#### **Singapore Buddhist Welfare Services / Fu Hui Buddhist Cultural Centre**

**Human Resource**

**Policy**

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Part I – Employment Policies

**Policy Title : Recruitment & Selection**

**Policy No. : HR 101**

**Purpose**

To provide guidelines in the recruitment & selection of suitable candidates to fill vacant positions.

**Policy & Procedures**

Analysis of Manpower Need

1. Head of Department shall conduct periodic review of the department manpower needs taking into consideration the followings:
2. Is there a need to replace a resigning/resigned employee?
3. Do the job description and job requirements require updates?
4. Is the grade of the position appropriate?
5. Have any changes in the organisational structure affected the position?
6. What are the budgetary implications of filling the position?
7. Can the duties be reorganized amongst the remaining team?

Job Levels and Grades

1. The Organisation job structure consists of 4 levels and 8 grades as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Level** | **Description** | **Grade** | **Remark** |
| Management | Leadership is the key management team, whom formalize the Organisation’s mission, setting goals and objectives and strategies. They do have substantial influence over hiring, firing, promotion, transfer, reward or discipline of employees. | H | Leadership |
| Managerial level performs functional duties to carry out the indications and instructions from the leader and plan the route to successfully attaining the mission, goals and objectives. It is the functional manager responsibility to manage and provide guidance to its members to work towards the individual department assignment. Manager also supervises and oversees almost every staff performance. | G | Division Director |
| F | Senior Manager |
| E | Assistant Manager / Manager |
| Executive / Professional | Executive is responsible for the rolling out plans in accordance to the work routes to achieving departmental goals within a given time frame. Executive is also responsible for the execution of plans within deadlines. | D | Senior Executive |
| C | Executive |
| Support Staff /  Non-Executive | This refers to employees who are not in executive or managerial positions. They provide full administrative support to the executive or manager in the daily work assignment in achieving the departmental goals. This includes employees who are in clerical, sales, services, transport related, technical, general and cleaning positions. | B | Skill /  Senior Assistant |
| A | Non-Skill /  Assistant |

**Job Description**

1. Job description is required for every position. Head of Department shall ensure all job descriptions in the department are reviewed and updated whenever necessary. All job descriptions must be reviewed by Human Resource Department before submitting to the President for approval. Approved job descriptions shall be kept in the respective departments and a copy filed with Human Resource Department.

**Manpower Requisition Form**

1. If Head of Department decides to proceed with recruitment, Head of Department shall complete the Manpower Requisition Form, attached the job description and submit to Human Resource Department.

Authorisation

1. Human Resource Department will review the manpower requisition request.
2. All request for new headcount must be approved by the President.

Sourcing and Advertising

1. Human Resource Department shall base on the job description to advertise and identify suitable candidates for the position.
2. For paper advertisement, approval must be sought from the President.

**Professional Recruitment Agency**

1. All professional recruitment agencies that are engaged to help in the sourcing process must be approved by the President, including their rates and charges.

Short-listing, Interviewing and Selection Procedures

1. Upon receiving resumes from Human Resource Department, department shall review and notify Human Resource Department to arrange interview with short-listed candidates.
2. The personnel to conduct the interview shall be as shown in the below table.

**Table 101.2 Interviewers**

|  |  |
| --- | --- |
| **Grade** | **Interviewer** |
| A – D | Manager & above |
| E – F | Division Director |
| G - H | President |

*Interviewers are encouraged to invite Human Resource personnel to join in the interview sessions.*

1. All interviewees must complete an Employment Application Form and produce original NRIC/Passport and education certificate as proof of identification and qualification.
2. Interview Assessment Form shall be used to record the interviewer’s assessment of each interviewee and the latter performance and suitability for the position.

1. All interviews should be conducted in a fair and consistent manner.

**Offers**

1. Once a candidate has been shortlisted for the position, Human Resource Department shall submit an offer proposal for President’s approval.

Normally, the appointments are categorized as

**a) Permanent Employment**

An employee is employed for an unspecific period of time either on full-time or part-time basis until the employee retires. The appointment can be terminated either by the employee or the Organisation.

**b) Contract Employment**

An employee is employed for a specific period of time either on full-time or part-time basis. The contract may be renewable upon expiry.

**c) Temporary Employment**

An employee who is employed for a specific period of time to replace those who are temporarily away from work or to relieve workload during peak periods. The period of employment shall not exceed 3 months.

