

SINGAPORE HUMAN RESOURCES INSTITUTE

CONSTITUTION & CODE OF PROFESSIONAL ETHICS



POWERING HUMAN CAPITAL IN SINGAPORE

SHRI Constitution

Proposed Changes

Contents of Constitution

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Article V	Entrance Fee and Subscription	Amendments: entrance fee and subscription
Article VI	Administration	Addition: conflict of interest clause, appointment of ED, appointment of trustees Amendments: no. of council members
Article VII	Duties and Powers of Officers	Amendments: Duties/ Powers of President, Vice-Presidents, Honorary Treasurer, Auditors
Article VIII	Financial Year	No changes

Contents of Constitution

Item	Description	Remarks
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Article X	Appointment of Trustees	Amendments: power to terminate lies with council
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Article XII	General	Amendment: Appeals committee, press and public statements, disputes Deletion: Corporate friend/ supporter scheme, Guests
Article XIII	Advisory Board	No changes
Article XIV	SME Charter Committee	Removal of entire Article
Article XV	Finance and Investment Committee	Amendments: duties of Honorary Treasurer and Secretariat
Appendix A	Address of the Institute	Amendments: Address of Institute
Appendix B	Code of Professional Ethics	No changes
Appendix C	Entrance Fee, Subscription and Reclassification Fee	Removal of entire Appendix

Article I – Name

Article I – Name

No
changes

1. The name of the institute shall be the "Singapore Human Resources Institute" (hereinafter called "the Institute"). The short name of the Institute shall be SHRI.
2. The address and place of business of the Institute shall be as specified in Appendix A of this Constitution or such other place as shall be decided by the Council from time to time subject to the approval of the Registrar of Societies.

Article II – Objects

Article II – Objects

No
changes

1. a) To be the leading organization representing human resource professionals and persons concerned with and interested or involved in all aspects of human resource management and development, and to help them proactively advance their professionalism and contribute to the HR profession and organisational goals.

b) To undertake a broad categories of activities, including but not limited to the following, in order to achieve the above:
 - i. Service quality.
 - ii. Holistic approach to human resource management and development.
 - iii. Relationships to increase influence and impact
 - iv. Infrastructure to support vision

2. To foster and promote effective human resource management and development practices;

Article II – Objects

No
changes

3. To develop a body of knowledge of the art and science of human resource management and development by providing facilities for the study of, and enquiry and research into human resource management and development;
4. To stimulate interest in the importance of effective human resource management and development by the encouraging and promoting the exchange of information and ideas by the bringing together of persons, representatives of organisations or associations interested in human resource management and development;
5. To maintain a roll of members (hereinafter called "the Roll"), including details of experience and specialised knowledge or qualifications;
6. To promote and safeguard the interests of the Institute and its members
7. To encourage appropriate professional standards and attitudes of members;

Article II – Objects

No
changes

8. To promote a spirit of unity amongst members through educational, social, cultural and recreational activities;
9. To associate with any organization whose main object is the promotion of one or more aspects of management training.
8. To invest money of the Institute into fixed deposits and bonds for better returns on investments.

Article III – Definition

Article III – Definition

No
changes

1. The following expressions shall, unless the context otherwise requires, have the following meanings respectively assigned to them:

a) "human resource management" means that part of management which, including industrial relations, is concerned with people at work and their relationship within an enterprise and, is also concerned with the human and social implications of change in internal organisations, methods of working, and of economic and social changes in the community.

Its aim is to bring together and develop into an effective organisation the men and women who make up an enterprise and, having regard for the well-being of the individual and of working groups, to enable them to make their best contribution to its success. Human resource management is concerned with the formulation, development and application of sound policies, programmes, procedures and techniques relating to:

- i. recruitment, selection and placement;
- ii. learning, training, development, promotion and transfer;
- iii. workplace safety and health;
- iv. terms of employment, methods and standards of remuneration;
- v. working conditions, employee services and discipline;
- vi. formal and informal communication and consultation both through the representatives of employers and employees, and at all levels throughout the enterprise;
- vii. negotiation for an application of agreements on wages and working conditions;
- viii. procedures for resolving grievances and settling disputes;
- ix. management - union relations;
- x. employee engagement;
- xi. organisational matters;
- xii. surveys and research.

Article III – Definition

No
changes

- b) "Institute" means the Singapore Human Resources Institute.
 - c) "Constitution" means the Constitution of the Institute.
 - d) "the Executive Council or "the Council" means the administrative body of the Institute constituted under Article VI herein.
 - e) "member(s)", unless otherwise defined, means member(s) of the Institute.
 - f) "persons" means individuals.
 - g) "the Roll" means roll of members.
 - h) "year" means a year reckoned according to the Gregorian calendar.
2. Words expressing the plural shall include the singular and the masculine gender shall include the feminine gender, or vice versa.
 3. In the event of any question on which the Constitution has not expressly provided for or is silent, the Council shall have the power to interpret or determine and exercise its discretion, and any decision made shall be valid unless otherwise rescinded at a general meeting.

Article IV – Membership

Article IV – Membership

Addition
Deletion

1. Types of Membership

- i. Corporate Membership
- ii. Patron
- iii. Honorary Life, Hon. MSHRI
- iv. Fellow, FSHRI
- v. Professional, MSHRI / Accredited Professional, HRP, SHRP / Certified Professional, CMSHRI
- vi. Associate
- vii. Affiliate
- viii. Student
- ix. Social

Justification: Known as Corporate Friends previously but renaming it to Corporate Membership as SHRI has also evolved to offer more value added services

Justification: Ensure relevance as it is no longer practiced

a) Corporate Membership

i. Purpose

1. To enable corporations/organisations/companies and interested bodies supporting the objects of the Institute to have an active partnership and association with the Institute.
2. To enable the Institute to be relevant and be better able to foster, stimulate and promote its objects amongst corporations/organisations/companies and interested bodies through closer ties with these bodies.
3. To facilitate mutual benefits and value-added contributions through the sharing and promulgation of 'best' practices in human resource management and development practices.

Justification: To define the parameters / purpose of our corporate membership

Article IV – Membership

Addition
Deletion

ii. Benefits

Justification: Ensure relevance

In respect of the annual contribution made, a Corporate member is eligible for benefits including but not limited to the following:

1. Nomination of the HR Director, Manager or Executive or other person of similar status for Associate/Professional membership status in accordance with the Institute's membership criteria. The ensuing rights and privileges that go with the respective membership category shall be accorded to the individual only.

The number of nominations shall be in accordance with the prevailing schedule of annual contribution as determined by the Council.

