



CAO Hiring Committee

Agenda

Date: Thursday, October 24, 2024
Time: 11:30 am
Location: Electronic Zoom Meeting

Pages

1. CALL TO ORDER
2. APPROVAL OF AGENDA
3. BUSINESS
 - 3.1 CAO Job Description Update - Review of Drafts 2 - 38
 - 3.2 CAO Six Month Top Priorities
 - 3.3 Meeting Schedule for CAO Check-in 39 - 39

Proposed draft meeting dates
4. NEXT MEETING
5. CLOSED MEETING
6. RISE AND REPORT
7. ADJOURNMENT

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	ADM-1 (Non-OIC)	CLASS CODE	NA
SUPERVISOR'S TITLE:	Islands Trust Council.	POSITION NUMBER	NA
SUPERVISOR'S CLASSIFICATION:	Elected Officials (Trustees)	PHONE NUMBER:	Various

ORGANIZATIONAL OVERVIEW

The Islands Trust is a special purpose agency created by the Province of British Columbia with a legislated mandate “to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia”. Located in the Salish Sea, the Trust Area spans 5200 square kilometers, with 1,363 kilometers of shoreline, is home to an exceptional variety of species of birds, fish, inter-tidal life, wildlife and plants, and about 35,000 people. The Islands Trust is a dynamic work environment: there are 26 elected trustees and 16 governance bodies. All 26 trustees form the Trust Council, and of those, four are elected to Executive Committee (EC). There are 12 local trust committees (LTC) made up of two locally elected trustees plus one appointed member from the EC. One additional LTC is made up of all four members of EC. There is one Island Municipality, and three trustees plus three Provincial government appointees form the Islands Trust Conservancy Board. Trust Council has four standing committees which make recommendations to Trust Council on various initiatives.

PURPOSE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO) POSITION

This top executive is the sole employee of Trust Council. As such, the CAO provides support to Trust Council to develop and implement the strategic vision for the Islands Trust, plus operational oversight to staff to deliver that vision. The CAO works closely with the Executive Committee.

The CAO must foster a collaborative environment, build and maintain a high performing team, strive for organizational excellence and ensure the continued delivery of high-quality services and work product in all areas. This role requires a strong administrative skill set, a dynamic people-focused leader, a deep understanding of the Islands Trust's unique mandate, and the ability to navigate complex legislative and political landscapes. The CAO must possess the ability to build and maintain positive relationships with staff, trustees, strategic partners and key collaborators in delivering the Islands Trust mandate and vision.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

Provide strategic support to Trust Council, the Executive Committee, local trust committees, the Trust Conservancy Board, standing committees, and trustees: for example, orient trustees on roles and responsibilities; organize ongoing educational sessions on governance, land use planning and topical issues; advise on legislation; provide advice and recommendations on governance and strategic directions; and counsel individual trustees on potentially controversial issues and how to avoid or manage such situations.

1. Organize and attend Trust Council meetings, Executive Committee meetings and standing committee meetings: for example, assist in the preparation of agendas, including background information; provide advice during meetings; present issues for consideration or decision, including analysis and recommendations for policy issues, and business cases for major expenditures; and direct follow up actions.
2. Oversee operational support to the 13 local trust committees to ensure the provision of local planning and regulatory resources, expertise and services.
3. Oversee operational support to the Islands Trust Conservancy Board to ensure the provision of policy, ecosystem protection, fund management, property management and public relations resources, expertise and services.
- 4.
5. Guide the Islands Trust's liaison and cooperative work with political and executive level representatives from related agencies: for example, supervise the preparation of speaking points and background information; brief or coach trustees, chair and vice chairs; attend meetings; explain and advocate for Islands Trust initiatives and issues; and request ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
6. Negotiate interagency agreements and direct the maintenance and updating of these agreements: for example, encourage proactive outreach and relationship building opportunities; and facilitate resolution of interagency issues. Manage Islands Trust legal services: for example, liaise between trustees and our legal team; provide direction to legal counsel; assist with case preparation; act as an expert witness.

Corporate Accountabilities with Islands Trust Organization and Employees

8. Create and maintain an annual corporate planning process that outlines the overall plan for Islands Trust direction, vision and goals: for example, present an assessment of the current strategic position and an analysis of operating environments and resource levels.
9. Lead the management team to determine the resources necessary (staff, budget and equipment) to meet strategic goals and implement operational plans: for example, prepare business cases; determine appropriate organizational structure; assess fiscal and human resources including hiring, training and managing employees.
7. Provide leadership to staff located in three offices: for example, promote a positive work environment; sponsor initiatives such as employee engagement surveys, island site visits and supervisory training.

Champion and lead change initiatives to ensure a progressive and responsive organization: for example, champion sustainable operations; promote cooperative working relationships with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia; implement employee engagement measures and strategies. Accept responsibility for any powers which may be delegated by the Head of the Public Service Agency under the Public Service Act.

10. **Issue Management Accountabilities** Work with the management team to develop and institute issue management strategies and solutions.

11. On behalf of the Islands Trust, translate and present information, issues and challenges to the public using plain language: for example, investigate, and, where possible, resolve escalated issues with or between staff, trustees and the public; identify opportunities for compromises and mediate or negotiate solutions.
13. On behalf of the Islands Trust champion the achievement of intended, real change that meets the enduring vision of First Nations' self-determination in British Columbia: for example, develop and implement ideas collaboratively to achieve positive change while learning from other leaders and elders; model this vision, and encourages members of the Islands Trust to commit to and champion this vision; inspire others into new ways of thinking and doing business; and routinely energize the change process and remove barriers to change.

FINANCIAL RESPONSIBILITY

14. The CAO holds the position of Deputy Treasurer and is expected to have a sound understanding of public sector financial management frameworks. The CAO provides a leadership role to the annual budget development process and is responsible for managing approved budgets. The CAO has procurement authority in accordance with Trust Council policy

QUALIFICATIONS

Education and Experience:

- A degree (preferably a graduate 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 the last 10 years).
- 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.
- Proven experience to effectively:
 - i. work independently in a complex political or governmental environment with experience managing, developing and implementing policy, legislation and/or programs.
 - ii. lead and supervise staff: set goals; coach and mentor employees; and team building.
 - iii. build cooperative working relationships and liaise with a variety of internal and external stakeholders.
 - iv. negotiate, mediate and manage high profile issues or conflict.
 - v. 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 or senior management, island community representatives and stakeholder groups.

