

## 2.4.i. Policy

# EXECUTIVE COMMITTEE TERMS OF REFERENCE

Trust Council: March 12, 1994

Amended: June 18, 2014

### A: PURPOSE:

1. To outline, further to the Standard Committee Terms of Reference, the specific roles and responsibilities of the Executive Committee in support of the Islands Trust's object, goals, objectives and policies.

### B: REFERENCES:

1. Policy Manual:
  - 1.1. Council Committee System (2.3.i.)
  - 1.2. Islands Trust Council Meeting Procedures Bylaw No. 101 (2.2.iv.)
  - 1.3. Terms of Reference for Trust Council Consultation during a Chief Administrative Officer Hiring Process (Attachment 1)

### C: POLICY:

#### AREAS OF RESPONSIBILITIES

#### 1. BYLAW APPROVAL

- 1.1. To consider **approval of all bylaws** based on compliance requirements with the Trust's object and Policy Statement.
- 1.2. To review and provide recommendations to Trust Council on all **Trust Council bylaws**.

#### 2. TRUST COUNCIL

- 2.1. To work with the Chair in the preparation and facilitation of effective **Trust Council meetings** and to review and make recommendations on all Trust Council agenda items.
- 2.2. To serve as a **liaison between all Council Committees** and to coordinate inter-committee communication, follow up on Trust Council referrals and Committee submissions to Trust Council via the Executive Committee.

- 2.3. To assist Trustees, Council Committees, Local Trust Committees and the Chief Administrative Officer in **resolving internal conflicts**.
- 2.4. To ensure the Islands Trust's legislative adherence with Trust bylaws, policies, procedures and guidelines, and relevant provincial and federal legislation.

### 3. LEGISLATION

- 3.1. To **monitor legislation** of the federal and provincial government through facilitating Trust input to relevant legislation proposals and the assessment of relevant new legislation.
- 3.2. To coordinate Council's **legislative amendment program** by maintaining a legislative change program of current and possible proposals recommending legislative changes to Trust Council.
- 3.3. To facilitate the development of **protocol agreements** with other agencies to maximize inter-agency cooperation to pursue the Trust's object.

### 4. POLICY DEVELOPMENT

- 4.1. To coordinate the Islands Trust **policy development program** and to review all policy matters presented to Council.
- 4.2. To review and provide comment on management's **operational procedures** development.

### 5. ORGANIZATIONAL STRATEGIC PLANNING

- 5.1. To monitor the development and implementation of the Trust's **work program** function.
- 5.2. To coordinate the development, preparation and implementation of an **organizational strategic plan**.
- 5.3. To facilitate an ongoing **Trustee training** and orientation program.

### 6. COMMUNICATIONS

- 6.1. To coordinate an effective agency liaison with **external government, private and non-profit sector agencies**.
- 6.2. To coordinate an effective **public relations program** through the development of targeted public communication efforts.

- 6.3. To maximize effective **internal communications** by facilitating opportunities for Trustees, LTC's, Council Committees, Trust Council and staff consultation and information exchange and provision of services and resources.

## 7. TRUST FUND LIAISON

- 7.1. To facilitate **financing and service** arrangement by the Islands Trust to the Trust Fund program.
- 7.2. To facilitate **effective liaison** between the Trust Fund Board and other Islands Trust entities.

## 8. MANAGEMENT LIAISON

- 8.1. To **facilitate feedback** on the organization's and/or staff's performance via the **Chief Administrative Officer** and monitor appropriate follow up action by management.
- 8.2. To review and provide input to Management's **operational procedures**, proposals, plans and issues.

## 9. CHIEF ADMINISTRATIVE OFFICER LIAISON

- 9.1. To coordinate, when needed, the formation and operation of a *Chief Administrative Officer Hiring Committee (CAOHC)*, consisting of the Executive Committee and the chairs of Trust Council's three Council Committees and that will be responsible for recruiting, appointing, orienting and evaluating a Chief Administrative Officer during the initial six-month probationary period; to ensure that, prior to appointing a new Chief Administrative Officer, the CAOHC has consulted with the Islands Trust Council and has complied with the terms of reference for such consultation indicated in Attachment 1 to this policy.
- 9.2. To coordinate appraisal and discipline actions associated with the **Chief Administrative Officer**, after the initial six-month probationary period, in consultation with Trust Council as required.
- 9.3. To coordinate, if the Executive Committee considers it necessary, the formation and operation of a *Chief Administrative Officer Employment Evaluation Committee* consisting of the Executive Committee and the chairs of Trust Council's three Council Committees and that will be responsible for seeking advice from the Public Service Agency and making decisions about any Executive Committee initiatives or recommendations to consider termination of a Chief Administrative Officer's employment without just cause<sup>1</sup> after the initial six-month probationary period.

