

**6.11.i. Guidelines****TRUSTEE/STAFF RESPONSIBILITY GUIDELINE**

Trust Council: June 6, 1992

**A: PURPOSE:**

1. To outline general parameters to guide the activities, focus and behaviour of key (vs. specific) human resource elements of the Islands Trust.

**B: REFERENCES:**

1. Policy Manual: Council Committee System (2.3.i.)

**C: GUIDELINE:**

1. **Responsibility guidelines for TRUSTEES/STAFF** (June 6, 1992)

**1.1. TRUSTEES**

- i. Provide leadership
- ii. Set political direction
- iii. Make decisions - choose between alternatives
- iv. Establish policy
- v. Review Management Performance
- vi. Avoid administrivia
- vii. Keep informed on Trust Affairs
- viii. Reconcile political/constituent conflict
- ix. Establish cooperative protocols with other agencies at a political level
- x. Communicate with constituents
- xi. Provide/solicit public feedback on services

**1.2. STAFF**

- i. Provide advice
- ii. Implements directions, decisions, and policies
- iii. Provide quality information and alternatives
- iv. Provide policy recommendations
- v. Conduct self and subordinate performance appraisals
- vi. Avoid politics
- vii. Keep current on professional information and training
- viii. Assist in conflict resolution
- ix. Facilitate cooperative initiatives with other agencies at a staff level
- x. Provide public information
- xi. Deliver quality sessions

**2. Responsibility guidelines for COUNCIL COMMITTEES AND EXECUTIVE COMMITTEE (June 6, 1992)****2.1. LOCAL PLANNING/ SERVICING COMMITTEE**

- i. Local Planning Service Delivery
- ii. Island Utility Services
- iii. Parks
- iv. Local Government Protocol
- v. LTC Work Program/ Liaison
- vi. Transportation
- viii. Trust Fund Support

**2.2. FINANCE COMMITTEE**

- i. Annual Budget Process
- ii. Financial Management
- iii. Annual Budget Planning
- iv. Long Term Financial Planning
- v. Annual Audit
- vi. Trust Fund Support

**2.3. EXECUTIVE COMMITTEE**

- i. Bylaw Review/ Approval
- ii. Legislative Agenda
- iii. Policy Development
- iv. Organizational Strategic Planning
- v. Public Relations/ Communications
- vi. Executive Director Liaison
- vii. Trust Fund Board Liaison
- ix. Trust Council Governance

**2.4. ENVIRONMENTAL PLANNING COMMITTEE**

- i. Resource Management
- ii. Land Conservation/ Management
- iii. Marine Environment
- iv. Waste Management
- v. Trust Fund Support
- vi. Definition of Preserve & Protect
- vii. Environmental Objectives/ Policies
- viii. Preserve & Protect Strategies

**2.5. SUSTAINABLE COMMUNITIES COMMITTEE**

- i. Policy Statement Development
- ii. Community Quality of Life
- iii. Tourism
- iv. Recreation & Culture Services
- v. Education, Health & Social Services
- vi. Heritage Conservation & Natural History
- vii. Trust Fund Support

**3. Responsibility guidelines for SUPPORT, TECHNICAL AND MANAGEMENT STAFF (June 6, 1992)**

- i. All staff and consultants working for the Islands Trust shall communicate, support and consider the Islands Trust Object (sec.3 *Islands Trust Act*) in all activities undertaken on behalf of the Islands Trust. (June 17, 1999)

**3.1. SUPPORT STAFF**

- i. Document Processing
- ii. Internal Communications
- iii. External Communications
- iv. Administrative Coordination
- v. Filing - Manual/Computer
- vi. Research
- vii. Designate Position(s) Support
- viii. Client Relations
- ix. Office System/Environment

**3.2. TECHNICAL STAFF**

- i. Technical Advice/Research
- ii. Education/Information
- iii. Negotiation Process Facilitation
- iv. LTC/Trustee Support
- v. Administrative Functions
- vi. Communication/Liaison
- vii. Document Preparation
- viii. Land Use Planning Process
- ix. Mandate Support
- x. Program Management

**3.3. MANAGEMENT**

- i. Leadership/Coaching Role - Staff
- ii. Human Resource Development/ Management
- iii. Work Program/Strategic Planning

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- iv. Advisory Role - Trustees
- v. Problem Solving
- vi. Staff Direction
- vii. Organizational Resource/ Financial Management
- viii. Public/Agency Relations
- ix. Council Policy Implementation
- x. Organizational Effectiveness/Efficiency

#### **4. Responsibility guidelines for THE MANAGEMENT GROUP FUNCTIONS CHART (April 29, 1993)**

##### **4.1. MANAGER OF POLICY PLANNING SERVICES**

- i. Trust Council, Sustainable Communities & Environmental Planning & Executive Committees
- ii. Policy Unit Supervision
- iii. Senior Gov't. Liaison/Coordination
- iv. Policy Statement Program
- v. Research/Data Coordination Trust-wide
- vi. Legislative Agenda
- vii. Legislation Monitoring
- viii. Trust-wide Public Information
- ix. Trust Fund advice
- x. Management Team

##### **4.2. MANAGER OF LOCAL PLANNING SERVICES**

- I. Trust Council, Local Planning/ Servicing & Executive Committees
- ii. Local Planning Unit Supervision (see also vi, vii, viii, & ix)
- iii. Local Gov't. (Interagency) Liaison/Coordination
- iv. LTC - Planning Staff Support Services
- v. Development Management Programming
- vi. Community Planning Programming
- vii. LTC Corporate Advisory Service
- viii. Planning/Processing Services- Public Information
- ix. Local Planning - Technical Support Services
- x. Management Team

##### **4.3. MANAGER OF ADMINISTRATIVE SERVICES**

- i. Trust Council, Executive, Finance, and Audit Committees
- ii. Administrative Unit Supervision
- iii. Non-government Agency Liaison Coordination
- iv. Personnel System

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- v. Management Information System
- vi. Financial Management
- vii. Risk/Contract Management
- viii. Support/Public Service Quality & Information
- ix. Office Procedures/Systems
- x. Management Team

**4.4. EXECUTIVE DIRECTOR**

- i. Trust Council Advice and Committee Liaison
- ii. Management Group Supervision
- iii. Political/Agency Liaison
- iv. Executive Committee Advice
- v. Strategic Planning
- vi. Financial Planning
- vii. Organizational Development
- viii. Communications
- ix. Policy Development
- x. LTC/TFB Liaison