



Chief Administrative Officer Performance Evaluation Policy Select Committee Regular Meeting Agenda

Date: Monday, May 5, 2025
Time: 9:00 am
Location: Electronic Zoom Meeting

	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
3. MINUTES OF PREVIOUS MEETING	
For review and approval.	
3.1 Chief Administrative Officer Performance Evaluation Policy (CAOPEP) Committee Draft Minutes of April 7, 2025	2 - 4
3.2 Chief Administrative Officer Performance Evaluation Policy (CAOPEP) Committee Draft Minutes of January 13, 2025	5 - 7
These minutes were not available earlier.	
4. FOLLOW UP ACTION LIST	8 - 8
5. BUSINESS	
5.1 CAO Performance Evaluation Policy - Request For Decision	9 - 40
THAT the Chief Administrative Officer Performance Evaluation Policy Committee forward the attached draft Trust Council "Policy 2.5.1 Chief Administrative Officer Performance Evaluation" to Trust Council.	
6. NEW BUSINESS	
7. CLOSED MEETING	
if required.	
8. RISE AND REPORT	
If desired.	
9. NEXT MEETING	
None scheduled.	
10. ADJOURNMENT	



**Chief Administrative Officer
Performance Evaluation Policy
Committee
Minutes of a Regular Meeting**

Date: April 7, 2025
Location: Electronic Meeting

Members Present: Laura Patrick, CAOPEPC Chair; and Chair, Islands Trust
Tobi Elliott, Vice-chair, Executive Committee
David Maude, Vice-chair, Executive Committee
Tim Peterson, Vice-chair, Executive Committee
Kristina Evans, Chair, Trust Programs Committee
Sue Ellen Fast, Chair, Financial Planning Committee
Judith Gedye, Chair, Governance Committee

Staff Present: Rueben Bronee, Chief Administrative Officer
David Marlor, Director, Legislative Services
Robert Barlow, Legislative Services Clerk/Recorder

Others Present: Nick Lay, Senior Consultant, Leaders International

1. CALL TO ORDER

Chair Patrick called the meeting to order at 9:00 a.m. and acknowledged that members were working broadly across Coast Salish territory.

2. AGENDA

By general consent the agenda was adopted as presented.

3. MINUTES OF PREVIOUS MEETINGS

**3.1 Chief Administrative Officer Performance Evaluation Policy Committee
Minutes of February 18, 2025**

By general consent the Chief Administrative Officer Performance Evaluation Policy Committee Minutes of February 18, 2025, were adopted as presented.

4. FUAL

None.

5. BUSINESS

5.1 Draft Trust Council Policy – CAO Performance Evaluation - Discussion

DRAFT

Director Marlor introduced the topic. Committee discussion included:

- a commitment has been made to present the draft policy to Trust Council in June
- the BC Public Service Agency has a process for Executive compensation that appears to not coincide with the Islands Trust budget process
- an annual evaluation start in January immediately after an election might be problematic

CAOPEPC-2025-007

It was MOVED and SECONDED,

that Chief Administrative Officer Performance Evaluation Policy Committee request staff to add a bullet point under 1.2.3 to the draft policy regarding a start date to initiate and schedule an evaluation process.

CARRIED

CAOPEPC-2025-008

It was MOVED and SECONDED,

that Chief Administrative Officer Performance Evaluation Policy Committee request staff to return a revised package of policy amendments and a draft Trust Council Request For Decision to the next Chief Administrative Officer Performance Evaluation Policy Committee meeting.

CARRIED

The Committee clarified that Nick Lay would not be needed for future meetings and thanked him for his contributions. Nick Lay left the meeting at 9:47 a.m.

6. NEW BUSINESS

None.

7. CLOSED MEETING

None.

8. RISE AND REPORT

None.

9. NEXT MEETING

This agenda item was not addressed.

9. ADJOURNMENT

By general consent the meeting adjourned at 9:48 a.m.

DRAFT

Laura Patrick, Chair

Certified Correct:

Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

DRAFT



Chief Administrative Officer Performance Evaluation Policy Committee Minutes of a Regular Meeting

Date: January 13, 2025
Location: Electronic Zoom Meeting

Members Present: Peter Luckham, CAOPEPC Chair; and Chair, Islands Trust
Laura Patrick, CAOPEPC Vice-chair; and Chair, Regional Planning Committee
Tobi Elliott, Vice-chair, Executive Committee
David Maude, Vice-chair, Executive Committee
Tim Peterson, Vice-chair, Executive Committee
Judith Gedye, Chair, Governance Committee
Kristina Evans, Chair, Trust Programs Committee
Mairead Boland, Acting Chair, Financial Planning Committee

Staff Present: Rueben Bronee, Chief Administrative Officer
David Marlor, Director, Legislative Services
Lori Foster, Executive Administrative Assistant/Recorder

Others Present: Nick Lay, Senior Consultant, Leaders International

1. CALL TO ORDER

Chair Luckham called the meeting to order at 9:04 a.m.

2. LAND ACKNOWLEDGEMENTS

Committee members introduced themselves and each provided a land acknowledgement from the territories they were participating electronically.

3. APPROVAL OF AGENDA

By general consent the agenda was adopted as presented.

4. MINUTES OF PREVIOUS MEETING

4.1 CAOPEP Committee Minutes of December 19, 2024

By general consent the Chief Administrative Officer Performance Evaluation Policy Committee Minutes of December 19, 2024 were adopted as presented.

5. FUAL

Received for information.

6. BUSINESS

6.1 Consultant's Update - verbal report

Nick Lay, Senior Consultant, Leaders International, gave a verbal update regarding the progress of the survey circulated to senior staff and members of the Committee that would be informing the development of the draft policy.

The Committee discussed budgeting for the hiring of a consultant to perform the annual review of the CAO position with the intent to include this option into the draft policy.

CAOPEPC-2025-001

It was MOVED and SECONDED,

that the CAOPEP Committee request staff to come back with budget options for a Chief Administrative Officer annual review.

CARRIED

6.2 CAO Position Profile - Draft for Review

The Committee discussed the draft position profile included in the agenda package.