---

<sup>1</sup> Under the *Employment Standards Act*, 'termination without just cause' means an employee is terminated for reasons unrelated to a 'just cause' such as theft, fraud, dishonesty, wilful misconduct, chronic absenteeism, etc. Termination 'without just cause' requires an appropriate notice period, compensation in lieu of notice, or a combination of the two, based on length of service.

**Policy 2.4.i Executive Committee Terms of Reference**  
**Attachment 1**  
**Terms of Reference**  
**Chief Administrative Officer Hiring Committee**  
**Consultation with Trust Council during**  
**a Chief Administrative Officer Hiring Process**

**1. Purpose**

- 1.1. These Terms of Reference are intended to guide a *Chief Administrative Officer Hiring Committee (CAOHC)*, if and when one has been formed pursuant to section 9.1 of Policy 2.4.i. Specifically, the purpose of these Terms of Reference is to ensure that such a committee consults with Trust Council early in the Chief Administrative Officer (CAO) hiring process and before the end of a new CAO's initial six-month probationary period.

**2. References**

- 2.1. The following references are relevant to these Terms of Reference:
1. Policy 2.4.i – Executive Committee Terms of Reference
  2. Islands Trust CAO Position Description (current version at the time a CAOHC is formed)
  3. Public Service Agency Policies and Procedures regarding hiring processes and probationary periods for Exempt Staff (current versions at the time a CAOHC is formed)
  4. *Public Service Act*

**3. Background**

- 3.1. The hiring process for a Chief Administrative Officer must follow the requirements of the *Public Service Act*, including the policies and procedures of the BC Public Service Agency and requirements of the BC Merit Commissioner.
- 3.2. All appointments to the BC Public Service must be based on merit. All hiring processes are subject to audit by the BC Merit Commissioner to confirm that appointments have been made on the basis of merit.
- 3.3. Selection Criteria that may be used to select a Chief Administrative Officer must be based on the current version of the Islands Trust Chief Administrative Office Position Description, which outlines the required education, experience, knowledge, skills, abilities and competencies required of the position.
- 3.4. The first six months of employment for a new Chief Administrative Officer is a probationary period. Management of the probationary period for a new Chief Administrative Officer must follow the policies and procedures of the BC Public Service Agency.

#### 4. Process

- 4.1. Once the Executive Committee has determined that it is necessary to begin the process for hiring a Chief Administrative Officer, it will, as soon as practicable, form a *Chief Administrative Officer Hiring Committee (CAOHC)* to have oversight over:
  - the entire CAO hiring process, including recruiting and selecting a new Chief Administrative Officer
  - orienting and evaluating a newly-appointed Chief Administrative Officer during the initial six-month probationary period.
- 4.2. Meetings of the CAOHC will be chaired by the Chair of the Islands Trust Council and will follow meeting procedures for committees as such procedures have been established in the Islands Trust Council's current Meeting Procedures Bylaw.
- 4.3. The CAOHC will seek advice from the Public Service Agency in regards to the CAO hiring process, to ensure the process is based upon a fair and appropriate methodology that meets the requirements of the BC Merit Commissioner.
- 4.4. The CAOHC will design a process for early consultation with Trust Council about CAO selection. Consultation at a meeting of Trust Council is preferable, but the CAOHC could use consultation through electronic or telephone survey where it believes this is in the best interests of the Islands Trust. Consultation with Trust Council will focus on the relative importance of those selection criteria that have been identified in the Islands Trust Chief Administrative Officer Position Description and therefore may be considered in the selection process (education, experience, knowledge, skills, abilities and competencies).
- 4.5. In consultation with executive recruitment professionals at the BC Public Service Agency, and to the degree that is practicable, the CAOHC will consider any input it has received from Trust Council (re Section 4.4), when it is designing and developing:
  - a. a CAO job advertisement
  - b. the methodology for reviewing and rating CAO candidate resumes
  - c. CAO candidate screening tools such as interview questions, written tests, work simulation exercises and evaluation of work samples.
- 4.6. In consultation with professionals at the BC Public Service Agency, and to the degree practicable, the CAOHC will consult with Trust Council before the end of a new CAO's initial 6-month probationary period and will consider the input it has received from Trust Council before making any decisions about the outcome of the probationary period.