



CAO Hiring Committee Agenda

Date: Friday, January 19, 2024
Time: 9:00 am
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
3. MINUTES OF PREVIOUS MEETING	
None.	
4. ROUNDTABLE	
5. BUSINESS	
5.1 Terms of Reference	2 - 3
5.2 Islands Trust Hiring Process	
5.2.1 Public Service Agency Requirements - Discussion	4 - 7
5.2.2 Trust Council Input Opportunities - Discussion / Decision	
5.3 Timeline - Discussion	8 - 8
5.3.1 Meeting Schedule - Discussion / Decision	
5.4 Job Description - Discussion	9 - 17
5.4.1 Suitability Criteria - Discussion / Decision	
5.5 Resources	
5.5.1 Staff Support - Discussion	
5.5.2 Consultant Versus In House (PSA) - Discussion / Decision	
5.5.3 Budget - Discussion / Decision	
6. NEXT MEETING	
As determined by the CAOHC.	
7. ADJOURNMENT	

Attachment 1

(Trust Council Policy 2.4.1)

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 2.4.1. 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 2.4.1 – 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 CAO 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 CAO must be based on the current version of the Islands Trust Chief Administrative Officer 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 CAO is a probationary period. Management of the probationary period for a new CAO 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 CAO, 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 CAO
 - orienting and evaluating a newly-appointed CAO 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 with regard 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 CAO 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 CAO job advertisement;
 - the methodology for reviewing and rating CAO candidate resumes;
 - 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.

5.3 The merit commissioner may make a special report to the Legislative Assembly if the merit commissioner believes that the amounts and establishment provided for the office of merit commissioner in the estimates are inadequate for fulfilling the duties of the office.

Delegation

- 6** Subject to the regulations, the agency head may
- (a) delegate any of the agency head's powers, duties or functions under this Act to an employee of the agency,
 - (b) with respect to employees of a ministry or a board, commission, agency or organization to which this Act applies, delegate any of the agency head's powers, duties or functions under this Act to
 - (i) a deputy minister or other employee of the ministry, or
 - (ii) a member, officer or employee of the board, commission, agency or organization,
 - (c) delegate dismissal authority under section 22 (2)
 - (i) to an assistant deputy minister or an employee who has an equivalent classification level to an assistant deputy minister, and
 - (ii) to a member or officer of a board, commission, agency or organization to which this Act applies,
 - (d) establish conditions, standards or requirements for any delegation, and
 - (e) amend, replace or revoke any delegation made under this section.

Access to facilities and records

- 7** For the purposes of carrying out their duties under this Act, the agency head and merit commissioner are entitled to access to
- (a) ministries,
 - (b) boards, commissions, agencies and organizations of the government to which this Act applies, and
 - (c) records, of ministries or of those boards, commissions, agencies and organizations, containing information pertinent to those duties or to personnel matters.

Part 3 — Appointments to the Public Service

Appointments on merit

- 8** (1) Subject to section 10, appointments to and from within the public service must
- (a) be based on the principle of merit, and
 - (b) be the result of a process designed to appraise the knowledge, skills and abilities of eligible applicants.

- (2) The matters to be considered in determining merit must, having regard to the nature of the duties to be performed, include the applicant's education, skills, knowledge, experience, past work performance and years of continuous service in the public service.
- (3) Regulations, policies and procedures with respect to recruitment, selection and promotion must facilitate
 - (a) opportunities for external recruitment and internal advancement to develop a public service that is representative of the diversity of the people of British Columbia, and
 - (b) the long term career development and advancement of employees appointed under this Act.
- (4) Subject to the regulations, the agency head may direct in respect of a vacancy or class of vacancies in the public service, that applicants be
 - (a) limited or given preference in a manner intended to achieve employment equity objectives,
 - (b) limited to employees to encourage career development and advancement,
 - (c) limited to employees of a stated occupational group, position level or organizational unit, or
 - (d) limited to a stated geographical area or locale.

Probation

- 9** (1) If a person who is not an employee is appointed to a position in the public service, the person is on probation until the person has worked the equivalent of 6 months' full time employment.
- (2) If the appointment is made from within the public service, a probation period in the new position not exceeding the equivalent of 6 months' full time employment may be imposed.
- (3) A deputy minister or the agency head may reject an employee during the probation period if the deputy minister or agency head considers that the employee is unsuitable for employment in the position to which the employee was appointed.