6.2.1 Position Profile - clean copy

By general consent Trustees Evans, Elliott and Patrick will work on a final draft of the CAO job profile regarding the discussed input in this meeting to include placement of competencies and Diversity, Equity and Inclusion items and return the draft to the February 3 meeting.

6.2.2 Position Profile - redline copy

Received for information.

6.3 CAO Probationary Review List

The Committee discussed the list included in the agenda package.

7. NEW BUSINESS

None.

8. CLOSED MEETING

CAOPEPC-2025-002

It was MOVED and SECONDED,

that the Chief Administrative Officer Performance Evaluation Policy Committee close this meeting to the public subject to Sections 90(1)(a) of the *Community Charter* in order to consider matters related to personal information about an identifiable individual who holds or is being considered for a position as an

officer, employee or agent of the Islands Trust, and that staff be invited to remain at the meeting.

CARRIED

The Committee closed the meeting at 9:53 a.m.

By general consent the Committee reconvened in open meeting at 9:55 a.m. to rise and report.

9. RISE AND REPORT

Chair Luckham reported on the following:
The Chief Administrative Officer Performance Evaluation Policy Committee In Camera Minutes of November 21, 2024 were adopted.

10. NEXT MEETING

The next meeting of the committee is scheduled to be held electronically on February 3, 2025 beginning at 9:00 a.m.

11. ADJOURNMENT

By general consent the meeting adjourned at 9:57 a.m.

Peter Luckham, Chair

Certified Correct:

Lori Foster, Recorder

Follow Up Action Report

Select Committee

07-Apr-2025

Progress	Activity	Responsibility	Dates	Status
100%	1 staff to add a bullet point under 1.2.3 to the draft policy regarding a start date to initiate and schedule an evaluation process.	David Marlor	Target: 05-May-2025	Completed
100%	2 staff to return a revised package of policy amendments and a draft Trust Council Request For Decision to the next Chief Administrative Officer Performance Evaluation Policy Committee meeting.	David Marlor	Target: 05-May-2025	Completed

FINANCIAL:

There are no financial implications.

POLICY:

There are no policy implications.

IMPLEMENTATION/COMMUNICATIONS:

The RFD will be placed on the next Trust Council agenda.

FIRST NATIONS RELATIONS:

There are no First Nations relations implications.

OTHER:

There are no other implications.

4 RELEVANT POLICY(S):

- Policy 2.3.1 Council Committee Systems
- Policy 2.4.1 Executive Committee Terms of Reference

5 ATTACHMENT:

Request for Decision Regarding Chief Administrative Officer Performance Evaluation Policy.

RESPONSE OPTIONS

Recommendation:

That Chief Administrative Officer Performance Evaluation Policy Committee forward the attached draft Trust Council "Policy 2.5.1 Chief Administrative Officer Performance Evaluation" to Trust Council.

Alternative:

As requested by the CAOPEPC.

Prepared By: David Marlor, Director, Legislative and information Services

Reviewed By/Date: Chief Administrative Officer/May 1, 2025



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** June 17, 2025
From: Chief Administrative Officer Performance Evaluation Policy Committee **Date Prepared:** April 30, 2025
SUBJECT: Chief Administrative Officer Performance Evaluation Policy

RECOMMENDATIONS:

1. **THAT Trust Council adopt Trust Council Policy “2.5.1 Chief Administrative Officer Performance Evaluation”.**
2. **THAT Trust Council adopt amendments as recommended by the Chief Administrative Officer Performance Evaluation Policy Committee dated June 17, 2025 to Trust Council “Policy 2.3.1 Council Committee System”.**
3. **THAT Trust Council adopt amendments as recommended by the Chief Administrative Officer Performance Evaluation Policy Committee dated June 17, 2025 to Trust Council “Policy 2.4.1 Executive Committee Terms of Reference” dated June 17, 2025.**

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The proposed approach, recommended by an independent consultant is based on industry standards, and tailored to the unique Islands Trust governance structure.

1 **PURPOSE:**

To establish a procedure for annual performance review of the Chief Administrative Officer.

2 **BACKGROUND:**

At its regular business meeting in September 2024, Trust Council passed the following resolutions:

TC-2024-072

That Trust Council establish a Chief Administrative Officer Performance Evaluation Policy Select Committee consisting of the members of the Executive Committee and the chairs of all four standing committees.

TC-2024-073

That Trust Council establish the terms of reference for the Chief Administrative Officer Performance Evaluation Policy Select Committee as follows:

- a) Review material provided by Trustee Falck and Trustee Patrick to Trust Council on December 7, 2023 regarding evaluation of Chief Administrative Officers;*
- b) Engage a consultant to work with the Chief Administrative Officer Performance Evaluation Policy Select Committee, to develop a policy for the performance evaluation of the Islands Trust Chief Administrative Officer; and*

- c) *Make recommendations to Trust Council on adoption of a Chief Administrative Officer Performance Evaluation Policy*

TC-2024-074

That Trust Council approve spending of up to \$15,000 from the unspent funds approved for recruiting a new Chief Administrative Officer to engage a consultant to develop a Chief Administrative Officer performance evaluation policy.

Attached as Appendix 1 is a draft Policy 2.5.1 [Chief Administrative Officer Performance Evaluation], and consequential amendments to Policy 2.3.1 [Council Committee System] and Policy 2.4.1 [Executive Committee Terms of Reference].

Policy 2.5.1 Chief Administrative Officer Performance Evaluation

This draft policy provides a transparent and consistent framework for the initial and on-going (annual) evaluation of the Chief Administrative Officer. It establishes a process including a 360 degree review of the Chief Administrative Officer administered by a consultant, areas for review, and a process to undertake the review. The policy assigns the responsibility for the work to the Chief Administrative Officer Performance Evaluation Committee (CAOPEC). Currently evaluation of the Chief Administrative Officer is delegated by Trust Council to the Executive Committee.

The CAOPEC would meet annually, based on the schedule attached to Policy 2.5.1 and follow the process laid out in Policy 2.5.1 to evaluate the Chief Administrative Officer.

