardless of Tier classification and/or remuneration of the board.

When seeking to appoint a candidate to a second board, the agency should consider:

- level of complexity and significance of work required of the board as per its classification (i.e. scope and impact);
- potential conflicts of interest;
- whether the candidate is a board chair; and
- how much remuneration will be received (if any).

Assurance should be sought that the individual can commit adequate time to their duties in accordance with the requirements of each board's role, regardless of remuneration.

### **5.4.3 Reappointments**

As a matter of sound governance practice, the appointment of an individual as a board member to any one board should not exceed 10 years. When refreshing membership, staggered appointments can be a useful way to retain corporate knowledge while introducing fresh perspectives.

It is preferable that a board member being considered for reappointment undergoes the same open and competitive selection processes as a candidate who has not served on the board.

In circumstances where it is more appropriate to reappoint a member without an open and competitive selection process, a performance review of the member should be undertaken. In considering a reappointment, the relevant Cabinet submission or Ministerial briefing should include details of this performance review, including any feedback from the chair on the member's performance (where applicable). Consideration should also be given to the skills mix and requirements of the board, and the need for regular board member turnover to bring fresh insight to the board.

### **5.4.4 Public sector employees**

A public sector employee is not generally appointed to a State Government board due to the risk of actual or perceived conflict between their role and duties as a public sector employee and those as a board member. It is for this reason that a public sector employee usually only sits on a board that directly relates to their role including:

- as an ex-officio appointment (as a requirement of their substantive position);
- as a nominee or delegate of a Minister; or
- when there is a legislative requirement for public sector representation.

That said, there may be circumstances when the appointment of a public sector employee to a position that is not a requirement of their role is permissible including if:

- they are selected as a private citizen and have been subject to the standard processes which apply in the selection of a board appointment;
- their skills, experience and personal qualities are required by the board;

- a specific reason is given for why they are the best candidate for the role; and/or
- no material conflict exists between their role and the board appointment.

The agency is encouraged to obtain legal advice prior to any such appointments.

In accordance with section 102 of the *Public Sector Management Act 1994*, a public sector employee must obtain the prior permission of their employing authority to engage in activities unconnected with their functions.

Refer to the Public Sector Commission [Remuneration for Government Boards and Committees](#) and Remuneration - Eligibility (page 11) for eligibility of remuneration for public sector employees.

#### **5.4.5 Co-chair arrangements**

The appointment of a single chair is recommended for State government boards. Where exceptional circumstances exist, and it is deemed necessary to implement a co-chair arrangement, it is expected that responsible Ministers would have considered all other alternatives first (for example, applying single Chair and Deputy Chair designations). The responsible Minister must argue the case and justify the need for implementing a Co-Chair arrangement either when seeking creation of the board, or at a later date if changing Chair arrangements at the time of appointment.

Where implemented, the combined remuneration paid to both co-chairs must not exceed 100 per cent of the remuneration that would otherwise be paid to a single chair on the respective board, and the percentage split to be apportioned to each co-chair must be determined by the responsible Minister prior to requesting remuneration advice from the Public Sector Commissioner.

Further guidance and advice can be obtained from Public Sector Commission.

### **5.5 Choosing a selection method**

It is preferable for a vacancy to be advertised publicly to attract a strong and diverse range of applicants. Reasons not to advertise should be provided in the Cabinet submission before the appointment is finalised (where applicable).

In some circumstances, a mix of targeted and open approaches to attract or identify suitable applicants may be necessary. More targeted approaches include network referrals, use of established contacts with business and community groups, existing talent pools and OnBoardWA searches (see below).

In some cases, a board's terms of reference or legislation applicable to the board requires candidates to be nominated from a particular group or organisation. These requirements must be followed.

Circumstances where an open and competitive selection process is not possible or appropriate (for example where there is a very small pool of candidates that meet the specific statutory requirements) should be explained in the Cabinet submission or Ministerial briefing before the appointment is finalised.

### 5.5.1 OnBoardWA

[OnBoardWA](#) is an online register of people who have expressed interest in State Government board positions and is maintained by the Department of the Premier and Cabinet.

An agency can use the register to search for potential board members based on skills and qualifications. Candidates should be sourced from OnBoardWA where possible.

Email [boards@dpc.wa.gov.au](mailto:boards@dpc.wa.gov.au) to arrange access to OnBoardWA or to seek further information on searching the register.

### 5.6 Developing a board position description

Once the specific requirements of a board position have been identified, and where the selection method includes public advertisement, a position description should be prepared.

