



BRIEFING

To:	Trust Council	For the Meeting of:	March 14, 2024
From:	Chief Administrative Officer Hiring Committee	Date Prepared:	March 8, 2024
SUBJECT:	Update on Hiring Process		

PURPOSE:

To update Trust Council on the activities of the Chief Administrative Officer Hiring Committee (CAOHC).

BACKGROUND:

Section 9.2 of Trust Council Policy 2.4.1 Executive Committee Terms of Reference states that the Executive Committee is:

To coordinate, if the Executive Committee considers it necessary, the 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 be responsible for seeking advice from the Public Service Agency and making decisions 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.

Following the announcement by the incumbent Chief Administrative Officer (CAO) of his retirement at the end of June 2024, the Executive Committee formed the CAOHC.

The CAOHC consists of the Executive Committee members, and the chairs of all four of Trust Council's standing committees: Chair Luckham; vice-chairs Elliott, Maude, and Peterson; Trust Programs Committee Chair Evans; Financial Planning Committee Chair Bernardo; Governance Committee Chair Gedye; and Regional Planning Committee Chair Patrick. The Director, Legislative Services and the Executive Coordinator provide staff support.

The CAOHC first met on January 19, 2024 to review its terms of reference (see Appendix 1), and establish a process for the hiring of a new Chief Administrative Officer. The CAOHC met a second time on January 26, 2024 and heard from a representative at the Public Service Agency (PSA) of the hiring process. Under the *Islands Trust Act*, all employees and officers of Trust Council are subject to the *Public Service Act*; therefore, the hiring process must be compliant with the PSA processes. Following the January 26, 2024 meeting, the CAOHC determined that to meet the needs of the Islands Trust in recruiting a Chief Administrative Officer, the best approach would be to hire an executive search firm to undertake the work.

In subsequent meetings held on February 8, 2024 and February 20, 2024, the CAOHC developed a Request for Proposal (RFP) for an executive search firm. The PSA published the RFP at 3 pm PST on February 27, 2024 on BCBid and the bid will close at 2 pm PDT on March 19, 2024. The proposed terms of reference for an executive search firm from the RFP are included in Appendix 2.

The CAOHC also developed a business case for the \$75,000 that the Financial Planning Committee earmarked for this work. The CAOHC approved that business case on March 8, 2024 and has forwarded it to the March Trust Council budget discussion agenda.

Next Steps:

The CAOHC will work with the PSA to evaluate the bids and select an executive search firm. Then, subject to approval of funding by Trust Council, will award a contract and then work with the selected executive search firm in the various steps leading to the hiring of a new Chief Administrative Officer. The CAOHC will engage with Trust Council during the process, and will keep Council fully up to date on its actions. The final decision on hiring a Chief Administrative Officer lies with Trust Council, and the CAOHC will make a recommendation to Trust Council once it has completed its hiring process.

As the timeline to search and hire a new permanent Chief Administrative Officer is likely to be longer than the time to retirement of the current Chief Administrative Officer, the CAOHC is also working on recommendations to Trust Council on the hiring of an interim Chief Administrative Officer to bridge the gap.

ATTACHMENT(S):

1. CAOHC Terms of Reference
2. Executive Search Firm – Terms of Reference (from RFD)

FOLLOW-UP:

Continue as per CAOHC terms of reference, or as otherwise directed by Trust Council.

Prepared By: David Marlor, Director, legislative Services

Reviewed By/Date: Peter Luckham, Chair, Trust Council/ March 12, 2024

Appendix 1 – Chief Administrative Officer Hiring Committee – Terms of Reference (from Trust Council Policy 2.4.1)

Terms of Reference

Chief Administrative Officer Hiring Committee

Consultation with Trust Council during a Chief Administrative Officer Hiring Process

1. Purpose

- 1.1 These Terms of Reference are intended to guide a *Chief Administrative Officer Hiring Committee (CAOHC)*, if and when one has been formed pursuant to section 9.1 of Policy 2.4.1. Specifically, the purpose of these Terms of Reference is to ensure that such a committee consults with Trust Council early in the Chief Administrative Officer (CAO) hiring process and before the end of a new CAO's initial six-month probationary period.

2. References

- 2.1 The following references are relevant to these Terms of Reference:
1. Policy 2.4.1 – Executive Committee Terms of Reference
 2. Islands Trust CAO Position Description (current version at the time a CAOHC is formed)
 3. Public Service Agency Policies and Procedures regarding hiring processes and probationary periods for Exempt Staff (current versions at the time a CAOHC is formed)
 4. *Public Service Act*

3. Background

- 3.1 The hiring process for a CAO must follow the requirements of the *Public Service Act*, including the policies and procedures of the BC Public Service Agency and requirements of the BC Merit Commissioner.
- 3.2 All appointments to the BC Public Service must be based on merit. All hiring processes are subject to audit by the BC Merit Commissioner to confirm that appointments have been made on the basis of merit.
- 3.3 Selection Criteria that may be used to select a CAO must be based on the current version of the Islands Trust Chief Administrative Officer Position Description, which outlines the required education, experience, knowledge, skills, abilities and competencies required of the position.
- 3.4 The first six months of employment for a new CAO is a probationary period. Management of the probationary period for a new CAO must follow the policies and procedures of the BC Public Service Agency.

