



# Chief Administrative Officer Performance Evaluation Policy Select Committee Regular Meeting Agenda

Date: Monday, April 7, 2025  
Time: 9:00 am  
Location: Electronic Zoom Meeting

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|     |                                                                      |                     | Pages  |
|-----|----------------------------------------------------------------------|---------------------|--------|
| 1.  | CALL TO ORDER                                                        | 9:00 AM - 9:00 AM   |        |
| 2.  | APPROVAL OF AGENDA                                                   |                     |        |
| 3.  | MINUTES OF PREVIOUS MEETING                                          |                     |        |
| 3.1 | CAOPEPC Draft Minutes of February 18, 2025                           |                     | 2 - 5  |
|     | For review and approval.                                             |                     |        |
| 4.  | FUAL                                                                 |                     |        |
|     | None.                                                                |                     |        |
| 5.  | BUSINESS                                                             |                     |        |
| 5.1 | Draft Trust Council Policy - CAO Performance Evaluation - Discussion |                     | 6 - 10 |
| 6.  | NEW BUSINESS                                                         |                     |        |
| 7.  | CLOSED MEETING                                                       |                     |        |
|     | If required.                                                         |                     |        |
| 8.  | RISE AND REPORT                                                      |                     |        |
| 9.  | NEXT MEETING                                                         |                     |        |
|     | To Be Determined.                                                    |                     |        |
| 10. | ADJOURNMENT                                                          | 11:00 AM - 11:00 AM |        |



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

**Date:** February 18, 2025  
**Location:** Electronic 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  
Kristina Evans, Chair, Trust Programs Committee  
Sue Ellen Fast, Chair, Financial Planning Committee  
Judith Gedy, 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 Luckham called the meeting to order at 9:01 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. ADMINISTRATIVE COORDINATION**

**3.1 Minutes of Meetings**

**3.1.1 CAOPEP Committee Minutes of January 13, 2025**

Not available.

**3.2 Resolutions Without Meeting**

**3.2.1 CAOPEP Committee Resolution Without Meeting 2025-01 – Set Meeting Date of February 18, 2025**

Received for information.

**3.3 Follow-Up Action List**

None.

**4. BUSINESS**

**4.1 Chief Administrative Officer Job Profile – DRAFT**

Committee discussion included:

- a formatting correction is required as page 10 of the agenda package shows numbering from 1 to 10 without signifying anything and shows the first specific accountability/deliverable starts at number 11 rather than number 1
- Director Marlor indicated that the job profile has been sent to the Public Service Agency for their review and that if they should have any major concerns, they will be brought to the Committee's attention

**CAOPEPC-2025-0xx**

**It was MOVED and SECONDED,**

that the CAOPEP Committee endorse the job profile dated February 18, 2025, subject to assistance from staff for formatting corrections.

**CARRIED**

**4.2 Chief Administrative Officer (CAO) Performance Evaluation Policy – DRAFT**

Nick Lay, Senior Consultant, Leaders International, listed the key information used to develop the draft policy, including Committee discussions, a survey of members of the Committee, and a general performance evaluation policy template for various public sector organizations.

**5. NEW BUSINESS**

None

**6. CLOSED MEETING**

**CAOPEPC-2025-xx**

**It was MOVED and SECONDED,**

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90, (1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and (1)(c) labour relations or other employee relations; and, in accordance with the Community Charter, Part 4, Division 3, s.91,(2)If all or part of a meeting is closed to the public, the council may allow a person other than municipal officers and employees to attend, that being Nick Lay of Leaders International Executive Search; and that the recorder and staff attend the meeting.

**CARRIED**

The Committee closed the meeting at 9:22 a.m.

**By general consent** the Committee reconvened in open meeting at 10:46 a.m. without report.

## **7. RISE AND REPORT**

None.

