

CASINO GAMING COMMISSION  
HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE

**1. Establishment and Purpose of Committee**

1.1. The Human Resources Committee will be a means by which the Board provides guidance on the human resources management of the Commission. Its primary responsibility will include reviewing, monitoring, and making recommendations to the Board of Commissioners on the Commission's human resources strategies and policies.

1.2. The Human Resources Committee will be expected to satisfy itself that the Commission is adequately and appropriately equipped with human resources to enable it to fulfil its mandate. Hence, the Committee will carry out the following functions or duties:

- (i) develop and / or keep under review a Human Resource Management Policy and make recommendations to the Board on issues / matters pertaining to the Commission's policy regarding:
  - a. staffing,
  - b. recruitment, remuneration, employment, succession planning and other human resource activities specific to executive management of the

Commission to ensure effectiveness and strategic goal congruence

- c. termination of employment,
- d. training and development,
- e. pay, pensions and rewards,
- f. performance management appraisals,
- g. industrial relations, employment law compliance, conduct and discipline and health and welfare issues,

(ii) consider and advise the Board on Human Resource Management matters referred for the Board's attention,

(iii) keep under review the leadership needs of the organization, both executive and non-executive, with a view to ensuring the Commission's sustainability.

1.3. It is understood that the Committee is not to influence the recruitment and career prospects of individual staff members or groups of staff members. This would be a serious violation of ethics for any committee member to use his or her position for such a purpose.

## **2. Membership**

2.1 The Committee shall consist of not more than three (3) members. The Chairperson of the Committee shall be a member of the Board of Commissioners and shall be appointed by the Board.

2.2 The Commission Secretary or his or her designate shall attend Committee meetings and record minutes of meetings held by the Committee.

## **3. Meeting Invitees**

3.1. The Committee may invite any director, executive or other person to attend any meeting(s) of the Committee as it may consider necessary from time to time, to assist the Committee in the attainment of its objectives.

## **4. Meetings and Quorum**

4.1 The Committee shall meet at such frequency as may be necessary to enable the Committee to discharge its functions.

4.2 The quorum of the meetings will be two (2) members of the Committee. In the absence of the Chairperson of the Committee, another member of the committee shall be elected to Chair the meeting.

## **5. Reporting Relationship to Board of Commissioners**

5.1 The Human Resources Committee is accountable to the Board. The Committee shall report to the Board of Commissioners at the regularly scheduled Board Meeting next following the Human Resources Committee meeting through the submission of a written report prepared by the Committee Secretary and circulated to the Board prior to the next scheduled meeting of the Board.

## **6. Conflict of Interest**

6.1 Where there is a conflict of interest, the Committee member so affected shall declare his/her interest through the Chairperson and the details of the conflict are to be recorded. The Committee member who has a conflict of interest shall not participate in the deliberations on the matter giving rise to the conflict and will excuse him or herself from discussions in respect of those interests during the period of discussion of the matter. The details of the conflict are to be recorded in the Register of Interests.

## **7. Review of Committee Performance**

7.1. An assessment of the effectiveness of the Committee will be completed on an annual basis as part of the annual Board Evaluation process.

## 8. Review of Terms of Reference

8.1 This Terms of Reference will be reviewed by the Committee at least on an annual basis to ensure that it remains consistent with and relevant to the Committee’s authority, objectives and responsibilities. Any recommended changes to the Terms of Reference must be approved by the Board.

### Version Control Page

Title:	Terms of Reference – Human Resources Committee
Description:	Human Resources Committee Terms of Reference
Reviewed by:	Human Resources Committee, CGC
Approved by:	Board of Commissioners, CGC

Maintained by:	Corporate Secretary
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0-2	Anna Harry	January 18, 2024	Updated