Consequential Amendments:

Policy 2.3.1 [Council Committee Systems] is amended to add the Chief Administrative Officer Performance Evaluation Committee as a new standing committee of Trust Council, and establish the membership (Executive Committee and the chairs of the Financial Planning, Regional Planning, Trust Programs and Governance committees).

A draft of the revised Policy 2.3.1 is attached as Appendix 2, and in this draft amendments are marked in red as follows:

1. Added to list of standing committees “1.1.1.6 Chief Administrative Officer Performance Evaluation Committee”.
2. Inserted a new section 1.1.6 that establishes the membership of the Chief Administrative Officer Performance Evaluation Committee and renumbered subsequent subsections.
3. Amended new numbered sections 1.1.11 and 1.1.12 (formerly 1.1.10 and 1.1.11) to correct cross-reference errors.
4. Added “Chief Administrative Officer Performance Evaluation Committee (CAOPEC) to Appendix 1 [summary of standing committee-specific function]
5. Added Attachment 7 Terms of Reference with the purpose and cross-reference to new Policy 2.5.1 [Chief Administrative Officer Performance Evaluation).

Policy 2.4.1 [Executive Committee Terms of Reference] is amended to remove the responsibility to create a committee to hire and evaluate the Chief Administrative Officer.

A draft of the revised Policy 2.4.1 is attached as Appendix 3, and in this draft amendments are marked in red as follows:

1. Amended Section 9.1 to read as follows:
To require, when needed, the Chief Administrative Officer Performance Evaluation Committee, to undertake recruiting, appointing, orienting, and evaluating a CAO during the initial six-month probationary period; to ensure that, prior to appointing a new CAO, the CAOPEC has consulted with the

Islands Trust Council and has complied with the terms of reference for such consultation indicated in Attachment 1 to this policy.

2. Deleted section 9.2
3. Amended Section 9.3 to read as follows:
To require, if the Executive Committee considers it necessary, the CAOPEC to undertake seeking advice from the Public Service Agency and making recommendations to Trust Council about any Executive Committee initiatives or recommendations to consider termination of a CAO's employment without just cause after the initial six-month probationary period.
4. Amend Attachment 1 to refer to the Chief Administrative Officer Performance Evaluation Committee, remove redundant wording, and renumber as required.

The amendments to Policy 2.4.1 recognize that the Executive Committee, through legislative requirements, Trust Council policy, and practical considerations, works closely on a daily basis with the CAO. As such, any concerns regarding the CAO, or notice of resignation will be first transmitted to the Executive Committee. This policy provides the process for the Executive Committee to act in relation to those two scenarios.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

A new on-going committee that meets to review the CAO annually, will need administrative staff support, which will be provided by the Executive Office.

FINANCIAL:

The requirement for a consultant to undertake a 360 review of the CAO annually will require an annual budget.

POLICY:

This is a change in policy, essentially expanding the pool of trustees involved in the annual performance evaluation of the CAO. Currently the responsibility is with the Executive Committee.

IMPLEMENTATION/COMMUNICATIONS:

Trust Council policies will be updated and posted on the website.

FIRST NATIONS RELATIONS:

There are no First Nation relations implications.

OTHER:

There are no other implications.

4 RELEVANT POLICIES:

Policy 2.3.1 Council Committee System

Policy 2.4.1 Executive Committee Terms of Reference

5 ATTACHMENT(S):

Appendix 1: Draft Policy 2.5.1 Chief Administrative Officer Performance Evaluation Policy

Appendix 2: Draft amendments (marked up) Policy 2.3.1 Council Committee System

Appendix 3: Draft amendments (marked up) Policy 2.4.1 Executive Committee Terms of Reference

RESPONSE OPTIONS

Recommendation:

1. THAT Trust Council adopt Trust Council Policy “2.5.1 Chief Administrative Officer Performance Evaluation”.
2. THAT Trust Council adopt amendments as recommended by the Chief Administrative Officer Performance Evaluation Policy Committee dated June 17, 2025 to Trust Council “Policy 2.3.1 Council Committee System”.
3. THAT Trust Council adopt amendments as recommended by the Chief Administrative Officer Performance Evaluation Policy Committee dated June 17, 2025 to Trust Council “Policy 2.4.1 Executive Committee Terms of Reference” dated June 17, 2025.

Alternative:

1. Trust Council could send one or more of the policy amendments back to the Chief Administrative Officer Performance Evaluation Policy Committee for further work.
2. Trust Council could make amendments to one or more of the policies and then adopt the policy, or defer adoption if staff advice is required on the amendment before consideration of adoption.

Prepared By: David Marlor, Director, Legislative and Information Services

Reviewed By/Date: Chief Administrative Officer/May 1, 2025



Islands Trust

Policy:	2.5.1
Approved By:	Trust Council
Approval Date:	
Amendment Date(s):	
Policy Holder:	Director, Legislative and Information Services (Secretary)

Chief Administrative Officer Performance Evaluation

Overview

The Chief Administrative Officer (CAO) plays a pivotal role in the leadership and management of Islands Trust, serving as the primary link between Trust Council, staff, and external partner groups. The CAO is responsible for providing strategic advice, ensuring organizational effectiveness, and driving the implementation of Trust Council's priorities and goals. This leadership position directly influences the success of the organization, the morale of staff, and the relationships with key partners, including local communities, First Nations, and other levels of government.

Given the importance of this role, a robust and comprehensive performance review process is essential to:

- ensure accountability and alignment with the organization's strategic direction
- provide a fair and constructive mechanism for feedback
- foster continuous professional development and improvement
- support the CAO in navigating challenges and achieving organizational excellence

This policy outlines a transparent and consistent framework for evaluating the CAO's performance, ensuring their efforts are recognized, their challenges are addressed, and their leadership drives the success of Islands Trust.