When developing the position description, input from the board chair should be sought to understand the board's operating environment and current and emerging priorities of the board. This helps to ensure that the position description best captures the personal qualities, knowledge, skills and experience required for effective oversight of the agency now and in the future. The position description should include:

- role and function of the board;
- duties and responsibilities;
- skills required;
- mandatory and desirable selection criteria; and
- terms and conditions of appointment.

### 5.7 Conducting the selection process

Selection processes should be merit-based, equitable and open to attract a diversity of applicants. It is recommended, where possible, that each candidate is scrutinised by someone who has knowledge of the requirements of the position and referees should be contacted. Referee reports should be compiled for all suitable candidates.

## 6 Conducting due diligence

It is appropriate that the background of nominated candidates for appointment is thoroughly scrutinised during the selection process.

### 6.1 Probity checks

An agency facilitating appointments to a board should take steps to reduce the risk that a candidate will bring State Government into disrepute. Probity checks should be undertaken for all appointments, including reappointments, such as verification of qualifications, fiduciary responsibilities and conflicts of interest.

The agency should consider the level of pre-screening required in the context of the purpose and function of the board. The level of probity required, and corresponding risk profile depend on the nature of the appointment including any decision-making powers. The agency should consider any potential risks and assess whether the role requires the candidate to be a 'fit and proper' person and the standards that would be applied. For example, a candidate declared bankrupt may not be considered 'fit and proper' for appointment to a position charged with overseeing commercial operations, however, the same individual may be considered suitable for appointment to a position not dealing in financial matters such as a ministerial advisory council on social issues.

Probity checks provide both the State Government and the public with confidence that appointees have a history of personal integrity and a demonstrated capacity to manage their financial and business affairs.

Probity checks are not required if a public sector employee is appointed to a board in an ex-officio capacity. An ex-officio member is appointed as a requirement of holding another office or substantive position whereby the public sector Code of Ethics and agency code of conduct apply.

## 6.2 Declarations of conflicts of interest

Similar to the above, some board positions may be more sensitive to conflicts of interest. Members are often appointed for their expertise in a particular area so it is not uncommon for conflicts of interest to arise.

The agency should request information from potential candidates and make enquiries to assist in identifying any potential conflicts of interest. Conflicts of interest may not in themselves be a problem, however it is vital they are appropriately managed.

For detailed advice and guidance on conflicts of interest, refer to the Public Sector Commission [Governance Manual for Western Australian Government Boards and Committees](#). Similarly, the agency is encouraged to obtain its own legal advice prior to any such appointments.

## 7 Considering remuneration

The authority to pay fees to a board member may derive from legislation or a decision of Cabinet. Unless the relevant legislation provides otherwise, the rate of any fee is recommended by the Public Sector Commissioner.

Appointment to a board does not mean the individual is entitled to remuneration. It is based on the need to provide appropriate remuneration relevant to the role performed while effectively managing costs to government.

### 7.1 Eligibility

A board member may not be eligible for remuneration (other than reimbursement for travel expenses) if they:

- are being paid from public monies, including being a current:

- full time Local, State and Commonwealth Government employee;
- Member of Parliament;
- or retired judicial officer (except a magistrate);
- non-academic employee of a public academic institution; or
- were a Member of Parliament within the last 12 months.

Instances where a board member may be eligible for remuneration include being:

- a Local, State or Commonwealth Government employee who is:
  - part time and where the Minister is satisfied that the work relating to the board occurs outside their employment, and all other potential conflicts of interest are appropriately managed; or
  - not currently being paid from public monies, such as being on Leave Without Pay or a volunteer;
- a university academic (defined as someone engaged primarily for the purpose of providing education services and not administrative or other services); and
- an elected Local Government councillor.

## 7.2 Remuneration reporting

Remuneration of board members should be reported in agency annual reports.

For further advice and guidance on remuneration, refer to the Public Sector Commission [Remuneration for Government Boards and Committees](#).

## 8 Approving an appointment

Approval decisions for appointment and remuneration are made by the responsible appointing authority such as a Minister, Cabinet or the Governor in Executive Council (if required). Refer to Table 1 (page 5) and relevant legislation for the level of approval required.

In addition, Cabinet approval is required for:

- requests to authorise remuneration of positions that were not previously remunerated; and
- elevation of a deputy member to a position that would usually be considered by Cabinet (for example, to a chair or member position from a deputy position).

Procedures for submitting proposed appointments to Cabinet are in the [Cabinet Handbook](#).

For more information on Cabinet, Cabinet process and details to be included in an appointment submission, email [boards@dpc.wa.gov.au](mailto:boards@dpc.wa.gov.au).

