

HUMAN RESOURCES COMMITTEE

Terms of Reference

1. Authority

- a) The Board Human Resources Committee (the “Committee”) is created and responsible to the Board of Governors (the “Board”) of Concordia University of Edmonton (the “University”).
- b) The Office of the University Secretariat shall provide administrative support to the Committee.
- c) The Committee shall function in accordance with the Bylaws of the Board of Governors, Section 13 “Board Committees”.
- d) The Committee will communicate and/or consult, when appropriate and as needed, with the Executive Committee and with other committees of the Board.

2. Mandate

The Committee shall monitor, evaluate, advise and make recommendations to the Board with respect to matters affecting employee and employee working conditions at the University including matters-relating to collective bargaining and service contracts. The Committee shall also consider any other matters delegated to the Committee by the Board.

2.1 Collective Bargaining

The Committee will consider and propose changes in collective agreements and recommend to the Board Executive Committee the mandate for negotiating committees with the bargaining unit(s).

2.2 Employment Policy Review

The Committee will consider trends, review and recommend material changes to personnel policies of the University to the Board including those that are outside the Collective bargaining process.

2.3 Senior Administrative Appointments & Reviews

This Committee will recommend the process for appointment of the President, as well as the roles, responsibilities, process for re-appointment and annual review of the President. They will recommend the tools and methodology by which the review will be completed and identify other data and information that should be considered.

This committee will consult with the President with respect to the compensation, responsibilities and performance of the Vice-Presidents. This committee will receive as information all contractual terms and conditions for the Vice-Presidents as presented by the President, including the Vice-Presidents' roles, authority, duties, goals, contracts and annual compensation.

2.4 Board Appointments & Reviews

This Committee will recommend the process for appointment of the Board Chair, as well as the roles, responsibilities, process for re-appointment and review of the Board Chair. The Committee will conduct Board member succession planning including the approval of the processes for member and committee member appointment and renewal.

The committee will recommend the procedures and methodology for the annual review of the Board Chair, committee chairs, Board, and board members. If commissioned by the Board on an annual basis the Committee will assume the responsibility for carrying out the reviews and for reporting the results as deemed appropriate.

The Committee will annually review its terms of reference and will recommend to the Board any changes.

2.5 Reports, Advice & Trends

The Committee may provide advice on university trends for total compensation and benefits for senior institutional administrators.

3. Membership

The Committee shall consist of the Chair or Vice-Chair of the Board, the President & Vice-Chancellor, at least three Board members and other individuals appointed by the Board. The Chair of the Committee will be appointed by the Board. There will be no members on this committee representing academic staff, non-academic staff or students. Non-voting members of the Committee will include the Vice-President Finance & Operations, and other individuals as determined by the President.

4. Roles and Responsibilities

Notwithstanding the provisions in Section 2, the Committee shall:

- a) Maintain oversight, at the appropriate governance level, on institutional and strategic issues within the Committee Mandate; and
- b) Ensure that matters within the committee's mandate support the University's strategic

objectives.

5. Reliance on Management and Experts

In contributing to the Committee’s discharging of its duties under these Terms of Reference, each member of the Committee shall be entitled to rely in good faith upon:

- a) Any report of a lawyer, accountant, engineer, appraiser or other person whose profession lends credibility to a report made by such a person.

“Good faith reliance” means that the Committee member has considered the relevant issues, questioned the information provided and assumptions used, and assessed whether the analysis provided by management or the expert is reasonable. Generally good faith reliance does not require that the member question the honesty, competency and integrity of management or the expert unless there is a reason to doubt the honesty, competency and integrity.

6. Limitations of Committee’s Duties

In contributing to the Committee’s discharging of its duties under these Terms of Reference, each member of the Committee shall be obligated only to exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Nothing in these Terms of Reference is intended, or may be construed, to impose on any member of the Committee a standard of care or diligence that is in any way more onerous or extensive than the standard to which all Board members are subject.

7. Meetings

The Committee shall normally meet every month. The meetings should reflect the annual work plan and the Committee Chair shall prepare and/or approve an agenda in advance of each meeting.

8. Annual Work Plan

The Committee will develop and approve an annual work plan to be provided to the Board for information.