

8.4.i. Guidelines

CHIEF ADMINISTRATIVE OFFICER CONTINGENCY SUCCESSION PLAN

Adopted by Executive Committee: June 11, 2013

Amended: July 29, 2014

A. PURPOSE:

To ensure continuous coverage of those executive duties that are critical to the ongoing operation and sustainability of the Islands Trust, in the event of the *unplanned* and *extended* absence of the Islands Trust's Chief Administrative Officer (CAO).

To provide procedures for the temporary appointment of an Acting CAO in the event of the *unplanned* and *extended* absence of the Islands Trust's CAO.

This plan covers all situations where an *unplanned* and *extended* absence of the Islands Trust's CAO occurs, whether that absence is *temporary* or *permanent*.

This plan does not apply to absences that are *planned*. It is the CAO's responsibility to inform the Executive Committee of a *planned temporary* or *short-term* absence, and to plan accordingly.

B. REFERENCES:

1. CAO Position Profile
2. Islands Trust organizational chart
3. Public Service Act
4. *Islands Trust Council Policy 2.4.i – Executive Committee Terms of Reference*

C. BACKGROUND:

1. Legislative and Policy Framework

- 1.1 Section 88 of the Islands Trust Act requires the Islands Trust Council to '*appoint officers and other employees*' subject to other sections of the *Islands Trust Act* and the *Public Service Act*.
- 1.2 Trust Council Bylaw 3 delegates the power of appointment to the Islands Trust Executive Committee.
- 1.3 Trust Council's Policy 2.4.1 -- Executive Committee Terms of Reference indicate that it is the Executive Committee's role 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, 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 Policy 2.4.i)*'.
- 1.4 The Islands Trust's CAO's Position Profile indicates that the CAO reports to the Executive Committee and is in turn given a number of responsibilities, including the hiring of all other employees of the Islands Trust Council.

2. **Best Practices**

While the Executive Committee acknowledges that an unplanned and extended absence of the CAO is improbable, it also understands that best practices in governance suggest that a contingency succession plan should be in place, in the event of an unplanned extended or permanent absence of CAO.

D. **DEFINITIONS:**

In this policy:

Acting refers to a person who has been appointed to perform the duties of a permanent employee who is temporarily absent.

Chief Administrative Officer or *CAO* refers to the senior staff position at the Islands Trust.

Extended absence means an absence of greater than one month and includes a *permanent* absence.

Interim refers to a person who has been appointed to perform the duties of a vacant position while recruitment is underway.

Temporary absence means one in which it is expected that the Chief Administrative Officer will return to their position once the events precipitating the absence are resolved.

Permanent absence means one in which it has been confirmed that the Chief Administrative Officer will not return to their position.

Planned absence means one that arises after at least one month's notice or one where the Chief Administrative Officer has an opportunity to make the necessary arrangements for coverage of their duties.

Unplanned absence means one that arises unexpectedly, leading to an absence with no notice or less than one month's notice and where the Chief Administrative Officer has not had an opportunity to make the necessary arrangements for coverage of their duties.

Short-term absence means an absence of one month or less.

Table 1 illustrates some examples of absences. Those examples where this plan will apply are indicated in italics:

Table 1 – Examples of Absences

Italics indicate examples of absences covered by this plan

| | Planned | Unplanned |
|-------------------------------|--|--|
| Short-term (≤ 1 mo) | Annual vacation Short-term medical leave | Short term temporary absence due to sudden illness or accident |
| Extended (> 1 mo) | Extended absence due to an expected purpose such as medical operation or sabbatical | <i>Extended but temporary absence due to sudden illness or accident</i> |
| Permanent | Retirement or resignation with notice of 1 month or more Termination after 1 month notice | <i>Sudden retirement or resignation</i> <i>Sudden incapacity or death</i> <i>Termination with less than 1 month notice</i> |

E. PLAN:**1. Plan Implementation**

The Executive Committee will implement the terms of this plan in the event of an unplanned and extended absence of the CAO, including an absence that is expected to be permanent.

It is the responsibility of the most senior staff member on duty to notify the Executive Committee of an unplanned and extended absence of the CAO, as soon as possible.

As soon as feasible after receiving notification of an unplanned and extended absence of the CAO, the Executive Committee Chair will convene a meeting of the Executive Committee to review and ratify this plan, or to modify it if needed.

This plan is subject to the provisions of the *Public Service Act* and regulations and any provincial legislation that may apply.

