

Human Resource and Compensation Committee Report for 2021 Annual General Meeting

Chair: Michael Cheung

Members: Tim Brady, Mandip Khela, Hitesh Pandya, Candace Chartier

Staff Liaisons: Justin Bates

Ex-officio: Jen Baker

The key responsibilities of the Human Resource and Compensation Committee (HRCC) are:

- *To provide human resources management for the Chief Executive Officer (CEO) position that includes but is not limited to recruitment and employment, compensation management, performance monitoring, succession planning, and development;*
- *To gain reasonable assurance that there exists with the Association effective policies and practices to enable the Association to attract and retain the people required to support the strategic plan;*
- *To gain reasonable assurance that the human resources and compensation policies, procedures and practices of the Association are being conducted effectively and efficiently in compliance with all applicable laws, statutes, and regulations.*

Year in review

2020-2021 saw the first year in office of the new CEO, Justin Bates, who was onboarded in September 2019. During this Board year, HRCC continued to accomplish the roles and responsibilities as stated in the charter.

The Committee continued its work to assist the Board in fulfilling its oversight responsibilities in the field of human resources and compensation and to ensure effective human resources policies and processes are in place to support the Board's operation and the Association's administration.

This year, a decision was made to discontinue the use of an external consultant to conduct the annual CEO performance. Instead, the process was replaced by HRCC oversight using an evaluation framework similar to that of staff, but with the addition of a category assessing organizational goals and success factors. This change allows for flexibility in evaluating the CEO based on objective and subjective criteria that is aligned with the strategic plan and KPI's. This new process is a collaborative evaluation managed in-house and without the need for external resources or incurring cost.

The organization is undergoing a modernization initiative to transform the corporate culture and assess the skills and needs within the organization. A significant investment in human resources is occurring including resource re-allocation to align with the strategic objectives of the organization.



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The Association implemented a new anti-harassment and code of conduct policy accompanied by sensitivity training for all staff and Board members. The year saw changes, both at the Board and at the staff levels and I would like to recognize the Committee members and HRCC and staff for their hard work and diligence as they continued to fulfill their respective responsibilities.

Respectfully submitted,
Michael Cheung
Chair, Human Resource and Compensation Committee