



Chief Administrative Officer Performance Evaluation Policy Select Committee Regular Meeting Agenda

Date: Monday, January 13, 2025
Time: 9:00 am
Location: Electronic Zoom Meeting

Pages

1. CALL TO ORDER
2. LAND ACKNOWLEDGEMENT
3. APPROVAL OF AGENDA
4. MINUTES OF PREVIOUS MEETING
 - 4.1 December 19, 2024, draft minutes for adoption 3 - 5
5. FUAL 6 - 6

Attached for information.
6. BUSINESS
 - 6.1 Consultant's Update - verbal report
 - 6.2 CAO Position Profile - Draft for Review
 - 6.2.1 Position Profile - clean copy 7 - 10
 - 6.2.2 Position Profile - redline copy 11 - 15
 - 6.3 CAO Probationary Review List 16 - 17

Committee discussion on 3-6 month goals for inclusion into a 3 month/6 month CAO probationary review.

This list is compiled from suggestions by committee members.
7. NEW BUSINESS
8. CLOSED MEETING

That the Chief Administrative Officer Hiring Select Committee close this meeting to 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 staff be invited to remain at the meeting.
9. RISE AND REPORT

10. NEXT MEETING

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

11. ADJOURNMENT



CAO Hiring Select Committee

Minutes of a Regular Meeting

Date: December 19, 2024
Location: Electronic Zoom Meeting

Members Present: Peter Luckham, Chair, Islands Trust (arrived at 9:08 AM)
Laura Patrick, SC Vice-chair; 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, Consultant, Leaders International

Members of the Public: None

1. CALL TO ORDER / LAND ACKNOWLEDGEMENT

By general consent, whereas Chair Luckham was not present at the scheduled 9:00 AM meeting start time, Vice-chair Patrick will be Acting Chair.

At 9:05 AM, Acting Chair Patrick called the meeting to order and acknowledged the meeting was being held on the lands and territories of many Coast Salish First Nations.

2. APPROVAL OF AGENDA

By general consent the agenda was approved as presented.

Director of Legislative Services (DLS) Marlor provided the following clarification on the work of the CAO Hiring Committee and the CAO Performance Evaluation Policy Select Committee:

- The Hiring Committee performs the 6-month probationary evaluation
- The Select Committee will develop a longer-term policy.

At 9:08 AM, Chair Luckham joined the meeting and assumed his role as chair.

3. SELECT COMMITTEE BUSINESS

3.1 Performance Evaluation Policy Project with Leaders International – Briefing

Consultant Nick Lay, with Leaders International, spoke to the following meeting objectives:

- Understanding the Committee’s expectations
- Initial review of provided material
- Proposed timeline for drafting reports
- Importance of the Committee’s guidance, feedback and input

The Committee discussed the following points regarding the probationary period and the evaluation policy:

- Creating a performance review that meets standards, uniting the roles of the Executive Committee and Trust Council
- Provide the CAO with meaningful feedback to help them succeed
- Reviewing and evaluating performance criteria
- Clarification of the probationary period
- Performance review schedule built into a permanent policy
- Probation period should include feedback from the (CAO) on staff relationships
- Clear goals and performance expectations communicated in writing as the basis for evaluation
- Continuous documentation built into the evaluation process
- Creating a pictorial guide for inclusion in the policy to indicate how the evaluation process unfolds

By general consent, the Consultant will create a survey to gather feedback from the Committee and senior staff seeking input into the development of CAO performance evaluation policy and performance review and will hold a one-one interview with the CAO Bronee.

By general consent, the Consultant will provide first drafts and reports to the February 3, 2025, business meeting.

4. CLOSED MEETING

CAOHC-2024-020

It was **MOVED** and **SECONDED**

That the Chief Administrative Officer Hiring Select Committee close this meeting to public subject to Sections 90 (1) (a) and (j) 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 staff be invited to remain at the meeting.

CARRIED

At 10:03 AM, the meeting was closed to public.

At 11:51 AM, the meeting was reopened to the public.

5. RISE AND REPORT

Chair Luckham reported from the closed meeting that the November 21, 2024, in-camera minutes were adopted and that the next meeting agenda include the reworked job description and the 3-month/6-month evaluation list.

6. MINUTES OF PREVIOUS MEETING

6.1 November 21, 2024 draft minutes

By general consent, the November 21, 2024, minutes were adopted as presented.

7. NEXT MEETING

The next meeting of the CAO Performance Evaluation Policy Select Committee is scheduled to be held electronically January 13, 2025.

8. ADJOURNMENT

By general consent, the meeting was adjourned at 11:53 AM.

