

# TERMS OF REFERENCE FOR STANDING COMMITTEES (GOVERNANCE COMMITTEES)

## STAFF COMMITTEE

### 1. Introduction

- 1.1. The Staff Committee is commissioned by the Board to provide advice and be a resource in the work of the HR Department.
- 1.2. Executive responsibilities lie with the Secretariat of the Committee. The Head of Department is the head of the secretariat and will report pertinent matters arising from meetings to the Exco and the Board through the General Secretary.
- 1.3. The President and General Secretary shall be ex officio members of the committee<sup>1</sup>. Ex officio members do not form the official quorum for attendance.

### 2. Role and Responsibilities

- 2.1. The Committee's responsibilities include the following:
  - (a) review the Annual Work Plan and Budget submitted by the Department
  - (b) review and advise on all HR policies relating to staff compensation and benefits scheme and strategies to attract, retain and motivate staff, on the receipt of recommendations from the General Secretary.
  - (c) review annually the salary structure and system for setting staff remuneration.
  - (d) advise the Board for approval of the General Secretary (GS) performance indicators and all matters related to GS compensation and benefits. For Division Heads (GMs), recommendations will be made based on GS's inputs.
  - (e) recommend to the Board the annual salary review and bonus policy.
  - (f) review and advise on a fair and transparent performance appraisal system.
  - (g) advise on talent identification and development programmes for Executive staff and above.
  - (h) advise on succession planning of the senior Management staff.
  - (i) review and advise on comprehensive evaluation of the current HR system, structure styles and skills in relation to YMCA's short and long term needs.
- 2.2. The Committee shall meet no less than three times a year to consider specific work areas and to review the Annual Work Plan and manpower budget of the Division/Departments. The Chairman shall retain the discretion to call for additional meetings. Any reduction in frequency from the minimum should gain the approval of Exco.
- 2.3. The Committee shall consider the interests of YMCA of Singapore and the public good in fulfilling its functions.

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<sup>1</sup> Article Seven Section 34 of the Constitution of YMCA of Singapore

2.4. The Committee is not an executive committee. Where the committee's views differ from Management on pertinent issues, the matter shall be raised to Exco through the General Secretary, with representations of both views.

### **3. Representation**

3.1. The Board shall appoint the Chairman of the Committee. The Chairman shall, in consultation with the President and General Secretary, nominate Committee members to be appointed by the Board.

3.2. At least three Committee members shall be Board members. The majority of Committee members shall be YMCA members who have the relevant experience and interest. Life members are preferred.

3.3. The Chairman may at his discretion invite volunteers of sound reputation to the Committee meetings. Volunteers are strongly encouraged to become YMCA members.

3.4. Each term of office for the Committee (including the Chairman) shall be from the date of appointment until the reappointment of committees at the next Annual General Meeting.

3.5. The Committee will comprise no more than 5 members.

### **4. Governance**

4.1. The meeting quorum shall consist of one third of committee members in attendance. In order for the meeting to proceed, the Chair or his nominee should be present.

4.2. Attendance at Standing Committee meetings shall be recorded for governance purposes.

4.3. Committee decisions shall be made by simple majority. In the event of a tie, the Chairman has the casting vote.

### **5. Review of Terms of Reference**

5.1. The terms of reference for this committee shall be reviewed every two years to ensure its necessity and relevance.