## 9 Notifying and onboarding a member

Onboarding facilitates a new member's adjustment onto a board and should involve:

- notifying the candidate that they have been successful, both verbally and through a letter of appointment;
- conducting a structured induction process;
- partnering the new member with a more experienced board member;
- arranging a meeting with the board chair prior to the first board meeting; and
- obtaining feedback from the new member after a specified period of time.

As soon as practicable after the appointment decision has been made, the board and board chair should be formally notified of the decision.

### 9.1 Board chair appointments

As the board chair is the primary contact between the board and Minister, correspondence sent regarding the appointment of a new chair would be expected to contain additional and more specific information about that particular role.

Correspondence of expectation may be sent to board chairs from Ministers providing clarity about government policies and priorities relevant to the work of the board, including those the chair is expected to observe.

### 9.2 Induction

Induction occurs between the appointment of a new board member and their attendance at the first board meeting. Induction is often the first contact a new member has with their board and in some cases is their first experience of public agency governance and of being a board member of a government agency or otherwise appointed by government.

A good induction may include face-to-face meetings with the chair, agency head and/or key employees, and an orientation pack before the face-to-face meetings so the member can read the documents and identify any questions they want to ask during the meetings.

To be effective, new members need to have appropriate knowledge of the board and the industry in which it operates. Even if a new board member has extensive board experience, induction is still required to familiarise them with the specific purpose and function of the board. Induction can be conducted by the agency or board.

A board member is encouraged to complete [online e-learning](#) provided by the Public Sector Commission.

For further advice and guidance on inducting new members, refer to the Public Sector Commission [Governance Manual for Western Australian Government Boards and Committees](#).

## 10 Reviewing post appointment

### 10.1 Performance review

A member is required to familiarise themselves with the board and their responsibilities as a member. If appointed because of special skills (for example financial or legal), the member is expected to contribute those skills to the board. They are also expected to prepare for and actively participate in meetings. Board effectiveness is greatly diminished by members who do not prepare or participate actively in an informed way.

As best practice, the board chair should review a member's performance annually (prior to a board performance review by the Minister) to determine how the member is contributing to the board's goals and objectives or other agreed performance targets. Consideration should be made to the contribution of a member and their personal attributes including:

- Does the member attend meetings regularly?
- Does the member accept a fair share of board work?
- Does the member appear well informed on relevant aspects of the external environment relevant to the board?
- Do the member's contributions carry weight with other members?
- Does the member bring relevant experience to the board and use it effectively?

The board member should also be given the opportunity to provide feedback to the board chair on their performance.

For advice and guidance on assessing the effectiveness of a board and board members, refer to the Public Sector Commission [Governance Manual for Western Australian Government Boards and Committees](#).

### 10.2 Ending an appointment

A member may leave a board for a variety of reasons including where their term has expired, they wish to resign or being asked to resign due to specific circumstances.

In exceptional cases, a member's appointment may need to be ceased prior to the expiry of their term, for example where:

- the member is no longer able to commit adequate time to their role;
- there is a disagreement with other members that cannot be resolved;
- there is a conflict of interest that cannot be mitigated;
- the member no longer meets the membership criteria such as where the member:
  - was appointed as a representative of another organisation and no longer represents that organisation;
  - is declared bankrupt;
  - is convicted of a criminal offence;
  - is unable to perform the duties of office due to illness or other commitments;
  - has failed to attend an adequate number of meetings; or
  - breached the board code of conduct.

In these circumstances, the matter should be referred to the Minister. The agency is requested to advise the Department of Premier and Cabinet of ceased appointments by emailing [boards@dpc.wa.gov.au](mailto:boards@dpc.wa.gov.au).

## 11 Key resources and contacts

The following resources provide useful supplementary information to assist agencies in undertaking the appointment process for boards.

### 11.1 Resources

[Governance Manual for Western Australian Boards and Committees](#)

[Online e-learning for board members](#)

[Remuneration for Government Boards and Committees](#)

[Cabinet handbook](#)

[OnBoardWA](#)

[Public Sector Commission Register of Lobbyists](#)

[WA Government Boards and Committees Register](#)

### 11.2 Contacts

The Public Sector Commission provides advice and resources for good governance arrangements and remuneration in respect to boards and committees and members.

Government Boards and Committees  
Public Sector Commission  
(08) 6552 8500  
[gbc@psc.wa.gov.au](mailto:gbc@psc.wa.gov.au)  
<https://www.wa.gov.au/organisation/public-sector-commission>

The Department of the Premier and Cabinet provides advice and resources on Cabinet, the Cabinet process and information that should be included in appointment submissions. The Department of the Premier and Cabinet also maintains the OnBoardWA Register. Advice and guidance around board classification and board appointment processes can also be obtained from the Department.

