

SHINE Children & Youth Services (SHINE)

TERMS OF REFERENCE FOR HUMAN RESOURCE COMMITTEE

1. Introduction

- 1.1 The Human Resource (HR) Committee is formed by the Board of SHINE to look into the policies/practices/systems relating to Human Resources, Staff Welfare and Compensation & Benefits in accordance with applicable laws and the latest Employment Act in Singapore and in conjunction with the scope of services of SHINE.

2. Objectives

2.1 The Committee shall:

- (a) Ensure transparent and fair human resource policies/practices/systems are in place, in accordance with the latest Employment Act and applicable laws and regulations of Singapore.
- (b) Ensure an equitable employee remuneration (including benefits), framework is in place, that is aligned to MSF-NCSS guidelines and applicable employment regulations of Singapore, with the aim of attracting and retaining competent employees.
- (c) Ensure policy and/or guidelines on volunteer management are in place to form meaningful partnership with volunteers as part of SHINE's human resources strategy to achieve SHINE's service outcomes.

3. Structure

3.1 The Committee shall report to the Board of SHINE and shall comprise:

- a) The Chairman who shall be the Vice Chairman of the Board.
- b) The members shall include the Chairman of the Service Advisory Committees and the Hon. Treasurer of SHINE.
- c) An additional Board member/consultant may be invited as and when necessary.

3.2 Qualifications for Appointment and Invitation:

- a) A member of SHINE who is a Singapore Citizen or Permanent Resident in Singapore.
- b) Has knowledge of local employment laws and the Employment Act.

4. Roles and Responsibilities

4.1 The Committee shall:

- (a) Ensure a fair and transparent performance review and appraisal for staff.

- (b) Discuss and endorse annual employee performance appraisals, recommendations on annual and major off-cycle increments/adjustments across the organization, promotions, and bonuses.
- (c) Approve the recruitment of staff for positions for Directors and above. The responsibility of recruiting other staff positions shall be delegated to the Executive Director.
- (d) Advise and provide final approval on all involuntary termination of employment contracts. Normal termination of employment contracts through resignations or mutually agreed between employee and SHINE, are considered voluntary termination.
- (e) Ensure a process/policy is in place to address employee grievances and disciplinary actions of staff.
- (f) Review and provide advice on volunteer engagement strategy. Endorse the volunteer partnership and development framework on behalf of the Board.
- (g) Together with the Chairman of the SHINE Board, the Chairman of the Human Resource Committee shall appraise the Executive Director's role and performance in SHINE, according to the job description, on behalf of the Committee.

5. Term of Appointment

- 5.1 The term of appointment shall coincide with the Board's term of office.

6. Frequency of Meeting

- 6.1 The Committee shall hold at least one meeting in a year or as and when necessary.