Exceptions to section 8

10 Subject to the regulations

- (a) section 8 (1) does not apply to an appointment that is a lateral transfer or a demotion, and
- (b) section 8 (1) (b) does not apply to the following:
 - (i) a temporary appointment of not more than 7 months in duration;
 - (ii) an appointment of an auxiliary employee;

- (iii) a direct appointment by the agency head in unusual or exceptional circumstances.

Repealed

11 [Repealed 2003-88-10.]

Deputy ministers

- 12** (1) The Lieutenant Governor in Council may appoint deputy ministers, associate deputy ministers and assistant deputy ministers.
- (2) An associate deputy minister has all the powers of a deputy minister.
- (3) Sections 5.1, 8 and 18 do not apply to appointments under this section.

Deputy ministers' pensions

- 13** (1) Subject to subsection (2), when calculating the amount of a pension under the Public Service Pension Plan, continued under the *Public Sector Pension Plans Act*, each year of service as a deputy minister must be counted as 1 1/2 years of pensionable service.
- (2) Subsection (1) does not apply
- (a) to a person appointed as a deputy minister on or after September 1, 2001, or
 - (b) to a person holding the position of acting deputy minister.
- (2.1) Despite subsection (2) (a), subsection (1) continues to apply to a person who is a deputy minister before September 1, 2001 and is reappointed as a deputy minister on or after that date as long as there is no break in service as a deputy minister.
- (3) Despite the accrual of 35 years of pensionable service, contributions to the Public Service Pension Plan must continue for each additional year of service up to 35 years of contributory service.

Declaration of deputy minister status

- 14** The Lieutenant Governor in Council may declare that a person has the status of a deputy minister and may set terms and conditions of employment, including remuneration, for that person and specify which sections of this Act or the regulations apply to that person.

Appointment by Lieutenant Governor in Council

- 15** (1) The Lieutenant Governor in Council may appoint persons the Lieutenant Governor in Council considers
- (a) will be acting in a confidential capacity to the Lieutenant Governor, Executive Council or a member of the Executive Council, or
 - (b) will be appointed to a position that requires special professional, technical or administrative qualifications.

- (2) A person referred to in subsection (1) (a) or (b) may be appointed by the Lieutenant Governor in Council on terms and conditions, including remuneration, authorized by the Lieutenant Governor in Council or set out in the regulations.
- (3) This Act, other than subsections (1) and (2) and sections 21 and 25 (3), does not apply to a person appointed under this section.

Part 4 — Review of Staffing Decisions

Definitions

16 In this Part, "**deputy minister**" means,

- (a) with respect to a position in a ministry, the deputy minister of that ministry, and
- (b) with respect to a position with a board, commission, agency or organization, the person having overall responsibility for the board, commission, agency or organization.

Request for feedback on staffing decision

- 17** (1) An employee who is an unsuccessful applicant for an appointment to the public service may, within the prescribed time, request from the individual responsible for the appointment an explanation of the reasons why the employee was not appointed.
- (2) The responsible individual must provide an explanation as soon as practicable after receiving a request under subsection (1).

Inquiry into staffing decision

- 18** (1) An employee who has made a request under section 17 may request an inquiry into the application of section 8 (1) with respect to the appointment.
- (2) A request under subsection (1) must be made within the prescribed period to the deputy minister responsible for the position and must include a detailed statement specifying the grounds on which the request is made.
- (3) The deputy minister who receives an application under subsection (1), or a person designated by the deputy minister, must inquire into the appointment and confirm the appointment or proposed appointment or direct that the appointment or proposed appointment be reconsidered.

Review by merit commissioner

- 19** (1) An employee who is an unsuccessful applicant for an appointment to a position in a bargaining unit under the *Public Service Labour Relations Act* who has made a request under section 18 and disagrees with the decision of the deputy minister or designate under that section may request a review of the appointment by the merit commissioner on the ground that section 8 (1) has not been complied with.

