



Chief Administrative Officer Performance Evaluation Policy Select Committee Regular Meeting Agenda

Date: Tuesday, February 18, 2025
Time: 9:00 am
Location: Electronic Zoom Meeting

Pages

1. **CALL TO ORDER** 9:00 AM - 9:00 AM
2. **AGENDA**
 - 2.1 **Review of the Agenda**

Late items, new items and re-ordering of the agenda
 - 2.2 **Approval of the Agenda**
3. **ADMINISTRATIVE COORDINATION**
 - 3.1 **Minutes of Meetings**
 - 3.1.1 **CAOPEP Committee Minutes of January 13, 2025**

Not available yet
 - 3.2 **Resolutions Without Meeting**
 - 3.2.1 **CAOPEP Committee Resolution Without Meeting 2025-01 - Set Meeting February 18, 2025** 3 - 3
 - 3.3 **Follow-up Action List**

None.
4. **BUSINESS**
 - 4.1 **CAO Job Profile - DRAFT** 4 - 13
 - 4.2 **CAO Performance Evaluation Policy - DRAFT** 14 - 18
5. **NEW BUSINESS**

6. CLOSED MEETING

If desired:

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,

and that the recorder and staff [attend/not attend] the meeting.

7. RISE AND REPORT

If requested

8. NEXT MEETING

To be determined

Tentatively set for Monday, April 7, 2025 from 9:00 a.m. to noon

9. ADJOURNMENT

12:00 PM - 12:00 PM

CHIEF ADMINISTRATIVE OFFICER PERFORMANCE EVALUATION POLICY COMMITTEE
RESOLUTION WITHOUT MEETING

RESOLUTION WITHOUT MEETING NO. RWM-2025-01

The following matter is considered urgent and necessary in order to establish a meeting date for the Committee, as the February 3, 2025 meeting was cancelled.

It was MOVED by Trustee Fast and SECONDED by Trustee Patrick,

That CAOPEP Committee schedule an electronic meeting on Tuesday, February 18, 2025, from 9:00 to noon.

Members were notified of the call for a mover and a seconder on February 4, 2025

Members were notified of the call for the vote on February 4, 2025

MEMBERS CONTACTED

Tobi Elliott

Kristina Evans

Sue Ellen Fast

Peter Luckham

David Maude

Laura Patrick

Timothy Peterson

DATE VOTE RECEIVED

February 4, 2025

February 4, 2025

February 4, 2025

February 4, 2025

February 4, 2025

February 4, 2025

February 4, 2025

VOTE

In Favour

In Favour

In Favour

In Favour

In Favour

In Favour

In Favour

MEMBERS VOTE NOT AVAILABLE

Judith Gedye

FINAL VOTE COUNT

7 IN FAVOUR

0 OPPOSED

THE CHAIR OF THE CHIEF ADMINISTRATIVE OFFICER PERFORMANCE EVALUATION POLICY COMMITTEE DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON FEBRUARY 5, 2025.

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE



Islands Trust

POSITION DESCRIPTION

V1~~10~~. CAO position profile – CAOSC January

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

- ~~2.1. 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.~~
- ~~3.2. 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.~~
- ~~4.3. 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.~~
- ~~5.4. 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

- ~~7.5. 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.~~
- ~~8.6. Be an active enabler of innovation and engagement as keys to maintain and enhance public trust and confidence.~~
- ~~9.7. Demonstrate foresight and understand our modern, digital context to better service citizens.~~
- ~~10.8. Be proactive, resilient, and nimble, and take thoughtful, calculated risks.~~
- ~~11.9. Be biased to action and remove unnecessary complexity to deliver the best possible service and outcomes for the Islands Trust area.~~
- ~~12.10. Act to improve the corporate capacity, capability, and commitment of the Islands Trust.~~

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Governance Accountabilities with Island Trust Elected Trustees