4. Process

- 4.1 Once the Executive Committee has determined that it is necessary to begin the process for hiring a CAO, it will, as soon as practicable, form a Chief Administrative Officer Hiring Committee (CAOHC) to have oversight over:
- the entire CAO hiring process, including recruiting and selecting a new CAO
 - orienting and evaluating a newly-appointed CAO during the initial six-month probationary period.
- 4.2 Meetings of the CAOHC will be chaired by the Chair of the Islands Trust Council and will follow meeting procedures for committees as such procedures have been established in the Islands Trust Council's current Meeting Procedures Bylaw.
- 4.3 The CAOHC will seek advice from the Public Service Agency with regard to the CAO hiring process, to ensure the process is based upon a fair and appropriate methodology that meets the requirements of the BC Merit Commissioner.
- 4.4 The CAOHC will design a process for early consultation with Trust Council about CAO selection. Consultation at a meeting of Trust Council is preferable, but the CAOHC could use consultation through electronic or telephone survey where it believes this is in the best interests of the Islands Trust.

Consultation with Trust Council will focus on the relative importance of those selection criteria that have been identified in the Islands Trust CAO Position Description and, therefore, may be considered in the selection process (education, experience, knowledge, skills, abilities and competencies).

4.5 In consultation with executive recruitment professionals at the BC Public Service Agency, and to the degree that is practicable, the CAOHC will consider any input it has received from Trust Council (re Section 4.4), when it is designing and developing:

- a CAO job advertisement;
- the methodology for reviewing and rating CAO candidate resumes;
- CAO candidate screening tools such as interview questions, written tests, work simulation exercises and evaluation of work samples.

4.6 In consultation with professionals at the BC Public Service Agency, and to the degree practicable, the CAOHC will consult with Trust Council before the end of a new CAO's initial 6-month probationary period and will consider the input it has received from Trust Council before making any decisions about the outcome of the probationary period.

Appendix 2 – Executive search firm – Terms of Reference (from Request for Proposal).

TASKS AND DELIVERABLES

10. The CAOHC is seeking an executive search consultant to perform and deliver the following tasks and outcomes:
 - 10.1. Hiring Process, Responsibilities and Requirements of the CAO, and Selection Criteria
 - 10.1.1. Working with the CAOHC to develop a process and timeline to successfully fill the position;
 - 10.1.2. Assist and provide recommendations to the CAOHC to update the Job Profile to clearly define the duties and responsibilities, together with the results the CAO is expected to deliver. This task includes:
 - 10.1.2.1. Developing and implementing a confidential process to consult with Trust Council, the incumbent CAO, and senior staff (e.g., surveys or one-on-one discussions)
 - 10.1.2.2. Providing recommendations to the CAOHC to update the Job Profile; and
 - 10.1.2.3. Identifying and prioritizing CAO selection criteria.
 - 10.1.3. Deliverables for this step include:
 - 10.1.3.1. A hiring process and timeline.
 - 10.1.3.2. A record of input gathered.
 - 10.1.3.3. An updated job profile.
 - 10.1.3.4. A prioritized selection criteria.
 - 10.2. Recruiting for the CAO
 - 10.2.1. Target potential candidates, develop and implement advertising to search for suitable candidates within and outside of the public service in British Columbia and Canada;
 - 10.3. Screening and Selection
 - 10.3.1. Working with the CAOHC to develop a selection process that is based on best practices for hiring of public sector executives, merit based and includes interviewing and skill testing strategies;
 - 10.3.2. Assisting the CAOHC in evaluating and assessing the merit of the candidates in accordance with policies and procedures of the BC Public Service Agency and requirements of the BC Merits Commissioner
 - 10.3.3. Participating with the CAOHC on the interview panel; and
 - 10.3.4. Assisting the CAOHC in selecting and presenting an offer of employment.
 - 10.3.5. Deliverables for this step include:
 - 10.3.5.1. A selection process.
 - 10.3.5.2. Documentation of the selection process and all candidate assessments performed under it.
 - 10.4. Probationary Review Phase
 - 10.4.1. Working with the CAOHC to develop a probationary review program that is based on best practices, and clarity on expectations on the results the CAO is expected to deliver within the first six months of employment.
 - 10.5. Other
 - 10.5.1. Working with the CAOHC to hire and select an interim CAO, if necessary.
 - 10.5.2. A review of the current policy relating to interim appointment of the CAO position ([Trust Council Policy 8.4.1](#)).
 - 10.5.3. Review and provide recommendations on strengthening Trust Council's policies on CAO Hiring and performance management to meet best practices ([Trust Council Policy 2.4.1](#)).