

Community Foundation of Singapore
TERMS OF REFERENCE FOR HUMAN RESOURCE COMMITTEE (HRC)

1. PURPOSE

- 1.1. The purpose of the Human Resource Committee (the Committee) is to assist the Board in fulfilling its responsibilities achieve the corporate objectives of CFS. The Committee will be responsible for ensuring that CFS has the appropriate resources to achieve its stated objectives.

2. MEMBERSHIP

- 2.1 The Chairperson of the Committee shall be appointed by the Board and must be a Board member.
- 2.2 The Committee members shall be appointed by the Chairperson of the Committee and need not be CFS Board member.
- 2.3 The Committee will have at least three (3) members, all non-executive.
- 2.4 The membership term limit will correspond with CFS Board's term and renewal process. Members of the Committee can serve a maximum of six (6) consecutive years and each term can be a maximum of three (3) years. Any member of the Committee, after completion of six (6) consecutive years, may be reappointed after a break of one (1) year.
- 2.5 The members of the Committee must be appropriately qualified to discharge their responsibilities. At least one member of the Committee should have accounting or related financial management expertise or experience.

3. DUTIES

- 3.1 With respect to Human Resource, the Committee shall:
- 3.1.1 Hiring
Be responsible for the hiring of the CEO. The Committee shall manage the search itself or engage a consultant to lead the effort. The Committee should negotiate a compensation package for the CEO as well as negotiate and execute the employment contract;
- 3.1.2 Workplace Policies
Review and approve significant HR development and policies, organisational structure and employment policies that comply with applicable laws and regulations and minimize organizational risk and exposure. The Committee should recommend any significant changes to the board annually or when necessary;

- 3.1.3 Compensation
Review and approve on the remuneration and terms of service for the CEO, including benefits and performance related elements prior to submission to the board for approval;
- 3.1.4 Performance Evaluation
Review the CEO's performance is formally evaluated on a regular basis. The evaluation process may include feedback from select senior staff, board members, partners, funders, and even service recipients.
- 3.1.5 Grievances
Review any employee grievances and complaints brought up to the attention of the Board and ensure that the process is documented and the issue is resolved in an appropriate and satisfactory manner.
- 3.1.6 Layoffs
Review and approve any management decision to layoff staff due to financial pressures. It is critical for the board and management to be in agreement and synchronized about how the organization is responding to financial challenges and any required messaging to stakeholders and the public.

4. AUTHORITY

- 4.1 The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek information from any employee. All employees will be directed to co-operate with any request made by the Committee.

5. MEETINGS

- 5.1. The quorum of members of the Committee shall be three (3). A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.
- 5.2. The Committee shall meet at least twice a year and at such other times as the Chair of the Committee shall require. When necessary, other discussions and grant approvals throughout the year may be coordinated via email circulation or tele-conferences.
- 5.3 Any member of the Committee or Management may request for a meeting at any time if they consider it necessary.

- 5.4 Notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed shall be given to the members of the Committee prior to the meeting in a timely manner.
- 5.5 The proceedings and resolutions of all Committee meetings, including the names of those present and in attendance, shall be duly minuted.
- 5.6 After each Committee meeting, the Chairperson shall report the Committee's findings and recommendations to the Board
- 5.7 Minutes of Committee meetings shall be circulated to all members of the Committee, Chairman of the Board, Management and the CFS Board
- 5.8 Care should be taken to minimise the risk of any conflict of interest that might be seen to give rise to an unacceptable influence.

6. TERMS OF REFERENCE

- 6.1 CFS Management will review, adjust and seek approval for the terms of reference when necessary to ensure that they remain relevant.

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Remarks: Change to reflect updated Constitution