Knowledge and Abilities

Comprehensive knowledge of:

- the Islands Trust mandate and issues, 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 comprehensive knowledge of local government and land use planning law.
- related case law and litigation practices.
- Corporate and strategic planning, human resource management, financial management and performance management.
- computer programs including proficiency in internet searching, related survey tools, proprietary software including Microsoft Office - Word, Excel and PowerPoint.

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.
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Commented [JG5]: Joe has indicated concerns about the CAO providing legal advice when they are not qualified lawyers. Seems to me this is a much larger discussion that may not be resolved prior to the deadline for this document. Would it suffice to add a clause about seeking professional legal advice when required to understand or clarify questions of caselaw or legislation?

Commented [JB26]: I don't have a problem with this reference, because the CAO needs to have a working knowledge of the relevant law. What I object to is the CAO interpret the law for trustees.

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The Islands Trust is a special purpose agency created by the Province of British Columbia with a legislated mandate “to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia”. Located in the Salish Sea, the Trust Area spans 5200 square kilometers, with 1,363 kilometers of shoreline, is home to an exceptional variety of species of birds, fish, inter-tidal life, wildlife and plants, and about 35,000 people. The Islands Trust is a dynamic work environment: there are 26 elected trustees and 16 governance bodies. All 26 trustees form the Trust Council, and of those, four are elected to Executive Committee (EC). There are 12 local trust committees (LTC) made up of two locally elected trustees plus one appointed member from the EC. One additional LTC is made up of all four members of EC. There is one Island Municipality, and three trustees plus three Provincial government appointees form the Islands Trust Conservancy Board. Trust Council has four standing committees which make recommendations to Trust Council on various initiatives.

PURPOSE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO) POSITION

This top executive is the sole employee of Trust Council. As such, the CAO provides leadership to Trust Council to develop and implement the strategic vision for the Islands Trust, plus operational oversight to staff to deliver that vision. The CAO works closely with the Executive Committee. The CAO must foster a collaborative environment, build and maintain a high performing team, strive for organizational excellence and ensure the continued delivery of high-quality services and work product in all areas. This role requires a strong administrative skill set, a dynamic people-focused leader, a deep understanding of the Islands Trust’s unique mandate, and the ability to navigate complex legislative and political landscapes. The CAO must possess the ability to build and maintain healthy relationships with staff, trustees, strategic partners and key collaborators in delivering the Islands Trust mandate and vision.

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SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

1. Provide strategic support to Trust Council, the Executive Committee, local trust committees, the Trust Conservancy Board, standing committees, and trustees: orient trustees on roles and responsibilities; organize ongoing educational sessions on governance, land use planning and topical issues; advise on legislation; provide advice and recommendations on governance and strategic directions; and counsel individual trustees on potentially controversial issues and how to avoid or manage such situations.
2. Organize and attend Trust Council meetings, Executive Committee meetings and standing committee meetings: assist in the preparation of agendas, including background information; provide advice during meetings; present issues for consideration or decision, including analysis and recommendations for policy issues, and business cases for major expenditures; and direct follow up actions.
3. Oversee operational support to the 13 local trust committees to ensure the provision of local planning and regulatory resources, expertise and services.
4. Oversee operational support to the Islands Trust Conservancy Board to ensure the provision of policy, ecosystem protection, fund management, property management and public relations resources, expertise and services.
- 5.
6. Guide the Islands Trust's liaison and cooperative work with political and executive level representatives from related agencies: supervise the preparation of speaking points and background information; brief or coach trustees, chair and vice chairs; attend meetings; explain and advocate for Islands Trust initiatives and issues; and request ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
7. Negotiate interagency agreements and direct the maintenance and updating of these agreements: encourage proactive outreach and relationship building opportunities; and facilitate resolution of interagency issues. Manage Islands Trust legal services: liaise between trustees and our legal team; provide direction to legal counsel; assist with case preparation; act as an expert witness.

Corporate Accountabilities with Islands Trust Organization and Employees

8. Create and maintain an annual corporate planning process that outlines the overall plan for Islands Trust direction, vision and goals: present an assessment of the current strategic position and an analysis of operating environments and resource levels.
9. Lead the management team to determine the resources necessary (staff, budget and equipment) to meet strategic goals and implement operational plans: prepare business cases; determine appropriate organizational structure; assess fiscal and human resources including hiring, training and managing employees.
8. Provide leadership to staff located in three offices: promote a positive work environment; sponsor initiatives such as employee engagement surveys, island site visits and supervisory training.

Champion and lead change initiatives to ensure a progressive and responsive organization: champion sustainable operations; promote cooperative working relationships with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia; implement employee engagement measures and strategies. Accept responsibility for any powers which may be delegated by the Head of the Public Service Agency under the Public Service Act.

Issue Management Accountabilities

10. Work with the management team to develop and carry out issue management strategies and solutions.
11. On behalf of the Islands Trust, translate and present information, issues and challenges to the public using plain language: investigate, and, where possible, resolve escalated issues with or between staff, trustees and the public; identify opportunities for compromises and mediate or negotiate solutions.

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12. Manage intra-agency issues: mediate disputes over jurisdiction, authority, application or implementation of policy and programs; promote the coordination of activities with other agencies and jurisdictions to ensure a consistent, harmonious and transparent approach.
13. On behalf of the Islands Trust champion the achievement of intended, real change that meets the enduring vision of First Nations' self-determination in British Columbia: develop and implement ideas collaboratively to achieve positive change while learning from other leaders and elders; model this vision, and encourages members of the Islands Trust to commit to and champion this vision; inspire others into new ways of thinking and doing business; and routinely energize the change process and remove barriers to change.

FINANCIAL RESPONSIBILITY

The CAO holds the position of Deputy Treasurer and is expected to have a sound understanding of public sector financial management frameworks. The CAO provides a leadership role to the annual budget development process and is responsible for managing approved budgets. The CAO has procurement authority in accordance with Trust Council policy.

