



## **HUMAN RESOURCES (HR) AND POLICES COMMITTEE TERMS OF REFERENCE**

Approved by the Board of Directors at the meeting of May 28, 2019

**Type of Committee:** Standing Committee reporting to the Board of Directors (hereafter referred to as ‘the Board’) and meeting at least quarterly.

**General Purpose:** As a professional volunteer organization, CADS needs policies that clearly articulate the principals under which CADS conducts its business. The purpose of the Committee is to ensure that the Board fulfills its HR, legal, and ethical responsibilities through the development, implementation, communication and monitoring of appropriate policies

Responsibilities of the Committee include developing, implementing, communicating and monitoring national harmonized minimum HR standards. This is to ensure CADS fulfills its mandate, vision and mission in a responsible, professional and consistent manner from coast-to-coast in a manner that respects its values. Through the provision of harmonized and consistent minimum policy standards across all member organizations, CADS hopes to build organizational capacity. This will be done by recruiting and selecting the human resources deemed to best meet the needs of the organization and by training, developing and supporting its staff, volunteers, instructors and board of directors. Clear and consistent policies will also enable effective performance monitoring.

### **Adherence**

Divisions and Programs that do not have policies meeting the minimum expected standards outlined by CADS National need to adopt CADS National policies in order to remain eligible for coverage by the D&O insurance covering member organizations.

### **Key Duties and Responsibilities:**

1. Identify the appropriate policies, required to oversee the effective governance of CADS. Attention should be given to understanding and, where appropriate, adhering to best practice.
2. Develop HR material with the purpose of developing, building, and maintaining robust capacity to support long term sustainable HR capacity.
3. Provide clear direction to members in areas such as harassment, code of conduct, ethical behaviour, privacy, respect, rights, conflict of interest, dealing with vulnerable/difficult people, and removal/suspension of members.
4. Be transparent, clear and communicate effectively with members. This is to include



making policies openly available to members as well as proactively communicating with members on matters of importance.

5. Own all policies including maintaining definitive final copies of all approved policies.
6. Conduct an annual policy review to ensure that appropriate policies and procedures are in place and take action to address any deficiencies.
7. Develop and maintain a mechanism to conduct mandatory criminal reference checks (CRC) for all members who have been assigned responsibilities and who are in a position of authority
8. Develop a Code of Ethics and Conduct Policy for all members who have been assigned responsibilities and who are in a position of authority. This includes developing and maintaining a mechanism for members to confirm that they have read, understood and signed the Code.
9. Develop a comprehensive privacy policy that meets minimum legal requirements in all Provinces and ensure that there are procedures, controls and mechanisms in place to protect member privacy.
10. Establish a process to remove or suspend members who do not consent to CRCs, sign the Code of Conduct or adhere to CADS values.
11. Develop, implement, communicate, and monitor a Harassment Policy
12. Development, implement, and maintain an HR complaints escalation process. Any process should clearly outline the roles of Program Directors, Division Presidents, the CADS Human Resource Committee and the CADS National Executive. Any process should also delineate roles regarding who addresses issues, how and when matters are escalated, and who has decision making power with regard to an issue. All complaints should be taken seriously, treated with respect, and monitored until resolution.
13. Ensure that the work of Directors and Staff is conducted in accordance with the values of the Association and that they are accountable to the members.
14. Review staff contracts regularly to ensure their reasonableness and oversee related HR issues such as leave and performance review.
15. Review, provide oversight of, and prepare recommendations to the Board on executive and key staff compensation.
16. Make recommendations to the National Board of Directors regarding Human Resource policies and procedures.

### **Committee Composition**

- The Committee shall consist of up to three (3) Board Directors appointed by the CADS Board of Directors.
- At the discretion of the Committee Chairperson, resources, including resources from outside the organization may be secured by the Committee on an ad hoc basis to assist it in effectively delivering its mandate.



- The CADS President is entitled to attend Committee meetings in an ex-officio capacity.

### **Committee Meetings**

- The committee shall meet at least quarterly with dates established by the Committee Chair.
- Additional meetings to be determined and scheduled, as required, by the Committee Chair.
- Meetings should occur at least one week in advance of full Board meetings to allow sufficient time for preparation and circulation of materials.
- Quorum is a simple majority.

### **Roles and Responsibilities**

- The Committee Chair organizes, presides over, provides a report at each Board meeting as appropriate, and ensures minutes of the meetings are prepared and shared with the Board in a timely manner. Committee members attend all scheduled meetings, diligently review all materials, and provide constructive recommendations as appropriate.
- Additional attendees may be invited at the Committee Chair's discretion.

**The preceding are the Human Resources (HR) and Policies Committee Terms of Reference in their entirety. Changes to these Terms of Reference can only be made with the approval of the full Board.**