

Paragraph Number	Recommendation	2021 Update	Status
2.207	<p>We recommend the WorkSafeNB board of directors ensure current travel expense policy is enforced and revise it to:</p> <ul style="list-style-type: none"> • clearly define acceptable board and employee travel expense practices; and • align with public service Part I policy where applicable to board and employee travel. 	<p>A revised travel expense policy, based on the Government of New Brunswick’s policy, was approved and implemented, with respect to the Board and staff, as of April 2019.</p>	Implemented
2.210	<p>We recommend WorkSafeNB provide full public disclosure of board and executive compensation and expense information.</p>	<p>Compensation and expense information has been posted to WorkSafeNB’s website at the links provided below.</p> <p>Executive Compensation: https://www.worksafenb.ca/about-us/who-we-are/our-people/</p> <p>Board compensation and expense information: https://www.worksafenb.ca/about-us/who-we-are/board-of-directors/</p> <p>Compensation information for the 2020 calendar year will be posted by the end of February 2021.</p>	Implemented
2.147	<p>2.147 We recommend WorkSafeNB provide board information packages well in advance of board meetings and focus information presented to meet the board’s decision-making requirements using documentation such as executive summaries.</p>	<p>Ongoing: WorkSafeNB Board of Directors’ packages have been reviewed and revised to ensure that directors are being provided with relevant information for decision making at their level.</p> <p>Board packages will be reviewed on an ongoing basis to identify continuous improvement opportunities in this regard.</p>	Implemented
2.137	<p>We recommend the WorkSafeNB board of directors fully develop, regularly update and utilize a board competency matrix for, at a minimum:</p> <ul style="list-style-type: none"> • evaluating board member development requirements; • identifying development opportunities for board members; and • recruiting new board members to address competency and skill set needs. 	<p>The Board of Directors approved a skills matrix in December 2018. In 2019, each Board member completed an individual self- assessment. The results of this self-assessment was used to fill Board vacancies and to identify professional development opportunities.</p> <p>To further improve upon this process, in 2020, the Board engaged an external consultant to complete an independent evaluation of the skills of each Board member, based on the skills matrix.</p> <p>The results of this independent evaluation will be used to validate the skills required for Board committees and for filling upcoming Board vacancies.</p>	Implemented

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		<p>It will also identify other opportunities for continuing professional development for the Board as a whole and for individual directors. The consultant also provided the Board with a revised skills matrix and other Board evaluation tools.</p>	
2.124	<p>We recommend the WorkSafeNB board of directors review its committee structures and practices to:</p> <ul style="list-style-type: none"> • select participating board members to chair committees; • ensure per diem payments are made only to committee members for committee meetings; • ensure membership is aligned with board needs and competencies are sufficient to address committee requirements; • develop and implement competencies for committee membership; and • develop and implement a plan to evaluate committee performance on an annual basis. 	<p>The Board has developed four committees: Governance, Human Resources and Compensation, Finance and Investment, and Audit. Additionally, the Board is also in the process of finalizing a fifth committee, Fatality Review Committee. Each of these committees has its own Terms of Reference, is chaired by a member of the Board, and has a specific sub-set of directors as members.</p> <p>Compensation is paid to those members who participate in those committee meetings.</p> <p>The Board has recruited an external advisor to sit on the Audit Committee. The Board is currently considering external advisors for other committees. The results of the external consultant’s evaluation of the skills of each Board member, referenced in item 2.137, will be helpful in assessing the need for an external consultant on the other committees.</p> <p>Evaluations for each committee and the Chair of the Board were completed in Q4, 2020.</p>	Implemented
2.160	<p>We recommend WorkSafeNB, as part of its annual planning and reporting processes:</p> <ul style="list-style-type: none"> • fully develop long-term strategic goals and objectives and define measurable targets for all key performance indicators; • include the strategic requirements of the government mandate letter as part of its strategic planning process; • develop an operational action plan designed to implement the long-term strategic direction of the corporation; and 	<p>In 2019, the WorkSafeNB Board of Directors approved a 3-year strategic plan, together with a scorecard, to track progress of key performance indicators on a quarterly basis.</p> <p>The 2020 annual plan was submitted to the Minister on December 15, 2019, incorporating all requirements contained within the mandate letter.</p> <p>The 2021 Annual Plan will be submitted following receipt of the 2021 Mandate Letter.</p>	Implemented