QUALIFICATIONS

Education and Experience:

- A degree (preferably a graduate 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 the last 10 years).
- 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.
- Proven experience to effectively:
 - work independently in a complex political or governmental environment with experience managing, developing and implementing policy, legislation and/or programs.
 - lead and supervise staff: set goals; coach and mentor employees; and team building.
 - build cooperative working relationships and liaise with a variety of internal and external stakeholders.
 - negotiate, mediate and manage high profile issues or conflict.
 - 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 or senior management, island community representatives and stakeholder groups.

Knowledge and Abilities

Comprehensive knowledge of:

- the Islands Trust mandate and issues, 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 comprehensive knowledge of local government and land use planning law.
- related case law and litigation practices.
- Corporate and strategic planning, human resource management, financial management and performance management.
- computer programs including proficiency in internet searching, related survey tools, proprietary software including Microsoft Office - Word, Excel and PowerPoint.

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Commented [JG5]: Joe has indicated concerns about the CAO providing legal advice when they are not qualified lawyers. Seems to me this is a much larger discussion that may not be resolved prior to the deadline for this document. Would it suffice to add a clause about seeking professional legal advice when required to understand or clarify questions of caselaw or legislation?

Commented [JB26]: I don't have a problem with this reference, because the CAO needs to have a working knowledge of the relevant law. What I object to is the CAO interpret the law for trustees.

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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.

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Islands Trust

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	ADM-1 (Non-OIC)	CLASS CODE	NA
SUPERVISOR'S TITLE:	Islands Trust Council.	POSITION NUMBER	NA
SUPERVISOR'S CLASSIFICATION:	Elected Officials (Trustees)	PHONE NUMBER:	Various

ORGANIZATIONAL OVERVIEW

The Islands Trust is a special purpose agency created by the Province of British Columbia with the legislated mandate “to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia”. Located in the Salish Sea, the Trust Area spans 5200 square kilometers, with 1,363 kilometers of shoreline, is home to an exceptional variety of species of birds, fish, inter-tidal life, wildlife and plants, and about 35,000 people.

The Islands Trust provides a dynamic working environment: there are 26 elected trustees and 16 governance bodies. All 26 trustees form the Trust Council and of those, four are elected to Executive Committee (EC). There are 12 local trust committees (LTC) made up of two locally elected trustees plus one appointed member from the EC and one additional LTC is made up of all four members of EC. There is one Island Municipality, and three trustees plus three Provincial government appointees form the Islands Trust Conservancy Board. Trust Council has four standing committees which make recommendations to Trust Council on various initiatives.

PURPOSE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO) POSITION

This top executive is the sole employee of Trust Council, and as such, the CAO provides visionary leadership to Trust Council to develop and implement the strategic vision for the Islands Trust and operational oversight to staff to deliver that vision. The CAO works closely with the Executive Committee.

The CAO must foster a collaborative environment, build a high performing team, strive for organizational excellence and ensure the continued delivery of high-quality services and work product in all areas. This role requires a strong administrative skill set in a dynamic people-focused leader with a deep understanding of the Islands Trust's unique mandate, and, particularly when faced with challenges, the ability to navigate complex legislative and political landscapes to find pathways to success. The CAO must possess the ability to build and maintain relationships with staff, trustees, strategic partners and key collaborators in delivering the Islands Trust mandate and vision.

Commented [LP1]: Missing from this paragraph is the delivery of local planning services, which is the primary operational function.

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The CAO orients new trustees on roles and responsibilities, counsels on governance requirements and issues, and ensures continuous learning opportunities on governance, land use and emerging concerns. The CAO facilitates strategic planning sessions, recommends the best instruments for achieving strategic goals, and guides liaisons between trustees and other agency officials with common or overlapping interests. The CAO also provides leadership to 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 Trust Council, LTCs and the [Trust Conservancy Board](#). The incumbent collaborates with other agencies to promote cooperative approaches to land use initiatives and champions opportunities to be a high performing, progressive and responsive organization.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

1. Provide leadership for development of relations with Indigenous Governing Bodies and operationalization of Reconciliation commitments.
2. Provide leadership for developing and maintaining cooperative working relationships with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia.
3. Provide strategic support for the discharge of responsibilities of the Trust Council, the Executive Committee, local trust committees, and the Trust Conservancy Board: orient trustees on roles and responsibilities; organize ongoing educational sessions on governance, land use planning and topical issues; interpret and advise on legislation; provide expertise, advice and recommendations on governance and strategic directions; and, counsel individual trustees on potentially controversial issues and how to avoid or manage such situations.
4. Organize and attend Trust Council meetings, Executive Committee meetings and standing committee meetings: oversee the preparation of agendas, background information and guest speakers; provide expertise during meetings; present issues for consideration or decision, including analysis and recommendations for policy issues, and business cases for major expenditures; and, direct follow up actions.
5. Oversee operational support to the 13 local trust committees to ensure the provision of local planning and regulatory resources, expertise and services. Similarly, oversee operational support to the Islands Trust Conservancy Board to ensure the provision of policy, ecosystem protection, [fund](#) management, property management and public relations resources, expertise and services.
6. Establish and advise on a strategic planning framework and facilitate a strategic plan review no less than at the start of each term of office of elected trustees: inform and guide Trust Council, the Executive Committee and [local trust committees](#) on resourcing levels (budget, staff and timelines) to carry out strategic plan and operational objectives given competing priorities; and, provide quarterly reports on progress, status and issues.
7. Guide the Islands Trust's liaison and cooperative work with political and executive level representatives from related agencies: supervise the preparation of speaking points and background information; brief or coach [trustees, chair and vice chairs](#); attend meetings, explain and advocate for Islands Trust initiatives and issues; and, request ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
8. Negotiate interagency agreements and direct the maintenance and updating of these agreements: encourage proactive outreach and relationship building opportunities; and, facilitate resolution of interagency issues.
9. Manage Islands Trust legal services: liaising between trustees and our legal team; provide direction to legal counsel; assist with case preparation; and, act as an expert witness.