2. Special rates for conducting of in-house courses / seminars / programmes / workshops organised by the Institute.

b) Patron

Justification: Streamlining for efficiency

- i. The President or the Council may appoint a maximum of ~~six (6)~~ **three (3)** Patrons.
- ii. Patrons are persons who support the vision and initiatives of the Institute. In turn, the Institute wishes to recognise such persons and acknowledge their role as benefactors who provide support of time, sponsorship, initiative or efforts.
- iii. The period of the appointment shall be for a period of at least one year or for such longer period as may be decided by the President or the Council.
- iv. Patrons must agree to accept the appointment.
- v. Patrons will be accorded the same privileges as any Accredited Professional member or Professional member, except that the Patrons will not be required to pay the entrance fee and annual subscription.
- vi. A Patron may be appointed or removed from office by a resolution passed by simple majority at a Council Meeting.

Article IV – Membership

No
changes

c) Honorary Life

- i. Honorary Life membership may be conferred by the Institute on any person who has rendered distinguished service to the Institute and/or the community.
- ii. Proposal of a person for Honorary Life membership shall be made by the Council and such person shall be elected only at a general meeting, the agenda of which shall specify the election of such person.
- iii. A person conferred with Honorary Life membership shall not be required to pay an entrance fee and annual subscription.
- iv. An Honorary Life member shall be issued with an Honorary Life membership certificate and shall be entitled to use the designation “Honorary Life Member of the Singapore Human Resources Institute (Hon. MSHRI)”.

d) Fellow

- i. The Council shall be empowered to confer fellowship upon any Professional member who has achieved eminence in the practice of human resource management and/or development or has distinguished himself by contributing to the body of knowledge relating to human resource management and/or development.
- ii. Nominations for fellowship shall be made by not less than two members of the Council. Any decision on conferment of fellowship shall be taken at a meeting of the Council called for the purpose and such conferment shall be made only with the approval of not less than two thirds of the Council membership.
- iii. The number of Fellows shall be determined by the Council. The number to be conferred in any one year shall also be determined by the Council.
- iv. A Fellow shall be issued with a fellowship certificate and shall be entitled to use the designation “Fellow of the Singapore Human Resources Institute (FSHRI)”.

Article IV – Membership

Addition
Deletion

e) Professional

i. Any person

- 1) who is “Professional” SHRI member
- 2) who possesses the requisite qualifications and requirements for the “Accredited Professional” under SHRI’s Competency and Accreditation Framework for the HR Profession
- 3) who possess the requisite qualifications and requirements for the “Certified Professional” from other HR organisations such as NHRPCF, SHRM, CIPD, and AHRI and others
- 4) and is not arrears of subscription shall be eligible for (Accredited) / (Certified) Professional membership status.

ii. Any person who is an Associate member with at least three years of membership with the Institute and who possesses the requisite qualifications for Professional membership under Article IV 1 e) (iii) and who is not in arrears of subscription shall be eligible for Professional membership and reclassification fee as mentioned in Appendix C shall be waived.

Justification: For administrative control

iii. Any person who has been conferred fellowship by the Council shall continue to be a Professional member.

iv. A person may qualify for Professional membership if he/she has had not less than three years of approved professional experience in human resource management and/or development as prescribed by the Council and has passed the Institute's prescribed examinations, provided that the Council, on receiving an application in writing, exempts a person from the examinations either in whole or in part if he satisfies the Council that he has the knowledge, experience, application and attitudes in human resource management and/or development comparable to the level of the Institute's prescribed examinations.

Justification: Ensure relevance as this is no longer practiced

Application for Professional membership shall be submitted by the applicant on the prescribed form to the Council Secretariat and shall be accompanied by the prescribed entrance fee.

Justification: For workflow efficiency

Article IV – Membership

Addition
Deletion

v. Upon the applicant qualifying for Professional membership in accordance with the provisions in (i) to (iii) above, the **Honorary Secretary Secretariat** shall notify the successful applicant accordingly and the applicant's name shall be entered in the Roll as a Professional member when the prescribed fee is paid.

Justification:
For workflow
efficiency

vi. Every applicant for Professional membership from Associate membership shall be required to pay the prevailing reclassification fee or such sum as may be decided by the Council from time to time. Such fee shall be in addition to any fee that may be payable in respect of the prescribed examinations.

The Council **may** **has the power to advise the Secretariat to** approve or reject any application without having to give a reason.

vii. A Professional member shall be issued with a Professional membership certificate and shall be entitled to use the designation "Member of the Singapore Human Resources Institute (MSHRI)".

viii. A Professional member having retired from full-time business activity and occupation, having reached the prevailing retirement age, and having been a member of the Institute for at least 10 years, shall upon application in writing, be eligible for a reduced subscription fee as may be decided by the Council.

Article IV – Membership

Addition
Deletion

f) Associate

- i. Any person who is an Associate member, Affiliate member, or approved Licentiate member, who is not in arrears of subscriptions as at (date of annual general meeting or date prescribed) shall be an Associate member.
- ii. Any person who does not qualify for Professional membership, but, in the ordinary course of his business, profession, vocation, employment or postgraduate studies, is concerned with or involved in human resource management and/or development in a junior, executive, academic or advisory capacity acceptable to the Council shall be eligible for Associate membership.
- iii. Applicants for Associate membership shall submit the prescribed application form with the prescribed entrance fee to the Council Secretariat. Justification: For workflow efficiency
- iv. Applications for Associate membership shall be proposed by a Professional member and seconded by another Professional member.
- v. The Council may has the power to advise Secretariat to approve or reject any application without having to give a Justification. Justification: For workflow efficiency
- vi. Upon the applicant qualifying for Associate membership in accordance with the provisions of (i) to (v) above, the Honorary Secretary Secretariat shall notify the successful applicant accordingly and the applicant's name shall be entered in the Roll as Associate member when the prescribed fee is paid.

Justification: For workflow efficiency

Article IV – Membership

Addition
Deletion

- vii. An Associate member, who possesses the requisite qualifications for Professional membership under Article IV 1 e) (iv) shall apply for transfer to Professional membership. The application shall be evaluated in accordance with the qualification provisions governing Professional membership.
- viii. An Associate member who possesses the requisite qualifications for Professional membership under Article IV 1 e) (iv) and who has been an Associate member for at least three years shall be upgraded to Professional member status, upon which the relevant prescribed fee shall be payable. In such instances, the prevailing reclassification fee as mentioned in Appendix C shall be waived.

Justification: Ensuring key governance control

g) Student

- i. Any person who is a Licentiate member and who is not in arrears of subscription as at (date of annual general meeting or date prescribed) shall be a Student Member, unless that member qualifies for is an existing Associate or Professional Membership.
- ii. Any person who is undergoing (either on a full-time or part-time basis) an undergraduate course of study (defined as studying at or below bachelor degree level) in human resource management and/or development at SHRI, or at an institution recognised by SHRI, is eligible for Student membership.