2. Key Interim Responsibilities

The full position profile for the CAO is attached as Appendix A.

Among the duties listed in the position profile, Table 2 lists the key functions to be covered during an unplanned and extended absence of the CAO.

Table 2 – Chief Administrative Officer Key Functions

| CAO FUNCTION |
|---|
| Strategic support to Trust Council and Executive Committee |
| Trust Council and Executive Committee agenda preparation |
| Liaison with political and executive level representatives of other agencies |
| Leadership of Management Team |
| Authorities delegated to CAO subject to the <i>Public Services Act</i> |

In addition to the duties identified in Table 2, the Executive Committee will, in consultation with the senior management team, identify key priorities that must be addressed during the interim period before the CAO returns or a new CAO is appointed.

3. Authority and Restrictions

The person appointed as Acting or Interim CAO will have the full authority for decision-making and independent action as the regular CAO, except for the following decisions which must be ratified by the Executive Committee:

- termination or permanent hiring of directors
- direction to legal counsel in regards to litigation defence

4. Contract and Compensation

The person appointed as Acting or Interim CAO will receive a temporary salary increase to the entry level salary of the CAO or to 5% above his/her current salary, whichever is

greater, subject to any limitations that may be properly imposed under the *Public Service Act* or other relevant legislation.

5. Communications

As soon as possible after a Acting or Interim CAO has begun covering an unplanned absence, the Executive Committee and the Acting CAO will communicate the temporary leadership structure to the following audiences, in order:

1. Islands Trust staff
2. Islands Trust Council members
3. Trust Fund Board members
4. Bowen Island Municipality and staff
5. Islands Trust legal counsel
6. Ministry responsible for the *Islands Trust Act*

After the above contacts have been notified, the Executive Committee will consider developing a news release to announce the absence of the regular CAO, the time of their expected return, if known and the temporary leadership structure.

6. Guidelines for Appointment of an Acting or Interim CAO

6.1 Short-Term Temporary Unplanned Absence

In the event of a unplanned absence of the CAO that is expected to last one month or less, the position of Acting CAO will be filled by the Director of Local Planning Services, subject to ratification of this appointment by resolution of the Executive Committee.

Should the Director of Local Planning Services be unable to serve, the back-up appointees for the position of Acting CAO will be the Director of Trust Area Services or the Director of Administrative Services, as determined by the Executive Committee.

If the Director of Local Planning Services is new to their position or to the Islands Trust organization (less than 1 year), the Executive Committee may appoint one of the back-up appointees to be Acting CAO, or may decide to divide the duties of the position among the designated appointees.

6.2 Long-Term Temporary Unplanned Absence

In the event of a unplanned absence of the Chief Administrative Officer that is expected to last for more than one month, section 6.1 of this plan applies, and the Acting Chief Administrative Officer will consider temporarily appointing an acting replacement to the position they have left vacant.

6.3 Permanent Unplanned Absence

In the event of an unplanned absence of the CAO that is confirmed to be permanent, and where the Islands Trust has no obligation to hold the CAO position open for an absent employee, section 6.2 of this plan applies until an Interim CAO has been appointed.

7. Recruitment of Permanent CAO Replacement

In the event of an unplanned absence of the CAO that is confirmed to be permanent, and where the Islands Trust has no obligation to hold the CAO position open for an absent employee, the Executive Committee will form a Chief Administrative Officer Hiring

Committee (CAOHC) in accordance with s. 9 and Attachment 1 of *Islands Trust Council Policy 2.4.i – Executive Committee Terms of Reference*, to oversee the process for hiring a new permanent Chief Administrative Officer.

The CAOHC will make recommendations to the Executive Committee about the appointment of an *Interim* CAO as soon as possible, after seeking and considering the advice of the Public Service Agency. A person appointed as *Interim* CAO should not be a candidate for permanent appointment to the position and will provide support to the CAOHC in completing its tasks related to hiring a permanent replacement for the CAO.

F. PREPARATIONS

1. Training of Potential Appointees to Acting CAO Position

For each of the positions that are identified in Section E.6 as potential appointees to the Acting CAO position, the incumbents will receive training as follows to prepare them to act as CAO in a contingency situation:

1. Regular opportunities to perform as the Acting CAO role during planned absences of the CAO, such as during vacations.
2. Regular opportunities to chair meetings of the management team.
3. Support for attendance at relevant training courses and opportunities.
4. Occasional opportunities to 'shadow' the CAO, in order to acquire knowledge unique to the Islands Trust CAO position.
5. Upon initial hiring, orientation regarding CAO responsibilities.

