



TERMS OF REFERENCE OF THE HUMAN RESOURCES COMMITTEE

PURPOSE

The Human Resources Committee (the "Committee") is appointed by the Board of Directors (the "Board") of Hockey Alberta to assist the Board in fulfilling its oversight responsibilities. The Committee is responsible for the oversight of the human resource matters of Hockey Alberta. The Committee will also review and/or approve any other matters specifically delegated to the Committee by the Board.

The Committee's primary purposes are to:

- a) Oversee human resource and compensation matters;
- b) Oversee compensation philosophy;
- c) Develop and recommend the compensation, incentives, bonuses and benefit plans for the CEO;
and
- d) Oversee and assess succession planning for the CEO and key management.

ACCOUNTABILITY

The Committee shall report to the Board at the Board meeting following each Committee meeting and provide a report to the Board concerning any Committee proposals or recommendations. In respect of matters for which decision making authority has been delegated by the Board to the Committee, the Committee shall approve such matters by way of resolutions passed at Committee meetings and reflected in the Committee meeting minutes which may be distributed to the Board or be reported orally at the next Board Meeting.

MEMBERSHIP

- The Committee shall consist of not fewer than three Board members, one of whom shall be the Chairman of the Committee.
- The Board shall appoint the Chairman of the Committee.
- All members of the Committee shall be "independent", having no direct or indirect material relationship with Hockey Alberta which could, in the view of the Board, reasonably interfere with the exercise of the member's independent judgment.
- The Committee members shall be appointed annually by the Board of Directors following recommendations of the Board Chair.
- Any member of the Committee may be removed or replaced at any time by the Board and shall, in any event, cease to be a member of the Committee upon ceasing to be a member of the Board.

AUTHORITY:

The Committee, acting as an Advisory Committee to the Board, is responsible for the development of recommendations that establish the Human Resources Management Systems and practices within Hockey Alberta as well as defining responsibilities and accountabilities of the Chief Executive Officer.

This can include:

- Recommend to the Board of Directors the compensation policy to be used by the CEO for the management of the employees of the organization.
- If requested by the Board, recommendations pertaining to the compensation policy to be used by the Board for the CEO.



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- To review recommendations from Management regarding Human Resources policies for the organization and if deemed necessary, bring such recommended policies to the Board for information and/or approval.
- If directed by the Board, to work on any special initiatives of a Human Resources nature. To bring recommendations back to the Board for approval and/or information.

FUNCTIONS/TASKS

Subject to the powers and duties of the Board, the Committee will perform the following duties:

- a) Recommend a performance evaluation process and metrics for the Chief Executive Officer and receive the Board Chair's evaluation of the Chief Executive Officer;
- b) Review and recommend, to the Board for approval, the Chief Executive Officer's compensation including incentives, bonuses and benefit plans;
- c) Establish and review annually the compensation policy, philosophy, guidelines and plans for Hockey Alberta's CEO to use for Hockey Alberta employees.
- d) Review annually the succession plan for the Chief Executive Officer position and recommend such plan to the Board;
- e) Review with the Chief Executive Officer existing management resources and plans, including recruitment and training programs, to ensure that qualified personnel are attracted and developed with a view toward becoming available for succession to executive positions at Hockey Alberta and report on this matter to the Board at least once each year;
- f) Review and endorse major changes in the organizational structure of management as proposed by the Chief Executive Officer;
- g) Review with the Chief Executive Officer any significant outside commitments the Chief Executive Officer is considering before the commitment is made.
- h) At the request of the Board Chair or the Board, undertake such other corporate governance initiatives as may be necessary or desirable to contribute to the success of Hockey Alberta; and
- i) The Committee shall review and assess the terms of reference annually, report to the Board thereon and recommend any proposed changes to the Board for approval. The Committee shall also perform an annual evaluation of the performance of the Committee and shall report the results of the evaluation to the Board.

MEETINGS

Frequency: The Committee shall meet annually and as deemed necessary by the Chair of the Committee and the CEO. A meeting schedule shall be built by the Chair and CEO as soon as the Committee is appointed annually. Notice of the time and place of each meeting shall be given to each member of the Committee at least 48 hours prior to the time fixed for such meeting, subject to waiver of such notice provided by Committee members. A majority of Committee members shall constitute a quorum. The Chairman shall, in consultation with the CEO, establish the agenda for the meetings and ensure that properly prepared meeting materials are circulated to the members with sufficient time for study prior to the meeting.



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The Committee shall have the right to determine who shall, and who shall not, be present at any time during a meeting of the Committee.

Board Members, who are not members of the Committee, may attend Committee meetings, on an ad hoc basis, upon prior consultation and approval by the Committee Chairman or by a majority of the members of the Committee.

The Committee may, by specific invitation, have other resource persons in attendance. If the Chairman of the Committee is not present at any meeting of the Committee, one of the other members of the Committee present at the meeting shall be chosen to preside by a majority of the members of the Committee present at such meeting.

Minutes: Minutes of Committee meetings shall be sent to all Committee members and the Chief Executive Officer. The Committee shall provide a written or oral report to the Board of its recommendations. In respect of matters for which decision-making authority has been delegated by the Board to the Committee, the Committee shall approve such matters by way of resolutions passed at Committee meetings and reflected in the Committee meeting minutes. Otherwise, the Committee will make recommendations to the Board of the approval of matters discussed and agreed to by the Committee.