Justification: Ensuring relevance as this is not practiced

Article IV – Membership

Addition
Deletion

- iii. Applicants for Student membership shall submit the prescribed application form with the prescribed entrance fee to the Council.
- iv. The Council may approve or reject any application without having to give a Justification.
- v. Upon the applicant qualifying for Student membership in accordance with the provisions of (i) to (iv) above, the Honorary Secretary shall notify the successful applicant accordingly and the applicant's name shall be entered in the Roll as Student member when the prescribed fee is paid.
- vi. A Student member shall be required encouraged, upon completion of his course of study, to apply for transfer to Associate/Professional membership. The application shall be evaluated in accordance with the qualification provisions governing Associate / Professional membership. In the event that a Student member has finished his course of study but does not qualify for any other type of membership, he shall remain a Student member until such time as he qualifies for one category of membership.

Justification: Ensuring relevance as this is no longer practiced

Justification: Ensuring relevance as this is no longer practiced

Article IV – Membership

Addition
Deletion

g) Social

Justification: Ensuring relevance as this is no longer practiced

- i. Any person above the age 21, who is a member of the Singapore Professional's and Executives' Co-operative (SPEC) is eligible to apply to become a Social member.
- ii. Any person above the age of 21 and who is employee of the Institute's Corporate Friends/ Supports, is eligible to apply to become a Social member.
- iii. The Institute may establish different sub groups of Social members.
- iv. A Social member is entitled to use the Institute's recreational facilities, upon such terms and conditions as the Institute may, from time to time, prescribe.
- v. An applicant for Social membership shall submit a prescribed application form together with a prescribed entrance fee to the Council.
- vi. The Council may approve or reject any application without having to give a Justification.
- vii. Upon the applicant qualifying for Social membership, the Honorary Secretary shall notify the successful applicant accordingly and the applicant's name shall be entered in the Roll as Social member when the prescribed fee is paid.

h) Affiliate

Justification: Ensuring relevance as this is no longer practiced

- i. Any person who is a member of any organization which is affiliated to the Institute or accredited by the Institute and who is not in arrears of membership subscription fee in respect of such organization shall be eligible for Affiliate membership.

Article IV – Membership

Addition
Deletion

2. Rights and Privileges of Members

Justification: Ensuring relevance in widening our membership base in Singapore regardless of citizenship

- a) Any Accredited Professional member or Professional member who is a Singaporean Citizen or Permanent Resident shall:
- have the right to propose or second an applicant for Associate membership, nominate or second a candidate for election and stand for elections;
 - have the right to speak and vote at general meetings of the Institute;
 - have such other privileges as may be decided at general meetings of the Institute.

Justification: Ensuring relevance as this is no longer practiced

- b) Student, Affiliate, Associate, and Honorary Life members shall:

- have all the rights and privileges and benefits of Professional membership except the right conferred on Professional members under Article IV 2(a)(i) above and the right to vote at general meetings of the Institute;
- have such other privileges as may be decided at general meetings of the Institute.

Justification: Including the specific article number

- c) Social member shall:

Justification: Ensuring relevance as this is no longer practiced

- be admitted into the recreational facilities and premises of the Institute but shall not be admitted into the rights and privileges of the Professional, Student, Associate or Honorary life members as stated in Article IV 2(a) and 2(b) above.
- have such other privileges as may be decided at general meetings of the Institute.

- d) The spouse and/or child under 21 years of age of a Social member shall be entitled to use the Institute's facilities subject to such member being responsible for the proper conduct of or any debt or liability incurred/caused by such spouse and/or child.

- e) Any member who has at least 30 years of membership with the Institute shall be conferred with life time membership status.

Article IV – Membership

Addition
Deletion

3. Resignation

Any member may resign his membership by giving to the Honorary Secretary notice in writing to that effect and paying all monies due and returning any certificate of membership to the Institute.

Justification: Ensuring relevance as this is no longer practiced

4. Suspension and Expulsion of Members

a) The Council may shall have the power to suspend a member for such period as it shall determine or may expel a any member if he the member:

Justification: Correcting grammatical errors

- i. has conducted himself / herself, whether on the Institute's premises or elsewhere, by word or act, in a manner which in the opinion of the Council is prejudicial to the interests of the Institute or its members and/or injurious to its reputation.
- ii. is in breach of the Institute's Code of Professional Ethics set out in Appendix B herein.
- iii. is convicted of a criminal offence which in the opinion of the Council is of a serious nature or,
- iv. is has been adjudicated a bankrupt;

Justification: Ensuring governance control

Provided that such member has been given an opportunity to present his case in person before the Council, and that such member may within thirty days from the date of the Council's decision or such extended period as may be approved by Council, lodge a notice of appeal against the Council's decision to the Appeals Board provided under Article XII 1, whose decision, after hearing the appellant in person, shall be final.

b) The Council shall, through the Honorary Secretary, not later than seven days, notify in writing to such member its decision and/or the decision of the Appeals Board to suspend or expel him from membership.

Justification: Ensuring relevance

c) The name of any person who has been expelled from membership and who has lodged his / her notice of appeal within thirty days from the date of the Council's decision or such extended period as may be approved by the Council, or whose appeal against the Council's decision to the Appeals Board has been unsuccessful, shall be removed from the Roll.

Article IV – Membership

No
changes

5. Reinstatement of Members

A person whose name has been removed from the Roll may apply at any time to the Council for reinstatement and such a person may be reinstated conditionally or unconditionally as the Council may at its discretion deem fit. The Council shall not be bound to reinstate him nor assign any Justification thereof.

6. All members of the Institute shall abide by the provisions of the Constitution and not act in any way inconsistent with the objects of the Institute and its Code of Professional Ethics (as per Appendix B)

Article V – Entrance Fee and Subscription

Article V – Entrance Fee and Subscription

Addition
Deletion

1. Entrance Fee

- a) The entrance fee for membership shall be as set out in Appendix C, or such amount as may be decided by a general meeting from time to time, payable on application and shall accompany the prescribed application form for membership. Subject to obtaining the Council's approval, the Honorary Secretary shall have the power to determine the entrance fee payable and to revise the said fees payable from time to time. **Justification: Easing administrative process**
- b) Every member shall be liable to pay the entrance fee for membership and the said payment shall accompany the prescribed application form for membership. **Justification: Easing administrative process**
- c) Such entrance fee shall not be refundable except when an application for membership is rejected.

2. Subscription

- a) The subscription for the year, payable in advance, shall be such sum as may be decided by a general meeting of the Institute. Every member shall be liable to pay the prevailing entrance fee for membership, including temporarily changed fees for promotional purposes as approved by the Council from time to time, and the said payment shall accompany the prescribed application form for membership. **Justification: Easing administrative process**
- b) Subject to the approval of the Council, the annual subscription fee shall be determined by the Secretariat. **Justification: Easing administrative process**
- c) Where a member is re-classified in accordance with the provision of this Constitution and has paid the prescribed reclassification fee, he shall not be liable for any further subscription for that year.
- d) The name of the person whose application has been approved shall not be entered in the Roll and he shall not qualify as a member until his subscription is paid except as provided for under Article V 2(b).

