**TOOL 1.1**

SAMPLE TERMS OF REFERENCE

GUIDE FOR EMPLOYERS IN USING THIS TOOL

This tool is for employers who choose to delegate the responsibility for leading the EM&D process to a sub-committee.

This guide outlines the information to be included under each heading in the Terms of Reference (ToR).

The template ToR is on the following page and should be reviewed and tailored to meet the needs of the service.

OBJECTIVES

This outlines the purpose of forming the sub-committee and its role. Clear objectives will assist the sub-committee in functioning effectively.

MEMBERSHIP

The membership of this sub-committee should be kept to a minimum to ensure that it is effective (recommend 2-3 people) and that members collectively have the skills necessary to lead the process. Ideally, at least one member

of this sub-committee should be a person with seniority in the organisation (e.g. a member of the Committee of Management, a Senior Manager etc.) and this person will perform the role of the Chair of the sub-committee.

Other members may include the Nominated Supervisor, Educational Leader, a member of the Committee/Board of Management with expertise in human resources/industrial relations/employee development matters.

TERM OF OFFICE

It is recommended that members of the sub-committee remain for 12 months and re-confirm after the Annual General Meeting and/or comply with the appropriate governing document.

MEETINGS

Meetings need to occur as often as required for the sub-committee to satisfactorily fulfil its objectives and duties.

DUTIES AND RESPONSIBILITIES

Sub-committees usually focus on a particular area or activity and provide recommendations to the Committee/ Board of Management. If your governing document 'e.g. constitution' gives you the power to delegate aspects of decision-making, this should be clearly documented in the ToR. The full Committee/Board of Management is ultimately accountable for any decisions made by the sub-committee. Decisions made by the sub-committee remain the responsibility of the whole Committee/Board of Management.

All duties and responsibilities including extent of authority should be clearly noted. It is important to be clear what activities are carried out and by whom e.g. Committee of Management, sub-committee, Manager etc.

Committees/Boards of Management can review the sample provided and include any other responsibilities that can be delegated as relevant to this sub-committee.

REPORTING

The procedure for reporting back to the Committee/Board of Management needs to be clear including any particular information that is required.

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EMPLOYEE MANAGEMENT AND DEVELOPMENT (EM&D) SUB-COMMITTEE TERMS OF REFERENCE

Objectives

This EM&D sub-committee has been formed to lead the implementation of the EM&D process at [insert name of service] and to provide a report on progress to the [Board/Committee of Management (CoM) (insert as applicable)] of [insert name of organisation] at their regular scheduled meetings throughout the year.

Membership

The sub-committee comprises the following members:

[Insert Names and Position Titles]

Term of office

The members of the sub-committee will hold their position for a period of [specify the number of years]. They can be replaced by the [Board/ CoM] with another member before the conclusion of this period.

With the approval of the [Board/CoM], a member whose term ends as specified in this Terms of Reference may continue to hold the position for the purposes of continuity, until the current EM&D cycle is completed.

Meetings

The sub-committee will meet a minimum of 4 times per year, and more often if required, to fulfil its duties. The sub-committee will be led by the Chair.

The sub-committee shall maintain confidential notes of discussions, and make these available, as appropriate, maintaining employee confidentiality, to the [Board/CoM]if requested.

Duties and responsibilities

The key responsibility is to lead and monitor the implementation of the EM&D process for all employees in the organisation. Typical activities include ensuring the following are in place:

* + implementing an induction and orientation process for new employees
	+ implementing clear processes for managing the probationary period for new employees
	+ encourage all employees to participate in the EM&D process
	+ ensure employees are supported to achieve their career aspirations
	+ ensure managers with employee responsibilities are:
		- having regular meetings and discussions with their employees about their strengths, achievements and progress towards achieving their agreed performance indicators and/or goals
		- conducting mid-performance period and annual performance evaluation and assessment for each employee
		- preparing a professional development plan for the employee and supporting them to undertake professional development
		- providing the sub-committee with regular progress updates regarding the implementation of the process and any issues of concern
		- maintaining confidential records of the activities of sub-committee and meetings
		- preparing a confidential summary report of progress and any recommendations for the [Board/ CoM]for approval.

Reporting

The sub-committee shall present a written report/verbal report [specify one] to the regular, scheduled [Board/CoM]

meetings outlining the following:

* + a summary record of actions performed and the status of the EM&D process for the current year
	+ any issues of substance or concern that must be addressed by the [Board/CoM].