Purpose

This policy establishes a structured, fair, and transparent process for evaluating the performance of the CAO of Islands Trust. It aims to:

- promote accountability, leadership, and continuous improvement
- align the CAO's performance with the strategic goals of Islands Trust
- facilitate open and constructive feedback between the CAO, Trust Council, and staff
- ensure organizational and operational effectiveness

Scope

This Performance Evaluation Policy applies only to the CAO of Islands Trust Council.

Policy

1. CAO Performance Evaluation Framework

1.1 Initial Six-Month Review and Evaluation

1.1.1 Purpose: The initial six-month review evaluates the CAO's integration into Islands Trust, their capacity to address immediate priorities, and their demonstrated leadership potential.

1.1.2 Areas for Review:

- Building relationships with trustees, direct reports, staff, and external partner groups.
- Understanding organizational policies, challenges, culture, and strategic priorities.
- Delivering on key initial responsibilities, such as supporting and providing high-quality advice to Trust Council, establishing performance plans for senior staff, improving organizational communication, and assessing the strategic and operational needs of Islands Trust.
- Ethical standards, decision-making, and accountability.

1.1.3 360 Process:

- Self-Assessment: The CAO completes a self-assessment report reflecting on achievements and challenges.
- Feedback Collection: Feedback is gathered via surveys and interviews from trustees, staff, and, if required, external partner groups. An external consultant will conduct this process and produce a report, to be presented to the designated CAO Performance Evaluation Committee (CAOPEC).
- Evaluation Committee: The CAOPEC reviews the findings of the report.
- Evaluation Meeting: The CAOPEC meets with the CAO to review findings and discuss short and long-term goals for the CAO, to be evaluated at the annual performance review.

1.2 Recurring Annual Performance Review

1.2.1 Purpose: The review evaluates the CAO's annual key performance objectives, based on progress on strategic goals, personal development goals, and contribution to organizational performance.

1.2.2 Areas for Review:

- Leadership and Management: Staff morale, retention, empowerment, and overall organizational culture.
- Strategic Planning and Implementation: Progress on Trust Council's strategic and corporate plans.

- **Communication and Relationship-Building:** Effective communication with staff, trustees, and external partner groups, including First Nations and government agencies.
- **Operational Efficiency:** Streamlining operations, improving processes, and ensuring financial accountability through effective budget management.
- **Ethics and Accountability:** Maintenance of ethical standards, transparency, and accountability.

1.2.3 360 Process:

- **Self-Assessment:** The CAO reflects on their performance and progress toward goals.
- **Feedback Collection:** A 360-degree feedback process, including surveys and interviews with trustees, staff, and, if required, external partner groups. An external consultant will conduct this process and produce a report, to be presented to the CAOPEC.
- **Evaluation Committee:** The CAOPEC reviews the findings of the report.
- **Evaluation Meeting:** The committee meets with the CAO to discuss the review and establish new goals.
- **Report and Documentation:** A written report summarizes the evaluation, key findings, and agreed-upon objectives for the following year. It is agreed upon and signed by the Chair, Vice-Chair, and CAO, and endorsed by Trust Council.

1.2.4 Schedule for Annual Performance Review:

- **Annually, the CAOPEC will establish a start date to initiate and schedule an evaluation process, and update appendix 1 to reflect the needs of that particular year.**
- See Appendix I for a detailed timetable for the annual CAO performance review process.

2. Evaluation Criteria

- **Strategic Leadership:** Demonstrates strategic thinking, provides actionable advice, and implements Trust Council's vision and priorities.
- **Staff and Organizational Support:** Builds a safe, inclusive workplace culture, empowers staff, and maintains high staff morale.
- **Partner Engagement:** Effectively communicates and builds partnerships with key external groups, including Islands Trust communities, First Nations, and regional and provincial government entities.

- Operational Excellence: Demonstrates adaptability, innovation, and the ability to solve emerging challenges.
- Ethics and Integrity: Exhibits transparency, fairness, and accountability in all actions and decisions.

3. Methods of Evaluation

- 360-Degree Feedback: Surveys and interviews with trustees, senior staff, and key partner groups.
- Independent Third-Party Reviews: Employing an external consultant to manage the evaluations process objectively on an annual basis and offer feedback on the process where necessary.
- Performance Metrics: Progress reports on strategic goals, operational improvements, and organizational milestones.
- Trustee and Staff Surveys: Anonymous surveys to evaluate the CAO's support and leadership.
- Self-Assessment Reports: Annual self-evaluations reflecting on progress and identifying challenges.
- Benchmarking: Comparing the CAO's role and performance with similar positions in other BC local governments to ensure fair assessments.

4. Compensation

- Performance-Based Adjustments: Adjustments to the CAO's salary or other compensation will be based on the overall performance as outlined in this policy unless specific terms are separately prescribed in the CAO's employment contract.

4.1 Compensation Review:

- The CAOPEC will review the CAO's compensation annually.
- The CAOPEC will consider performance evaluation results, progress on strategic goals, and any relevant market benchmarks.
- The committee will make a recommendation regarding compensation adjustments to Trust Council for approval.

5. CAO Feedback

To ensure fairness and organizational improvement, the CAO will be given opportunities to:

- Provide feedback on systemic challenges, organizational dysfunctions, or other barriers.
- Offer insights and strategic advice for improving operations and decision-making.

6. Confidentiality and Reporting

- All feedback collected during the evaluation process will remain confidential and anonymized to ensure open and honest responses.
- Final evaluation reports will be shared with Trust Council and maintained by Human Resources as part of the CAO's employment records.

7. Review and Amendments

- This policy will be reviewed on an annual basis by Trust Council to ensure its effectiveness and relevance. An external consultant may be hired to assist with the Performance Evaluation review.
- Amendments may be made to incorporate best practices or address organizational needs.

8. Approval and Implementation

The CAO Performance Evaluation Policy integrates robust evaluation, accountability, and performance-based considerations to ensure the CAO's role is effectively aligned with the organizational priorities of Islands Trust.