ROLE AND RESPONSIBILITIES OF THE HUMAN RESOURCES COMMITTEE CHAIR

The Chair is appointed by the Board annually and reports to the Board. The Chair's primary role is managing the affairs of the Committee, including ensuring the Committee is organized properly, functions effectively and meets its obligations and responsibilities. The Chair works with the Board Chair and Chief Executive Officer of Hockey Alberta to ensure effective relations with Committee members. The Chair maintains on-going communications with the Board Chair, Chair of Risk & Audit Committee and the Chief Executive Officer.

The Chair has the responsibility to lead the Committee in overseeing management's formulation of human resources policies and procedures as well as compliance with human resources policies and procedures and report to the Board after each Committee meeting.

The Chair is responsible to:

- a) Assist the Board in its recommendation of Committee members and its review of the performance and suitability of the Committee;
- b) Ensure the co-ordination of the agenda, information packages and related events for Committee meetings in conjunction with the Board Chair and the Chief Executive Officer;
- c) Maintain a liaison and communication with Committee members, other Board Members and the Board Chair to co-ordinate input from Committee members and Directors, and optimize the effectiveness of the Committee;
- d) In collaboration with the Chief Executive Officer, ensure information requested by Committee members is provided and meets their needs; and
- e) In conjunction with the Human Resource Committee, the Board and the Board Chair, review and assess Committee attendance, performance and the size and composition of the Committee.



2018-2019 COMPENSATION POLICY AND PRINCIPLES

Background

- This Operational Policy has been built with endorsement by the Human Resources Committee with Board approval in June 2018.
- This policy shall be in effect for the 2018-19 season, 2019-20 season and 2020-21 fiscal years. A job rate has been established for each level of employee within the Hockey Alberta Policy.
- This rate has been set by using the background comparison data provided to Hockey Alberta through the Korn Ferry job evaluation methodology. With that information the Board of Hockey Alberta has determined the percentile within which the CEO will operate under.
- A job rate has been established for each level of employee within the Hockey Alberta Policy.
- The review of this policy shall take place during the 2020-21 season in preparation for the 2021-22 season or sooner if the CEO deems necessary with endorsement of the Human Resources Committee with Board approval. If deemed necessary, the CEO will make recommendations to the Human Resources Committee as to appropriate market and economic adjustments for employees supported by appropriate compensation survey data. All recommendations will be reviewed by the Human Resources Committee prior to presentation to the Board of Directors.

Principles

The compensation policy for employees of Hockey Alberta is established in accordance with the following principles:

- The objective of Hockey Alberta is to offer salaries which will enable it to attract and retain qualified employees in pursuit and achievement of Hockey Alberta objectives.
- Compensation will be established in a manner which is consistent with the ability of Hockey Alberta to pay.
- The establishment of position levels and job rates will be determined in relation to the relative worth and value of positions based on consideration of relevant and objective job-related factors, using the Korn Ferry job evaluation methodology. Additionally, it may seek comparisons including CSAE, Hockey Canada Branches, Hockey Canada, and other sport organizations in Alberta to assist in developing recommendations.
- Management of the policy is the responsibility of the CEO.

Job Rate Compensation

Hockey Alberta has established position levels within the organization that will be used to determine compensation. While it may be common for similar titles to be within the same levels, levels are not to be exclusively tied to titles.

Level	Title	Job Rate
Level 2	Director	\$103,200
Level 3	Senior Manager	\$92,700
Level 4	Senior Manager	\$81,700
Level 5	Manager	\$73,600
Level 6	Manager Regional Manager Coordinator	\$62,500
Level 7	Coordinator	\$54,700
Level 8	Administrative Assistant	\$46,500



2018-2019 COMPENSATION POLICY AND PRINCIPLES

Management of Policy

- The Chief Executive Officer is responsible for administration and implementation of the Compensation Policy of Hockey Alberta.
- The job rate is the compensation for the employee that demonstrates proven consistent performance within his/her designated role.
- Using the job rate of pay, the CEO may:
 - Determine the level at which an employee starts at, based on specific skills or experience needed for certain roles, including at the job rate or up to 15% less.
 - Use a percentage-based system if an employee is not at the job rate, to determine an employee's change in compensation.
 - In cases of exceptional documented performance over several consecutive years, the CEO may graduate select employees above the job rate by as much as 10%.
 - Approve employee advancement of Level at any time.
- Hockey Alberta uses a performance review process that will determine:
 - That all employee's performance shall be reviewed on an annual basis. Regardless of start date in most cases, job reviews will be aligned with the fiscal year of Hockey Alberta.
 - Any employee not at the Job Rate will be eligible for an increase in compensation based on documented performance that provides evidence the employee is growing towards the full expectations of the role.
 - Salary performance increases for employees based on the documented performance evaluation process.
 - All Compensation increases will be presented by the supervisor to the Chief Executive Officer for final approval.
 - Employees who have attained the job rate will continue to have performance appraisals completed annually.

Compensation increases will be determined using the following criteria:

1. Did Not Meet Expectations (0-1 %)

Employee has met some of the expectations in most of their job duty areas and has demonstrated acceptable performance in living Hockey Alberta's core values.

2. Did Not Meet All Expectations (1-2 %)

Employee has achieved most of the expectations in their job duty areas and has demonstrated acceptable performance in living Hockey Alberta's core values.

3. Met All Expectations (2-3%)

Employee has met the expectations in all their job duty areas, has demonstrated acceptable performance in the area of living Hockey Alberta's Core Values, and has completed an acceptable step towards professional development.

4. Met and Exceeded Expectations (3+ %)

Employee has exceeded expectations in all their job duty areas, has exceeded performance in the area of living Hockey Alberta's Core Values, and has completed an acceptable step towards professional development. Additionally, has delivered on an unexpected and high demand action/event that arose in the recent fiscal year.