

(Insert Company Name)
Culture Change Committee - Terms of Reference
(for discussion and confirmation with committee)

I. Establishment

The Culture Committee has been formally established as part of the CEO's priority to enhance employee engagement in order to strengthen the client experience. Its creation has been approved by the Operations and Management Teams at (Insert Company Name).

II. Guiding Principles

The (Insert Company Name) division is committed to being an organization where employees:

- Say – consistently speak positively about their workplace and collaborates effectively with others,
- Stay – choose to remain and grow with the firm, and
- Strive – go above and beyond in their roles.

This commitment will ensure (Insert Company Name) senior leadership and human resources continues to attract, retain, and inspire talent that delivers exceptional client service.

Culture Definition

Culture is defined as “the behavioural norms and expectations—shaped in part by shared values and beliefs—that guide organizational members in how they approach their work and interact with one another.”

Attributes of the Ideal Culture at Boyne Clarke

Our aspiration is to build and sustain a Constructive Culture as measured by the Human Synergistics Organizational Culture Inventory (OCI), emphasizing:

- **Achievement** – valuing high standards, goal-setting, effective problem-solving, and enthusiasm for excellence.
- **Self-Actualizing** – fostering creativity, innovation, quality, and growth for both the individual and the firm.
- **Humanistic-Encouraging** – promoting supportive, participative, and developmental approaches to management and collaboration.
- **Affiliative** – nurturing trust, openness, cooperation, and strong interpersonal connections.

III. Purpose

The primary role of the Culture Committee is to guide, support, and accelerate the firm's cultural transformation. The Committee will:

- Help leadership and employees understand our current culture and the path toward our ideal constructive culture.
- Translate the OCI cultural assessment findings into practical strategies, action plans, and measurable outcomes.
- Build and maintain momentum for cultural change by modelling behaviours, engaging colleagues, and reinforcing alignment across departments.
- Act as a sounding board and innovation hub, trialing and evaluating new approaches to engagement, collaboration, and client service.
- Ensure that culture change is both embedded in daily practice and connected to (Insert Company Name)'s long-term strategic vision.

IV. Composition

1. The Committee will consist of no more than 10 members, with representation across all teams.
2. Members are appointed by the CEO and the Senior Management Teams for their ability to champion culture, influence positively, and commit to active participation.
3. Two Co-Chairs will provide leadership, set agendas, and ensure alignment with the cultural change roadmap goals and priorities.
4. Co-Chairs will be elected by members of the committee and serve a one-year term.

V. Operating Procedures

1. **Meetings:** Held monthly (minimum one and a half to two hours).
 - Quorum: simple majority.
 - Meetings may be called by the co-chairs or by request of a majority of members.
 - Agendas and materials circulated at least three days in advance.
 - In the absence of a co-chair, members will appoint an acting chair.
2. **Decision-Making:**
 - Consensus will be the first approach (“I can live with this” page 27 – 31 in group process manual).
 - If consensus is not achievable, decisions will be made by simple majority.
3. **Reporting:**
 - Written reports and/or presentations will be provided to the CEO and Operations Group.
 - Progress updates will highlight roadmap successes, upcoming initiatives, desired outcomes, required resources and next steps.
4. **Action Items:**
 - A committee secretary or one of the co-chairs will document action items, circulate them in advance of the next meeting, and seek approval at that meeting.

VI. Duties and Responsibilities

Committee members will:

- **Model Constructive Behaviours** – personally demonstrate the values and actions required to build the ideal culture.
- **Engage and Represent** – bring forward ideas, needs, and concerns from their peer groups, ensuring broad participation.
- **Support Communication** – help design and reinforce consistent cultural messaging across the firm.
- **Contribute Beyond Meetings** – commit 1–2 hours/month outside committee meetings to review materials, consult colleagues, and support initiatives.
- **Evaluate Impact** – assess the effectiveness of cultural strategies annually, ensuring committee work is meaningful, valued, and aligned with purpose.
- **Sustain Momentum** – develop and test levers for change such as “Blue Zone Days” or “Wisdom of the Crowd Surveys” to keep culture change visible and energizing.

VII. Term

Cultural transformation is a multi-year journey. For [\(Insert Company Name\)](#) (approx. TBA employees in the TBA Department), significant culture shifts are expected to take 1–2 years.

- The Committee is established for an initial one-year term (September 2025 – August 2026).
- Its continuation will be reviewed annually, with the intent to return the cultural stewardship to the senior management team by the Fall 2027.