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Corporate Accountabilities with Islands Trust Organization and Employees

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10. Translate Trust Council's, local trust committee's and Trust Fund Board's strategic direction into an operational framework and oversee the formulation and implementation of legislation, policy and programs to meet strategic goals.
11. **Provide 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 policies and procedures related to the Islands Trust Conservancy, including fundraising and grant administration, the provision of public relations, eco-system protection, and property management expertise and services.
 - **Corporate Services** – management and delivery of financial, human resource, legislative, information systems, and administrative expertise and services.
12. Lead the management team in determining the resources necessary (staff, budget and equipment) to meet strategic goals: prepare and implement operational plans, prepare business cases, determine appropriate organizational structure, allocate and manage fiscal and human resources including hiring, training and managing employee performance.
13. Lead the management team in establishing operational plans: determine employee roles and responsibilities; identify work targets, strategies and performance measures; provide oversight to the prioritization, implementation and delivery of targets based on strategic goals.
14. Provide leadership to staff located in three offices: promote a positive work environment with high performing and engaged employees; sponsor initiatives such as employee engagement surveys, island site visits and supervisory training.
15. Champion and lead change initiatives to ensure a progressive and responsive organization: champion sustainable operations, promote cooperative working relationships with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia; and, implement employee engagement measures and strategies.
16. Accept responsibility for any powers which may be delegated by the Head of the Public Service Agency under the Public Service Act.

Commented [LP4]: This should be removed. The CAO is responsible for determining how to organize the operations of the organization. Just because they are organized the way they are now, does not mean that they have to stay that way. SO, perhaps it should read "Organize and provide oversight to operational services and functions." - Actually #12 does the trick so remove #11.

Issue Management Accountabilities

17. Work with the management team to develop and carry out issue management strategies and solutions.
18. On behalf of the Islands Trust, translate and present information, issues and challenges to the public using plain language: investigate, and, where possible, resolve escalated issues with or between staff, trustees and the public; identify opportunities for compromises and mediate or negotiate solutions.
19. Manage intra-agency issues: mediate disputes over jurisdiction, authority, application or implementation of policy and programs; promote the coordination of activities with other agencies and jurisdictions to ensure a consistent, harmonious and transparent approach.

FINANCIAL RESPONSIBILITY

The CAO holds the position of Deputy Treasurer and is expected to have a sound understanding of public sector financial management frameworks. The CAO provides a leadership role to the annual budget development process and is responsible for managing approved budgets. The CAO has procurement authority in accordance with Trust Council policy.

FOR INFORMATION

JOB REQUIREMENTS

Education and Experience:

- A degree (preferably a graduate 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 the last 10 years).
- 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.

* The ability to:

- * work independently in a complex political or governmental environment with experience managing, developing and implementing policy, legislation and/or programs.
- * lead and supervise staff: set goals; coach and mentor employees; and team building.
- * build cooperative working relationships and liaise with a variety of internal and external stakeholders.
- * negotiate, mediate and manage high profile issues or conflict.
- * 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 or senior management, island community representatives and stakeholder groups.

Knowledge and Abilities

- * Comprehensive knowledge of the Islands Trust mandate and issues, 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 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.

Other

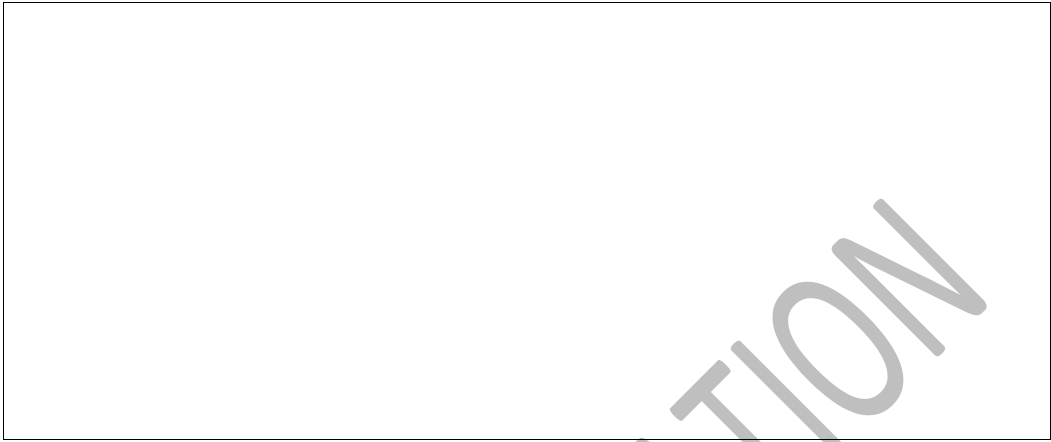
- Successful completion of security screening requirements of the BC Public Service, which includes a criminal record check as required by the Islands Trust Executive Committee.
- A valid BC Drivers licence and Canadian passport.

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FOR INFORMATION

STRATEGIC LEADERSHIP COMPETENCIES

In addition to the three Public Service Core Competencies (Service Orientation, Results Orientation, and Teamwork & Cooperation) the following competencies are requirements of the position:

Promoting Empowerment: knowledge and skills in using processes such as delegation and information sharing to enhance subordinate ownership and empowerment over their task and performance.

Vision and Goal Setting: knowledge and skills to establish official and operative goals for the organization/units and a system of measuring effectiveness of goal attainment

Creating and Managing Change: knowledge and skills to manage the organization through setting direction and priorities, building a coalition of support, communicating widely, handling resistance to change and facilitating implementation of successful change actions.

Fostering Trust: knowledge and skills to build and sustain trust in an organization and between the leader and colleagues, through integrity, concern for others and consistent behaviour, following through on commitments, and open communications.

Solving Problems Creatively: knowledge and skills in fostering creative problem solving in the organization through problem analysis, critical reflection, risk assessment and rewarding innovation.

Building Strategic Alliances: knowledge and skills to engage in internal and external stakeholder analysis, and negotiate agreements and alliances based on a full understanding of power and politics.

Negotiating Conflict Management: knowledge and skills to engage in two or multi-party negotiations and to facilitate third party intervention or mediation into conflict situations.

Handling Crisis: effectively manage risks and crises and handle public relations.

INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

Commitment

Commitment is visibly putting into action your stated commitments. It means “walking the talk” and following through. It includes communicating information and intentions openly, honestly and regularly, and welcoming the same in others. It is consistently demonstrating ethical behaviour (such as honouring confidentiality and speaking the truth) so that Aboriginal people know what to expect and can trust that action will follow your statement of commitment. It also means anticipating the level of knowledge and understanding needed, and proactively gaining the knowledge prior to entering into relationships with Aboriginal people.

