

<b>Subject:</b> An Effective Board/Chief Administrative Officer Relationship	
<b>Category:</b> Governance	<b>Policy Reference:</b> 0530-00

**Policy Statement:** To meet the Comox Valley Regional District board's objective of becoming an effective and efficient regional district, the regional Board and Chief Administrative Officer relationship will be based on the following principles:

### Clear Roles and Responsibility

1. The Comox Valley Regional District (CVRD) Board and the Chief Administrative Officer (CAO) will enter into a covenant to articulate the roles and responsibilities of each party.

### Independent authority

2. The Chief Administrative Officer will exercise independent authority in each of the following processes:
  - (a) Hiring, evaluating and compensating regional district employees within the Board-approved compensation plan;
  - (b) Managing the affairs of the regional district within the approved bylaws and policies of the Board; and
  - (c) Managing any technical advisory committees:
    - (i) The CAO may establish a technical advisory committee to assist in identifying solutions to complex or technical matters;
    - (ii) Technical advisory committee is deemed to be an advisory committee of the Chief Administrative Officer; and
    - (iii) Membership shall be at the discretion of the CAO.

### Orientation

3. The Chief Administrative Officer will ensure that an orientation process will be made available for all Board members to ensure an understanding of organizational resources, challenges and opportunities. The process may include:
  - (a) Tour of organization's properties, operations, and administrative functions;
  - (b) Meeting with key personnel relative to board priorities; and
  - (c) Sessions and supportive written materials to develop a clear understanding of:
    - (i) The strengths and opportunities of region;
    - (ii) The challenges of urban members;
    - (iii) The challenges of rural members.

### Decision-making

4. The Chief Administrative Officer will exercise his/her decision-making based on a comprehensive, sound and transparent process, which will ensure that all Board members receive:
  - (a) Clear and complete information;
  - (b) An opportunity for discussion and questions; and
  - (c) Opportunities, where practical, for reflection on the key issues.

### Leadership

5. The Chief Administrative Officer will lead the administration based on:
  - (a) Sound administrative and governance principles;
  - (b) Development of a business plan to establish clear goals, objectives, priorities and targets for the term;
  - (c) Focus on Board policies;
  - (d) Focus on the future and what is perceived by the Board as in the best interests of the region;
  - (e) Ongoing open communication with the Board on all matters of Board significance;
  - (f) Ethical standards which are understood, promoted and lived; and
  - (g) A respect for the different perspectives and interests of each Board member while recognizing that the Board is to be treated as one body which makes its decisions as a body.

### Development

6. The Chief Administrative Officer will ensure that his/her administration is guided by an individual development plan that has been developed by the supervisor and employee in accordance with approved Board policies and budgeted resources.

### Approval History

Policy adopted:	September 30, 2008
Policy amended:	June 13, 2017 (no substantive changes; minor updates to format and style only)

**We, as members of the Comox Valley Regional District (CVRD) Board, will:**

- carry out our responsibilities as set out in the applicable legislation to the best of our abilities
- make decisions which we believe to be in the best interests of the citizens of CVRD’s jurisdiction
- review the background information and advice made available to us by the Chief Administrative Officer (CAO) on behalf of the administration prior to rendering a decision
- seek further input from our CAO when we are unsure of the issues or uncertain as to the preferred course of action
- refer any complaints, either written or verbal, about the decisions of the Board or the actions of administration, to the Board Chair or CAO for review, comment and follow-up (as appropriate)
- refrain from making any commitments on behalf of the board to individual citizens or groups other than to take the request up with the Board or CAO and to respond appropriately
- seek to participate actively in the decision-making process as it occurs at the Board table; make decisions at the table and not away from the table
- refrain from any public or private criticism of our administration wherein individual employees are identified
- act as good stewards of the regional district and as public servants of our citizens through ethical conduct
- provide effective leadership through guiding the corporation of the regional district through annual or longer term goals and priorities (the Board’s business plan), through the budget approval process and by agreeing to reasonable policies which reflect, in our view, the best interests of a majority of our citizens
- ensure that we formally evaluate the performance of the CAO at least once annually and involve the CAO in this process so as to ensure a full understanding of the Board’s candid assessment.

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**I, the Chief Administrative Officer, will:**

- conduct myself as your chief policy advisor in an honest and ethical manner
- ensure that the Board members and Chair are accorded respect in all of my personal and public comments
- provide advice (on all issues) which is professionally sound, ethical, legal and in accordance to the policies and objectives of the Board
- guide the actions of the administration so that they are in accordance with the policies and objectives of Board
- act only on the will of the Board as established by the approved resolutions, policies and bylaws of the Board
- forward any complaints or concerns of the Board to the appropriate department and individual so that reasonable and prompt follow-up is assured
- ensure that the Board is made aware of the full picture with regard to each issue at least to the extent that the administration is aware of such information and ensure that the Board has access to reasonable decision options as well as my recommendation as your CAO
- seek to ensure that the Board is aware of any key issues as they arise and thus avoid the problems associated with surprises
- maintain a current understanding of the applicable legislation as well as relevant programs, policies and initiatives of the Provincial and Federal governments
- admit to any mistakes of substance made by myself or my staff and take corrective action
- listen carefully to the concerns of the Board vis-à-vis my performance and seek to improve any deficiencies on an ongoing basis
- ensure that all major issues are tracked in sufficient detail so as to advise the Board of any progress, anticipated problems or decision points.

Chief Administrative Officer Signature:

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Signature

\_\_\_\_\_  
Print Name

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Date