Article V – Entrance Fee and Subscription

No
changes

e) A person approved as a member on or after January 31st shall only be required to pay the proportionate amount of the prescribed subscription for that year. A period of less than one month is to be treated as a full month.

3. Arrears of Subscription

- a) A member who has not paid his up-to-date subscription by 31 March of the following year shall cease to be a member and his name shall be removed from the Roll.
- b) A Professional member who is in arrears of subscription shall not be eligible to propose or second an application for membership, nominate or second a candidate for election, vote at general meetings of the Institute or enjoy any other rights of a member.

Article VI – Administration

Article VI – Administration

Addition
Deletion

1. a) The Administration of the Institute shall be vested in the Council consisting of the following to be elected at an annual general meeting once in every two years.
 - i. The President; and
 - ii. ~~Seventeen~~ 10 other Council members which will consist of up to 4 office bearers and 6 co-opt members of the Council.

- b) At the first meeting of the elected Council, the duly elected President shall then appoint the following office bearers:
 - i. ~~Three~~ Two Vice-Presidents
 - ii. The Honorary Secretary
 - iii. ~~The Assistant Honorary Secretary~~
 - iv. The Honorary Treasurer
 - v. ~~The Assistant Honorary Treasurer~~

- c) The President may propose and the Council may co-opt up to ~~seven~~ three Accredited Professional members or Professional members at its discretion.

Justification: Value adding key governance control

Justification: Ensuring key governance control

Article VI – Administration

Addition
Deletion

2. a) A candidates for election to the Council:
- i. must be proposed and seconded by two Accredited Professional members or Professional members of the Institute.
 - ii. must have been a member of the Institute for at least 12 3 months before prior to nomination.
 - iii. shall not have any criminal record nor is an undischarged bankrupt.
 - iv. Must not be placed in a position or engage, either directly or indirectly, in any activity where (in the reasonable opinion of the Secretariat) may be an actual conflict, or a potential conflict with the Institute.
 - v. Shall declare to the Secretariat the following:-
 - 1. any vested interest he or she may have with any affiliated Members of the Institute, Organisations, Corporate Friends, Supporters of the Institute Scheme or Companies incorporated under the Companies Act 1967.
 - 2. any activity he or she may engage in, whether directly or indirectly, which may be an actual or a potential conflict of interest with the Institute to the Secretariat.
- b) The name of the candidate must be submitted in writing to the Honorary Secretary and every candidate for election shall signify in writing, his consent to his nomination.
- c) The list of candidates for election shall be closed seven consecutive days before the date of the annual general meeting.

Justification: Correcting grammatical error

Justification: Easing administrative process

Justification: Value adding key governance control

Justification: Value adding key governance control

Article VI – Administration

Addition
Deletion

3. The Council shall be responsible for carrying out the objects of the Institute.
4. The Council may:
 - a) co-opt such Professional members as may be needed to fill any casual vacancy in the Council to serve until the next election is due at the annual general meeting;
 - b) appoint special committees with such powers and duties as the Council may determine;
 - a) invite any person to be present at any Council meeting and to participate at such a meeting provided that such a person shall not have the right to vote.
5. **The Appointment of Executive Director or any other prevailing titles and/ or Accountant:**
 - a) **The Council shall have the power to appoint key executive roles such as the Executive Director or any other prevailing titles and Accountant.**
 - b) **The President shall have the power to recommend the terms and conditions of employment for the foregoing 3 key posts or the appointees or holders thereof for the consideration and approval of the Council.**

Justification: Value adding key governance control

Article VI – Administration

Addition
Deletion

- c) All persons employed by the Institute and holding the foregoing 3 key posts (whether substantially or in an acting or officiating capacity or temporarily in the absence of the incumbents) shall report to and be accountable to the President in the performance and discharge of their duties and responsibilities. For this purpose, the President shall have the power to give directions and guidance from time to time to the persons appointed as the Executive Director or any other prevailing titles and Accountant respectively in the Institute (whether substantially or in an acting or officiating capacity or temporarily in the absence of the incumbents).
- d) The President shall have the power to recommend to the Council the termination of the employment of any persons employed by the Institute in the abovementioned 3 key posts. The decision on termination shall be vested in the Council.

6. Appointment of Trustees:

- a) The Council shall have the power to appoint Trustees to hold immovable properties or any other properties in trust for SHRI;
- b) The President shall have the power to recommend the trustees who are to hold immovable properties or any other properties in trust for SHRI thereof for the consideration and approval of the Council, on such terms and conditions as may be determined by the Council. The trustees shall not affect any sale or mortgage of property without prior approval of the Meeting of Council.

Justification: Value adding key governance control

Justification: Value adding key governance control

Article VI – Administration

No
changes

7. Meetings of the Council:
 - a) The Council shall meet at least once in two months.
 - b) The Honorary Secretary shall give not less than seven consecutive days' notice of such meetings.
 - c) A meeting of the Council shall be convened by the Honorary Secretary at the request of the President or the written request of at least five members of the Council.
 - d) Half of the number of the Council shall constitute a quorum; in the event that there is no quorum, no business shall be transacted by the Council members present.
 - e) Any member of the Council who absents himself from three successive meetings without submitting a written explanation shall automatically cease to be a member of the Council, unless at the fourth meeting, a written explanation for his absence is submitted. The Council shall consider such explanation and decide by a simple majority vote whether or not the absent member shall be reinstated in the Council.
 - f) Motions shall be carried by a simple majority vote except when taking a decision on the conferment of a fellowship as provided for under Article IV.

Article VII – Duties and Powers of Officers

Article VII – Duties and Powers of Officers

Addition
Deletion

1. President

- a) The President shall be the chairman of the Council and of all general meetings of the Institute.
- b) The President shall have the right to call general meetings of the Institute.
- c) The President shall be eligible for re-election and shall not be entitled for re-election for a fourth consecutive term.
- d) The President shall have the power to interview and recommend persons to the Council for consideration for appointment by the Council, as the Council may deem fit, as Executive Director, General Manager or Accountant respectively in the Institute.
- e) The President shall have the power to recommend the terms and conditions of employment for the foregoing 3 key posts or the appointees or holders thereof for the consideration and approval of the Council.
- f) All persons employed by the Institute and holding the foregoing 3 key posts (whether substantially or in an acting or officiating capacity or temporarily in the absence of the incumbents) shall report to and be accountable to the President in the performance and discharge of their duties and responsibilities. For this purpose, the President shall have the power to give directions and guidance from time to time to the persons appointed as the Executive Director, General Manager and Accountant respectively in the Institute (whether substantially or in an acting or officiating capacity or temporarily in the absence of the incumbents).
- g) The President shall have the power to recommend to the Council the termination of the employment of any persons employed by the Institute in the abovementioned 3 key posts. The decision on termination shall be vested in the Council.
- h) The President shall have the power to recommend the trustees who are to hold immovable properties or any other properties or any other properties in trust for SHRI thereof for the consideration and approval of the Council, on such terms and conditions as may be determined by the Council. The trustees shall not affect any sale or mortgage of property without prior approval of the General Meeting of members.

