



Policy:	6.11.1
Approved By:	Trust Council
Approval Date:	June 6, 1992
Amendment Date(s):	
Policy Holder:	Chief Administrative Officer

TRUSTEE/STAFF RESPONSIBILITY GUIDELINES

Purpose

To outline general parameters to guide the activities, focus and behaviour of key (vs. specific) human resource elements of the Islands Trust.

A. Definitions

n/a

B. Policy (Guidelines)

1. Responsibility guidelines for TRUSTEES/STAFF

1.1 TRUSTEES

- 1.1.1 Provide leadership
- 1.1.2 Set political direction
- 1.1.3 Make decisions - choose between alternatives
- 1.1.4 Establish policy
- 1.1.5 Review Management Performance
- 1.1.6 Avoid administrivia
- 1.1.7 Keep informed on Trust affairs
- 1.1.8 Reconcile political/constituent conflict
- 1.1.9 Constituent conflict
- 1.1.10 Establish cooperative protocols with other agencies at a political level
- 1.1.11 Communicate with constituents
- 1.1.12 Provide/solicit public feedback on services

1.2 STAFF

- 1.2.1 Provide advice
- 1.2.2 Implements directions, decisions, and policies
- 1.2.3 Provide quality information and alternatives
- 1.2.4 Provide policy recommendations
- 1.2.5 Conduct self and subordinate performance appraisals
- 1.2.6 Avoid politics
- 1.2.7 Keep current on professional information and training
- 1.2.8 Assist in conflict resolution
- 1.2.9 Facilitate cooperative initiatives with other agencies at a staff level
- 1.2.10 Provide public information
- 1.2.11 Deliver quality sessions

2. Responsibility guidelines for COUNCIL COMMITTEES AND EXECUTIVE COMMITTEE

- 2.1 Local Planning/ Servicing Committee
 - 2.1.1 Local Planning Service Delivery
 - 2.1.2 Island Utility Services
 - 2.1.3 Parks
 - 2.1.4 Local Government Protocol
 - 2.1.5 LTC Work Program/ Liaison
 - 2.1.6 Transportation
 - 2.1.7 Islands Trust Conservancy Support

- 2.2 Finance Committee
 - 2.2.1 Annual Budget Process
 - 2.2.2 Financial Management
 - 2.2.3 Annual Budget Planning
 - 2.2.4 Long Term Financial Planning
 - 2.2.5 Annual Audit
 - 2.2.6 Islands Trust Conservancy Support

- 2.3 Executive Committee
 - 2.3.1 Bylaw Review/Approval
 - 2.3.2 Legislative Agenda
 - 2.3.3 Policy Development
 - 2.3.4 Organizational Strategic Planning
 - 2.3.5 Public Relations/Communications
 - 2.3.6 Chief Administrative Officer Liaison
 - 2.3.7 Islands Trust Conservancy Board Liaison
 - 2.3.8 Trust Council Governance

- 2.4 Environmental Planning Committee
 - 2.4.1 Resource Management
 - 2.4.2 Land Conservation/Management
 - 2.4.3 Marine Environment
 - 2.4.4 Waste Management
 - 2.4.5 Islands Trust Conservancy Support
 - 2.4.6 Definition of Preserve & Protect
 - 2.4.7 Environmental Objectives/Policies
 - 2.4.8 Preserve & Protect Strategies

- 2.5 Sustainable Communities Committee
 - 2.5.1 Policy Statement Development
 - 2.5.2 Community Quality of Life
 - 2.5.3 Tourism
 - 2.5.4 Recreation & Culture Services
 - 2.5.5 Education, Health & Social Services
 - 2.5.6 Heritage Conservation & Natural History
 - 2.5.7 Islands Trust Conservancy Support

3. Responsibility guidelines for SUPPORT, TECHNICAL AND MANAGEMENT STAFF

All staff and consultants working for the Islands Trust shall communicate, support and consider the Islands Trust Object (s.3 *Islands Trust Act*) in all activities undertaken on behalf of the Islands Trust.

