

(2022-2023 Committee approved) Minutes of the Human Resources Committee meeting
 March 30, 2023 | Noon- 1:30pm ET | TEAMS meeting

Committee members in attendance	
Mike Wrinch, BC (Chair) Janet Bradshaw, CEO Group member, NFLD Danny Chui, Past President, ON	Geoff Connolly, PEI Nancy Hill, President-Elect, ON
Regrets	
Kathy Baig, President, QC	
Observers	
Brad Quinn, <i>tng</i>	
Staff and support	
Juliet Chou, Governance Coordinator Joan Bard Miller, Manager, Governance & Board Services	Gerard McDonald, CEO Nicole Proulx, Director, Human Resources

1. Call to order and approval of agenda

The meeting was called to order at 12:02pm ET and committee members were welcomed.

It was moved and seconded

THAT the agenda be approved, and the chair be authorized to modify the order of discussion.

Carried

2. Review of last meeting

2.1 Approval of minutes

No comments or questions were received on the pre-circulated minutes.

It was moved and seconded

THAT the minutes of the November 24, 2022 meeting be approved.

Carried

2.2 Review of action table

The Committee reviewed the action table and noted that there were no outstanding actions.

3. Board self-assessment report

B. Quinn from *tng* presented the results of the 2023 Board self-assessment survey which were pre-circulated to the committee. Overall, the benchmarked results were positive and indicated that Engineers Canada is governing at a high level. No result areas indicated that the Board is performing below “Acceptable”, as defined in the survey. Opportunities for improvement relate to “Culture” and ensuring that Directors are confident in the role they play and contribution they make to the organization.

The following discussion was captured:

- B. Quinn suggested that consistency in the interpretation of the ratings across the 20 benchmarked organizations has likely been achieved through the definitions provided for each rating and similarities in the organizations captured.
- Reflecting on the open-ended feedback, the committee noted how regulator recruitment to Engineers Canada’s Board limits the organization’s ability to recruit for diversity and skills identified in the competency matrix and may create a perceived conflict in loyalty. B. Quinn noted, organizations that do not conduct their own Board recruitment may need to invest more in onboarding and Director development in lieu of an investment in recruitment.

- Committee members reflected on ways in which to increase the participation rate to 100 per cent, noting the volume of messaging from Engineers Canada may be an inhibitor.

ACTION: The Board self-assessment report will be presented to the Board for information at its meeting on May 26, 2023.

ACTION: Issues identified in the report will be considered to inform the discussion of the program for the Strategic Workshop in June 2023.

4. Employee engagement survey & turnover report

4.1 2022 Employee engagement survey

G. McDonald, CEO, presented the pre-circulated *2022 Employee engagement survey*.

The following discussion was captured:

- It was noted that the survey results were presented by TalentMap to all employees in January.
- Committee members noted the high fluidity in the current labour market and how that was reflected in the contradiction between the overall high employee satisfaction rate at Engineers Canada and the willingness of employees to accept another position with another employer in the next 12 months.
- Areas of focus for improvement discussed by the committee include work/life balance, mental health, and performance management.
- The impact of the pandemic on work/life balance, as well as the paradox of benefits and liabilities associated with working from home, were noted. Opportunities to reduce staff workload by reducing reporting requirements were also noted.
- Additional mental health resources have been made available to employees.
- Staff are adapting to the new performance management system which may have resulted in a lower rating in that area.

ACTION: G. McDonald to present the survey results to the Board at its meeting in May.

4.2 2015-2022 Employee turnover report

G. McDonald, CEO, presented the pre-circulated *2015-2022 Employee turnover report*. The turnover report was prepared at the request of the HR Committee at its previous meeting. Benchmark data from similar organizations was not available.

The following discussion was captured:

- Committee members recognized the current trend in higher employee turnover, which was attributed in part to a lack of turnover in the early days of the pandemic that had built up.
- There are no concerns about a high number of forthcoming staff retirements. It is estimated that the average age of staff is under 40.
- It was confirmed that the turnover report would not be presented to the Board but may be referred to if questions arise.

5. Director orientation program

It was noted that Director onboarding for 2023 would be actions in the coming weeks. The committee agreed to provide feedback to staff on the Director orientation program via email.

ACTION: Committee members to email suggestions for the 2023 Director orientation program to G. McDonald or J. Bard Miller.

6. CEO assessment process debrief

At the request of the committee, an additional in-camera meeting will be held from 12:00pm ET to 1:00pm ET on April 4, 2023.

ACTION: Staff to arrange for the HR Committee to meet on April 4, 2023 beginning at 12 pm ET.

7. Work plan

7.1 Final review of current work plan (2022-2023)

The committee reviewed the 2022 work plan and confirmed that all work plan items have been completed.

7.2 Year-end report to the Board – work plan outcomes and 2023-2024 recommendations

Considerations of the 2023-2024 work plan will be given by the committee at its meeting on April 4.

Post-script: At its meeting on April 4, 2023, the HR Committee members recommended that the 2023-2024 workplan include discussions related to the: (a) frequency of attendance at various AMMs by Engineers Canada's CEO; (b) CEO reporting to the Board; and (c) CEO's annual professional development plan. The committee agreed on May 5, 2023, via email, that these in-camera recommendations be recorded for the record.

8. Next committee meetings

- April 4, 2023

9. Recommendation for HR Committee nominees for 2023-2024

The meeting moved in-camera to consider the nominees for the 2023-2024 HR Committee. All staff left the meeting.

10. Other business

No other business was brought forward.

11. Meeting evaluation

No comments were made.

12. Closing

With no further business to discuss, the meeting closed at 1:30pm ET.