Appendix I

Schedule for Annual Performance Review

****This schedule template is adjustable and can be amended on an annual basis by the Chief Administrative Officer Performance Evaluation Committee.**

DELIVERABLE	WHO	DUE DATE
Start date of the evaluation process		
Engage consultant (contract) to undertake and report on the 360 reviews		
360 review start		
360 reviews completed		
Report on 360 reviews to the CAOPEC		
Performance metrics		
Benchmarks		
Self-review completed		
Review of input, benchmarks		
Discussion with CAO		



Policy:	2.3.1
Approved By:	Trust Council
Approval Date:	March 6, 1998
Amendment Date(s):	September 11, 2008; March 14, 2018; June 8, 2021; September 21, 2022; June 29, 2023; September 28, 2023; June 20, 2024
Policy Holder:	Chief Administrative Officer

COUNCIL COMMITTEE SYSTEM AND TERMS OF REFERENCE

Purpose

This Policy outlines the composition and general role of standing committees and select committees. The attachments include an overview of committee-specific functions for each established standing committee, and the terms of reference for each established standing committee.

A. Definitions

Governance means the structure and processes by which Trust Council, Executive Committee, local trust committees and council committees are directed, controlled, and held to account to achieve their goals and objectives.

Select Committee means a committee established and elected by Trust Council to consider or inquire into any matter and to report its findings, opinions and recommendations to Trust Council.

Standing Committee means a regular permanent committee of Trust Council.

Trustee means a “local trustee” or “municipal trustee” as defined in the *Islands Trust Act*

B. Policy

1. Establishment and Membership

1.1 Standing Committees

1.1.1 A Council Committee System is adopted by Trust Council comprised of five standing committees and the Executive Committee (see Attachment 1):

1.1.1.1 Regional Planning

1.1.1.2 Financial Planning

1.1.1.3 Trust Programs

1.1.1.4 Governance

1.1.1.5 Accessibility

1.1.1.6 Chief Administrative Officer Performance Evaluation Committee

- 1.1.2 Membership for the Regional Planning, Financial Planning and Trust Programs committees includes trustees who have been appointed by the Trust Council Chair, and ratified by Trust Council.
- 1.1.3 The Governance Committee consists of seven members of Trust Council who have been elected by Trust Council. Election of the Governance Committee shall occur no later than the March Trust Council meeting in the calendar year following the quadrennial trustee election.
- 1.1.4 One Executive Committee member will be assigned by the Trust Council Chair to the Regional Planning Committee and the Trust Programs Committee.
- 1.1.5 The Financial Planning Committee is comprised of all members of the Executive Committee, the Chair (or designate) of the Regional Planning Committee, Trust Programs Committee, and the Governance Committee, a member chosen by the Islands Trust Conservancy Board and three (3) other local or municipal trustees.
- 1.1.6 The Chief Administrative Officer Performance Evaluation Committee is made up of the Executive Committee and the Chairs of the Financial Planning Committee, Trust Programs Committee, Regional Planning Committee and Governance Committee.**
- 1.1.7 By the second Trust Council meeting following the quadrennial trustee elections, or as required, the Chair of Trust Council will recommend appointments to the Regional Planning, Trust Programs, Accessibility and Financial Planning committees for ratification by Trust Council, based on an indication of interest by trustees and on Trust Area-wide considerations.
- 1.1.8 The Trust Council Chair is an ex-officio member of the Trust Programs, Regional Planning, and Governance committees.
- 1.1.9 One of the two Trust Council elected members of the Islands Trust Conservancy is an ex-officio member of the Governance Committee, as determined by the Chair of the Islands Trust Conservancy.
- 1.1.10 The Accessibility Committee membership must meet the requirements of the *Accessible British Columbia Act*. The Accessibility Committee membership is:
- 1.1.9.1 a minimum of one and up to four people from organizations that support people with disabilities, or who have disabilities, in the Islands Trust Area;

- 1.1.9.2 a minimum of one person who is Indigenous;
- 1.1.9.3 a minimum of one and up to two people from the Islands Trust Area;
- 1.1.9.4 a minimum of one and up to two trustees appointed by Trust Council Chair and ratified by Trust Council;
- 1.1.9.5 the Chair of Trust Council as an ex-officio member; and
- 1.1.9.6 half of the membership in 1 through 4 above must be people with a disability, or support people with disabilities, or are from an organization that supports people with disabilities.

- 1.1.11 Appointments under Section 1.1.10 will be by advertisement or other means as determined appropriate by the Executive Committee. Advertising will occur shortly after the local government general election. The Executive Committee will appoint members from the advertising or other process as soon as possible after the local government general election. Trust Council will ratify the appointments under section 1.1.10.
- 1.1.12 Membership appointed under 1.1.10 will continue until new members have been appointed. In the event a member resigns, the Executive Committee will determine the appropriate process to replace that person.

1.2 Select Committees

- 1.2.1 Select committee membership is comprised of trustees who have been elected by Trust Council.
- 1.2.2 Select committees must have terms of reference established and approved by Trust Council.
- 1.2.3 If the Trust Council Chair is not an elected member of a select committee pursuant to section 1.2.1, they or designate shall be an ex-officio member of each select committee.
- 1.2.4 The agenda for select committees should include:
 - 1.2.4.1 Approval of previous meeting minutes
 - 1.2.4.2 Follow-Up Action List (FUAL)
 - 1.2.4.3 Trust Council referral items
- 1.2.5 A select committee resolution is required to expend monies from the committee's budget account assigned by Trust Council, if any.
- 1.2.6 A select committee shall refer any reporting and findings, including resource needs, to Executive Committee prior to reporting to Trust Council.
- 1.2.7 A select committee will cease to exist once it has reported its findings, opinions and recommendations to Trust Council.

2. Committee Chair

- 2.1 Committee members shall elect the Committee Chair and Vice-Chair at the first meeting of the term or as required.
- 2.2 The Trust Council Chair may appoint an interim Committee Chair when required.
- 2.3 The Committee Chair will normally chair the committee meeting. However, the Chair may designate the Vice-Chair to act as Committee Chair. In the absence of the Chair and Vice-Chair, the committee shall choose a committee member to act as Chair of a meeting.

