



Chief Administrative Officer Performance Evaluation Committee Regular Meeting Agenda

Date: Monday, May 25, 2026
Time: 9:00 a.m.
Location: Electronic Meeting, and a physical location to view the livestream of the meeting:
Islands Trust Victoria Office
#200 - 1627 Fort Street
Victoria, BC V8R 1H8

Pages

1. **CALL TO ORDER**
2. **TERRITORIAL ACKNOWLEDGEMENT**
3. **ELECTION OF CHIEF ADMINISTRATIVE OFFICER PERFORMANCE EVALUATION COMMITTEE (CAOPEC) CHAIR**

Election of the chair and vice-chair as per Section 2.1 of the Council Committee System Policy.
4. **AGENDA**
 - 4.1 **Review of Agenda**
 - 4.2 **Approval of Agenda**
5. **ADOPTION OF PREVIOUS MEETING MINUTES**

This is the inaugural meeting of the CAOPEC.
6. **FOLLOW UP ACTION LIST**

This is the inaugural meeting of the CAOPEC.
7. **REVIEW TERMS OF REFERENCE** 3 - 8

Discussion will take place on section 1.2 Recurring Annual Performance Review of the attached Islands Trust Policy 2.5.1 CAO Performance Evaluation.
8. **BUSINESS**
 - 8.1 **Chief Administrative Officer Annual Performance and Evaluation - Request for Decision** 9 - 12

THAT the Chief Administrative Officer Performance Evaluation Committee approve the Schedule for 2026/27 CAO Annual Performance Review as in Attachment 1.

THAT the Chief Administrative Officer Performance Evaluation Committee request the Director of Financial and Employee Services to engage an external consultant to support the CAO review process consistent with Trust Council Policy 2.5.1 Chief Administrative Officer Performance Evaluation.
9. **NEW BUSINESS**
10. **CLOSED MEETING (If needed)**

11. RISE AND REPORT

12. NEXT MEETING

To be determined.

13. ADJOURNMENT



Islands Trust

Policy:	2.5.1
Approved By:	Trust Council
Approval Date:	June 19, 2025
Amendment Date(s):	
Policy Holder:	Director, Legislative and Information Services (Secretary)

Chief Administrative Officer Performance Evaluation

Overview

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

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

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

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

Purpose

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

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

Scope

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

Policy

1. CAO Performance Evaluation Framework

1.1 Initial Six-Month Review and Evaluation

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

1.1.2 Areas for Review:

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

1.1.3 360 Process:

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

1.2 Recurring Annual Performance Review

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

1.2.2 Areas for Review:

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

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

1.2.3 360 Process:

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

1.2.4 Schedule for Annual Performance Review:

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

1.2.5 The final evaluation of the Chief Administrative Officer will be endorsed by Trust Council and then signed by the Chair, the Vice-chair, and the Chief Administrative Office.

2. Evaluation Criteria

- **Strategic Leadership:** Demonstrates strategic thinking, provides actionable advice, and implements Trust Council's vision and priorities.
- **Staff and Organizational Support:** Builds a safe, inclusive workplace culture, empowers staff, and maintains high staff morale.

- Partner Engagement: Effectively communicates and builds partnerships with key external groups, including Islands Trust communities, First Nations, and regional and provincial government entities.
- Operational Excellence: Demonstrates adaptability, innovation, and the ability to solve emerging challenges.
- Ethics and Integrity: Exhibits transparency, fairness, and accountability in all actions and decisions.

3. Methods of Evaluation

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

4. Compensation

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

4.1 Compensation Review:

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

5. CAO Feedback

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

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

6. Confidentiality and Reporting

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

7. Review and Amendments

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

8. Approval and Implementation

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

Appendix I

Schedule for Annual Performance Review

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

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



REQUEST FOR DECISION

To: CAOPE Committee **For the Meeting of:** May 25, 2026
From: Director, Legislative and Information Service **Date Prepared:** May 15, 2026
SUBJECT: Chief Administrative Officer Annual Performance and Evaluation

RECOMMENDATIONS:

THAT the Chief Administrative Officer Performance Evaluation Committee approve the Schedule for 2026/27 CAO Annual Performance Review as in attachment 1.