Sustained Learning and Development

Sustained Learning and Development means continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Central to this competency is appreciating that

there are many cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. It includes an eagerness to continually reflect upon and assess your own level of cultural agility and competence, self-awareness, and expertise.

Building a Trust Based Relationship

Building a Trust-Based Relationship requires a fundamental understanding that “relationship” is the foundation from which all activities happen, and that building a good relationship takes time and commitment. It is a willingness to build a personal relationship in addition to a professional one, participating in open exchanges of experiences and culture. It requires a genuine, non-controlling approach and relies upon demonstrated integrity and transparency. Building a trust-based relationship requires a high level of consciousness of the experiences of Aboriginal people with Crown **relations**. It assumes that strengths abound in **Aboriginal** people, cultures and communities.

Change Leadership

Change Leadership is championing the achievement of intended, real change that meets the enduring vision of **Aboriginal** self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business and routinely energizes the change process and removes barriers to change.



Islands Trust

POSITION DESCRIPTION

Islands Trust

POSITION TITLE:	Chief Administrative Officer	POSITION NUMBER(S):	36524
DIVISION: (e.g., Division, Region, Department)	NA		
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Commented [JB22]: It might be best to steer clear of platitudes that aren't actually true. See the staff survey. Let's be clear in emphasizing what the CAO needs to do.

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SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

1. Provide strategic support to the Trust Council, the Executive Committee, local trust committees, the Trust Conservancy Board, **standing committees, and trustees**. This includes orienting trustees on roles and responsibilities; organizing ongoing educational sessions on governance, land use planning and topical issues; providing advice and recommendations on governance and strategic directions; and counselling individual trustees on potentially controversial issues and how to avoid or manage such situations.
2. Organize and attend Trust Council meetings, Executive Committee meetings and standing committee meetings. This includes overseeing the preparation of agendas, background information and guest speakers; providing advice during meetings; presenting issues for consideration or decision, including analysis and recommendations for policy issues, and business cases for major expenditures; and directing follow up actions.
3. Oversee operational support to the 13 local trust committees to ensure the provision of local planning and regulatory resources, expertise and services.
4. Oversee operational support to the Islands Trust Conservancy Board to ensure the provision of policy, ecosystem protection, fund management, property management and public relations resources, expertise and services.
5. Guide the Islands Trust's liaison and cooperative work with political and executive level representatives from related agencies. This includes supervising the preparation of speaking points and background information; briefing or coaching trustees, chair and vice chairs; attending meetings to explain and advocate for Islands Trust initiatives and issues; and requesting ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
6. Negotiate interagency agreements and direct the maintenance and updating of these agreements. This includes encouraging proactive outreach and relationship building opportunities, and facilitating resolution of interagency issues.

Corporate Accountabilities with Islands Trust Organization and Employees

7. Create and maintain an annual corporate planning process that outlines the overall plan for Islands Trust direction, vision and goals, including presenting an assessment of the current strategic position and an analysis of operating environments.
8. Lead the management team in determining the resources necessary (staff, budget and equipment) to meet strategic goals. This includes preparing business cases, determining appropriate organizational structure, assessing fiscal and human resources, and managing employee performance.
9. Provide leadership to staff located in three offices. This includes promoting a positive work environment, and sponsoring initiatives such as employee engagement surveys, island site visits and supervisory training.

Accept responsibility for any powers which may be delegated by the Head of the Public Service Agency under the Public Service Act.

Issue Management Accountabilities

FINANCIAL RESPONSIBILITY

The CAO holds the position of Deputy Treasurer and is expected to have a sound understanding of public sector financial management frameworks. The CAO provides a leadership role to the annual budget development process and is responsible for managing approved budgets. The CAO has procurement authority in accordance with Trust Council policy.

QUALIFICATIONS

Education and Experience:

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- A degree (preferably a graduate 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 the last 10 years).
- 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.
- Proven experience to effectively:
 - i. work independently in a complex political or governmental environment with experience managing, developing and implementing policy, legislation and/or programs.
 - ii. lead and supervise staff: set goals; coach and mentor employees; and team building.
 - iii. build cooperative working relationships and liaise with a variety of internal and external stakeholders.
 - iv. negotiate, mediate and manage high profile issues or conflict.
 - v. 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 or senior management, island community representatives and stakeholder groups.

Knowledge and Abilities

Comprehensive knowledge of:

- the Islands Trust mandate and issues, 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 comprehensive knowledge of local government and land use planning law.
- related case law and litigation practices.
- Corporate and strategic planning, human resource management, financial management and performance management.
- computer programs including proficiency in internet searching, related survey tools, proprietary software including Microsoft Office - Word, Excel and PowerPoint.

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.

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Commented [JG24]: Joe has indicated concerns about the CAO providing legal advice when they are not qualified lawyers. Seems to me this is a much larger discussion that may not be resolved prior to the deadline for this document. Would it suffice to add a clause about seeking professional legal advice when required to understand or clarify questions of caselaw or legislation?

Commented [JB225]: I don't have a problem with this reference, because the CAO needs to have a working knowledge of the relevant law. What I object to is the CAO interpret the law for trustees.

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In addition to the Public Service Core Competencies (Service Orientation, Results Orientation, and Teamwork & Cooperation) the following competencies are requirements of the position: ¶

Knowledge and skills to: ¶

<#>**Promote Empowerment:** use processes such as delegation and information sharing to enhance subordinate ownership and empowerment over their task and performance.¶

<#>**Vision and Goal Setting:** establish official and operative goals for the organization/units and a system of measuring effectiveness of goal attainment¶

<#>**Create and Manage Change:** set direction and priorities, build a coalition of support, communicate widely, handle resistance to change and facilitate implementation of successful change actions.¶

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<#>**Negotiate Conflict Management:** engage in two- or multi-party negotiations and to facilitate third party intervention or mediation into conflict situations.¶

<#>**Handle Crisis:** effectively manage risks and crises and handle public relations¶

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INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

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Commitment:¶

Visibly putting into action your stated commitments, “walking the talk” and following through. Communicating information and intentions openly, honestly and regularly, and welcoming the same in others.

Consistently demonstrating ethical behaviour (such as honouring confidentiality and speaking the truth) so that Aboriginal people know what to expect and can trust that action will follow your statement of commitment. Anticipating the level of knowledge and understanding needed, and proactively gaining the knowledge prior to entering into relationships with Aboriginal people.¶

Sustained Learning and Development: ¶

Continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Appreciating that there are many cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. An eagerness to continually reflect upon and assess your own level of cultural agility and competence, self- ...