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	<ul style="list-style-type: none"> submit an annual plan to the Department focused on goals and objectives it intends to complete over the period of the plan, as required under the Accountability and Continuous Improvement Act. 	<p>In 2021, the WorkSafeNB Board of Directors will review and update the strategic plan and revise KPIs, as required.</p> <p>The work completed in 2019 focused on enabling actions that will form the foundation of operational plans, which included legislative change in the key areas of return to work and occupational health and safety, consultation on those legislative changes, and policy updates. Additionally, WorkSafeNB has created a temporary team, Business Transformation, to lead the transformation agenda over the course of the next 4-5 years.</p> <p>Operational plans will be built by the respective operational executive members to ensure alignment of operations and transformation.</p>	
2.167	<p>We recommend the WorkSafeNB board of directors:</p> <ul style="list-style-type: none"> establish a CEO performance agreement that ties CEO performance to the corporation’s strategy and results; and conduct an annual CEO performance evaluation against the documented expectations. 	<p>The WorkSafeNB Board of Directors approved a CEO Evaluation tool, which was implemented in 2019.</p>	Implemented
2.131	<p>We recommend the WorkSafeNB board of directors and the Department of Post-Secondary Education, Training and Labour jointly develop, document and implement a succession strategy to ensure:</p> <ul style="list-style-type: none"> timely recruitment of all board positions, including the chair and vice-chair and, effective staggering of board member terms. 	<p>Ongoing - WorkSafeNB has recommended to the Department of Post-secondary Education, Training and Labour (the “Department”), a legislative amendment to the Workplace Health, Safety and Compensation Commission and Workers’ Compensation Appeals Tribunal Act that would allow for terms to be staggered. A Bill incorporating that amendment is currently before the Legislature.</p> <p>Additionally, WorkSafeNB is adopting the process, led by the Executive Council Office, that begins the advertisement for Board vacancies in advance of the date the vacancy expires, to assist with more timely appointments, while also supporting a search process that targets qualified candidates.</p> <p>However, we acknowledge there was some delay in this process during 2020 as a result of impacts from the COVID-19 pandemic.</p>	In progress

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2.132	We recommend the WorkSafeNB board of directors develop, document and implement a succession strategy for the President and Chief Executive Officer position.	<p>An update on the succession strategy for the President and Chief Executive Officer position was provided to the Human Resources and Compensation (“HRC”) Committee in June 2019.</p> <p>Additionally, WorkSafeNB has engaged consultants to assess leadership competencies and suggest development plan initiatives for the Executive. Executive coaches have also been engaged to further develop the Executive Leadership Team.</p>	In progress
2.141	We recommend the WorkSafeNB board of directors develop performance expectations for board positions and undertake annual performance evaluations for at least the board chair.	A performance evaluation tool for the Board Chair was developed and completed by Board members for the acting Chair in 2019. It will be used to evaluate the current Chair in Q2, 2020.	Implemented
2.150	We recommend the WorkSafeNB board of directors develop, document and implement an orientation program for new board members and a development plan for all board members.	<p>The WorkSafeNB Board of Directors’ Handbook and Board Orientation Checklist was updated in June 2018.</p> <p>Since June 2018, the Board has adopted and/or revised a number of documents (i.e. confidentiality agreement, code of conduct, etc.), the Board has adopted a Board Orientation Guide, which will replace the checklist and the Handbook will be revised to reflect this new document.</p> <p>The Board has also integrated professional development into Board meetings and also provides access to other development opportunities through the Institute of Corporate Directors.</p>	In progress
2.186	<p>We recommend WorkSafeNB:</p> <ul style="list-style-type: none"> • include comparable New Brunswick public sector entities when undertaking compensation market comparisons in order to meet mandate letter requirements; and • maintain clearly documented rationale for decisions not in alignment with the Department’s mandate letters. 	Compensation market comparison, including New Brunswick public sector entities, was completed in 2019. Due to the pandemic, the implementation of the policy was delayed.	In progress