



(Updated June 23, 2022)

HUMAN RESOURCES COMMITTEE

TERMS OF REFERENCE

Mandate

The Human Resources Committee is a Standing Committee that reports to the Board of Directors (Board) of the Royal Canadian Golf Association (operating as Golf Canada), hereinafter referred to as “Golf Canada”. The Human Resources Committee is responsible for assisting the Board in fulfilling its oversight responsibilities relating to Golf Canada’s staff and volunteer human resource management and its Diversity, Equity and Inclusion commitment. The Committee must operate under the highest level of confidentiality.

Key Duties of Chair

In fulfilling their role, the Chair shall work closely with staff on the following tasks:

- Work with Committee members and the staff representative to plan meetings;
- Support Committee members between meetings to complete tasks; and
- Provide written reports to the Board as required.

Key Duties of Committee

In fulfilling its mandate, the Committee shall perform the following key tasks:

1. Ensure that Golf Canada has and maintains a comprehensive staff and volunteer human resource management system;
2. Provide strategic support and guidance to Golf Canada, in particular, to the Board, to promote Diversity, Equity and Inclusion in all aspects of Golf Canada’s operations and the game of golf in Canada;
3. Ensure Golf Canada has an integrated human resource management approach that includes paid employees, volunteers and interns;
4. Ensure Golf Canada’s HR policies comply with applicable federal and provincial legislation, including, but not limited to, health and safety requirements and human rights laws;
5. Oversee the evaluation process for the Board, Committees, and Councils, sharing evaluation results for the Operating Committees with the Board, President, and CEO, as well as the specific Committee or Council to ensure ongoing organizational effectiveness;
6. Provide advice and expertise, as required, to the Compensation Committee;
7. Provide input, as required, as part of the Golf Canada strategic planning process;
8. Develop and implement an annual work plan in accordance with these Terms of Reference (TOR); and
9. Perform such additional tasks as may be delegated to the Committee by the Board and/or CEO, as required.

Appointment

Members shall be appointed to the Committee by the Board within 30 days of each Annual General Meeting and shall serve terms of one year. Appointments are annual, but members normally serve a minimum of three one-year terms.

Should a vacancy occur on the Committee, for whatever reason, the Board may appoint a qualified person to fill that vacancy for the remainder of the vacant position's term. The Board may remove or add any member of the Committee.

Composition

The Committee shall be composed of the Chair of the Committee and 5 to 8 additional members, who shall be nominated by the Officers and CEO, in consultation with the Chair and Staff Representative, and approved by the Board.

Committee members shall possess appropriate expertise or experience in the areas of the Committee's responsibility and should reflect the diversity commitment and goals of the organization as outlined in the [Diversity Equity and Inclusion Policy](#). This includes, but is not limited to language, geographic location, ability, sex, sexual orientation, gender identity or expression, religion, age, Indigenous identity and ethno-cultural diversity.

The Board shall designate the Chair of the Committee, who shall be a Director. The Chair may serve a maximum of four one-year terms as determined by the Board. For resolutions that require a vote, the Chair shall have a vote but shall not have a second vote in the event of a tie.

Staff Representative

The CEO shall designate a staff representative(s) to provide support to the Committee.

Meetings and Resources

The Committee may meet by telephone, electronic platform or in person, at least quarterly and as required. Meetings shall be scheduled by the Chair. The Committee shall receive the necessary resources from Golf Canada to fulfill its mandate and shall have a staff person assigned to assist the Committee with its work.

Reporting

The Committee shall report to the Board. Minutes of all meetings shall be kept, and draft minutes and reports shall be sent to the President within fifteen days after each meeting. Minutes shall be posted on the Golf Canada electronic platform and shall be accessible to Committee members.

Review and Approval

Standing Committee Chairs shall review their existing TOR with other Committee members annually to ensure Committee activities are in line with the TOR. At least once every 3 years (or earlier if required) the TOR must be updated to best reflect the Committee's activities, and recommended amendments, as appropriate, are to be submitted to the Board for approval.

These TOR were revised and approved by the Board on June 23, 2022, and may be reviewed and revised, as required, by the Board.