APPENDIX 4: HUMAN RESOURCES AND COMPENSATION STANDING COMMITTEE TERMS OF REFERENCE

1. PURPOSE

A. The primary function of the Human Resource and Compensation Standing Committee (the "Standing Committee") is to assist the Board in fulfilling its oversight and employer responsibilities under the *Police Act* as related to human resource and compensation matters, and to establish a plan of continuity and development of senior management.

B. Primary responsibility for human resource management, performance management, labour relations, employee health and safety, and career planning of the Vancouver Police Department is vested in management and is overseen by the Board.

2. COMPOSITION AND OPERATIONS

A. The Standing Committee shall be composed of two or more members appointed by the Board, with one member designated as Chair. Appointment of Standing Committee members will be in accordance with the relevant sections of the *Vancouver Police Board Policy and Procedure Manual.*

B. The Standing Committee shall operate in a manner consistent with provisions of the *Vancouver Policy and Procedure Manual.*

C. The Standing Committee shall meet at least four times each year.

D. The Standing Committee shall meet at the call of the Chair or as agreed to by the Committee.

E. The Board Executive Director shall consult with the Chair on the agenda development, be responsible for preparation and distribution of the agenda package, and shall maintain a record of the meetings.

F. The Standing Committee may invite such Board Members and outside parties, and consultation with the Chief Constable such employees, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the Standing Committee.

3. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Standing Committee shall:

A. Recommend a performance evaluation process for the Chief Constable and Board Office staff and, when approved, lead the implementation of the evaluation process.

B. Review and recommend compensation for the Chief Constable, Deputy Chief Constables, Board office staff and, in consultation with the Chief Constable, other exempt employees of the Board.

C. Review and recommend the organization's compensation philosophy and guidelines, including protocols and service agreements with the City of Vancouver and GVRD Labour Relations Section.

D. Review and recommend bargaining objectives to the Board in advance of VPD engagement in collective bargaining with the VPU, VPOA or Teamsters; receive regular updates during bargaining, and update the Board on progress as necessary.

E. Review the Department's human resource policies from time to time.

F. Review with the Chief Constable any significant outside commitments the Chief is considering before the commitment is made. This includes commitments to act as a director or trustee of for-profit and not-for-profit organizations.

G. Monitor and provide ongoing supervision to Board office operations for efficient and effective human resources, and resource sufficiency effective functioning, and make recommendations tot he Board as required.

H. **Talent management and development.** Annually review management's processes for attracting, retaining, developing, and motivating and tracking the performance of talented Officer and employee contributors to VPD's success, in order to ensure the ongoing health and long-term sustainability of the organization. More specifically, review processes that:

   i. Build and strengthen a compelling and valued employee brand for the organization;
   ii. Attract talent through programs that seek to recruit not only experienced and skilled candidates at the entry level for policing, but also high potential candidates from middle and senior management in related specific disciplines'
   iii. Identify high potential employees early and provide them with career acceleration and other development opportunities;
   iv. Retain talent through programs that seek to build strong organizational culture and valued work experiences, and through programs offering competitive compensation;
   v. Develop talent through programs that offer relevant and engaging and long-range career planning; and
   vi. Motivate and track the performance of talent through programs that link pay to performance objectives, and that measure employee performance with best practice methodologies.

I. **Organizational structure.** When warranted, and in consultation with the Chief, review and recommend to the Board:

   i. major changes in the organizational structure of management (i.e. the responsibilities and reporting relationships of Inspector level and up.);
   ii. position descriptions of Deputies and Superintendents, and
   iii. appointments, early retirements, and terminations of Executive.

J. **Management succession.** Ensure that the Board annually reviews the Chief's processes and plans for the executive development, and succession of the Chief, Deputies, Superintendents and Inspectors, and support the Board in carrying out this task. The intent is to ensure timely and effective continuity of leadership, and to ensure that an adequate number of individuals are being identified and developed to provide choice when senior ranks and Chief succession is considered by the Board of Directors.

4. ACCOUNTABILITY

A. The Standing Committee shall review the terms of reference for the Standing Committee annually and make recommendations to the Board as required.

B. The Standing Committee shall keep a record of its meetings and the Chair shall provide oral reports to the Board, or other reports to the Board as requested, on personnel matters relative to the Department.