Justification: Value adding key governance control to Council

Article VII – Duties and Powers of Officers

Addition
Deletion

2. Vice-Presidents

a) General

All duties, powers and responsibilities of the President shall, in his/her absence, devolve upon one of the Vice-Presidents so elected as Acting- President by the Council.

b) Vice-President (HR Accreditation)

The Council may nominate one of the Vice-Presidents to focus on the function of HR Accreditation. The Council will from time to time decide upon and articulate the specific scope and duties to be undertaken under this function of HR Accreditation. The Vice-President so nominated shall report to the President and to the Council.

Justification: Ensuring relevance as this is non-existent

3. Honorary Secretary

The Honorary Secretary shall:

- a) have charge of the Institute's records and shall conduct the correspondence of the Institute;
- b) be responsible for convening all general and Council meetings of the Institute;
- c) keep minutes of all general and Council meetings;

Article VII – Duties and Powers of Officers

Addition
Deletion

- d) submit to the Council any matter for discussion received from members of the Institute;
- e) submit on behalf of the Council an annual report of the Institute at the annual general meeting. In the event of the Council going out of office before the completion of its term, the Honorary Secretary of the outgoing Council shall submit on its behalf, to the Honorary Secretary of the incoming Council within four weeks a report covering its period of office;
- f) keep up to date the Roll of Members.

4. Assistant Honorary Secretary

4. The Assistant Honorary Secretary shall:

- a) assist the Honorary Secretary in the performance of his duties;
- b) assume the duties and responsibilities of the Honorary Secretary in the event of his absence;
- c) succeed the Honorary Secretary in the event of his position becoming vacant.

Justification: Ensuring key governance control

Article VII – Duties and Powers of Officers

Addition
Deletion

Justification: Easing
administrative process

5. Honorary Treasurer

The Honorary Treasurer shall:

- a) keep all the accounts of the Institute **or advise and assign the Secretariat to keep all the accounts of the Institute;**
- b) **review all the accounts prepared by the Secretariat**
- c) **keep all the accounts of the Institute in the event the Honorary Treasurer did not advise and assign the Secretariat to do so;**
- d) **receive on behalf of the Institute all monies due to the Institute and deposit these into the banking accounts of the Institute within 7 working days, provided that the Honorary Treasurer shall at any given time be allowed to retain a sum not exceeding S\$300.00 in cash or such sum as may be decided by the Council from time to time for petty expenses; such amount to be kept on the imprest system; have the power to directly receive on behalf of the Institute or assign the Secretariat to receive on behalf of the institute all monies due to the Institute and deposit these into the banking accounts of the Institute within 7 working days provided that the Honorary Treasurer (or the assigned Secretariat) shall at any given time be allowed to retain a sum not exceeding S\$300.00 in cash or such sum as may be decided by the Council from time to time for petty expenses; such amount to be kept on the imprest system;**
- e) **sign all cheques of the Institute in conjunction with the President or the Honorary Secretary of the Institute; have the power to sign all cheques and /or approve all electronic payments of the institute with reference to the bank mandate to operate the bank account of the Institute.**
- f) submit the account books of the Institute to the Council for inspection at any time;

Article VII – Duties and Powers of Officers

Addition
Deletion

- g) submit on behalf of the Council a financial report for the year at the annual general meeting;

In the event of the Council going out of the office before the completion of its term of office, close all accounts and submit a financial report covering its period of office to the Honorary Treasurer of the incoming Council within four weeks.

- h) not be entitled for re-election as Honorary Treasurer for a third consecutive term without the consent of the Registrar of Societies;

- i) submit the accounts to the auditors at least eight weeks before the annual general meeting; submit (or assign the Secretariat to submit) the accounts of the Institute to the auditor(s) at least eight weeks before the annual general meeting;

- j) review the audited financial statements prepared by the auditor(s) before signing with the President for presentation at the annual general meeting;

- k) keep a record of all members in arrears of subscription or other monies due to the Institute and shall be responsible for issuing the reminders to members under Article V 3. perform the duties and the functions of the Finance and Investment Committee as set out in Article XIV below if there is no Finance and Investment Committee appointed.

Justification: Easing
administrative process

Article VII – Duties and Powers of Officers

Addition
Deletion

6. Assistant Honorary Treasurer

The Assistant Honorary Treasurer shall:

- a) assist the Honorary Treasurer in the performance of his duties;
- b) assume the duties and responsibilities of the Honorary Treasurer in the event of his absence;
- c) succeed the Honorary Treasurer in the event of his position becoming vacant.

Justification: Ensuring key
governance control

Justification: Ensuring key
governance control

7. Non-Executive Council Members

- a) The Council members shall perform such duties and exercise such powers as may be assigned to them by the Council.
- b) In the absence of the President and the two Vice-Presidents, members of the Council shall elect a person amongst themselves to perform and exercise the duties, powers and responsibilities of the President in the interim.
- c) Any Council member who at any time, has a criminal record or is an undischarged bankrupt shall resign or relinquish his membership from the Institute.

Article VII – Duties and Powers of Officers

Addition
Deletion

8. Auditors

- a) Two auditors shall be elected at the annual general meeting and they shall audit the accounts of the Institute at the end of each financial year or at such other time as the President may require, and shall present their reports at the next annual general meeting or to the Council as the case may be. A qualified auditor shall be appointed at the annual general meeting to audit the accounts of the Institute at the end of each financial year or at such other time as the President may require.
- b) The two auditors elected at an annual general meeting shall not be eligible for re-election as auditors for two consecutive years. The qualified auditor shall present his or her report at the next annual general meeting or to the Council as the case may.
- c) In the event at the annual general meeting a professional auditor or firm of professional auditors is appointed, sub-rules (a) in so far as election is concerned and (b) above shall not apply.

Justification: Easing
administrative process

Article VIII – Financial Year

Article VIII – Financial Year

No
changes

The financial year of the Institute shall be January 1st to December 31st of each year.

Article IX – General Meeting

Article IX – General Meeting

Addition
Deletion

1. General meetings of the Institute shall be convened by the Honorary Secretary and shall be:
 - a) the annual general meeting;
 - b) the extraordinary general meeting.

2.
 - a) The annual general meeting shall be held within three months of the closing of the financial year.
 - b) Notice of the annual general meeting shall be posted to members not less than ~~28~~ 21 consecutive days before the date of the meeting.
 - c) The agenda shall consist of:
 - i. annual report;
 - ii. financial report;
 - iii. election of Council members, (when election falls due);
 - iv. election or appointment of auditors.
 - v. Any other matter of which notice in writing has been given to the Honorary Secretary at least seven consecutive days before the meeting.