CAO Hiring Process (tentative)

January 2024

The following is a very basic process outline for key milestones associated with an executive hire. The CAOHC, with staff assistance, can develop a more detailed process with meeting times and desired outcomes as well as contingencies. This is for illustrative purposes.

Key milestones for CAO hiring process:

Date/status	Task	Notes/DECISION POINTS
Dec	receipt of notification to retire by CAO	Complete
Dec 1st week Jan	notification to Trust Council, Staff	complete
Dec 15	notification to Executive Services, PSA	complete
January 19	formation of CAOHC	First meeting: 1. Terms of reference 2. Staff contact 3. Schedule 4. Procurement process: PSA or contract firm 5. Job description
	initiation of consultant hiring process	Public Service or outside consultant? Budget determination
Feb	Discuss with Trust Council/trustees	Input process conducted by CAOHC as per hiring priorities
Feb/March	Advertise/outreach CAO position	
March (early)	Screening/testing	
March (late)- early April	Interviews	
	Reference check	
April (late)	Offer	
to June 1	New CAO provides notice period	
June 15	First day	
June 15-30	Orientation	
June 30	Last day of retiring CAO	



POSITION DESCRIPTION

Islands Trust

POSITION TITLE:	Chief Administrative Officer	POSITION NUMBER(S):	36524
DIVISION: (e.g., Division, Region, Department)	NA		
UNIT: (e.g., Branch, Area, District)	EXEC	LOCATION:	Victoria
APPROVED CLASSIFICATION		CLASS CODE	NA
SUPERVISOR'S TITLE:	Islands Trust Executive Committee	POSITION NUMBER	NA
SUPERVISOR'S CLASSIFICATION:	Trustees	PHONE NUMBER:	Various

PROGRAM

Located in Coast Salish territory, the Islands Trust is a special purpose government responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the Islands Trust Act, Islands Trust plans and regulates local land use, coordinates with other level of government and First Nations on key issues impacting the area, and protects land through the Islands Trust Conservancy.

PURPOSE OF POSITION

The Chief Administrative Officer (CAO) provides strategic and operational support to the Islands Trust political bodies including the Executive Committee, the Islands Trust Council, the LTCs, and the Trust Fund Board. The position orients new trustees on roles and responsibilities, counsels on governance requirements and issues; and ensures continuous learning opportunities are provided on governance, land use and related considerations. The CAO also facilitates strategic planning sessions, recommends the best instruments for achieving strategic goals such as legislative amendments, policy or procedure development, and guides liaisons between trustees and other agency officials with common or overlapping interests. Further the CAO provides leadership to Islands Trust staff, encouraging a highly engaged workforce and a positive work environment, while providing oversight to the provision of professional, technical and administrative expertise and services necessary to support the Islands Trust Council, the LTCs and the Trust Fund Board. The incumbent collaborates with other agencies to promote cooperative approaches to land use initiatives/issues, and champions opportunities to be a high performing, progressive and responsive organization.

NATURE OF WORK AND POSITION LINKS

The Islands Trust area is composed of 13 major islands and more than 450 smaller islands, covering approximately 5200 square kilometres of land and water. This remarkable area is home to an exceptional variety of species of birds, fish, inter-tidal life, wildlife and plants. About 25,000 people live with the Trust Area. The purpose of the Islands Trust is to preserve and protect the Islands Trust Area and this position assists locally elected trustees who are part of each island community to plan land use and regulate development in the trust area. The range of the organization's responsibilities include preparation and adoption of Official Community Plans and land use regulations such as zoning, and subdivision bylaws, and authorization of certain Local Government Act permits.

The Islands Trust provides a dynamic working environment with 16 governance bodies and a number of trustees: 26 trustees on the Island Trust Council; three Vice-Chairs and a Chair on the Executive Committee, 12 – three person LTCs; and three trustees and three government appointees on the Trust Fund Board. These trustees are elected every four

Within this environment, the CAO ensures trustees understand governance issues such as administrative fairness, the separation of political vs. bureaucratic role/responsibilities as well as the legislation that directly influences operations, including: *Islands Trust Act* and regulations, *Local Government Act*, *Community Charter*, *Agricultural Land Reserve Act*, *Private Managed Forest Land Act*, *Freedom of Information and Protection of Privacy Act*, *Public Service Act* and *Ombudsperson Act* and how these Acts apply to Islands Trust. As well the CAO informs trustees and provides advice on land use policy and planning such as Official Community Plans and Development Permit Areas, and a variety of topical issues such as First Nations engagement and advocacy regarding Islands Trust policies with other levels of government. The CAO also counsels individual trustees on potential controversial issues such as administrative fairness, conflict of interest, receipt of gifts and influencing bureaucratic decision making, and how these situations should be managed or avoided.