1. The following should be taken into consideration when determining the basic salary of new employee:
2. Educational & Qualification Level
3. Work Experience
4. Current Salary
5. Budget Salary
6. Average Salary in the Market
7. A candidate who just meets the minimum job requirement for the selected job shall start at the minimum salary for the selected job.
8. If the candidate accepts the job offer, Human Resource Department will prepare the appointment letter and seek signature from the President.
9. If the candidate rejects the offer, Human Resource Department will, after consulting the Head of Department, offer the second successful candidate or repeat the recruitment process.
10. A copy of the signed appointment letter shall be filed in the employee’s personal file.

Reference Checking / Verification of Qualification

1. Reference check with previous employer(s) of new hires shall be conducted for Grade C and above positions. Such reference check shall focus on positions which are relevant to the positions which the new hires are recruited for by using the Reference Check Form.
2. Verification of diploma and above qualification shall be conducted for Grade C and above positions, focusing on qualifications which are relevant to the positions which the new hires are recruited for.
3. If the reference check and/or qualification verification are unacceptable or discovered to be fabricated, the application/offer may be void.

Pre-Employment Medical Examination

1. All new employees are required to pass a pre-employment medical examination by the Organisation’s doctor except for the followings:
2. Temporary employee whose job has no direct resident’s contact
3. Contract employee with contract duration of 6 months or less and whose job has no direct resident’s contact
4. The cost of the pre-employment medical examination shall be borne by the Organisation. In the event that the result of the pre-employment medical examination is unsatisfactory and additional tests are required to determine the fitness of the employee, the cost of the additional tests shall be borne by the employee.
5. In the event that the new employee fails the pre-employment medical examination for whatever reasons, the employment shall be deemed as void and no compensation of any form shall be payable by the Organisation and without prejudice to any claim that the Organisation may establish against the employee for debt or damage.

Part I - Employment Policies

**Policy Title : Probation & Confirmation**

**Policy No. : HR 102**

**Purpose:**

To provide guidelines by which new employees are reviewed for suitability for continual employment with the Organisation.

**Policy & Procedures:**

**Probationary Period**

1. All new employees shall serve the following probationary period or as specified in their letters of employment.

**Table 102.1 Probationary Period**

|  |  |
| --- | --- |
| **Grade** | **Probationary Period (months)** |
| A – D | 3 |
| E – H | 6 |

1. Head of Department may request for longer probationary period for positions that are difficult to fill within short notice.

**Confirmation Appraisal**

1. At the end of the probationary period, a new employee shall be assessed by the immediate supervisor for his/her suitability for confirmation of employment. The completed Employee Performance Appraisal Form must be submitted to Human Resource Department at least seven (7) working days before the end of the probation period.
2. The below table shows the scores and ratings.

**Table 102.2 Performance Score & Rating**

|  |  |  |
| --- | --- | --- |
| **Score** | **Rating** | |
| 95% - 100% | A | Excellent |
| 80% - 94% | B | Very Good |
| 60% - 79% | C | Good |
| 40% - 59% | D | Average |
| 0% - 39% | E | Below Average |

**Extended Probationary Period / Termination of Employment**

1. If a new employee is found not suitable for confirmation, Head of Department should consult with Human Resource Department at least 2 weeks before the date of confirmation. The Organisation may extend the employee’s probationary period for a further 3 months or terminate the employee’s service by serving the required period of notice or salary-in-lieu of notice.

**Approval Authorities for Confirmation Assessment**

1. All confirmation assessment must be approved by the Division Director and President.

Part I - Employment Policies

**Policy Title : Transfer**

**Policy No. : HR 103**

**Purpose:**

To provide guidelines on employee’s transfer.

**Policy & Procedures:**

1. The Organisation may transfer employees within the organisation or affiliates whenever necessary to meet its organisational objectives.
2. Employee who wishes to transfer to another position/department is required to put up a written request to the immediate Head of Department.
3. The employee shall have to go through the interview process to ascertain the qualifications for the new position.

1. Approval must be sought from the releasing and receiving Head of Departments, and final approval from the President.

1. The salary of transferred employee shall be reviewed based on the new job’s requirements and qualification and job grade.

Part I - Employment Policies

**Policy Title : Promotion**

**Policy No. : HR 104**

**Purpose:**

To provide guidelines on employee’s promotion process and procedures.

**Policy & Procedures:**

1. All promotions must be supported by the employee’s immediate supervisor and Division Director. The department must complete and submit an Employee Performance Appraisal Form to Human Resource Department at least 3 weeks before the recommended date of promotion.
2. All promotion must be approved by the President.

