



## Personnel Committee Terms of Reference

### Purpose:

To develop terms of employment and personnel policies within the goals and structures of the Corporation and to ensure that these are carried out by the appropriate people when necessary.

The committee is primarily policy-based and makes recommendations to the Board, or makes decisions within the authority delegated from the Board.

### Composition:

As per general policy on Standing Committees and Board Composition.

*(which says: "Personnel Committee: Up to 6 volunteer members are appointed by the Board of which 1 is a member of the Executive but is neither the Treasurer nor Secretary, and 1 is another member of the Board. In addition, a minimum of 2 staff representatives elected by staff for a 1 year term. A maximum of 4 staff representatives can be elected at a time. A minimum of 3 committee members will constitute a quorum.")*

### Role of Staff Representatives:

Staff representatives are full voting members of the committee. They are elected by staff for a 1-year term and can be re-elected without limit. At least one staff representative must be from among office workers and at least one must be from among field staff.

Their role is to provide a staff perspective on terms of employment and personnel policies, and any decisions to be made by the committee. Staff representatives are not responsible for conflict resolution, receiving and resolving complaints or acting as representative of individual staff to CCOC managers.

Staff representatives hold the same responsibility as other committee members to maintain confidentiality and privacy of discussions held *in-camera*. To protect the privacy of individual staff, staff representatives will not be present during *in-camera* portions of meetings that deal with individual staff members (such as requests for leave, professional development) if the individual staff member being discussed has requested their absence, or there is a clear conflict of interest.

## Meetings:

As per general policy on Standing Committees and Board Composition.

## Duties:

- Provide policy advice and strategic direction to CCOC's human resources functions.
- Advise and make recommendations to the board on policies, major initiatives and strategic priorities for human resources.
- Receive information and review changes to relevant employment laws and practices.
- Develop and update, as required, personnel policies, job descriptions, employee benefits, evaluation procedures, grievance procedures, hiring and firing procedures.
- Ensure input from staff, relevant volunteers and Board in the development, review and implementation of personnel matters described above.
- Ensure periodic (quarterly) review of staff leave and overtime
- Ensure periodic (quarterly) review of staff employment status
- Ensure that staff evaluations are carried out by management and that recommendations for salaries and benefits are made in a timely fashion with respect to budget preparation.
- Ensure that job descriptions and employment standards are up-to-date.
- Ensure that a process is in place to deal with grievances promptly and that appropriate people are consulted in the process.
- Ensure that necessary records are kept.
- Ensure confidentiality of staff evaluations and similar matters.
- Deal with any other personnel matters referred by staff, Board and Committees.

## Roles & Responsibilities Regarding Personnel Related Activities & Issues

Unless noted, all actions and decisions must be approved by the Board of Directors.

In unusual circumstances, the Board may deal with any matter unilaterally.

Personnel Related Activities & Issues	Responsibility	Required input (in sequence)
<p><b>1. Staff Structure</b></p> <ul style="list-style-type: none"> <li>• developing and revising CCOC’s departmental structure defining roles and reporting structure (including multiple job classifications)</li> <li>• changing the number of Regular or Term staff</li> <li>• approving and amending job descriptions: defining levels of responsibility (individual job classifications), defining qualification requirements for staff positions</li> <li>• changing the assignments of staff within a department (no change in job description)</li> </ul>	<p>Board*</p> <p>Board*</p> <p>Personnel</p> <p>Department Director</p>	<p>1. Director HR 2. ED &amp; Dept Directors 3. Relevant Committee(s) 4. Personnel</p> <p>1. ED &amp; Dept Directors 2. Relevant Committee(s)</p> <p>1. ED DeptDirectors 3. Personnel</p>
<p><b>2. Hiring Term and Regular staff</b></p> <ul style="list-style-type: none"> <li>• Preparing/issuing employment notices,</li> <li>• setting up hiring committee, screening applicants, interviews, checking references, informing all applicants, contacting with selected applicant</li> <li>• Offer letters and compensation offers</li> <li>• Engaging casual staff, compensation offers</li> </ul>	<p>HR &amp; Corp Serv Dept</p> <p>Hiring Manager</p> <p>HR Director</p> <p>Department Directors</p>	<p>HR &amp; Corp Serv Dept Ad Hoc Hiring Committee</p> <p>ED</p> <p>HR &amp; Corp Serv Director</p>

<ul style="list-style-type: none"> <li>• Conducting midpoint and endpoint probation review and successfully terminating probation</li> <li>• Unsuccessful probation decision</li> <li>• Appointing acting positions (less than six months)</li> <li>• Appointing acting positions (greater than six months)</li> </ul>	<p>Department Directors/Supervisors</p> <p>Hiring Manager</p> <p>Supervisor to the position</p> <p>Supervisor to the position</p>	<p>HR &amp; Corp Serv Dept</p> <p>Dept Director HR &amp; Corp Serv Director</p> <p>Supervisor to the position</p> <p>Dept Director Ad Hoc Hiring Committee</p>
<p><b>3. Salaries and Terms of Employment</b></p> <ul style="list-style-type: none"> <li>• maintaining CCOC Policies of Employment</li> <li>• setting annual adjustments to staff salaries and payments</li> <li>• setting annual fixed rates (mileage, family care, beeper, etc.)</li> <li>• granting exceptions for individual circumstances</li> </ul>	<p>Personnel</p> <p>Board*</p> <p>HR Director</p> <p>HR Director</p>	<p>1. HR Director 2. Executive Director</p> <p>1. HR Director 2. Personnel</p> <p>Personnel</p> <p>Executive Director Advise Personnel as needed</p>
<p><b>4. Conflict Resolution</b></p> <ul style="list-style-type: none"> <li>• defining conflict resolution mechanism</li> <li>• settling unresolved conflicts, decision to go to mediation</li> </ul>	<p>Personnel</p> <p>HR Director</p>	<p>HR Director</p>
<p><b>5. Performance Standards</b></p> <ul style="list-style-type: none"> <li>• conducting annual staff appraisals: <ul style="list-style-type: none"> <li>- Executive Director</li> <li>- Other staff</li> </ul> </li> </ul>	<p>President</p> <p>Supervisor</p>	<p>Executive Committee</p> <p>HR Director</p>

<ul style="list-style-type: none"> <li>• developing annual departmental and staff work plans</li> </ul>	Department Directors	Committees
<ul style="list-style-type: none"> <li>• identifying &amp; implementing a training and staff professional development program</li> </ul>	HR Director	Staff/Personnel
<ul style="list-style-type: none"> <li>• initiating and conducting employee performance-related probation procedure</li> </ul>	HR Director	Executive Director Department Directors (or Supervisors in consultation with Department Director)
<ul style="list-style-type: none"> <li>• Termination of staff             <ul style="list-style-type: none"> <li>- Staff</li> <li>- Department Directors</li> </ul> </li> </ul>	Executive Director  Executive Director	HR Director / Dept Director  Advise Personnel Chair & Executive Committee

\* The Executive Committee may act on behalf of the Board