

CHAPTER 3: TERMS OF REFERENCE

SECTION 7: EXECUTIVE DIRECTOR TERMS OF REFERENCE

7.1 OVERVIEW

- 7.1.1 The Executive Director is an employee of VPB and reports to the Board as a whole through the Chair of the Human Resources Committee.
- 7.1.2 The Executive Director is the Board's most senior executive leader, responsible for strategic and operational leadership that results in the implementation of the Board's goals and priorities to ensure achievement of its governance and oversight functions.
- 7.1.3 The Executive Director is the executive leader of the Board Office and directs the operations of the Board Office through the hiring and supervision of all staff, as well as through the retention and direction of consultants and external legal counsel (as may be required). The Executive Director manages the Board office staff team to ensure the development and implementation of the strategies, policies and stakeholder relationships necessary for the Board to govern effectively.
- 7.1.4 As authorized by the Board, the Executive Director provides instructions to legal counsel and retained consultants.

7.2 DUTIES AND RESPONSIBILITIES

- 7.2.1 The Executive Director is the Board's primary strategist and advisor on all issues that relate to the Board's statutory mandate and priorities or objectives, including advice and options with respect to contentious and potentially contentious issues.
- 7.2.2 The Executive Director has key responsibilities under the following areas:
 - 1. Strategy and Vision
 - 2. Strategic Communications and Relationships
 - 3. Operations
 - 4. Leadership and Administrative Leadership

Strategy and Vision

- a. Supports the development of VPD's 5-year VPD Strategic Plan by ensuring VPB involvement and input throughout the process

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- b. Supports the Board's development of a five-year focus and priorities plan document which complements the Strategic Plan of the Vancouver Police Department. Translates the Board's Five-Year Strategic Focus into an annual operating plan
- c. Works collaboratively with the Board to develop a strong model of good governance while leveraging the Board's capacity as a whole and building trusting relationships with individual directors
- d. Oversees all aspects of board and committee meetings and workshops, including agenda setting, materials development, implementing board directives, and communicating with the Board between meetings. Attends all board meetings and ensures staff support for all committee and task force meetings
- e. Oversees the identification and analysis of trends and issues in the policing environment on a municipal, provincial, and national level to drive approaches and support the Board in developing policy positions and/or implementing direction that is adaptive and innovative, including with respect to the transition to a modern policing legislative environment.

Strategic Communications and Relationships

- a. Ensures the development and implementation of proactive, innovative, and strategic communications strategies for the Board on a broad range of public interest matters, aimed at increasing transparency, public trust, and public understanding of the Board's governance role and/or the Board's positions on issues.
- b. Ensures the communications plan reflects the Board's mandate, goals, and objectives
- c. Represents the Board to the public, media, community partners and stakeholders and positions the Board as a thought leader on relevant issues
- d. Develops, manages, and nurtures key relationships between the Board/Board Office and relevant external stakeholders including community organizations, special interest and advocacy groups, academic institutions and others, with a view to cultivating a positive leadership role and trusted voice. Through relationship building, ensure the Board is aware of issues, trends, best practices and therefor recognized for excellence in police governance, oversight and accountability, community safety, and other policing matters
- e. Creates and supports a positive and cooperative working relationship with the VPD through collaborative engagement with the Chief Constables Office and Executive team
- f. Liaises with other Canadian police service boards, Police Services, the BC Association of Police Boards, the Canadian Association of Police Governance, and others engaged in governance best practice at the local, provincial, and national level

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- g. Attends BCAPB and CAPC meetings and conferences to share information; make presentations; and share insights from the sessions with the VPB as necessary
- h. Participate in the CAPG Executive Directors group's quarterly meetings to discuss major issues and concerns common to all police boards.

Operations

- a. Manages the day-to-day operations of the Board office and ensure compliance with all policies and legal obligations
- b. Ensures all policies and procedures, organizational structures, systems etc. reflect best practices in police boards
- c. Ensures all processes relative to the production and implementation of the Annual Report and Policy and Procedure Manual are successfully implemented
- d. Develops, manages, and ensures implementation of Director orientation and continuous education opportunities, to ensure the Directors are well prepared for their role on the Board in collaboration with the Governance Chair
- e. Works with the Governance Chair to implement an annual board and individual director evaluation
- f. Works with the Human Resource and Governance Chairs to coordinate the annual Chief Constable's performance review
- g. Ensures the board responds appropriately and timely to all Freedom of Information requests and all Service and Policy Complaints.

Leadership and Administrative Leadership

- a. Identifies need for, hires appropriately, and manages Board office staff
- b. Leads the development of an annual Board Office budget for Board approval
- c. Ensures the VPB follows accepted financial practices and that the Board Office operates within the limitations of the board approved budget
- d. Oversees all contracts for goods and services, insurance policies, etc. entered by VPB
- e. Ensures all information systems, data security protocols, risk management frameworks, and internal processes adequately support the Board's operations
- f. Supports orientation, professional development, and training initiatives for Board Office staff
- g. Designs and implements performance management for Board Office staff and engages in outcome-driven discussions regarding performance.

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7.3 PERFORMANCE EVALUATION

- 7.3.1 The evaluation process for the Executive Director is outlined in Chapter 9 Section 2 of this Manual.