**Promotion Increment**

1. There will normally be a 5% promotion increment for employee. If the salary, after the promotion increment, is below the Pay Structure of the new position, the salary shall be revised to meet the minimum salary of the new Pay Structure.
2. If an employee is promoted because his/her salary has reached the maximum scale, the promotion increment shall be based on the rate of individual merit increment.

**Performance on the New Position**

1. Promoted employee shall be subject to probationary period in the new position as follows:

**Table 104.1 Probation Period**

|  |  |
| --- | --- |
| **Grade** | **Probation Period (months)** |
| A – D | 3 |
| E – H | 6 |

1. Newly promoted employee who is unable to perform in the new appointment shall be reverted to the former position or any other suitable position. The salary will be revised according to the appointment without prejudice to his/her future prospect in the Organisation.

Part I - Employment Policies

**Policy Title : Annual Performance Appraisal**

**Policy No. : HR 105**

**Purpose:**

To provide guidelines on the key principles and processes relating to employee performance reviews to ensure that they are conducted in a timely and objective manner.

**Policy & Procedures:**

1. The annual performance appraisal review exercise is held each year from October to December.
2. It provides a systemic approach for the Organisation to monitor and achieve pre-defined goals and objectives, and for both supervisors and subordinates to discuss the latter’s performance results, strengths and areas for improvement, identify competency gaps, established goals and future plans for development.
3. New employees who are confirmed between August to December are not required to be appraised as the confirmation appraisal may be used in place of the annual performance appraisal review.
4. Annual performance rating will be used to compute employee’s merit increment quantum and performance bonus.

Part I - Employment Policies

**Policy Title : Termination of Employment**

**Policy No. : HR 106**

**Purpose**

To ensure that termination of employment contract is handled in a consistent and professional manner.

**Policy & Procedures:**

**Notice period**

1. The notice period for termination of employment contract is stated in Table 106.1.

**Table 106.1 Resignation Notice Period**

|  |  |  |
| --- | --- | --- |
| **Grade** | **During**  **Probation** | **Upon Confirmation** |
| A – F | 2 weeks | 1 month |
| G | 1 month | 2 months |
| H | 1 month | 3 months |

1. Division Director may propose longer resignation notice period for position that is difficult to replace in short notice.
2. Either the employee or the Organisation, through written notice to the other party, may terminate the contract of service.
3. If the contract of service is terminated without serving the full notice period, the employee or the Organisation shall pay either party salary-in-lieu of the outstanding notice period.

**Resignation by Employee**

1. Upon receiving resignation letter, department shall forward the letter to Human Resources Department within five (5) working days for issuance ‘Letter of Acceptance of Resignation’ to the resigning employee.
2. Immediate supervisor shall ensure that the resigning employee properly handover his/her duties and responsibilities and return all department’s issued items by the last day of work.
3. Human Resources Department shall conduct exit process with resigned employee.
4. The final salary payment due to a resigned employee shall be paid by cheque on the last day of employment or within 1 week from the last day of work.

**Termination of Contract by the Organisation**

1. If termination of contract is due to performance issues, Head of Department is responsible for compiling complete and accurate documentation leading to the termination decision, including type of offences and date/time of incidents. For example
   1. Personal indiscretion
   2. Stalking
   3. Inappropriate touch
   4. Bully
   5. Modesty outrage
   6. Molestation
2. All termination decision has to be approved by the President.

Part I - Employment Policies

**Policy Title : Retirement & Re-employment**

**Policy No. : HR 107**

**Purpose**

To ensure compliance with the Retirement & Re-employment Act.

**Policy & Procedures:**

Re-employment at Age 62

1. Under the Retirement and Re-employment Act, the statutory retirement age for Singapore Citizens and Permanent Citizens is 62. However employers are required to offer re-employment to eligible employees who turn 62, up to the age of 67.

**Eligibility for Re-employment**

1. An employee who is a Singapore Citizen or Permanent Resident is eligible for re-employment upon reaching the age of 62, if the following criterion are met:
2. Are a Singapore citizen or Singapore permanent resident; and
3. Have served your current employer for at least 3 years before turning 62; and
4. Have satisfactory work performance, as assessed by your employer; and
5. Are medically fit to continue working; and
6. Are born on or after 1 July 1952.

**Employees' Salary and Benefits**

1. An employee who is offered re-employment with modification to the existing job or re-deploying to different job shall have his/her salary adjusted based on reasonable factors such as the new duties, responsibilities, productivity, and performance. There will be no adjustment to the salary if the employee is offered re-employment in the same job.
2. Benefits of the re-employed employee shall be reviewed base on existing benefits of other staff (including new employees).