3.1 Support Staff

- 3.1.1 Document Processing
- 3.1.2 Internal Communications
- 3.1.3 External Communications
- 3.1.4 Administrative Coordination
- 3.1.5 Filing - Manual/Computer
- 3.1.6 Research
- 3.1.7 Designate Position(s) Support
- 3.1.8 Client Relations
- 3.1.9 Office System/Environment

3.2 Technical Staff

- 3.2.1 Technical Advice/Research
- 3.2.2 Education/Information
- 3.2.3 Negotiation Process Facilitation
- 3.2.4 LTC/Trustee Support
- 3.2.5 Administrative Functions
- 3.2.6 Communication/Liaison
- 3.2.7 Document Preparation
- 3.2.8 Land Use Planning Process
- 3.2.9 Mandate Support
- 3.2.10 Program Management

3.3 Management

- 3.3.1 Leadership/Coaching Role - Staff
- 3.3.2 Human Resource Development/ Management
- 3.3.3 Work Program/Strategic Planning
- 3.3.4 Advisory Role - Trustees
- 3.3.5 Problem Solving
- 3.3.6 Staff Direction
- 3.3.7 Organizational Resource/ Financial Management
- 3.3.8 Public/Agency Relations
- 3.3.9 Council Policy Implementation
- 3.3.10 Organizational Effectiveness/Efficiency

4. Responsibility guidelines for THE MANAGEMENT GROUP FUNCTIONS CHART

4.1 Director of Trust Area Services

- 4.1.1 Trust Council, Sustainable Communities & Environmental Planning & Executive Committees
- 4.1.2 Policy Unit Supervision
- 4.1.3 Senior Government Liaison/Coordination
- 4.1.4 Policy Statement Program
- 4.1.5 Research/Data Coordination Trust-wide
- 4.1.6 Legislative Agenda

- 4.1.7 Legislation Monitoring
- 4.1.8 Trust-wide Public Information
- 4.1.9 Islands Trust Conservancy advice
- 4.1.10 Management Team

- 4.2 Director of Local Planning Services
 - 4.2.1 Trust Council, Local Planning/ Servicing & Executive Committees
 - 4.2.2 Local Planning Unit Supervision (see also 4.2.6, 4.2.7, 4.2.8 & 4.2.9)
 - 4.2.3 Local Government (Interagency) Liaison/Coordination
 - 4.2.4 LTC - Planning Staff Support Services
 - 4.2.5 Development Management Programming
 - 4.2.6 Community Planning Programming
 - 4.2.7 LTC Corporate Advisory Service
 - 4.2.8 Planning/Processing Services - Public Information
 - 4.2.9 Local Planning - Technical Support Services
 - 4.2.10 Management Team

- 4.3 Director of Administrative Services
 - 4.3.1 Trust Council, Executive, Finance, and Audit Committees
 - 4.3.2 Administrative Unit Supervision
 - 4.3.3 Non-government Agency Liaison Coordination
 - 4.3.4 Personnel System
 - 4.3.5 Management Information System
 - 4.3.6 Financial Management
 - 4.3.7 Risk/Contract Management
 - 4.3.8 Support/Public Service Quality & Information
 - 4.3.9 Office Procedures/Systems
 - 4.3.10 Management Team

- 4.4 Chief Administrative Officer
 - 4.4.1 Trust Council Advice and Committee Liaison
 - 4.4.2 Management Group Supervision
 - 4.4.3 Political/Agency Liaison
 - 4.4.4 Executive Committee Advice
 - 4.4.5 Strategic Planning
 - 4.4.6 Financial Planning
 - 4.4.7 Organizational Development
 - 4.4.8 Communications
 - 4.4.9 Policy Development
 - 4.4.10 LTC/ITC Liaison

C. Legislated References

Policy and Procedures Manual: Council Committee System (2.3.1)

D. Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

n/a