**Justification: Easing
administrative process**

Article IX – General Meeting

Addition
Deletion

3. The extraordinary general meeting of the Institute shall be convened by the Honorary Secretary:
 - a) on the instructions of the Council; or
 - b) on the written application to the Honorary Secretary of at least one quarter of the Professional members, together with a statement of the objects for which the meeting is desired. Such a meeting shall be held within 21 days upon receipt of the application.

4.
 - a) Notice of an extraordinary general meeting shall be posted to members not less than ten consecutive days before the date of the meeting.
 - b) Only the object for which the extraordinary general meeting is called shall be on the agenda.

5.
 - a) At least ~~20%~~ **10%** of the Professional members or ~~60~~ **30** Professional members, whichever is the lesser number, shall be present at the commencement of the annual general meeting to constitute a quorum, provided that if the required quorum is not obtained, such meeting shall be adjourned for half an hour and should the number then present be insufficient to form a quorum, those present shall constitute a quorum, but they shall have no power to amend the Constitution.
 - b) Only the object for which the extraordinary general meeting is called shall be on the agenda.
 - c) **At least 10% of the Professional members or 30 Professional members, whichever is the lesser number, shall be present at the commencement of the extraordinary general meeting to constitute a quorum, failing which the meeting shall not proceed and the chairman shall dissolve the meeting.**

Justification: Ensuring efficiency for future AGMs & EOGM

Article IX – General Meeting

No
changes

6. a) No member shall vote by proxy.
 - b) Voting at all general meetings shall be by secret ballot. Voting by a show of hands may be taken with the unanimous consent of the Professional Members present.
 - c) Except as hereinafter provided, motions at general meetings of the Institute shall be carried by a simple majority vote.
7. A vote of censure or of no confidence in the Council or any member or members of the Council may be taken at any general meeting provided that it has been tabled on the agenda for the meeting.

Article X – Appointment of Trustees

Article X – Appointment of Trustees

Addition
Deletion

1. If the Institute at any time acquires any immovable property, such property shall be vested in trustees, subject to a declaration of trust. Any trustee may at any time resign from his trusteeship. If a trustee dies or becomes lunatic or of unsound mind or moves abroad permanently or is absent from the Republic of Singapore for a period of one year, he shall be deemed to have resigned his trusteeship. If a trustee is guilty of misconduct of such a kind as to render it undesirable that he continues as a trustee, a general meeting may remove him from his trusteeship. **The Institute may also remove the trustee without Justification at the sole discretion of the Institute.**
Justification: Key governance control
2. Vacancies in the trusteeship may be **filled at a general meeting** **appointed by the Council** but the number shall not be more than four or less than two.
Justification: Streamlining the process for efficiency
3. Notice of any proposal to remove a trustee from his trusteeship or to appoint a new trustee to fill a vacancy must be given by affixing on the premises of the Institute a document containing such proposal at least two weeks before the **Council** meeting at which the proposal is to be discussed.
Justification: Streamlining the process for efficiency
4. The result of such meeting shall be made known to the Registrar of Societies. The Institute shall inform the Registrar of Societies the name of its trustees and such subsequent changes as shall take place from time to time and the address of its immovable property.

Article XI – Amendments to the Constitution

Article XI – Amendments to the Constitution

Addition
Deletion

1. Amendments to the Constitution shall be made only at an annual general meeting or at an extraordinary general meeting.
2. Proposed amendments to the Constitution shall be submitted in writing by one Professional member and seconded by another Professional member to the Honorary Secretary at least twenty-one consecutive days before the general meeting; the Honorary Secretary shall then refer such proposed amendments to the Council which shall make its recommendation to the members at the general meeting.
3. Amendments to the Constitution shall be carried by a two-third (2/3) majority vote of the Professional members present and shall only come into force after the approval of the Registrar of Societies has been obtained.
4. Subject to obtaining approval from the Council, the Secretariat shall have the power to make amendments to Appendices enclosed herein as and when required.

Justification: Streamlining the process for efficiency

Article XII – General

Article XII – General

Addition
Deletion

1. Appeals Committee

- a) The Appeals Committee referred to in Article IV 4 shall be appointed by the Council from a panel hereinafter provided. The Appeals Committee shall consist of three persons who shall elect a chairman amongst themselves.
- b) (i) The panel referred to in Article XII 1 (a) shall consist of ~~six~~ **three** to ~~twelve~~ **seven** persons who shall be appointed by the Council within two months from the date of the first Council meeting following the last annual general meeting or as soon as possible thereafter.
- (ii) A panel member shall not be a person who is:
1. a member of the Council or an auditor of the Institute; or
 2. an executive officer of the Institute;
 3. a member of any ad-hoc Disciplinary Committee appointed by the Council;
- (iii) The term of office of a panel member shall be from the date of his appointment to the date of the annual general meeting after his appointment, unless he resigns sooner, but shall be eligible for reappointment.

Justification: Streamlining for efficiency

Provided that the panel member who resigns or whose appointment expires during the course of any proceedings before the Appeals Committee in which he is a member shall for the purposes of such proceedings and until their determination be deemed to remain a panel member of the Appeals Committee of which he is a member.

Article XII – General

Addition
Deletion

(iv) The Council shall remove from the panel a person who:

1. is a bankrupt;
2. has been convicted in any court of law for any offence of a serious nature;
3. has declined to constitute the Appeals Committee when appointed by the Council to do so or has absented himself, when appointed, from the Appeals Committee, unless he has shown Justificationable cause for so declining or absenting himself;
4. is himself subject to disciplinary action by the Council.

(v) Any member who subsequently becomes disqualified by sub-rule (b) (ii) thereof shall cease to be a panel member.

c) The Appeals Committee shall consider such appeal that may be referred to it by the Council and it shall have access to all relevant information pertaining to the appeal in question. After hearing the appellant in person, its decision in writing shall be convened to the Council within two weeks.

2. Press and Public Statements

All press and public statement for and on behalf of the Institute shall be made by the President, or the Honorary Secretary Executive Director or any other prevailing titles or such other members as shall be authorised by the Council.

Justification: Streamlining for efficiency

Article XII – General

No
changes

3. Dissolution

- a) Dissolution of the Institute shall be discussed at a general meeting convened for the purpose.
- b) The Institute shall not be dissolved except with the consent of not less than four-fifths (4/5) of the registered Professional members for the time being present in Singapore, expressed, either in person at an extraordinary general meeting specially convened for the purpose or by postal vote.
- c) In the event of the Institute being dissolved as provided above, all debts and liabilities lawfully incurred on behalf of the Institute shall be fully discharged, and the remaining funds and/or other assets shall be donated to a charitable organisation as decided at the general meeting.
- d) Notice of dissolution shall be given to the Registrar of Societies within seven (7) days of the dissolution.

Article XII – General

Addition
Deletion

4. Prohibitions

- a) The Institute shall not restrict or in other manner interfere with trade or prices or engage in any trade union activity as defined in any written law relating to trade unions for the time being in force in Singapore.
- b) The Institute shall not hold any lottery, whether confined to its members or not, in the name of the Institute or its office bearers, Council or members, unless with the prior approval of the relevant authorities.
- c) The Institute shall not associate itself with any political activity or allow its funds and/or premises to be used for political purposes.