Executive Government Services  
Department of the Premier and Cabinet  
(08) 6552 5000



[boards@dpc.wa.gov.au](mailto:boards@dpc.wa.gov.au)

<https://www.wa.gov.au/organisation/department-of-the-premier-and-cabinet>

The Department of Treasury provides advice and resources specifically for Government Trading Enterprises. It is noted the Department of Treasury's GTE Governance and Oversight Unit is reviewing the current governance arrangements of GTEs, and will create and implement a framework to strengthen their connection with other areas of the Western Australian Government.

Department of Treasury  
GTE Governance and Oversight Unit

(08) 6551 2777

[GTE\\_Governance@treasury.wa.gov.au](mailto:GTE_Governance@treasury.wa.gov.au)

<https://www.wa.gov.au/organisation/department-of-treasury>

# APPENDIX 1

## Appointment process checklist

This checklist can be used to help agencies facilitating the appointment of members to boards. It is not exhaustive but is intended as an exploration of the scope and approval of appointments.

|                          |   |
|--------------------------|---|
|                          | <b>Scope and classification</b>   |
| <input type="checkbox"/> | Do the Classification and Appointment Guidelines apply?   |
| <input type="checkbox"/> | Is the board classified? Do you know the level of approval required to appoint members?   |
|                          | <b>Selection</b>  |
| <input type="checkbox"/> | Has a forward plan of upcoming vacancies been considered?   |
| <input type="checkbox"/> | Was the selection process open and competitive? Was OnBoardWA used? If not, explain why an alternative method was chosen in the Cabinet submission or Ministerial briefing.             |
| <input type="checkbox"/> | Does the appointment meet the skills required in the position description and any other specific requirements (i.e. qualifications or expertise)?                                       |
| <input type="checkbox"/> | Does the appointment meet the skills mix developed for the board?   |
| <input type="checkbox"/> | Has board membership tenure been considered? Is the appointment for succession planning?  |
| <input type="checkbox"/> | Does the appointment meet the requirements of the enabling legislation? Are the number of members appointed as permitted in the legislation?  |
| <input type="checkbox"/> | Does the board composition meet the State Government's target of 50% representation of women? Has diversity been considered throughout the process?                                     |
|                          | <b>Appointments</b>   |
| <input type="checkbox"/> | Has the candidate previously served on the board (i.e. being reappointed)?  |
| <input type="checkbox"/> | Has the rationale for reappointing the candidate been explained in the Cabinet submission or Ministerial briefing?  |
| <input type="checkbox"/> | Is the candidate on no more than two State Government boards? If they are seeking a third, is the candidate resigning from an existing appointment or is an exemption being requested?  |
|                          | <b>Due diligence</b>  |
| <input type="checkbox"/> | Have all probity checks of the candidate been undertaken (i.e. verification of qualifications, fiduciary responsibilities)?   |
| <input type="checkbox"/> | Is there a possibility of a conflict of interest (or a perception of such a conflict) between the candidate's private interests or other membership positions and this appointment?     |
| <input type="checkbox"/> | Is the candidate a lobbyist?  |
|                          | <b>Remuneration</b>   |
| <input type="checkbox"/> | Does the board have authority to pay fees to its members?   |
| <input type="checkbox"/> | Is the candidate eligible for remuneration (i.e. are they a private citizen, part time public sector employee, elected Local Government councillor)?                                    |
| <input type="checkbox"/> | Has the remuneration fee been recommended by the Public Sector Commission? If not, has the rationale been explained in the Cabinet submission or Ministerial briefing?                  |
| <input type="checkbox"/> | Is the Fees and Allowances table in Cabinet submission completed for <u>all</u> members receiving or eligible to receive remuneration?  |
|                          | <b>Approval process</b>   |
| <input type="checkbox"/> | Has the Tier classification the board belongs to been identified?   |
| <input type="checkbox"/> | Is Cabinet approval required for an appointment outside the standard approval process?  |
| <input type="checkbox"/> | Are the instrument of appointment (where appropriate) and current complete curriculum vitae (as per Cabinet Handbook template) for the appointee(s) included in the Cabinet submission? |

## References

Department of the Premier and Cabinet, 2015, *NSW Government Boards and Committees Guidelines*, New South Wales.

Department of the Premier and Cabinet, as updated, *Appointment and Remuneration Guidelines*, Victoria.

Department of the Premier and Cabinet, as updated, *Government Boards and Committees: Guidelines for Agencies and Board Members*, South Australia.

Public Service Commission, 2013, *Appointment Standards: Boards and Committees in the NSW Public Sector*, New South Wales.

Victorian Public Sector Commission, 2021, *Recruitment and Appointment to the Board – A Governance Officers' Toolkit*, Victoria.