

## Decision-Making Matrix for CIC Subsidiary Crown Corporations

CIC's Decision-Making Matrix provides high-level guidance regarding the responsibilities, authorities and accountabilities for various public policy and business decisions affecting the Crown sector. The subsidiary Crown corporation boards and management rely on the Matrix to determine who has final authority to make decisions in prescribed areas.

	Crown Management	Crown Board	CIC Board	Cabinet	
<b>Governance</b>					
Appointment of External Auditors	Prepare	Recommend	<b>Approve</b>	<b>Approve</b>	<b>P*</b>
Crown Board Appointments		Assist	Review	<b>Approve</b>	Note 1
Crown Board Compensation			<b>Approve</b>		<b>P</b>
Crown Board Performance		Assess/ <b>Approve</b>			Note 2
CEO Appointment/Dismissal		Recommend	<b>Approve</b>	Review	Note 3 <b>P</b>
CEO Performance	Assist	Assess/ <b>Approve</b>			
Crown Executive Performance	Assess/Approve	Review			
Enterprise Risk Management	Prepare	<b>Approve</b>	Review		<b>P</b>
<b>Performance and Financial Management</b>					
Public Policy Initiatives	Report	Report	Recommend	<b>Approve</b>	Note 4
Performance Management Plan	Prepare	<b>Approve</b>	<b>Approve</b>		Note 5 <b>P</b>
Balanced Scorecard	Prepare	<b>Approve</b>	<b>Approve</b>		
Dividend Payments	Prepare	<b>Approve</b>	<b>Approve</b>		Note 6 <b>P</b>
Capital Allocation	Prepare	Recommend	<b>Approve</b>		
Quarterly Performance Results	Report	<b>Approve</b>	Review		
<b>Operations</b>					
Sask First Investment	Report	Recommend	<b>Approve</b>	<b>Approve</b>	Note 7 <b>P</b>
Creation of Subsidiaries	Prepare	Recommend	Recommend	<b>Approve</b>	
Utility Rates (monopoly)	Prepare	Recommend	Recommend	<b>Approve</b>	<b>P</b>
Rates (non-monopoly)	Approve	Review			
Annual Report	Prepare	<b>Approve</b>			
Public Quarterly Financial Reports	Prepare	<b>Approve</b>			<b>P</b>
Business Practices/Processes	<b>Approve</b>	Review/Oversee			
Corporate Budget	Prepare	<b>Approve</b>			
Corporate Goals and Objectives	Prepare	<b>Approve</b>			
<b>Crown Sector Human Resources</b>					
Executive Compensation			<b>Approve</b>	Review	Note 8 <b>P</b>
CEO Salary Ranges		Recommend	<b>Approve</b>	Review	
Crown Executive Salary Ranges	Prepare	Recommend	<b>Approve</b>		
Out-of-Scope (OOS) Compensation Programs	Prepare	<b>Approve</b>	<b>Approve</b>		<b>P</b>
OOS Merit/Economic Increases			<b>Approve</b>	Review	
Collective Bargaining Mandate	Prepare	Recommend	Review	<b>Approve</b>	
Succession Plan	Prepare	<b>Approve</b>			Note 9

- Notes:**
- Board appointments are made by Cabinet; each Crown board will develop a skills matrix and advise CIC of the skills required by the board and any skill gaps that should be considered when filling a vacancy on the board.
  - Each Crown board will conduct performance evaluations annually, with the following assessments being undertaken in successive years: comprehensive board and board chair; committees and committee chairs; and individual director peer.
  - The governing legislation for Crown corporations gives the individual Crown corporation the power to employ and dismiss any officer or employee; in practice the hiring of the CEO is a shared responsibility, exercised by the Crown board, CIC Board and Executive Council.
  - Each Crown corporation will report progress on public policy initiatives directed by the CIC Board and Cabinet.
  - Crown corporation performance management plans, and where applicable strategic and business plans, will be reviewed on an annual basis to ensure they align with the Crown sector strategic priorities. Crown corporation boards approve Performance Management Plans for their Crowns; the Plans for all Crowns are approved by the CIC Board, which has final decision-making authority.
  - Crown corporation boards make recommendations on dividend payments based on the Crown's specific business needs and within a framework established by CIC.
  - Crown corporations will focus on investment in Saskatchewan and out-of-province investments will not be approved unless they support in-province operations.
  - CIC has established guidelines for executive compensation, which includes tiers that determine pay ranges for all Crown executives, including the CEO, and a salary hold back framework. Crown boards approve compensation packages within the guidelines upon initial appointment of an individual to an executive position.
  - CIC is responsible for broad succession planning in the Crown sector; each Crown board is responsible for succession planning for the CEO; Crown CEOs, in consultation with the Crown board, are responsible for succession planning for Executive management.

\* Denotes a CIC policy; CIC policies can be found at [www.cicorp.sk.ca](http://www.cicorp.sk.ca) under Publications, Subsidiary Crown Policy Manual.