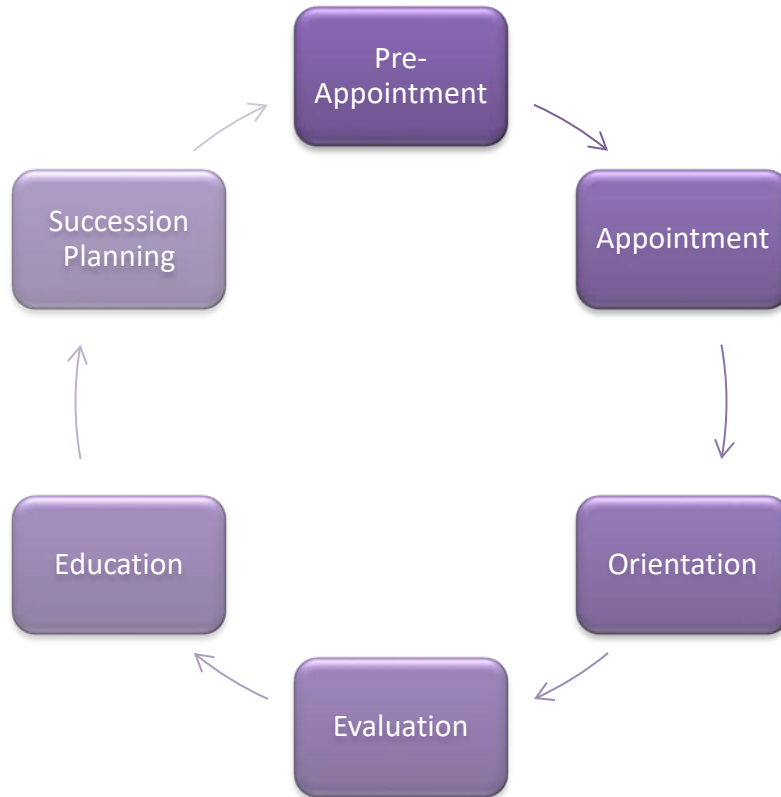




## The Director Lifecycle



### Pre Appointment

BC Assessment’s key governance documentation is publicly available. This provides the opportunity for any party interested in joining the BC Assessment Board of Director to thoroughly understand the expectations of a Director.

### Appointment

As set out in the **Terms of Reference for the Board of Directors**, Directors are appointed to BC Assessment by the Lieutenant Governor in Council. The process for appointment is managed by the Office of the Premier’s Board Resourcing and Development Office.

In accordance with the Board Resourcing and Development Office guidelines, BC Assessment’s Directors are typically appointed for an initial term of one year and are eligible for two subsequent appointments of two and three years, respectively, for a maximum of six years. Only in exceptional circumstances will members' terms be extended beyond the six-year maximum. Lengths of terms may be adjusted to ensure optimal succession planning and staggering of appointments.



## BC ASSESSMENT

### Orientation

As set out in the **Terms of Reference for the Governance Committee**, the Governance Committee develops, approves and oversees a comprehensive orientation program for new directors. BC Assessment's orientation program for new Directors aims to support them in quickly becoming familiar with the organizations governance structure, strategic direction, organizational budget, risk, key programs and our stakeholders. It also provides Directors with an overview of the materials and resources they may need in executing their duties, such as the online portal for Board members.

Newly appointed directors also participate in a series of orientation sessions with the Board Chair, CEO, Corporate Secretary, and each member of the Executive Team aimed at providing more detailed information and beginning the process to build these important relationships.

### Evaluation

On an annual basis the Board of Directors engages in an evaluation process to ensure that collectively, the Board has the competencies required to effectively discharge its responsibilities to BC Assessment. The required technical and behavioural competencies for the Board of Directors are:

<b>Governance:</b> is the decision making process and practice through which a board of directors ensures accountability, fairness, and transparency in its relationship with its stakeholders (funders, customers, management, employees, government, partners and the community)
<b>Financial Oversight:</b> is the supervision of financial practice and policy implementation and the review and monitoring of financial transactions and reports. This process includes budget planning, financial management and internal controls.
<b>Human Resources:</b> means dealing with the recruitment, administration, management and development of employees
<b>Systems thinking and Province wide-interests:</b> <b>Systems thinking</b> is the process of understanding how things influence one another within a whole. Systems thinking has been defined as an approach to problem solving, by viewing "problems" as parts of an overall system, rather than reacting to specific part, outcomes or events and potentially contributing to further development of unintended consequences.
<b>Change Management and Innovation:</b> Change Management is a structured approach to transitioning organizations from a current state to a desired different future state. Innovation is developing or incorporating a new product, service, method or idea.
<b>Communications</b>
<b>Audit/ Accounting - Audit</b> is an official inspection of an organization's accounts, typically by an independent body
<b>Business</b> is an enterprising entity engaged in commercial, industrial or professional activities
<b>Risk Management</b> is process of analyzing exposure to risk and determining how to best handle such exposure
<b>Technology:</b> is the application of science, especially to industrial or commercial efficiency and effectiveness objectives, usually related to computer applications



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<b>Legal Analytical</b>
<b>Property Assessment</b> is the process of establishing the value on an asset for the purpose of taxation
<b>Real Estate:</b> knowledge of the property development and land sales industry
<b>Policy Development and Strategic Planning</b> - Understands big picture and aligns priorities with broader goals, measures outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input; can see connections within complex issues.
<b>Understanding of Government Environment and Accountability Structures, Municipal Government and Partner Relationships</b>
<b>Conceptual Thinking:</b> the kind of thinking that allows a person to "see" something that others may miss. It tends to be creative, and instead of working on detailed analysis, instead looks at the bigger picture. It emphasizes ideas and shifting perspective. Uses lateral thinking.
<b>Problem Solver:</b> Being able to approach difficult challenges in creative ways, so solutions are found where they have been previously intractable. Uses logic and linear thinking. Undertakes detailed analyses of an issue and uses these to create knowledge.
<b>Positive Impact and Influence</b> means making favourable impressions on others, communicating powerfully with them and being persuasive and memorable.
<b>Relationship Builder:</b> Developing and maintaining win/win relationships and partnerships.
<b>Manage Complexity:</b> Ability to quickly integrate complex information, demonstrate keen insights into situations, and articulate the core idea or issue.

The outcomes of the evaluation are amalgamated into a Board Competency Matrix which is reviewed by the Board Chair and Governance Committee to identify gaps for the purposes of Board Succession planning, and opportunities for Board or individual Director education. The Board Competency Matrix is also provided to the *Board Resourcing and Development Office* as part of Director recruitment.

### Education

The Board of Directors has adopted a **policy on Board Education**. In accordance with that policy, and having regard to the outcomes of the Board evaluation, on an annual basis the Governance Committee establishes a plan for education for the Board as a whole and for individual directors.

### Succession Planning

The orderly transition of Board members is key to maintaining the proper operation of the Board of Directors and good governance. The outcome of the annual Board Evaluation process provides the foundation for Board Succession Planning. The Governance Committee annually reviews upcoming appointment term deadlines and, through the Board Chair, communicates to the **Board Resourcing and Development Office** and the **Minister of Community, Sport and Cultural Development** recommendations regarding the reappointment of members or the competencies required if a vacancy will arise.