THAT the Chief Administrative Officer Performance Evaluation Committee request the Director of Financial and Employee Services to engage an external consultant to support the CAO review process consistent with Trust Council Policy 2.5.1 Chief Administrative Officer Performance Evaluation.

1 PURPOSE:

To initiate the annual performance review of the Chief Administrative Officer (CAO).

2 BACKGROUND:

The Chief Administrative Officer Performance Evaluation Committee (CAOPEC) is required to initiate an annual performance review of the CAO under [Trust Council Policy 2.5.1](#) Chief Administrative Officer Performance Evaluation.

The policy states that CAO performance will be assessed against the following factors:

- 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.

The policy provides for the use of an external consultant to oversee a 360-based review process objectively and submit a final evaluation report for endorsement by Trust Council. The 2026/27 Trust Council budget includes \$5,000 for this purpose.

The CAOPEC is required to complete the schedule included as Appendix 1 in the policy to confirm timelines and responsibilities for the various aspects of the review process. (See Attachment 1)

Because 2026 is an election year, staff advise that it will be challenging to complete the entire review process in time for the final report to be presented to Trust Council before the October 17 election. Therefore, staff recommend the priority be to complete the 360 survey component to ensure current trustees have the opportunity to participate prior to the election.

The table in Attachment 1 includes preliminary suggested timelines for the steps in the process. However, final timelines will only be able to be confirmed once the consultant is engaged.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

There are no organizational implications.

FINANCIAL:

The approved 2026/27 budget includes \$5,000 to engage a consultant to support the performance review process. The outcome of the review may result in a change in CAO compensation, as recommended by CAOPEC to Trust Council.

POLICY:

The review process is consistent with the provisions of Trust Council Policy 2.5.1

IMPLEMENTATION/COMMUNICATIONS:

Trust Council can be advised of the initiation of the review process in a verbal update at the June Council meeting.

FIRST NATIONS RELATIONS:

There are no First Nations relations implications.

OTHER:

There are no other implications.

4 RELEVANT POLICY(S):

- [Trust Council Policy 2.5.1](#) Chief Administrative Officer Performance Evaluation.

5 ATTACHMENT:

- 1) Draft Schedule for 2026/27 CAO Annual Performance Review

RESPONSE OPTIONS

Recommendation:

That the Chief Administrative Officer Performance Evaluation Committee approve the Schedule for 2026/27 CAO Annual Performance Review as in attachment 1.

That the Chief Administrative Officer Performance Evaluation Committee request the Director of Financial and Employee Services to engage an external consultant to support the CAO review

process consistent with Trust Council Policy 2.5.1 Chief Administrative Officer Performance Evaluation.

Alternative:

As requested by the CAOPEC.

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

Attachment 1

Schedule for 2026/27 CAO Annual Performance Review

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

DELIVERABLE	WHO	DUE DATE
Start date of the evaluation process	CAOPEPC	May 25, 2026
Engage consultant (contract) to undertake and report on the 360 reviews	Director, Financial and Employee Services	June 30, 2026
360 review start	Consultant	July 31, 2026 (TBC)
360 reviews completed	Consultant	August 31, 2026 (TBC)
Report on 360 reviews to the CAOPEC	Consultant	September 15, 2026 (TBC)
Performance metrics	Consultant with CAOPEC	July 31, 2026
Benchmarks	Consultant	August 31, 2026
Self-review completed	CAO	August 31, 2026
Review of input, benchmarks	CAOPEC	September 15, 2026
Discussion with CAO	CAOPEC/Trust Council	TBD

APPROVED BY CAOPEC: [Date]