Peter Luckham, Chair

Certified Correct

Lori Foster, Recorder

Follow Up Action Report

CAO Performance Evaluation Policy **Select Committee**

19-Dec-2024

Progress	Activity	Responsibility	Dates	Status
100%	1 Consultant to prepare and circulate survey questions to Select Committee and senior staff members.	Consultant	Target: 13-Jan-2025	Completed
100%	2 Trustees Gedye and Evans to update draft CAO job description for inclusion on the January 13 agenda.	Trustee	Target: 13-Jan-2025	Completed
15%	3 Consultant to prepare draft policy and associated reports for inclusion on the February 3 meeting agenda.	Consultant	Target: 03-Feb-2025	In Progress
100%	4 Post adopted November 19 meeting minutes to website.	Lori Foster	Target: 06-Jan-2025	Completed
100%	5 Consultant to hold a 1:1 interview with CAO for purposes of gathering information to inform the proposed CAO Performance Evaluation Policy.	Consultant	Target: 03-Feb-2025	Completed
100%	6 Return to January 13 meeting, the 3month/6month list of goals for CAO probationary review.	David Marlor	Target: 13-Jan-2025	Completed



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 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. The Islands Trust Conservancy Board is comprised of three trustees plus three Provincial government appointees. 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 and advice to Trust Council to develop and implement the strategic vision for the Islands Trust, plus operational oversight and leadership to staff to deliver that vision. The CAO works closely with the Executive Committee.

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.

COMPETENCIES

1. To achieve the Islands Trust Vision, the CAO must position and structure the organization to maximize its effectiveness. The CAO practices strategic thinking to translate the Vision to goals and strategies and support their accomplishment through facilitation and leading change.

2. In stakeholder relationships, the CAO ensures that they enhance the organization’s relationships with external partners and stakeholders. The CAO must build strategic alliances, manage conflicts, effectively negotiate and clearly communicate ideas, analyses and proposals to stakeholders, and acquire ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
3. The CAO must model integrity and authenticity, build a culture of trust, integrity, risk-taking and creative thinking in the organization and demonstrate personal integrity, using feedback to self improve, follow through on commitments and act consistently with the espoused values and culture of the organization.
4. In leading people, the CAO must motivate, empower and foster a collaborative environment, lead employees to accomplish goals and objectives, reward high performance, promote empowerment and develop their employees, provide opportunities for growth, and manage issues with their organization.

ISLANDS TRUST LEADERSHIP EXPECTATIONS

1. Be a model and advocate of the Islands Trust Values and Standards of Conduct to professionally serve the Islands Trust to the highest ethical standard.
2. Be an active enabler of innovation and engagement as keys to maintain and enhance public trust and confidence.
3. Demonstrate foresight and understand our modern, digital context to better service citizens.
4. Be proactive, resilient, and nimble, and take thoughtful, calculated risks.
5. Be biased to action and remove unnecessary complexity to deliver the best possible service and outcomes for the Islands Trust area.
6. Act to improve the corporate capacity, capability, and commitment of the Islands Trust.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

1. Provide strategic support to Trust Council, Executive Committee, local trust committees, Trust Conservancy Board, standing committees, and trustees including: orient trustees on roles and responsibilities; organize ongoing educational sessions on governance, land use planning and topical issues; provide recommendations and advice on legislation, governance and strategic direction.
2. Organize and attend Trust Council, Executive Committee and standing committee meetings, including: assist in the preparation of agendas; provide 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. Guide the Islands Trust’s liaison and cooperative work with political and executive level representatives from related agencies and partners, including: attend meetings; supervise the preparation of speaking points and background information; and brief or coach trustees.
6. Negotiate interagency agreements and direct the maintenance and updating of these agreements including: encourage proactive outreach and relationship building opportunities; and facilitate resolution of interagency issues.
7. Manage Islands Trust legal services, including liaise between trustees and our legal team; provide direction to legal counsel; assist with case preparation; and act as an expert witness.

Corporate Accountabilities with Islands Trust Organization and Employees

8. In conjunction with Trust Council, create and maintain an annual corporate planning process that outlines the overall plan for Islands Trust direction, vision and goals, including: 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 plan, including prepare business cases; determine appropriate organizational structure; assess fiscal and human resources including hiring, training and managing employees.
10. Provide leadership to staff located in all office locations, including: promote a positive work environment; sponsor initiatives such as employee engagement measures and strategies, island site visits and supervisory training.
11. Champion and lead change initiatives to ensure a progressive and responsive organization, including: 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.
12. 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

13. Work with the management team to develop and institute issue management strategies and solutions.
14. On behalf of the Islands Trust, translate and present information, issues and challenges to the public using plain language, including: investigate and, where possible, resolve escalated issues with or between staff, trustees and the public; identify opportunities for compromises and mediate or negotiate solutions.
15. 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 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

16. The CAO is appointed to 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 legislation and Trust Council policy.

OTHER

17. Other duties and responsibilities as required.

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).