3. Available Resources

- 3.1 Each committee, with the assistance of its management support, is responsible to conduct its activities within its assigned budget accounts.
- 3.2 A standing or select committee resolution is required to expend monies from the committee's assigned committee projects or budget account, if any.

4. Staff Support

- 4.1 Staff's primary function to a committee is to act in a support/advisory role and as such, a committee may make requests of staff.
- 4.2 It is the Chief Administrative Officer's (CAO) role to manage and direct staff support to the committees and concerns in this regard should be communicated by the Committee Chair to the CAO. Unresolved matters by the aforementioned means shall be dealt with by the Executive Committee.

5. Meetings

- 5.1 The number of standing committee meetings per year is four and any further meetings must be planned within the approved committee's meeting expense account.
- 5.2 Select committees will decide on a schedule of regular meeting dates at the first meeting convened after the establishment of the committee.
- 5.3 Changes to the Master Meeting Schedule of regularly scheduled committee meetings must be coordinated with the Executive Coordinator.
- 5.4 Committee meetings during the Trust Council quarterly meetings are to be avoided.
- 5.5 The practice of recessing committee meetings to continue at a future date and time should be used sparingly due to the impact of unplanned meetings on staff resources.

6. Agenda/Minutes Preparation

- 6.1 Committee meeting agendas will be prepared by the designated staff in consultation with the Committee Chair.
- 6.2 The agenda will be distributed to committee members and the CAO at least seven days before the meeting.
- 6.3 The agenda shall be determined as follows:
 - 6.3.1 Additional items may be placed on the agenda by agreement of a majority of the committee members present at the meeting.
 - 6.3.2 The agenda shall be approved as the first item of business.
 - 6.3.3 The agenda for standing and select committees should include:
 - 6.3.3.1 Approval of previous meeting minutes
 - 6.3.3.2 Follow-Up Action List (FUAL)
 - 6.3.3.3 Trust Council referral items
- 6.4 Minutes must be done in accordance with Trust Council Policy 6.13 Islands Trust Minutes Guidelines.
- 6.5 Each committee is required to maintain a FUAL using the Trust's standardized format.
- 6.6 The FUAL is updated within seven days of the Committee meeting and subsequently placed on the agenda of the next scheduled meeting. The FUAL is to be distributed to designated staff within seven days of the committee meeting.
- 6.7 Draft minutes of a committee meeting are considered for approval at the next meeting.

7. Council/Committee Relationship

- 7.1 Each standing committee shall maintain a work program - which must include:
 - 7.1.1 Items referred to the committee from Trust Council (including referral date).
 - 7.1.2 Projects, new initiatives, ideas, and issues identified by the committee.
 - 7.1.3 The top three (3) priorities/strategies that it is working on, as approved by Trust Council, and must include any of Trust Council's priorities that it has assigned.
- 7.2 Each standing committee shall review and prioritize items within its work program, each Trust Council item referred to it, and shall report to Trust Council at the next quarterly Trust Council meeting on such items.
- 7.3 Standing committees are required to submit a Highlights Report to the Executive Coordinator in time for the Trust Council agenda package preparation deadline. The Highlights Report is to be presented by the Council Committee Chair (or designate).

- 7.4 All standing committee proposals and/or recommendations to be placed on the Trust Council agenda shall be referred to the Executive Committee to be placed on the Trust Council agenda. A select committee shall refer any reporting and findings, including resource needs, to the Executive Committee to be placed on the Trust Council agenda. These must be submitted for the Executive Committee's last meeting prior to when the Trust Council agenda package is distributed to trustees.
- 7.5 The Committee Chair (or designate) may request an opportunity to directly present committee matters to the Executive Committee.
- 7.6 It is the role of the Executive Committee members of Council Committees to ensure inter-committee liaison on relevant information, referrals, status on Council priorities/strategies, and to keep the Executive Committee apprised of the Council Committee's directions and activities and vice versa.

8. Rules of Conduct/Voting

- 8.1 Trust Council Meeting Procedure Bylaw 101 governs the proceedings of committees as applicable. In cases not provided for under Bylaw 101, Robert's Rules of Order Newly Revised shall apply to the proceedings of committees.
- 8.2 The quorum of a council committee is 50% of all of its members.
- 8.3 The Executive Committee member designate on the Regional Planning Committee and Trust Programs Committee shall have the full voting privileges of a committee member.
- 8.4 Ex-officio members of Council Committees and select committees shall be non-voting members and shall not be included in determining quorum of a meeting.

9. Liaison

- 9.1 Liaison with provincial, federal, and local government politicians shall be requested by a Committee Chair to the Trust Council Chair or the CAO so that the Trust's political liaison can be coordinated. The Council Committee is expected to provide an outline regarding the purpose of the meeting, a proposed discussion strategy and recommended Islands Trust representation.
- 9.2 Liaison with provincial, federal, and local government staff shall be requested by the staff liaison member (in consultation with CAO when liaison is required with senior staff). It is expected that trustees, for the purpose of committee business, would meet other government staff with an Islands Trust staff member.
- 9.3 Liaison with the media shall be coordinated through the CAO and the Trust Council Chair who in turn may refer specific inquiries to the Council Committee Chair.

10. General Role of Standing Committees

- 10.1 To provide policy advice to Trust Council in response to Trust Council's referrals, committee initiatives and external requests of the Trust.
- 10.2 To provide feedback to staff on matters going to Trust Council.
- 10.3 To implement and maintain a committee-specific work program.
- 10.4 To make recommendations to Trust Council on inter-agency liaison or protocol initiatives.
- 10.5 To create sub-committees (or task forces) which may be comprised of trustees, staff or external persons as required for a specific duration to examine a particular committee matter upon approval by Trust Council.
- 10.6 To provide input and feedback to the annual budget process.
- 10.7 To provide input to Trust Council's organizational strategic planning process.