5. Disputes

- a) In the event of any dispute arising amongst members, members may attempt to resolve the dispute at an extraordinary general meeting in accordance with the Constitution. They may also refer the matter in writing to the Council for resolution in accordance with the following procedures:
 - i. The member concerned ("the Complainant") shall write under confidential cover to the Hon. Secretary, with a copy to the Executive Director **or any other prevailing titles** **Justification: Streamlining for efficiency**
 - ii. The Council shall hear the Complainant and the disputing party/parties and give its decision in writing within three weeks from the date of the hearing, or if the hearing is for more than one day, from the last day of the hearing.
- b) Should the members and the Council fail to resolve the matter, they may bring the matter to a court of law for settlement.

Article XII – General

Addition
Deletion

6. Corporate Friends/Supporters of the Institute Scheme

a) Purpose

Justification: Moved to Membership category listing for consistency

- i. To enable corporations/organisations/companies and interested bodies supporting the objects of the Institute to have an active partnership and association with the Institute.
- ii. To enable the Institute to be relevant and be better able to foster, stimulate and promote its objects amongst corporations/organisations/companies and interested bodies through closer ties with these bodies.
- iii. To provide a vehicle to facilitate mutual benefits and value-added contributions through the sharing and promulgation of 'best' practices in human resource management and development practices.

b) Annual Contribution Payable

- i. The Scheme provides for an annual contribution to the Institute at such rate or rates as the Council may from time to time decide provided that such contribution per nominee shall not be less than the prevailing fee for Professional membership.
- ii. The contribution payable in any financial year shall be pro-rated. No refund shall be made in respect of the remaining portion of the financial year from the date of withdrawal.

Article XII – General

Addition
Deletion

c) Benefits

Justification: Moved to Membership category listing for consistency

In respect of the annual contribution made, a Corporate Friend/Supporter is eligible for benefits including but not limited to the following:

- i. Nomination of the HR Director, Manager or Executive or other person of similar status for Associate/Professional membership status in accordance with the Institute's membership criteria. The ensuing rights and privileges that go with the respective membership category shall be accorded to the individual only.

The number of nominations shall be in accordance with the prevailing schedule of annual contribution as determined by the Council.

- i. Special rates for conducting of in-house courses / seminars / programmes / workshops organised by the Institute.
- ii. Special discounted member's rates for employees of the Corporate Friend/Supporter when they enrol for the Institute's academic core programmes and short courses/workshops.

d) Withdrawal

Justification: Removed as it is no longer practiced

In the event of any withdrawal under the Scheme, the membership status accorded to the individual shall be in effect so long as the membership subscription is not in arrears.

Article XII – General

Addition
Deletion

Justification: Removed as it is no longer practiced

7. Guests

- a) A member may introduce a guest to use the Institute's recreational facilities in accordance with this article and any by-laws that may be in force from time to time.
- b) A member introducing a guest ("the introducer") shall fill in the particulars of the guest in a guest register provided for the purpose.
- c) The introducer shall be responsible for the proper conduct of the guest as well as for any debt or liability incurred/caused by such guest. The introducer is deemed to have acquainted a guest of the provisions in this article and of by-laws governing the use of the Institute's recreational facilities.
- d) The Institute or its authorised representative may at its discretion at any time withdraw the use of its recreational facilities from a guest without having to assign any Justification.
- e) No person from whom the use of the recreational facilities has been withdrawn may be introduced as a guest without the prior written consent of the Institute or its authorised representative.
- f) No person who has been suspended or expelled in accordance with Article IV (4) or from whom the privileges have been withdrawn under Article XII 7 (d) above may be introduced as a guest.

Article XIII – Advisory Board

Article XIII – Advisory Board

No
changes

1. Purpose

- a) In recognition of the distinguished services of past Presidents and members of the Council of the Institute, to provide a formal structure to engage them to serve and contribute further to the Institute.
- b) In recognition of the importance of knowledge and experience learning and sharing, to provide an additional platform for information dissemination, sharing and discussion on critical matters of strategic concerns affecting the Institute, and to tap on the vast experience, skills and knowledge of the Board members for their advice, thought- leadership and contribution towards building strategic relations and partnerships, locally and regionally, that will further enhance the standing of the Institute.
- a) In recognition of the need to safeguard the Institute’s reserves, assets, investments and future liabilities, to put in place a process to seek the support of the Board members.

2. Appointment of the Advisory Board by the Council

- a) The Advisory Board shall consist of a minimum of 3 and up to a maximum of 15 persons who shall be appointed by the Council within two months from the date of the first Council meeting upon the last annual general meeting or as soon as possible thereafter. The Advisory Board shall elect a Chairman, Deputy Chairman and Secretary among themselves.
- b) The term of office of a Board member shall be from the date of his appointment to the date of the general meeting after his appointment, unless the member resigns sooner, but shall be eligible for re- appointment.
- a) The Council shall remove from the Advisory Board a member who has been convicted in any court of law for a criminal offence or who has exhibited conduct detrimental to or inappropriate with the objectives of the Institute. A Board member so removed may, within one month from the date of receipt of notification of his removal from the Advisory Board, appeal to the general meeting of members against the decision of the Council. The decision of the general meeting of members shall be final.

Article XIII – Advisory Board

No
changes

3. Composition of the Advisory Board

The Board members shall be drawn from:

- a) The Institute's past Presidents, Council members and Professional members and Accredited Professional members of good standing who have rendered long and distinguished services and made contributions to the Institute; and
- b) Suitable, competent and distinguished individuals of good community and professional standing who, in the opinion of the Council, can help the Institute achieve its objectives and long term vision.
- c) The individuals to be appointed shall be a member of the Institute.

4. Meetings of the Advisory Board

The Advisory Board shall conduct its business as follows:

- a) The Advisory Board shall meet at least three times in a year.
- b) A meeting of the Advisory Board shall be convened by the Chairman.
- c) The Secretary shall give not less than seven consecutive days' notice of such meetings.

Article XIII – Advisory Board

No
changes

- d) More than half of the members of the Board shall constitute the quorum. In the event that there is no quorum, no business shall be transacted by the Board members present.
- e) Any member of the Advisory Board who absents himself from two consecutive meetings without submitting a written explanation shall automatically cease to be a member of the Board, unless at the third meeting, a written explanation for his absence is submitted. The Board shall consider such explanation and decide by a simple majority vote whether or not the absent member shall be reinstated as a member of the Board.