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Islands Trust

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	ADM-1 (Non-OIC)	CLASS CODE	NA
SUPERVISOR'S TITLE:	Islands Trust Council.	POSITION NUMBER	NA
SUPERVISOR'S CLASSIFICATION:	Elected Officials (Trustees)	PHONE NUMBER:	Various

ORGANIZATIONAL OVERVIEW

The Islands Trust is a special purpose agency created by the Province of British Columbia with the legislated mandate “to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia”. Located in the Salish Sea, the Trust Area spans 5200 square kilometers, with 1,363 kilometers of shoreline, is home to an exceptional variety of species of birds, fish, inter-tidal life, wildlife and plants, and about 35,000 people.

The Islands Trust is a dynamic work environment: there are 26 elected trustees and 16 governance bodies. All 26 trustees form the Trust Council and of those, four are elected to Executive Committee (EC). There are 12 local trust committees (LTC) made up of two locally elected trustees plus one appointed member from the EC and one additional LTC is made up of all four members of EC. There is one Island Municipality, and three trustees plus three Provincial government appointees form the Islands Trust Conservancy Board. Trust Council has four standing committees which make recommendations to Trust Council on various initiatives.

PURPOSE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO) POSITION

This top executive is the sole employee of Trust Council, and as such, the CAO provides visionary leadership to Trust Council to develop and implement the strategic vision for the Islands Trust and operational oversight to staff to deliver that vision. The CAO works closely with the Executive Committee.

While encouraging a highly engaged workforce and a positive work environment, the CAO must foster a collaborative environment, build a high performing team, strive for organizational excellence and ensure the continued delivery of high-quality services and work product in all areas. This role requires a strong administrative skill set in a dynamic people-focused leader with a deep understanding of the Islands Trust’s unique mandate, and the ability to navigate complex legislative and political landscapes to find pathways to success. The CAO must possess the ability to build and maintain healthy relationships with staff, trustees, strategic partners and key collaborators in delivering the Islands Trust mandate and vision to support Trust Council, LTCs and the Trust Conservancy Board.

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SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

1. Provide leadership for developing and maintaining cooperative working relationships with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia through cooperative approaches to land use initiatives and champion opportunities to be a high performing, progressive and responsive organization.
2. Provide strategic support for the discharge of responsibilities of the Trust Council, the Executive Committee, local trust committees, and the Trust Conservancy Board: orient trustees on roles and responsibilities; organize ongoing educational sessions on governance, land use planning and topical issues; interpret and advise on legislation; provide expertise, advice and recommendations on governance and strategic directions; counsel individual trustees on potentially controversial issues and how to avoid or manage such situations.
3. Organize and attend Trust Council meetings, Executive Committee meetings and standing committee meetings: oversee the preparation of agendas, background information and guest speakers; provide expertise during meetings; present issues for consideration or decision, including analysis and recommendations for policy issues, and business cases for major expenditures; direct follow up actions.
4. Oversee operational support to the 13 local trust committees to ensure the provision of local planning and regulatory resources, expertise and services. Oversee operational support to the Islands Trust Conservancy Board to ensure the provision of policy, ecosystem protection, fund management, property management and public relations resources, expertise and services.
5. Establish and advise on a strategic planning framework and facilitate a robust strategic plan review with an outcome of identified priorities no less than at the start of each term of office of elected trustees. Inform and guide Trust Council, the Executive Committee and local trust committees on resource levels (budget, staff and timelines) to carry out strategic plan and operational objectives, and provide quarterly reports on progress, status and issues.
6. Guide the Islands Trust's liaison and cooperative work with political and executive level representatives from related agencies: supervise the preparation of speaking points and background information; brief or coach trustees, chair and vice chairs; attend meetings, explain and advocate for Islands Trust initiatives and issues; request ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
7. Negotiate interagency agreements and direct the maintenance and updating of these agreements: encourage proactive outreach and relationship building opportunities; facilitate resolution of interagency issues.
8. Manage Islands Trust legal services: liaise between trustees and our legal team; provide direction to legal counsel; assist with case preparation; act as an expert witness.

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The CAO orients new trustees on roles and responsibilities, counsels on governance requirements and issues, and ensures continuous learning opportunities on governance, land use and emerging concerns. The CAO facilitates strategic planning sessions, recommends the best instruments for achieving strategic goals, and guides liaisons between trustees and other agency officials with common or overlapping interests. ¶
The CAO also provides leadership to 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 Trust Council, LTCs and the Trust Conservancy Board. The incumbent collaborates with other agencies to promote cooperative approaches to land use initiatives and champions opportunities to be a high performing, progressive and responsive organization. ¶

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Corporate Accountabilities with Islands Trust Organization and Employees

9. Create and maintain a Corporate Planning Process that outlines the overall roadmap for Islands Trust direction, vision and goals, and to present an assessment of the current strategic position including an analysis of operating environments.
10. Translate Trust Council's, local trust committee's and Conservancy Board's strategic direction into an operational framework and oversee the formulation and implementation of legislation, policy and programs to meet strategic goals.
11. Organize and provide oversight to operational services and functions:

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- management and delivery of financial, human resource, legislative, information systems, and administrative expertise and services.

12. Lead the management team to determine the resources necessary (staff, budget and equipment) to meet strategic goals: prepare and implement operational plans, prepare business cases, determine appropriate organizational structure, allocate and manage fiscal and human resources including hiring, training and managing employee performance.
13. Lead the management team to establish operational plans: determine employee roles and responsibilities; identify work targets, strategies and performance measures; provide oversight to the prioritization, implementation and delivery of targets based on strategic goals.
14. Provide leadership to staff located in three offices: promote a positive work environment with high performing and engaged employees; sponsor initiatives such as employee engagement surveys, island site visits and supervisory training.
15. Champion and lead change initiatives to ensure a progressive and responsive organization: champion sustainable operations; promote cooperative working relationships with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia; implement employee engagement measures and strategies.
16. Accept responsibility for any powers which may be delegated by the Head of the Public Service Agency under the Public Service Act.

Issue Management Accountabilities

17. Work with the management team to develop and carry out issue management strategies and solutions.
18. On behalf of the Islands Trust, translate and present information, issues and challenges to the public using plain language: investigate, and, where possible, resolve escalated issues with or between staff, trustees and the public; identify opportunities for compromises and mediate or negotiate solutions.
19. Manage intra-agency issues: mediate disputes over jurisdiction, authority, application or implementation of policy and programs; promote the coordination of activities with other agencies and jurisdictions to ensure a consistent, harmonious and transparent approach.

FINANCIAL RESPONSIBILITY

The CAO holds the position of Deputy Treasurer and is expected to have a sound understanding of public sector financial management frameworks. The CAO provides a leadership role to the annual budget development process and is responsible for managing approved budgets. The CAO has procurement authority in accordance with Trust Council policy.

QUALIFICATIONS

Education and Experience:

- A degree (preferably a graduate 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 the last 10 years).
- 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.
- Proven experience to effectively:
 - i. work independently in a complex political or governmental environment with experience managing, developing and implementing policy, legislation and/or programs.

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Commented [LP6]: This should be removed. The CAO is responsible for determining how to organize the operations of the organization. Just because they are organized the way they are now, does not mean that they have to stay that way. SO, perhaps it should read "Organize and provide oversight to operational services and functions." - Actually #12 does the trick so remove #11.

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 <#>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 policies and procedures related to the Islands Trust Conservancy, including fundraising and grant administration, the provision of public relations, eco-system protection, and property management expertise and services. ¶
 <#>Corporate Services – management and delivery of financial, human resource, legislative, information systems, and administrative expertise and services. ¶

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- ii. lead and supervise staff: set goals; coach and mentor employees; and team building.
- iii. build cooperative working relationships and liaise with a variety of internal and external stakeholders.
- iv. negotiate, mediate and manage high profile issues or conflict.
- v. 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 or senior management, island community representatives and stakeholder groups.

Knowledge and Abilities

Comprehensive knowledge of:

- the Islands Trust mandate and issues, 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 comprehensive knowledge of local government and land use planning law.
- related case law and litigation practices.
- Corporate and strategic planning, human resource management, financial management and performance management.
- computer programs including proficiency in internet searching, related survey tools, proprietary software including Microsoft Office - Word, Excel and PowerPoint.

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.

STRATEGIC LEADERSHIP COMPETENCIES

In addition to the Public Service Core Competencies (Service Orientation, Results Orientation, and Teamwork & Cooperation) the following competencies are requirements of the position:

Knowledge and skills to:

- **Promote Empowerment:** use processes such as delegation and information sharing to enhance subordinate ownership and empowerment over their task and performance.
- **Vision and Goal Setting:** establish official and operative goals for the organization/units and a system of measuring effectiveness of goal attainment
- **Create and Manage Change:** set direction and priorities, build a coalition of support, communicate widely, handle resistance to change and facilitate implementation of successful change actions.
- **Foster Trust:** build and sustain trust between the leader and colleagues, through integrity, concern for others and consistent behaviour, following through on commitments, and open communications.
- **Solve Problems Creatively:** foster creative problem solving through problem analysis, critical reflection, risk assessment, and rewarding innovation.
- **Build Strategic Alliances:** engage in internal and external stakeholder analysis, and negotiate agreements and alliances based on a full understanding of power and politics.
- **Negotiate Conflict Management:** engage in two- or multi-party negotiations and to facilitate third party intervention or mediation into conflict situations.
- **Handle Crisis:** effectively manage risks and crises and handle public relations.

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¶ The ability to:¶

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*work independently in a complex political or governmental environment with experience managing, developing and implementing policy, legislation and/or programs.¶

¶

* lead and supervise staff: set goals; coach and mentor employees; and team building.¶

* build cooperative working relationships and liaise with a variety of internal and external stakeholders.¶

* negotiate, mediate and manage high profile issues or conflict.¶

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INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

Commitment:

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Sustained Learning and Development:

Continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Appreciating that there are many cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. An eagerness to continually reflect upon and assess your own level of cultural agility and competence, self-awareness, and expertise.

Building a Trust Based Relationship

“Relationship” is the foundation from which all activities happen, and building a good relationship takes time and commitment. It is a willingness to build a personal relationship in addition to a professional one, participating in open exchanges of experiences and culture. It requires a genuine, non-controlling approach and relies upon demonstrated integrity and transparency. It requires a high level of consciousness of the experiences of Aboriginal people with Crown Relations and assumes that strengths abound in Aboriginal people, cultures and communities.

Change Leadership

Championing the achievement of intended, real change that meets the enduring vision of Aboriginal self-determination in British Columbia. Collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the Islands Trust to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business and routinely energizes the change process and removes barriers to change.

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Knowledge and skills to: ¶

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President & Chief Executive Officer

JOB DESCRIPTION

Organization

BCNET is a member-centric, not-for-profit, collaborative, shared services organization dedicated to the needs of B.C.'s higher education and research institutions. We offer a wide array of cost-effective shared solutions in high-performance networking, information and educational technology, cybersecurity, and procurements that help members reduce costs, maximize efficiencies, enhance service quality, empower digital transformation and support their mission.

Since inception, BCNET and our community of higher education and research members have worked together to solve technology challenges and develop solutions to support excellence in teaching, learning, and research. We continually engage with the community to understand their needs, identify collaborative opportunities and offer technology, services and procurement contracts that deliver value for all.

In 2022, the following strategic priorities were established to guide the next five years:

Member Services

Network Services. Continue to enhance the reliability, security, resilience and capacity of the network to ensure that our members can depend on this infrastructure and take advantage of evolving technologies.

Cybersecurity. Assist our members in achieving and sustaining an appropriate cybersecurity posture.

Shared Solutions. Advance the provision of, and value from, shared services and procurement.

Stakeholder Relations

Resource Sharing and Collaboration. Enhance opportunities for collaboration including facilitated sharing of resources.

Business Relationship Management. Evolve the account management function such that it expands how BCNET supports members' needs and expectations.

BCNET Organization

Purposeful Growth. Put in place a framework for growth and expansion of services.

Talent Acquisition and Development. Recruit, develop and retain specialists in support of the member services and stakeholder relations priorities, notably those with expertise in cybersecurity and the network.

Results Oriented. Continue to track and report our performance with the view to demonstrate achievements in relation to the strategic priorities and value to the members.