- ~~13-11.~~ 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.
- ~~14-12.~~ 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.
- ~~15-13.~~ Oversee operational support to the 13 local trust committees to ensure the provision of local planning and regulatory resources, expertise and services.
- ~~16-14.~~ 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.
- ~~17-15.~~ 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.
- ~~18-16.~~ 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.
- ~~19-17.~~ 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

- ~~20-18.~~ 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.
- ~~21-19.~~ 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
- ~~22-20.~~ Provide leadership to staff located in all office locations, including: ~~promote create~~builds a safe, respectful, positive work~~place environment that upholds based on diversity, equity, and inclusion and reconciliation values;~~communicates to staff about expected workplace behaviours and their responsibilities under the BC Public Service Standards of Conduct and Discrimination, Bullying and Harassment Policy, and sponsors initiatives such as relevant corporate learning, employee engagement measures and strategies, island site visits and supervisory training.
- ~~23-21.~~ 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.
- ~~24-22.~~ 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

- ~~25-23.~~ Work with the management team to develop and institute issue management strategies and solutions.

~~26.24. 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.

~~27.25.~~ 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~~ positive change, ~~;~~ and to identify and remove barriers and discriminatory or exclusionary organizational structures and norms. ~~remove barriers to change.~~

FINANCIAL RESPONSIBILITY

~~28.26.~~ 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

~~29.27.~~ 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).

Competencies

- 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.
- 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.
- 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.
- 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.

~~Proven experience to effectively:~~

- To work independently in a complex political or governmental environment with experience managing, developing and implementing policy, legislation and/or programs;
- To explain and present high-level policy, practices, and strategic plans both verbally and in writing, in a clear and concise style that is appropriate to the audience, including: delivering presentations to executives or senior management, island community representatives and stakeholder groups.

Knowledge and Abilities

Comprehensive knowledge 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.

Leadership Expectations

- 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.
- Be an active enabler of innovation and engagement as keys to maintain and enhance public trust and confidence.
- Demonstrate foresight and understand our modern, digital context to better service citizens.
- Be proactive, resilient, and nimble, and take thoughtful, calculated risks.
- Be biased to action and remove unnecessary complexity to deliver the best possible service and outcomes for the Islands Trust area.
- Act to improve the corporate capacity, capability, and commitment of the Islands Trust.

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.

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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V11. CAO position profile – CAOSC January 13,

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DRAFT

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19. 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
20. Provide leadership to staff located in all office locations, including: builds a safe, respectful, positive workplace that upholds diversity, equity, inclusion and reconciliation values; communicates to staff about expected workplace behaviours and their responsibilities under the BC Public Service Standards of Conduct and Discrimination, Bullying and Harassment Policy, and sponsors initiatives such as relevant corporate learning, employee engagement measures and strategies, island site visits and supervisory training.
21. 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.
22. 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

23. Work with the management team to develop and institute issue management strategies and solutions.

24. 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.
25. On behalf of the Islands Trust, champion 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; encourage the Islands Trust to commit to and champion positive change, and to identify and remove barriers and discriminatory or exclusionary organizational structures and norms.

FINANCIAL RESPONSIBILITY

26. 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.

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- Be an active enabler of innovation and engagement as keys to maintain and enhance public trust and confidence.
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Other

Successful completion of security screening requirements of the BC Public Service, which includes a criminal records check as required by the Islands Trust Executive Committee.

A valid BC Drivers licence and Canadian passport.



Policy:	CAO PEP
Approved By:	
Approval Date:	
Amendment Date(s):	
Policy Holder:	

Policy – CAO 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 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 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 Annual Performance Review

- Purpose: The annual review evaluates the CAO's long-term performance, progress on strategic goals, and contribution to organizational growth.

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 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.

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.

This policy is approved by Islands Trust Council and will be implemented by the Trust Council Chair and Human Resources department.

Trust Council Chair:

Signature:

Date:

Trust Council Vice-Chair:

Signature:

Date:

Chief Administrative Officer:

Signature:

Date: