



Purpose

This checklist provides Cabinet Appointments and Honours Committee (APH) Ministers with an ‘at a glance’ guide for conversations about significant appointments to public bodies.

This checklist can be used in relation to all public body appointments.

One size does not fit all. Some elements of the checklist apply to all governance boards but others are more applicable to statutory Crown entities. Some elements will not be applicable to non-governance appointments such as tribunals or some independent statutory entities.

Checklist framework

The checklist framework forms part of wider guidance to support Ministers in making high quality appointments to Crown boards and statutory bodies. The framework set out in the checklist looks at overall board capability and performance and outlines critical factors Ministers should consider when making appointments to statutory Crown entity boards. The checklist can also be used to assist officials in providing advice to Ministers on such appointments. It also complements the following Public Service Commission guidance and resources applicable to Crown entity boards:

- [“Personal qualities and attributes for a high performing board chair and member”](#) maturity matrix
- [Board Appointment and Induction Guidelines](#)
- [Guidance and Model Standards on Conflicts of Interest](#)
- Statutory Crown entities: [A guide for responsible Ministers](#)

Commercial Crown entities

Recruitment practices for the specific skills, knowledge and experience required for the Crown’s commercial bodies such as Crown companies and state-owned enterprises are addressed by the relevant portfolio Ministers (including the Minister of Finance) and the Treasury.

Ministers' checklist

Checklist questions are broadly in order of importance but will vary according to the entity involved and its governance needs.

Topic	Checklist questions	✓
Entity or public body	Is this body a Crown governance board that oversees significant functions or in which the Crown has a significant interest?	
Vacancy and Term limits	Is this a new appointment or reappointment? If a reappointment: <ul style="list-style-type: none"> • How many terms has the candidate served? (More than two terms is uncommon) • Have you balanced the option of a further term to maintain continuity and retain experience against refreshing the body? 	
Skills and competencies	What skill gaps does this appointment fill? If reappointing - what skills and experience does the body retain?	
Financial management and performance	Does the candidate bring the right corporate financial management disciplines to the table and an ability to drive financial performance?	
Governance experience	How strong is the candidate's background? Is the appointment a good 'fit' for this body? If a board chair - what other boards has or does the candidate chair?	
Overboarding - governance capacity	Will this appointment add to or replace a role in the candidate's wider governance portfolio? Can the candidate put enough time aside to take on this role? <ul style="list-style-type: none"> • In general, a maximum of four boards is preferred, including this role (chair roles count as two) • Tribunals and statutory roles vary from a few days annually to full time 	
Experience and sector knowledge	Is the candidate's experience strong enough to take this role and to bring stakeholder and sector credibility?	
Leadership and culture	<ul style="list-style-type: none"> • Is this the best chair appointment to lead this board/body? • Is the appointment a good fit with the desired board culture/effectiveness? 	
Conflicts of interest	Have all conflicts of interest (actual, potential and perceived) been disclosed and assessed?	
Driving performance	Does the candidate have suitable experience and the skills to drive the entity's delivery and performance?	
Constructive challenge	Will the candidate provide critical thinking and constructive discussion at the board table?	
Integrity and conduct	Does the candidate bring a strong ethical base to their governance practice that includes putting the entity's interests before their personal interests?	
Risk management and assurance	Does the candidate have knowledge and experience of risk and assurance systems to drive organisational results and performance?	
Legal	Will the candidate's experience contribute to ensuring the board meets all its legal obligations and compliance requirements?	
Collective board capability and skills	Will this candidate positively contribute to the collective skills, experience and knowledge required for effective governance?	
Technology and digital awareness	Does the candidate have knowledge of current and emerging technologies and digital disruption?	

Quick guide to a good practice appointment process

Best practice process for making a Crown entity board appointment



1. Minister provides the department with broad profile for preferred candidate
2. The department applies a detailed skills and competencies matrix in the recruitment process and, where applicable, includes reference to the Code of Conduct for Crown Entity Board Members
3. The department conducts an open competitive recruitment process unless exceptional circumstances apply
4. Long-listed and short-listed candidates are aware of and can manage the expected workload for Crown entity boards as set out in the Cabinet Fees Framework
5. Candidates understand and agree to fees applicable to the role
6. The department provides the Ministers with a short-list/long-list as requested
7. The department provides assurance that robust due diligence on the candidate has been undertaken
8. Ministerial and coalition partner consultation has been undertaken
9. The preferred candidate is available for appointment, is able to be appointed and is assessed for conflicts of interest and whether they have the capacity to take on the role
10. New members and chairs are provided with an appropriate induction (departmental and entity specific, and from the Public Service Commission for new chairs). Where relevant, this includes the Code of Conduct for Crown Entity Board Members

Note

Detailed good practice appointments guidance is published in the Public Service Commission's [Board Appointments and Induction Guidelines](#).