Position Summary

The President & Chief Executive Officer (CEO) is responsible for driving the mission, vision, and strategic direction of the organization, ensuring sustainable growth, and fostering a positive impact on its member organizations. The CEO provides visionary leadership, strategic direction, and operational oversight to the organization. The CEO must foster a collaborative environment and build a high performing team, ensuring the continued delivery of high-quality shared services, and driving the organization's growth and sustainability. This role requires a dynamic people-focused leader with a deep understanding of the domestic and global trends in the post-secondary education sector, strong business acumen, the ability to build and maintain strategic partnerships, and a solid understanding of technology and technological solutions.

Key Responsibilities

Leadership and Strategy

- Develop and implement BCNET's strategic plan in alignment with its mission and values.
- Provide visionary leadership to the organization, staff, members, and stakeholders.
- Create a positive employment environment where people can flourish in their careers.
- Foster a culture of collaboration, innovation, and accountability within BCNET and serve as an example for the higher education sector in BC. Identify and pursue opportunities for growth and innovative service delivery.
- Monitor global trends and best practices to ensure BCNET remains at the forefront of service delivery.

Stakeholder Engagement

- Develop and maintain strong relationships with key stakeholders, including member organizations, government officials, and national partners.
- Serve as the primary spokesperson for the organization, representing BCNET to external stakeholders, including government bodies, industry partners, and the broader community.
- Build and maintain strong relationships with member institutions, understanding their needs and aligning services to meet those needs.
- Foster a culture of collaboration and innovation among member institutions and staff.
- Build and maintain strong relationships with members and various stakeholders and partners.

Board Governance

- Collaborate with the Board of Directors to define the organization's vision, mission, values, and strategic goals.
- Provide regular updates to the Board on the organization's performance, challenges, and opportunities.
- Support the Board in all governance and policy-making matters.
- Work closely with the Board of Directors to ensure effective governance practices.
- Implement risk management strategies to safeguard the organization's assets and reputation.

Financial Oversight and Funding

- Capitalize on funding opportunities and financial support from diverse sources.
- Develop and oversee the organization's budget, ensuring financial sustainability and accountability.
- Identify and secure funding opportunities, from ministries and partners, to support the organization's initiatives.
- Provide regular financial reports to the Board of Director member organizations, and other stakeholders.

Human Resources Management

- Lead and inspire a diverse team of talented employees.
- Implement best practices in human resources management, including recruitment, training, performance evaluation, and employee relations.
- Foster a positive work environment that encourages professional development, learning opportunities, and staff retention.

Qualifications

Education

Bachelor's degree in Business Administration, Public Administration, Computer Science, or a related field of study. A Master's degree is preferred.

Experience

- Minimum of 10 years of progressive experience in a senior leadership capacity in a complex organization with a multitude of stakeholders. Direct experience with post-secondary education institutions or research organizations is ideal. Information technology leadership experience is another key asset for the position.
- Proven track record of strategic planning and execution, with a focus on innovation and continuous improvement.
- Strong financial acumen and experience managing budgets and financial operations.
- Exceptional interpersonal and communication skills, with the ability to build and maintain relationships with diverse stakeholders.
- Demonstrated ability to lead and inspire teams, fostering a collaborative and inclusive work environment.
- General knowledge of the unique challenges and opportunities facing post-secondary institutions in British Columbia with specific knowledge of the information technology challenges and opportunities facing the post-secondary sector.
- Experience working with a Board of Directors and implementing effective governance practices.

Skills

- Proven ability to develop and implement strategic plans.

- Strong financial management skills, including budgeting and financial analysis.
- Exceptional communication and interpersonal skills.
- Excellent negotiation skills.
- Demonstrated success in attracting funds from a variety of sources.
- Ability to build and maintain effective relationships with a diverse range of stakeholders.
- Strong organizational and project management skills.

Personal Attributes

- Visionary and strategic thinker
- Inspirational and motivational leader
- High integrity and ethical standards
- Collaborative and inclusive approach
- Passion for the mission and values of the organization

Leadership Competencies

Leadership. Achieves desired organizational results by encouraging and supporting the contribution of others; a proactive and positive team player who acts with a sense of urgency and leads by example; sets and communicates clear goals.

Accountable. Holds self and others accountable for responsibilities; focuses on results and measuring attainment of outcomes in a business focus.

Strategic. Develops a plan in support of organizational strategic direction. Demonstrates an understanding of the link between one's job responsibilities and overall organizational goals.

Integrity and Honesty. Demonstrates a resolute commitment to and respect for the spirit behind the rules and core values of the organization, setting an example of professionalism and ethical propriety.

Influential and Collaborative. Has an open and consistent approach to working with others and possesses strong interpersonal skills, with the ability to build relationships and develop/maintain partnerships, obtaining stakeholder agreement.

Creativity and Innovation. Develops new insights into situations; questions conventional approaches; encourages new ideas; designs and implements new or cutting-edge programs/processes.

Effective Working Relationships. Treats colleagues, and stakeholders with respect; resolves conflicts in a timely manner, negotiates effectively, and provides effective feedback to colleagues/employees.

Adaptability and Resiliency. Has the ability to adapt to changing situations and alter course when necessary; enjoys and embraces new challenges and pressure; flexible. Exhibit strong leadership through difficult situations.

Communication. Clearly presents written and verbal information; writes with clarity and purpose; communicates effectively in both positive and negative circumstances; listens well.

People Development. Fosters learning and development of others through coaching, managing performance and mentoring; has a genuine desire to develop others and help them succeed; formally and informally recognizes deserving staff and colleagues.

Stakeholder Focused. Anticipates and attends to the needs of internal and external stakeholders of the organization; keeps stakeholder interests in the forefront.



DATE OF MEETING: October 24, 2024
TO: CAOHC
FROM: Staff
SUBJECT: Proposed CAO Select Committee Meeting Dates

PURPOSE

To provide draft meeting dates for the CAO Select Committee to consider. These dates can be adopted/amended at a subsequent meeting.

Proposed start/ end times for all meetings is 10 am – 12 pm

2024

- Thursday, November 21
- Thursday, December 19

2025

- Monday, January 13,
- Monday, February 3
- Monday March 3
- Monday, April 7
- Monday, May 5
- Monday, June 2