



HUMAN RESOURCES COMMITTEE

TERMS OF REFERENCE

1. PURPOSE

1.1 The Human Resources Committee (the “Committee”) is a Standing Committee of the Board of Directors of Wheelchair Rugby Canada (the “Board”). The Committee is responsible for advising the Board in fulfilling its responsibilities relating to in effective HR processes and developing and recommending appropriate HR policy documents.

2. COMMITTEE COMPOSITION

2.1. The Human Resources Committee is formed annually at the first meeting of the Board following the WRC Annual General Meeting.

2.2. The Committee will be composed of three to five members (who have relevant skills and experience in human resources.

2.3. The Committee will have a minimum of two Appointed Directors who have relevant skills and experience in human resource policy development and risk management.

2.4. The Committee shall have at least one independent director, as defined by the Code.

2.5. The chair of the Committee shall be designated by the Board from among the Committee members.

2.6. The members of the Committee will be appointed by the Board annually at the first meeting of the Board after a meeting of the members at which directors are elected and shall serve until the next annual meeting of members or until their successors are duly appointed or until such committee member resigns, retires or is removed from the Committee by the Board. The Board may fill any vacancy in the Committee by appointment from among the directors of the Organization.

3. COMMITTEE DUTIES AND RESPONSIBILITIES

The Committee shall exercise oversight in the following areas:

3.1 General

3.1.1. Determine a process to come to a decision with respect to making a recommendation to the Board.



- 3.1.2. From time to time, task force/ad-hoc sub-committees may be struck for the purpose of addressing Human Resources Committee-specific issues or accomplishing specific goals.
- 3.1.3. Annually review its Terms of Reference and make recommendations for changes to the Board of Directors.

3.2. Human Resource Policies

- 3.2.1. Conduct a formal and full review of the WRC Human Resource policy. Recommend revisions to the Board for consideration.
- 3.2.2. This formal review must be completed every three years.
- 3.2.3. On an annual basis, conduct a cursory review of the HR policy to identify any operational changes made by WRC, when appropriate.
- 3.2.4. Provide an interpretation of the HR policy and recommend required revisions for clarity and relevance.
- 3.2.5. Develop and recommend specific HR policies such as hiring procedures and employee job descriptions/work agreements to ensure roles and responsibilities are explicitly described and there are clear provisions for performance expectations through to termination processes. This would apply to volunteer and contractor agreements as well.
- 3.2.6. Process the HR policy in terms of those policies which outline the process of effective and responsible management of laws and legislation regarding employment standards, appropriate salary and benefit packages, reporting policies, and privacy legislation.
- 3.2.7. Develop and implement an ongoing process for assessing the adequacy of onboarding orientation for new staff; training, screening and monitoring policies; how realistic workloads and work patterns are established; the provision of professional development opportunities in an effort to increase retention and staff satisfaction; and, the provision of supervision and training appropriate to their roles and responsibilities in order to protect employee safety.
- 3.2.8. Assist CEO, when requested, with annual performance appraisals for employees and to ensure performance areas are tied to the Strategic Plan. Also, to ensure an impartial grievance process is developed and shared.
- 3.2.9. To conduct exit interviews, when possible, with departing individuals. Where relevant, findings to be shared with the Board of Directors.



3.3 Risk Management

The Committee shall:

- 3.3.1 Recommend to the Board for approval a policy that sets out the risk philosophy of the Organization and the expectations and accountabilities for identifying, assessing, monitoring, and managing risks that are developed and are to be implemented by senior management,
- 3.3.2 Recommend to the Board for approval policies (and changes thereto) setting out the framework within which each identified risk of the Organization shall be managed,

4. RESPONSIBILITIES OF COMMITTEE MEMBERS

The primary responsibility of Committee members is to act honestly and in good faith and to exercise their business judgment in what they reasonably believe to be the best interests of the Organization. In addition to the responsibilities of Committee members as directors of the Organization, the Board has developed the following specific expectations of Committee members to promote the discharge by the Committee members of their responsibilities and to promote the proper conduct of the Committee.

- *Prepare for Meetings.* Committee members are expected to diligently prepare for each meeting, including by reviewing all materials circulated in advance of each meeting and should arrive prepared to discuss the issues presented. Committee members are encouraged to contact the Chair of the Committee, the CEO and any other appropriate senior officer to ask questions and discuss agenda items prior to meetings.
- *Attend at Meetings.* Committee members are expected to maintain a high attendance record at meetings of the Committee. Attendance by telephone or video conference may be used to facilitate a Committee member's attendance. The Organization will include in the materials that are distributed to the members in connection with the election of directors the attendance record of each committee member for all Committee meetings held since the beginning of the Organization's most recently completed financial year.
- *Participate in Meetings.* Committee members are expected to be active and effective participants in the deliberations of the Committee by participating fully and frankly in Board discussions and encouraging free and open discussion of the affairs of the Organization.
- *Continuing Education.* Committee members are expected to pursue continuing education opportunities to maintain and enhance their abilities as members of the Committee and ensure that their knowledge of the matters for which the Committee is responsible remains current.

The points outlined are to ensure there is a consistent candidate and employee experience while maximizing opportunities to reinforce Wheelchair Rugby Canada's core values, the workplace culture and the organization's brand every step of the way as we attract, retain and engage the most passionate talent in the field so that they are well positioned to move the organization forward.



5. COMMITTEE MEETINGS

- Human Resources Committee meetings are held electronically up to three times per year.
- Additional meetings/work may be required during the year.
- The frequency of meetings of this standing committee will be assessed by the Committee on an annual basis.
- It is expected that Human Resources Committee members will spend approximately six to ten hours per month on committee work, in addition to meetings.

6. VOTING

The culture of the Committee is to build consensus to obtain a unanimous vote. In the absence of a unanimous vote, recommendations to be made to the Board will be decided by majority vote. In the unlikely event that a majority vote cannot be achieved, the Chair will determine the recommendation to be made.

Quorum:

Quorum for the meeting will be 50% or greater of Committee members.

7. ACCOUNTABILITY:

a) Recording of Minutes

Minutes of the meetings will record time, date, participants of the meeting, and the recommendations to be forwarded to the Board.

Due to the potential strategic, sensitive and confidential nature of the discussions, minutes may not record the discussion leading to the recommendations. The Committee will track action items and details the deliverables, status and the anticipated completion date.

Minutes will be circulated to the Committee members.

b) Reporting

The Human Resources Committee will report its strategic recommendations directly to the WRC Board of Directors. Quarterly reports will be provided to the Board of Directors and an annual report detailing the Committee's activities will be presented to membership.

c) Authority

The Committee does not have decision-making authority but has the authority to make recommendations to the Board as required.



8. TERMS OF REFERENCE REVIEW

The Board will review these terms of reference every three years. Updated terms of reference will be posted on the WRC website www.wheelchairrugby.ca.

Policy History	
Approved	March 18, 2024
Next Renewal Date	March 2027