C. Legislated References

Trust Council Meeting Procedure Bylaw 101

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Attachment 1: Standing Committee-Specific Functions

Attachment 2: Regional Planning Committee Terms of Reference

Attachment 3: Financial Planning Committee Terms of Reference

Attachment 4: Trust Programs Committee Terms of Reference

Attachment 5: Governance Committee Terms of Reference

Attachment 6: Accessibility Committee Terms of Reference

Attachment 7: Chief Administrative Officer Performance Evaluation Committee Terms of Reference

Attachment 1: SUMMARY OF STANDING COMMITTEE-SPECIFIC FUNCTIONS

<p>REGIONAL PLANNING COMMITTEE (RPC)</p> <ol style="list-style-type: none"> 1. Growth Management Tools 2. Community Planning Tools 3. Development Management Tools 4. Local Planning Service Delivery 	<p>TRUST PROGRAMS COMMITTEE (TPC)</p> <ol style="list-style-type: none"> 1. Environmental Policy 2. Research and Information Systems Program 3. Sustainable Communities Policy 4. Trust Area Program Initiatives
<p>FINANCIAL PLANNING COMMITTEE (FPC)</p> <ol style="list-style-type: none"> 1. Annual Budget 2. Long Term Financial Planning 3. Fiscal Controls 4. Annual Audit 	<p>GOVERNANCE COMMITTEE (GC)</p> <ol style="list-style-type: none"> 1. Governance structure and processes 2. Governance Best Practices 3. Legislative Reform
<p>ACCESSIBILITY COMMITTEE (AC)</p> <ol style="list-style-type: none"> 1. Identify barriers to individuals in or interacting with the organization 2. Advise the organization on how to remove and prevent barriers to individuals in or interacting with the organization 3. Develop an Accessibility Plan and advise on implementation of the Plan 4. Review the Accessibility Plan every three years including seeking public feedback on the Accessibility Plan and how to remove and prevent barriers to individuals in or interacting with the organization 	<p>CHIEF ADMINISTRATIVE OFFICER PERFORMANCE EVALUATION COMMITTEE (CAOPEC)</p> <ol style="list-style-type: none"> 1. Initial and on-going evaluation of the Chief Administrative Officer as outlined in policy 2.5.1

Attachment 2: Regional Planning Committee Terms of Reference

The Regional Planning Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. Development Management – overseeing the procedures for processing of land use bylaws, permits etc., in an efficient and effective manner
2. Local Trust Committee Functions – responding to local trust committee planning needs applicable throughout the Trust Area
3. Local Planning Services – advising on the provision and allocation of resources to deliver local planning services to island communities
4. Public Awareness/Education – promoting opportunities for the enhanced public awareness of land use planning and the Islands Trust's local planning services
5. Emerging Issues – Identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction
6. Policy Guidance – Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council
7. Liaison – Maintain liaison with Islands Trust Conservancy Board and Trust Programs Committee, as required.

Attachment 3: Financial Planning Committee Terms of Reference

The Financial Planning Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. Annual Budget Process

To facilitate Council's involvement in the annual budget process by:

1. providing direction to all program units, via management, in overseeing the process of budget preparation
2. assisting Council in establishing the principles and assumptions for the development of the budget
3. reviewing the base operating needs and all program requests against the principles and assumptions and make recommendations to Council
4. representing the interests of Council, Executive Committee, and Council Committees throughout the budget process

2. Budget and Financial Planning

To facilitate the linkage of the annual strategic planning process with the annual budget process through:

1. the interpretation of Council's priorities/strategies and related work programs into resource allocation requirements both for the annual budget and for long range planning practices
2. direction to management in the development of long range financial planning and capital budgeting
3. facilitating Council's involvement in the preparation of a three year operational and capital budget plan

3. Financial Management

To report to and make recommendations to Council regarding the organization's financial management practices such as:

1. a regular financial reporting system
2. development of financial management policies and procedures
3. assessing/monitoring revenue generating and expenditure control practices, management recommendations for financial resource allocations within and during the annual budget
4. review financial reporting documents for the Ministry/Treasury Board and/or public presentation via the Executive Committee

4. Annual Audit

The Financial Planning Committee will appoint from amongst its members, but excluding members of the Executive Committee and trustees who are not members of Trust Council, an Annual Audit Committee for the purposes of the annual audit and will report directly to Council by:

1. reviewing audit reports
2. reviewing with management the management letter recommendations and determining necessary actions

3. monitoring the implementation of the auditor's recommendations
4. recommending an accounting firm to Trust Council, each year, to conduct the annual audit
5. reviewing with the auditors the year end audit (and interim audit) work program

5. Islands Trust Conservancy Support

To provide advice to the Islands Trust Conservancy Board on financial services and support available from the Islands Trust.

6. Management Advice

To monitor and review the Trust's financial management, budget and financial planning practices and to assess management's recommendations to Trust Council in these areas, through consultation with the Trust's auditors as required.

Attachment 4: Trust Programs Committee Terms of Reference

The Trust Programs Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction
2. maintaining a committee work program to manage committee initiatives and Council referrals for quarterly review by Trust Council
3. developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council
4. preparing recommendations for inter-agency initiatives and feedback on proposed inter-agency agreements
5. providing input to the continued development and maintenance of a useful research and information system
6. providing recommendations for legislation reform initiatives and feedback on proposed legislative amendments and legislation
7. maintaining a liaison with the Islands Trust Conservancy Board

The responsibilities stated apply to the following areas:

1. Resource Management - promoting sustainability in the use of natural resources of the Trust Area
2. Land Conservation - promoting protection and preservation of ecosystems throughout the Trust Area
3. Water Management - promoting protection and preservation of groundwater and surface water supply and quality
4. Marine Environment - promoting protection and preservation of coastal and deep water marine ecosystems
5. Sustainable Communities - promoting liveable communities:
 - with sustainable and viable local economies
 - with housing that accommodates socio-economic diversity
 - with regard for the carrying capacity of supporting island environments
6. Conservation Strategy - developing strategies beyond regulatory tools to achieve the Islands Trust's Object
7. Public Awareness/Education - promoting enhanced public awareness of environmental, economic and social sustainability in island communities and opportunities for their improvement

Attachment 5: Governance Committee Terms of Reference

The purpose of the Governance Committee is to provide focus upon improvement of governance, to develop and recommend to the Trust Council good governance and management approaches and frameworks, and to lead processes to support and evaluate the effectiveness of Trust Council and its committees.

