

Terms of Reference - Template

It is a good idea to establish a terms of reference for your recognition team. This will give your group an opportunity to manage expectations by determining the scope of the team's responsibility, along with the responsibility of each individual member, right from the beginning. The template below provides you with a place to start when developing your terms of reference.

Official Name

Official name of the team or working group

Members/Composition

Roles / Responsibilities (e.g. chair, secretary, treasurer, report to the board)

Identify various groups that will be represented on the team (i.e. management employee, bargaining unit employee, individual from human resources, individual representing diversity, individual representing healthy workplaces, individuals from satellite offices, etc...) What is the role of each team member?

Term of Membership

What are the terms of membership? (e.g. min. 2 year terms) It is recommended that a few team members overlap from year to year to ensure knowledge transfer and consistency.

Formation Details

Discuss context of team - how, why and when was the committee formed? What is their main purpose? Is the team responding to a priority in the department's business plan? Are you responding to employee survey results?

Goals

1. (primary) 2. (secondary) 3. (others)

Deliverables

Identify specific outputs required/requested from the team. Some examples may be to; support a priority identified in the department's business plan, respond to concerns identified through employee survey results, raise awareness of the value of recognizing employees.

Jurisdiction

What are the bounds of responsibility and authority of the group? What do they need to address and what is outside their area of concern? What can they decide on and what needs senior leader input? What is within their scope of authority and what is considered outside their scope of authority?

Resources and Budget

Identify the resources required to meet the various objectives of the team – people, equipment, materials, rooms, funds, skills.

Governance

Decision-making technique. For example; consensus, 2/3 majority vote. What is considered a quorum? Relationships of authority within the group and with the greater organization. Who does the team report to – senior management team, Deputy Minister?

Communications

How do members communicate within the team? By phone, meetings, email, mailing lists etc. How quickly should people respond? How is reporting back to the organization conducted? How does the team communicate with senior leaders?

Relationships to other groups

Is this committee dependent or related to other committees, working groups or board members?

Related policies / By-laws

Make linkages to any specific corporate policy and/or government initiative that pertain to this team. For example; Employee Recognition Policy, Corporate Human Resource Plan, Performance Management Policy, Employee Survey Results Report, Department Business Plan, Healthy Workplace Policy.