The Committee then returned to agenda item #4.2

### **4.2 Chief Administrative Officer (CAO) Performance Evaluation Policy – DRAFT**

Director Marlor indicated that the draft policy would need Trust Council to adopt it as a new policy. Committee discussion included:

- Trust Council Policy 2.4.1 (Executive Committee Terms of Reference) may require amendments as a result of this new policy
- as other Trust Council policies may require amendment as a result of this new policy, the Committee may wish to forward a Request For Decision to the March Trust Council meeting with a recommendation that “staff return to Trust Council with all relevant policy amendments and consolidation of various policies”

#### **CAOPEPC-2025-0xx**

**It was MOVED and SECONDED,**

that the Chief Administrative Officer Performance Evaluation Policy Committee request staff, in cooperation with Leaders International, to amend the draft Chief Administrative Officer Performance Evaluation Policy as follows:

1. Section 1.1: add the word “initial” to the beginning of the title
2. Section 1.1.3 and 1.2.2: add the word “360” to the beginning of the title
3. Section 1.2: add the word “recurring” to the beginning of the title
4. Section 1.2: move the word “annual” to after the word “CAO’s”; and replace the word “long-term” with the word “key” and add the words “objectives” after the word “performance”
5. Section 1.2: add the words “based on” before the word “progress”; add the words “and personal development goals” after “progress on strategic”; and, replace the word “growth” with the word “performance”;
6. Section 1.2.2, sub-section E: at end of paragraph, add the words “and endorsed by Trust Council”
7. Section 8: after the words “human resource department”, add the words “including an annual budget allocation”
8. Add “Schedule for Annual Performance Review” as an Appendix.

**CARRIED**

**By general consent** CAOPEPC Vice-Chair Patrick will provide an update of the status of the activities of the Committee at the March Trust Council meeting,

## DRAFT

Committee discussion continued:

- Nick Lay, Senior Consultant, Leaders International, will provide an updated version of the draft policy to the next scheduled CAOPEPC meeting

Nick Lay left the meeting at 12:01 p.m.

- the possibility of bringing the draft policy to the Committee Of the Whole prior to presentation at a Trust Council meeting
- the current priority of the Committee Of the Whole is the Policy Statement Amendment Project so there may not be any available time to place the draft policy on that agenda at the moment

### 8. NEXT MEETING

The Committee discussed:

- the purpose of the CAOPEP Committee is to create a policy that is adopted by Trust Council hence the Committee will only need meetings up to the point that Trust Council has adopted that policy
- the Chief Administrative Officer Hiring Committee had set a tentative meeting for March 3, 2025 but Director Marlor will not be available that date
- both committees involve the same members and could meet on the same date, one after the other

**CAOPEPC-2025-0xx**

**It was MOVED and SECONDED,**

that the CAO Hiring Committee meeting of March 3, 2025 be cancelled and that both the CAOHC and the CAOPEPC meet on April 7, 2025.

**CARRIED**

### 9. ADJOURNMENT

**By general consent** the meeting adjourned at 12:13 p.m.

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Peter Luckham, Chair

Certified Correct:

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Robert Barlow, Legislative Services Clerk/Recorder

**Minutes are not official until adopted at a subsequent meeting.**

|                           |               |
|---------------------------|---------------|
| <b>Policy:</b>            |               |
| <b>Approved By:</b>       | Trust Council |
| <b>Approval Date:</b>     |               |
| <b>Amendment Date(s):</b> |               |
| <b>Policy Holder:</b>     |               |

## 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:

- a) Self-Assessment: The CAO completes a self-assessment report reflecting on achievements and challenges.
- b) 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).
- c) Evaluation Committee: The CAOPEC (including the Chair, Vice-Chair, and representatives from Trust Council) reviews the findings of the report.
- d) 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**

- 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.

#### 1.2.1 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.

### 1.2.2 360 Process:

- a) Self-Assessment: The CAO reflects on their performance and progress toward goals.
- b) 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.
- c) Evaluation Committee: The CAOPEC (including the Chair, Vice-Chair, and representatives from Trust Council) reviews the findings of the report.
- d) Evaluation Meeting: The committee meets with the CAO to discuss the review and establish new goals.
- e) 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.

### 1.2.3 Schedule for Annual Performance Review

- 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**

| DELIVERABLE | WHO | DUE DATE |
|-------------|-----|----------|
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