The Governance Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions
2. identifying, evaluating and providing, on an on-going basis, advice to Trust Council on emerging governance and management issues with respect to areas of concern, best practices, and appropriate structures and procedures to allow Trust Council to function most effectively
3. maintaining a committee work program to manage committee initiatives and providing Trust Council with quarterly updates
4. providing recommendations to Trust Council for legislation reform initiatives to improve Trust Council governance and management

The Governance Committee may contract external expertise to provide advice subject to funding by Trust Council and at the discretion of the committee.

The responsibilities stated apply to the following area:
Trust Council Governance and Management

Attachment 6: Accessibility Committee Terms of Reference

The Accessibility Committee is a mandatory requirement under the *Accessible British Columbia Act* effective September 1, 2023.

The Accessibility Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. identify barriers to individuals (public, employees, trustees) in or interacting with the organization in offices, owned or leased locations, Islands Trust Conservancy lands owned or leased, including meeting and public hearing locations
2. identify barriers to individuals (public, employees, trustees) in or interacting with the organization electronically through the Islands Trust website, social media accounts, telephone, electronic meetings or other electronic means
3. advise the organization on how to remove and prevent barriers to individuals in or interacting with the organization
4. develop an Accessibility Plan that address the issues identified, with options and recommendations to remove the barriers, and advise on implementation of the Plan
5. review the Accessibility Plan every three years and seek public feedback on the Accessibility Plan; and, as part of the review, seek feedback generally from the public on potential accessibility barriers and how to remove and prevent barriers to individuals in or interacting with the organization

Attachment 7: Chief Administrative Officer Performance Evaluation Committee Terms of Reference

The purpose of the Chief Administrative Officer Performance Evaluation Committee is to provide the initial (after hiring) and on-going annual performance evaluation of the Chief Administrative Officer.

1. Initial and on-going evaluation of the Chief Administrative Officer as out lined in policy 2.5.1
2. Other duties as required by the Executive Committee under Policy 2.4.1



Policy:	2.4.1
Approved By:	Trust Council
Approval Date:	March 12, 1994
Amendment Date(s):	June 18, 2014 June __, 2025
Policy Holder:	Chief Administrative Officer

EXECUTIVE COMMITTEE TERMS OF REFERENCE

Purpose

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

A. Definitions

n/a

B. Policy

Areas of Responsibilities

1. Bylaw Approval

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

2. Trust Council

- 2.1 To work with the Chair in the preparation and facilitation of effective Trust Council meetings and to review and make recommendations on all Trust Council agenda items.
- 2.2 To serve as a liaison between all Council committees and to coordinate inter-committee communication, follow up on Trust Council referrals and committee submissions to Trust Council via the Executive Committee.
- 2.3 To assist trustees, Council committees, local trust committees and the Chief Administrative Officer (CAO) in resolving internal conflicts.
- 2.4 To ensure the Islands Trust's legislative adherence to Trust bylaws, policies, procedures and guidelines, and relevant provincial and federal legislation.

3. Legislation

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

4. Policy Development

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

5. Organizational Strategic Planning

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

6. Communications

- 6.1 To coordinate an effective agency liaison with external government, private and non-profit sector agencies.
- 6.2 To coordinate an effective public relations program through the development of targeted public communication efforts.
- 6.3 To maximize effective internal communications by facilitating opportunities for trustees, local trust committees, Council Committees, Trust Council and staff consultation and information exchange and provision of services and resources.

7. Islands Trust Conservancy Liaison

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

8. Management Liaison

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

9. Chief Administrative Officer Liaison

- 9.1 To ~~coordinate,~~ **require** when needed, the ~~formation and operation of a Chief Administrative Officer Performance and Evaluation Committee (CAOPEC), consisting of the Executive Committee and the chairs of Trust Council's three Council committees,~~ **to undertake** recruiting, appointing, **and** orienting ~~and evaluating~~ a CAO ~~during the initial six-month probationary period;~~ to ensure that, prior to appointing a new CAO, the ~~CAOHC CAOPEC~~ has consulted with the Islands Trust Council and has complied with the terms of reference for such consultation indicated in Attachment 1 to this policy.
- ~~9.2 To coordinate appraisal and discipline actions associated with the CAO, after the initial six-month probationary period, in consultation with Trust Council as required.~~
- 9.3 To ~~coordinate~~ **require**, if the Executive Committee considers it necessary, ~~the CAOPEC formation and operation of a Chief Administrative Officer Employment Evaluation Committee, consisting of the Executive Committee and the chairs of Trust Council's three Council committees, that will~~ **to undertake** seeking advice from the Public Service Agency and making ~~decisions~~ **recommendations to Trust Council** about any Executive Committee initiatives or recommendations to consider termination of a CAO's employment without just cause¹ ~~after~~ the initial six-month probationary period.

C. Legislated References

1. Policy and Procedures Manual:
 - 1.1 Council Committee System (2.3.1)
 - 1.2 Islands Trust Council Meeting Procedures Bylaw No. 101 (2.2.4)

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Terms of Reference for Trust Council Consultation during a CAO Hiring Process (Attachment 1)

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

Attachment 1

Terms of Reference

Chief Administrative Officer Hiring Committee

Consultation with Trust Council during a Chief Administrative Officer Hiring Process

1. Purpose

- 1.1 These Terms of Reference are intended to guide a the Chief Administrative Officer Hiring Committee (CAOHC) Performance Evaluation Committee, 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 require the~~ Chief Administrative Officer ~~Hiring Committee (CAOHC)~~ **Performance Evaluation Committee** 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.~~

4.32 The ~~CAOHC~~ **CAOPEC** 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.

4.43 The ~~CAOHC~~ **CAOPEC** 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~~ **CAOPEC** 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).

4.54 In consultation with executive recruitment professionals at the BC Public Service Agency, and to the degree that is practicable, the ~~CAOHC~~ **CAOPEC** 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.~~