The challenge of meeting the goals and requirements of 16 governance bodies given the finite fiscal and human resources, requires the CAO to mediate conflicts (i.e. trustee interests, employee workloads), manage expectations and recommend priorities based on impacts, resourcing and timelines. It is also challenging to ensure Islands Trust employees understand and respect island culture and to that end, the CAO champions opportunities to bring staff into the communities they serve. Key contacts:

- **Trustees and Committees** including the Islands Trust Council, Executive Committee, three standing committees of Council, LTCs and the Trust Fund Board: to provide strategic advice, counsel and operational support on governance and land use legislation, policy and procedures and financial planning; provide oversight of program and initiatives; and, manage issues.
- **Islands Trust Directors and Staff:** to lead staff and provide oversight to the planning, delivery and evaluation of local planning services, trust area services and administrative services.
- **Minister, Executive and Senior Managers of Community, Sport and Cultural Development:** to facilitate inter-governmental relations; inform and advocate for land use planning, administrative and governance legislation changes; influence policy; explain Islands Trust initiatives and issues; and, request a variety of ministerial approvals.
- **Executive and Senior Managers in Mandate Related Agencies** including: regional districts (seven); Provincial Ministries such as Transportation and Infrastructure, Environment, Agriculture, Forests Lands and Natural Resource Operations; the Public Service Agency, Merit Commissioner and the Ombudsperson's Office; Federal Ministries such as Transport Canada, Industry Canada and, Parks Canada; First Nations and other local governments such as Bowen Island Municipality and the USA's San Juan Island County Council: to build cooperative working relationships; collaborate, consult and exchange expertise in areas of common or overlapping interest; negotiate protocol and service agreements; and, advocate for Islands Trust initiatives, issues and resources.
- **Legal Representatives** at private law firms: to request and discuss legal advice, direct litigation activities and to address legal issues and lawsuits.
- **Stakeholders** including regional district electoral directors, Bowen Island Municipal Council Members, Members of the Legislative Assembly, Members of Parliament, First Nations Chiefs, managers and lawyers; other local government representatives and non-governmental organizations: to build cooperative relationships; collaborate, consult and exchange information on common/overlapping interest; negotiate agreements; and, resolve issues.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

1. Provides strategic support to the Trust Council and the Executive Committee in discharging its responsibilities. Establishes terms of reference, orients trustees on roles and responsibilities, organizes ongoing educational sessions on governance, land use planning and topical issues, interprets and advises on legislation, provides expertise, advice and recommendations on governance and strategic directions/matters, and counsels individual trustees on potentially controversial issues and how to avoid or manage these situations.

2. Organizes and attends quarterly Trust Council meetings, monthly and ad hoc Executive Committee meetings and standing committee meetings such as the Financial Planning Committee. Oversees the preparation of the agenda, background information and guest speakers, provides expertise during the meeting, presents issues for consideration or decision (i.e. analysis and recommendations for policy issues, business cases for major expenditures) and directs follow up actions.
3. Oversees operational support to the 13 LTC's ensuring the provision of local planning and regulating resources, expertise and services. Oversees operational support to the Islands Trust Fund Board ensuring the provision of policy, ecosystem protection, fund management, property management and public relations resources, expertise and services.
4. Establishes and advises on a strategic planning framework and facilitates a strategic plan review every four years. Informs and guides the Executive Committee and Trust Council on resourcing levels (budget, staff and timelines) to carry out objectives given competing priorities. Provides quarterly reports on progress, status and issues.
5. Guides the Islands Trust's liaison with political and executive level representatives from related agencies. Supervises the preparation of speaking points/background information, briefs/coaches Executive Committee or council representatives and attends meetings, explains and advocates for Island Trust initiatives/issues, and requests ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
6. Negotiates interagency protocol agreements (i.e. Industry Canada, regional districts and Bowen Island Municipal Council), and directs the maintenance and updating of these agreements. Encourages proactive outreach and relationship building opportunities and facilitates resolution of significant or high profile interagency issues.
7. Manages Islands Trust lawsuits (i.e. negligence), liaising between trustees and legal team, providing direction to lawyers, assisting with case preparation, and acting as an expert witness.