5. Duties and Powers of the Advisory Board

- a) The Board shall be kept informed of all major policy decisions of the Council including key issues and matters of strategic concerns to the Institute as outlined under Article XIII (1) above.
- b) If there is a request or proposal from the Council
 - i. to use the Institute's fund from its reserves for investments in properties or in a business activity, or
 - ii. to dispose off any of the Institute's immovable assets or investments,

the Advisory Board shall consider such application or proposal and if thought fit, to support it. The Advisory Board shall not unnecessarily or unjustifiably withhold its decision on such application / proposal, as the primary objective is to safeguard the Institute's financial resources.

Article XIII – Advisory Board

No
changes

- c) While the Advisory Board serves to add value and give a second opinion to the considered view of the Council on matters pertaining to the Institute's financial resources and strategic thrusts, in the event of a dispute or deadlock, the matter shall first be resolved professionally among the Board and Council members. If this fails, the Advisory Board shall cause the Council to convene, and the Council shall convene, an extra-ordinary meeting within one month from the date of such request and place before the general membership the merits of their case for the consideration and decision of the general meeting which decision shall be final.
- d) The Advisory Board members shall form the Panel under Article XII 1. b) (i) from which the Appeals Committee members shall be constituted.

Article XIV – SME Charter Committee

Article XIV – SME Charter Committee

Removal

1. The Executive Council may appoint a SME Charter Committee consisting of 3 or more Council members and members of the Institute on such terms, conditions and restrictions as may be imposed by the Executive Council.
2. The composition of the SME Charter Committee (including any appointment made thereto and any termination of any appointment) shall be determined by the Executive Council.
3. The SME Charter Committee shall have the powers and duties to:
 - a) Provide guidance and assist SMEs to formulate and strengthen their HR policies and practices;
 - b) assist SMEs to network and cross-learn best HR practices; and
 - c) promote a good and effective working relationship between the Institute and SMEs and such other powers and duties as the Executive Council deem fit.

Justification: Streamlining as this is no longer practiced

Article XV – Finance and Investment Committee

Article XV – Finance and Investment Committee

Addition
Deletion

1. Power to Invest

- a) The Executive Council may appoint a Finance and Investment Committee (“FIC”) consisting of 2 or more Council members on such terms, conditions and restrictions as may be imposed by the Executive Council in the best interest of the Institute.
- b) The composition of the FIC (including any appointment made thereto and any termination of any appointment) shall be determined by the Executive Council.
- c) The FIC is authorized to invest the money of the Institute and deal with the investments made in the name and on behalf of the Institute.
- d) The FIC may make investments of the money of the Institute only in any one or more of the followings, in Singapore dollars;-
 - i. Fix deposits with bank licensed by the Monetary Authority of Singapore to carry out banking business in Singapore;
 - ii. Bonds issued by the Government of Singapore;
 - iii. Bonds issued by statutory bodies established in Singapore by Acts of Parliament or government linked corporations.
- e) Proper accounts and books shall be kept by the FIC (or the assigned Secretariat) at the office of the Institute and in accordance with sound accounting principles and practices and such accounts and books shall at all times be open to inspection by Council members and, upon written request made to the FIC, by Professional members of the Institute.
- f) The accounts and books to be kept by the FIC (or the assigned Secretariat) shall be audited and certified annually by the appointed auditors of SHRI.

Justification: Streamlining for efficiency

Article XV – Finance and Investment Committee

Addition
Deletion

- g) Any investment transaction exceeding S\$600,000 shall be subject to the prior written approval of the Executive Council and such approval shall be given only by a resolution to be passed by the Executive Council.
- h) In the event the Executive Council does not appoint a FIC, the Honorary Treasurer shall assume the role and perform the duties prescribed under 1(c) and (g) of this Article.

2. Power to Borrow – Transacting in Bankers' Guarantee

- a) The FIC shall have the power to transact in bankers' guarantee.
- b) In the event that there is no FIC appointed and the Honorary Treasurer assumes the role of the FIC, the Honorary Treasurer must always obtain the approval of the Executive Council to transact in bankers' guarantee.

Justification: Streamlining for efficiency

Justification: Streamlining for efficiency

Appendix A

Appendix A

Addition
Deletion

The Office of the Institute shall be located at:

10 EUNOS ROAD 8 #13-07 SINGAPORE POST CENTRE Singapore 408600

137 Cecil Street, #09-08, Cecil Building, Singapore 069537

Justification: Updated address for accuracy

Appendix B

SINGAPORE HUMAN RESOURCES INSTITUTE CODE OF PROFESSIONAL ETHICS

Every member of the Institute is expected to be bound by the Code of Professional Ethics of the Singapore Human Resources Institute, the Articles of which are as follows:

1. To maintain at all times the highest standards of personal integrity and conduct in the performance of professional duties.
2. To respect the dignity of any person in the course of professional services and dealings with employers, employees and the community.
3. To perform all professional duties with due respect for the rights of employers, employees and the respective trade unions in the interests of industrial peace with social justice, and the economic and social development and stability of the nation.
4. To initiate and promote progressive and forward-looking human resource policies and practices.
5. To hold in trust all confidential information received.
6. To promote at all times the aims and objects of the Institute and not to act in any manner prejudicial or detrimental to the reputation or interests of the Institute or any of its member.

Appendix C

Appendix C

Removal

ENTRANCE FEE, SUBSCRIPTION AND RECLASSIFICATION FEE

Entrance Fee	Before 1/7/98	Effective 1/7/98	Effective 1/6/01
Affiliate	\$200.00	*1	
Associate	\$200.00	\$200.00	
Ordinary *4	\$200.00	Professional \$200.00	
Student	\$120.00	\$120.00	
Retired	Nil	*2	
Licentiate	\$120.00	*3	
Social			\$30.00

Justification: Streamlining for efficiency of workflow

Appendix C

Removal

ENTRANCE FEE, SUBSCRIPTION AND RECLASSIFICATION FEE

Subscription Fee	Before 1/7/92	Before 1/7/98	Effective 1/7/98	Effective 1/6/01
Affiliate	\$100.00	\$100.00	*1	
Associate	\$100.00	\$100.00	\$100.00	
Ordinary	\$140.00	\$140.00	Professional \$140.00	
Student	\$20.00	\$50.00	\$50.00	
Retired	25% of the subscription from the respective category		*2	
Licentiate		\$60.00	*3	
Social				\$24.00

Justification: Streamlining for efficiency of workflow

Appendix C

Removal

ENTRANCE FEE, SUBSCRIPTION AND RECLASSIFICATION FEE

Reclassification Fee	Before 1/7/98	Effective 1/7/98
Student to Associate	\$50.00	Student to Associate/Professional \$50.00
Student to Licentiate	\$50.00	-
Licentiate to Associate/Ordinary	\$50.00	-
Affiliate to Associate	\$50.00	-
Associate/Affiliate to Ordinary	\$50.00	Associate to Professional \$50.00
Retired	Nil	-

Justification: Streamlining for efficiency of workflow

*1 Subsumed under 'Associate'

*2 Subsumed under 'Professional'

*3 Subsumed under 'Student' unless qualify for 'Associate'/'Professional'

*4 Renamed 'Professional'

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