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.

Preferences:

- Preference may be given to applicants with direct management experience in leading and supporting the creation of a new work unit, organization or business area, or experience leading and supporting an organization through a period of significant change or transformation.

Knowledge and Abilities

Comprehensive knowledge and understanding 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 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.



Islands Trust

V5 - Final Review - CAOHC October 24,

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
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PURPOSE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO) POSITION

This top executive is the sole employee of Trust Council. As such, the CAO provides support and advice to Trust Council to develop and implement the strategic vision for the Islands Trust, plus operational oversight and leadership 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.

COMPETENCIES

1. To achieve the Islands Trust Vision, the CAO must position and structure the organization to maximize its effectiveness. The CAO practices strategic thinking to translate the Vision to goals and strategies and support their accomplishment through facilitation and leading change.
2. In stakeholder relationships, the CAO ensures that they enhance the organization's relationships with external partners and stakeholders. The CAO must build strategic alliances, manage conflicts, effectively negotiate and clearly communicate ideas, analyses and proposals to stakeholders, and acquire ministerial approvals related to financial requisitions, intergovernmental agreements and land use regulations.
3. The CAO must model integrity and authenticity, build a culture of trust, integrity, risk-taking and creative thinking in the organization and demonstrate personal integrity, using feedback to self improve, follow through on commitments and act consistently with the espoused values and culture of the organization.
4. In leading people, the CAO must motivate, empower and foster a collaborative environment, lead employees to accomplish goals and objectives, reward high performance, promote empowerment and develop their employees, provide opportunities for growth, and manage issues with their organization.

ISLANDS TRUST LEADERSHIP EXPECTATIONS

5. Be a model and advocate of the Islands Trust Values and Standards of Conduct to professionally serve the Islands Trust to the highest ethical standard.
6. Be an active enabler of innovation and engagement as keys to maintain and enhance public trust and confidence.
7. Demonstrate foresight and understand our modern, digital context to better service citizens.
8. Be proactive, resilient, and nimble, and take thoughtful, calculated risks.
9. Be biased to action and remove unnecessary complexity to deliver the best possible service and outcomes for the Islands Trust area.
10. Act to improve the corporate capacity, capability, and commitment of the Islands Trust.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

- 1.11. Provide strategic support to Trust Council, ~~the~~ Executive Committee, local trust committees, ~~the~~ Trust Conservancy Board, standing committees, and trustees; including ~~but not limited to:~~ 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~~ and advice on legislation, governance and strategic directions; and ~~counsel individual trustees on potentially controversial issues and how to avoid or manage such situations~~ direction.
- 2.12. Organize and attend Trust Council ~~meetings~~, Executive Committee ~~meetings~~ and standing committee meetings, including ~~but not limited to:~~ assist in the preparation of agendas; ~~including;~~ provide 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.
- 3.13. Oversee operational support to the 13 local trust committees to ensure the provision of local planning and regulatory resources, expertise and services.
- 4.14. 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.

~~5-15.~~ Guide the Islands Trust's liaison and cooperative work with political and executive level representatives from related agencies and partners, including ~~but not limited to:~~ attend meetings; supervise the preparation of speaking points and background information; and 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.

~~6-16.~~ Negotiate interagency agreements and direct the maintenance and updating of these agreements, including ~~but not limited to:~~ encourage proactive outreach and relationship building opportunities; and facilitate resolution of interagency issues.

~~7-17.~~ Manage Islands Trust legal services, including ~~but not limited to:~~ liaise between trustees and our legal team; provide direction to legal counsel; assist with case preparation; and act as an expert witness.

Corporate Accountabilities with Islands Trust Organization and Employees

~~8-18.~~ Create ~~in conjunction with Trust Council, create~~ and maintain an annual corporate planning process ~~in conjunction with Trust Council~~ that outlines the overall plan for Islands Trust direction, vision and goals, including ~~but not limited to:~~ present an assessment of the current strategic position and an analysis of operating environments and resource levels.

~~9-19.~~ Lead the management team to determine the resources necessary (staff, budget and equipment) to meet strategic goals and implement operational plans, including ~~but not limited to:~~ prepare business cases; determine appropriate organizational structure; assess fiscal and human resources including hiring, training and managing employees.

~~10-~~ Provide leadership to staff located in all office locations, including ~~but not limited to:~~ promote a positive work environment; sponsor initiatives such as employee engagement surveys, measures and strategies, island site visits and supervisory training.

~~11-20.~~ 11. Champion and lead change initiatives to ensure a progressive and responsive organization, including ~~but not limited to – for example, including:~~ 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.~~

~~12-~~

~~13-21.~~ 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

~~14-~~ Work with the management team to develop and institute issue management strategies and solutions.