Corporate Accountabilities with Islands Trust Organization and Employees

8. Translates the Executive Committee and Trust Fund Board's strategic direction into an operational framework and oversees the formulation and implementation of legislation, policy and programs to meet strategic goals.
9. Provides oversight to the three Islands Trust operational programs:
 - Land Use Planning – development/amendment of land use policy, regulation and procedures, provision of planning, mapping (GIS) and bylaw enforcement expertise and services.
 - Trust Area Services – development of policies, strategies and procedures related to communication, advocacy, land acquisition, grant administration, First Nations relations, performance measurement, and implementation of the *Islands Trust Policy Statement*. Development of policy and procedures related to the Islands Trust Fund, including fundraising and grant administration, as well as, the provision of public relations, eco-system protection and property management expertise and services.
 - Corporate Services – management and delivery of financial, human resource, information systems and administrative expertise and services.
10. Leads the management team in determining the resources necessary (staff, budget and equipment) to meet strategic goals, building business cases, determining appropriate organizational structure, allocating and managing fiscal and human resources including hiring, training and managing employee performance.
11. Accepts responsibility for any powers which may be delegated by the Head of the Public Service Agency under the Public Service Act.
12. Leads the management team in establishing annual work plans, determining employee roles and responsibilities, identifying work targets, strategies and performance measures. Provides oversight to the prioritization, implementation and delivery of targets based on strategic goals.
13. Provides leadership to a staff complement of approximately 50 employees located in three offices, promoting a positive work environment with high performing and engaged employees and sponsoring initiatives such as employee engagement surveys, island site visits and supervisory training.

14. Champions and leads change initiatives to ensure a progressive and responsive organization such as championing a green operations program, promoting cooperative working relationship with over 30 First Nations and implementing employee engagement measures and strategies.

Issue Management Accountabilities

15. On behalf of the Islands Trust, translates and presents land use information and issues to community officials and representatives. Investigates, and where possible resolves escalated issues with and between staff, trustees and other islanders. Identifies opportunities for compromises and mediates/negotiates solutions.
16. Manages and mediates intra-agency issues including disputes over jurisdiction, authority, application or implementation of policy and programs. Promotes the coordination of activities with other agencies and jurisdictions to ensure a consistent, harmonious and transparent approach.
17. Works with directors to develop and carry out issue management strategies and solutions.

FINANCIAL RESPONSIBILITY

Islands Trust has a budget of \$7 million a year.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	5	
Supervises staff through subordinate supervisors	50	

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises students or volunteers ☐		Provides formal training to other staff ☒	50
Lead project teams ☒	5-10	Assigns, monitors and examines the work of staff	

TOOLS / EQUIPMENT

Comprehensive knowledge of computer programs including proficiency in internet searching, related survey tools, proprietary software as well as Microsoft Office - Word, Excel and PowerPoint.

WORKING CONDITIONS

A dynamic political environment with 16 different legal entities, several sets of legislation, multiple interests and a diversity of issues.

Regular travel to all Island Trust areas to attend meetings and deliver presentations, work irregular hours and be on call for operational emergencies.

PREPARED BY

NAME: Linda Adams, CAO, Paul Brent, Laura Busheikin, Susan Morrison, Peter Grove, George Grams, Derek Masselink, Peter Luckham	DATE: July 2015	Signature of EE: (Linda Adams)
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EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: July 2015,
2. the information in this position description reflects the actual work performed, and
3. a copy has / will be provided to the incumbent(s).