2. Development of a CAO Handbook

A CAO Handbook will be developed and maintained, to catalogue information determined to be useful for an Acting or Interim CAO.

G. IMPLEMENTATION

1. Approval

The Executive Committee will be the approval body for the CAO Contingency Succession Plan, ensuring its consistency with s. 9 and Attachment 1 of *Islands Trust Council Policy 2.4.i – Executive Committee Terms of Reference*.

2. Review

The Executive Committee will review the CAO Contingency Succession Plan, including any appendices, annually in January of each year, in consultation with the senior management team.

It is the responsibility of the Executive Coordinator to add the topic to the Executive Committee's meeting agenda each year.

3. Maintenance of Record

The Chief Administrative Officer Contingency Succession Plan will be maintained in the Islands Trust Policy Manual.

The Chief Administrative Officer is authorized to make minor, non-substantive, amendments to the plan to maintain its currency, such as updates to references to

legislation and position titles. A log of such minor amendments will be maintained to be considered during the annual review process.

4. Implementation and Communications Tools

To assist in implementation of this plan, the Chief Administrative Officer may attach implementation and communication tools in *Appendix B – Implementation and Communication Tools*, attached to the Chief Administrative Officer Contingency Succession Plan.

APPENDIX A
Islands Trust CAO Position Profile
(CAO Position Profile – signed January 20, 2011)

APPENDIX B

Implementation and Communication Tools

Appendix B-1

Temporary Unplanned CAO absence - Process Checklist

- A member of staff receives notification that the CAO will be absent for an unplanned and extended period.
- The member of staff who has received the notification advises the most senior staff person on duty as soon as possible.
- Director of Local Planning Services assumes role of Acting CAO pending Executive Committee ratification.
- Most senior staff person on duty notifies Executive Committee of the absence as soon as possible.
- Executive Committee Chair calls for a special meeting of the Executive Committee as soon as possible.
- Executive Committee reviews CAO Contingency Succession Plan and ratifies or amends it.
- Executive Committee ratifies appointment of an Acting Chief Administrative Officer.
- Acting Chief Administrative Officer determines whether to appoint an acting replacement for the position they have temporarily left vacant.

Appendix B-2

Permanent Unplanned CAO absence – Process Checklist

- A member of staff receives notification that the CAO will be absent for an unplanned and permanent period.
- The member of staff who has received the notification advises the most senior staff person on duty as soon as possible.
- Director of Local Planning Services assumes role of Acting CAO pending Executive Committee ratification.
- Most senior staff person on duty notifies Executive Committee of the absence as soon as possible.
- Executive Committee Chair calls for a special meeting of the Executive Committee as soon as possible.
- Executive Committee reviews CAO Contingency Succession Plan and ratifies or amends it, ensuring consistency with *Islands Trust Council Policy 2.4.i – Executive Committee Terms of Reference*.
- Executive Committee ratifies appointment of an Acting Chief Administrative Officer to serve until an Interim Chief Administrative Officer is appointed.
- Acting Chief Administrative Officer determines whether to appoint an acting replacement for the position they have left vacant.
- Executive Committee confirms that there are no legal obligations to hold the CAO position open for the absent employee.
- Executive Committee calls for the formation of a Chief Administrative Officer Hiring Committee (CAOHC) as soon as practicable, pursuant to s. 9 and Attachment 1 of *Islands Trust Council Policy 2.4.i – Executive Committee Terms of Reference*.

ISLANDS TRUST POLICY MANUAL

- CAOHC seeks and considers advice from the Public Service Agency regarding appointment of an Interim Chief Administrative Officer¹.
- CAOHC makes recommendations to the Executive Committee regarding appointment of an Interim Chief Administrative Officer who is not a candidate for the permanent position.
- Interim Chief Administrative Officer determines whether to appoint an acting replacement, if they have left a position vacant within the Islands Trust.
- Interim Chief Administrative Officer provides staff support to the CAOHC and staff liaison with Public Services Agency.
- CAOHC oversees the hiring process for a new permanent CAO, pursuant to s. 9 and Attachment 1 of *Islands Trust Council Policy 2.4.i – Executive Committee Terms of Reference*.

¹ Initial liaison with the Public Service Agency would occur through Islands Trust staff within the Administrative Services Unit.