



## **HUMAN RESOURCE COMMITTEE AGM REPORT OCTOBER 30, 2021**

### **Committee Members**

Dean Hustwick, Board Chair  
Dayna Maaten, Committee Chair  
Paul, Osland, CEO  
Alex Teijeira, VP Global Employee and Labour Relations, Scotiabank

### **Committee Meetings**

1. March 9, 2021
2. September 23, 2021

### **Attendance at Committee Meeting(s)**

Dean Hustwick	(2/2)
Dayna Maaten	(2/2)
Paul, Osland	(2/2)
Alex Teijeira	(2/2)

### **Summary**

The committee reviewed, recommended, and oversaw specific human resources initiatives aligned with Athletics Ontario's strategic priorities, organizational structure, vision, and mission. Much of the work undertaken by the Committee this past year focused on conducting an exhaustive salary review to gain a better understanding of AO's competitive market position for key elements of its total rewards framework, with a goal to implement changes as required to increase the organization's performance and ability to attract and retain talent.

The salary review allowed the Committee to:

- More accurately understand AOs market position for key elements of the total rewards framework
- Present a new and more sophisticated Total Rewards framework that will enhance transparency, role clarity and market position with the following items:
  - New Job Level Descriptions
  - Base Salary Range Structure aligned with the market
- With the structure in place, the Committee was able to effectively evaluate current roles in the organization and propose compensation changes accordingly

Based on the above recommendations and deploying this new Total Rewards framework, AO is well prepared to respond to any compensation related matters, from any stakeholder and present a structure that mitigates compensation risk within the organization.

The salary review and recommended changes were approved by the Board at the October 27, 2021 meeting and market adjustments have been backdated to August 1, 2021.

The Committee remains committed to developing and implementing appropriate, timely programs and best practices for Staff as they work to advance AO's interests.

Respectfully submitted,

Dayna Ward  
Human Resources Committee, Chair

cc: HR Committee