NAME:

Craig Elder, Director Admin Services

SIGNATURE:

DATE:

July 2015

ORGANIZATION CHART

Charts have been attached

EDUCATION, EXPERIENCE, KNOWLEDGE and ABILITIES

Education and Experience:

- A degree in a related field such as land use management or public administration, and considerable current and progressive management or senior professional experience (a minimum of five years of experience gained over last 10 years). Prefer a related graduate degree.
- Working independently in a complex political or governmental environment with experience managing or developing and implementing policy, legislation and/or programs.
- Leading and supervising staff, setting goals, coaching/mentoring employees and team building.
- Building cooperative working relationships and liaising with a variety of internal and external stakeholders.
- Negotiating, mediating and managing high profile issues and/or conflict.
- Explaining, and presenting high level policy, practices, and strategic plans both verbally and in writing, in a clear and concise style that is appropriate to the audience, including: delivering presentations to executives/senior management, island community representatives and stakeholder groups.
- Preference may be given to applicants with direct management experience in leading and supporting the creation of a new work unit, organization or business area, or experience leading and supporting an organization through a period of significant change or transformation

Knowledge and Abilities

- Comprehensive knowledge of local government practices and the public sector environment with sound knowledge of the legislation, policies and current land use practices, initiatives and issues in B.C. and the Islands Trust mandate and issues.
- Comprehensive knowledge of local government and land use planning law.
- Knowledge of related case law and litigation practices.
- Considerable knowledge of strategic planning, human resource management, financial management and performance management.
- Comprehensive knowledge of computer programs including proficiency in internet searching, related survey tools, proprietary software including Microsoft Office - Word, Excel and PowerPoint.
- Ability to lead and supervise staff, set goals, coach/mentor employees and team build.
- Ability to build cooperative working relationships and effectively liaise with a variety of internal and external stakeholders.
- Ability to negotiate, mediate and manage high profile issues and/or conflict.
- Ability to explain, and present high level policy, practices, and strategic plans both verbally and in writing, in a clear and concise style that is appropriate to the audience, including: delivering presentations to executives/senior management, island community representatives and stakeholder groups.

Other

- Successful completion of security screening requirements of the BC Public Service, which includes a criminal records check as required by the Islands Trust Executive Committee.
- A valid BC Drivers licence and Canadian passport is required.

PROFESSIONAL VALUES

Integrity – to uphold the Standards of Conduct for the BC Public Service and to do what is right as a professional public servant. This is the single overarching characteristic of the public service.

Courage – to take thoughtful risks on both people and ideas. Have strong bias for action; have imagination and empower others to take initiative even in uncertain environments. See possibilities for a future orientation.

Teamwork – to collaborate and value teamwork. Build trust by respecting the ideas and contributions of others; encourage new ideas and communicate how the work of the team contributes to larger goals. Set the tone for positive

engagement of staff; support others in succeeding and share information freely as appropriate.

Passion – to have a passion for and take pride in work; excited about seeing ideas and people succeed; a model of motivation and a positive influence for others.

Accountability – to have a high standard of accountability. Set clear and measurable goals and measure success; stay focused on government priorities. Take responsibility for decisions and display persistence and tenacity to overcome obstacles.

Service – to value the service the organization provides with a clear focus on creating positive outcomes for citizens. Proactively work collaboratively across government to enable success. Value different viewpoints; and place organizational objectives ahead of personal goals.

LEADERSHIP BEHAVIORAL COMPETENCIES AND VALUES

Vision – to position and structure the organization to maximize its effectiveness.

Strategic Thinking – to translate the vision into goals and strategies and support their accomplishment through facilitation and leading change.

Leading People – to motivate, empower and lead employees to accomplish goals and objectives, rewarding high performance, promoting empowerment, and developing employees, providing opportunities for growth and managing issues within the organization.

Stakeholder Relationships – to ensure the enhancement of organizational relationships with external partners and stakeholders. This includes building strategic alliances, managing conflicts among different stakeholders, negotiating effectively to derive optimum solutions and effectively communicating ideas, analyses and proposals to stakeholders.

Integrity and Authenticity – to model integrity and authenticity, build a culture of trust, integrity, risk taking and creative thinking in the organization through demonstrating personal integrity, using feedback to self improve, following through on commitments and acting consistently with the espoused values and culture of the organization.

Islands Trust Staff Organization Chart