~~15-22.~~ 14. On behalf of the Islands Trust, translate and present information, issues and challenges to the public using plain language; ~~for example, including:~~ investigate; and, where possible, resolve escalated issues with or between staff, trustees and the public; identify opportunities for compromises and mediate or negotiate solutions.

~~16-~~

~~17-23.~~ 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 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

~~18-24.~~ The CAO is appointed to 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 legislation and Trust Council policy.

OTHER

~~19-25.~~ Other duties and responsibilities as required.

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).

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.

Commented [KP1]: Recommend including these under Competencies and moving that section here as a sub-heading.

Commented [KP2]: Next two items included in Competencies

Commented [KP3]: Previous item included in Governance Accountability

Preferences:

Preference may be given to applicants with direct management experience in leading and supporting the creation of a new work unit, organization or business area, or experience leading and supporting an organization through a period of significant change or transformation.

Knowledge and Abilities

Comprehensive knowledge and understanding 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 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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Competencies

To achieve government's Vision, Executives must position and structure their organization to maximize its effectiveness. Executives practice Strategic Thinking in translating the vision to goals and strategies, and support their accomplishment through facilitation and leading change.

In Stakeholder Relationships, Executives ensure that they are enhancing the organization's relationships with external partners and stakeholders. This includes building strategic alliances, managing conflicts, negotiating effectively, and effectively communicating ideas, analyses and proposals to stakeholders.

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

In Leading People, Executives must motivate, empower and lead employees to accomplish goals and objectives, rewarding high performance, promoting empowerment and developing their employees, providing opportunities for growth, and managing issues with their organization.

BC Public Service Leadership Expectations

- Be a model and advocate of the BC Public Service Values and Standards of Conduct in professionally serving government to the highest ethical standard.
- Be an active enabler of innovation and engagement as keys to maintaining and enhancing public trust and confidence.
- Demonstrate foresight and understanding of our modern, digital context to better service citizens.
- Be proactive, resilient, and nimble, taking thoughtful, calculated risks.
- Be biased to action and removing unnecessary complexity to deliver the best possible service and outcomes for citizens.
- Act to improve the corporate capacity, capability, and commitment of the public service.

The professional values of the BC Public Service

Courage, Teamwork, Curiosity, Service, Passion, Accountability

Always with integrity

GOALS FOR FIRST 3 MONTHS

No. 1

Re-write the CAO job profile

No. 2

Review previous staff survey & Leader's job profile survey

No. 3

Meet with all staff and trustees. Attend one of more LTC meetings or a larger meeting with associated islands to gain an understanding of current issues, roadblocks, and needs of the Island Trust that must be addressed.

No. 4

Corporate Planning Process provide input to the draft plan and process.

No. 5

Planning Services – review of delivery of current and long-term planning services and identify opportunities to improve current planning cost recovery and increase staff resources dedicated to long term planning.

No. 6

Review of delivery of bylaw enforcement services and identify opportunities to improve administrative fairness, transparency and to restore public confidence. Initial report and recommended actions and proposed implementation plan.

No. 7

Communications – review communications planning and resources to identify opportunities to increase Islands Trust credibility and community profile

No. 8

Human Resources – review human resources competency-based performance systems to identify opportunities to improve accountability and retention.

No. 9

Governance Report - review and provide input

No. 10

Review current public engagement activities and resources to foster equitable practices and authentic participation. Key strategies include proactive planning, building respectful relationships with First Nations and Indigenous Governing Bodies, and engaging diverse community members. Tailoring plans to specific contexts and committing to ongoing improvement are crucial for promoting systemic equity.

No. 11

Complete 360 reviews with staff and trustees.

No. 12

Provide analysis on internal issues contributing to the council's challenges, which may include the following:

- a) Governance issues
- b) Standards of conduct
- c) Internal communication
- d) Structured-decision making

No. 13

Complete 360 reviews with staff and trustees

No. 14

Complete 360 reviews with staff and trustees.

No. 15

Please review and analyze the internal issues contributing to the council's challenges, which may include the following:

- e) Governance issues
- f) Standards of conduct
- g) Internal communication
- h) Structured decision-making

GOALS FOR NEXT 3 MONTHS

No. 16

Identify and meet with staff and key partners: All regional Districts, Municipal Affairs, Indigenous governing bodies, larger improvement districts – relationship mapping (identify agreements and prioritize updating

No. 17

Set up meetings with Provincial staff and Minister to further conversation regarding review of Islands Trust and additional funding requirements

No. 18

Create a plan based on earlier meetings to address internal staff and Trustee issues, as well as (at minimum) projects included above

No. 19

Complete 360 with staff and trustees

No. 20

Develop one-year goals and objectives