**Re-employment Contract**

1. A eligible employee will be offered either one of the followings:
2. Continued employment on existing contract with no changes to salary and terms and conditions of employment; or
3. Re-employment up to age 67 with no changes to salary and terms and conditions of employment; or
4. Re-employment up to age 67 with review of salary, terms and conditions of employment; or
5. Annual renewal contract up to age 67 with possible review of salary and terms and conditions of employment

**Employment Assistance Payment (EAP)**

1. If the Organisation is unable to re-employ an eligible employee who has reached the retirement age of 62, the Organisation shall try to help the employee to find suitable job outside the Organisation.
2. If the Organisation is unable to help the employee to find a job, the Organisation shall retire the employee and offer a one-off Employment Assistance Payment (EAP) in accordance to the recommended Tripartite Guideline for EAP.

**Retirement at Age 67**

1. When an employee reach statutory retirement age of 67, HOD shall assess the employee’s suitability for continued employment.
2. The Organisation may offer the employee either one of the followings:
3. Retirement at statutory age of 67; or
4. Continued employment beyond age 67 with no changes to salary and terms and conditions of employment; or
5. Term contract of at least 1 year with possible review of salary and terms and conditions of employment

**Part II – Compensation**

**Policy Title : Salary**

**Policy No. : HR 201**

**Purpose:**

To provide details on salary payment and pay day.

**Policy & Procedures:**

**Salary Payment**

* 1. Salaries will be credited into an employee’s bank account once a month. Salaries shall include the followings:

1. Monthly base salary
2. Fixed monthly allowance, if any
3. Overtime payment, if any
4. Deduction for No-pay leave, if any
5. Any other payment or deduction

**Pay Period**

* 1. The pay period of monthly base pay and fixed allowance is from the 1st to the last day of each calendar month.
  2. The pay period for overtime payment and variable allowance is from 16th of the previous month to 15th of the current month.

**Pay Day**

* 1. Pay day is the last weekday of the month. If the last weekday of the month is a Monday, pay day shall be brought forward to the last Friday of the month.
  2. If the last weekday of the month falls on a Public Holiday, pay day shall be brought forward to the weekday before the Public Holiday.

**Mode of Payment**

* 1. Salaries shall be credited into employees’ bank accounts. An employee shall furnish the bank account particulars by completing the Bank Authorisation Forms to Human Resource Department.
  2. Salaries shall be paid by cheque for new employees who have not furnished their bank account particulars.
  3. The last month salary of a resigned employee shall be paid by cheque.

**Part II – Compensation**

**Policy Title : Payroll Processing**

**Policy No. : HR 202**

**Purpose:**

To provide guideline on payroll processing.

**Policy & Procedures:**

**Timely Submission & Update to Human Resource Department**

* 1. To ensure payroll is processed accurately and timely, Head of Department shall

1. Informed Human Resource Department immediately when an employee is absent from work continuously for more than 2 working days without approval or informing the organisation
2. There is resignation or termination of employment in the calendar month
3. Submit overtime sheet to Human Resource Department by 16th of the month or by the submission deadline given by Human Resource Department

**Update of Employee’s Salary Records**

* 1. Human Resources Department shall get all documents read for Payroll Vendor to enter into HRIS.
  2. All updates must be supported with valid documents e.g. appointment letter, acceptance of resignation letter, confirmation letter, salary increment letter, promotion letter, overtime claim form or other related documents which have been approved by the approval authorities.
  3. All payroll payment must be approved by the President and a Ex-co Member.

**Access to Payroll System**

* 1. The following are given access to the Payroll system.

i) Payroll Consultant : Full access right

ii) HR Executive : Partial access, view access to payroll records

iii) Finance Manager : Temporary access right in the absence of HR Executive or

during emergency

The ID and password for the temporary access right is sealed in an envelope and kept by the President.

**Part II – Compensation**

**Policy Title : Computation of Salary**

**Policy No. : HR 203**

**Purpose:**

To provide guideline on salary computation.

**Policy & Procedures:**

* 1. Salary payable to a monthly-rated employee for an incomplete month of work

For employees who

i. starts work after the first day of the month;

ii. leaves employment before the last day of the month;

iii. takes no-pay leave during the month

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Monthly Gross Rate of Pay | x | Total No. of Days the Employee Actually Worked in that Month |  |
|  | Total No. of Working Days in that Month |  |

* 1. Computation of 1 day No-Pay Leave

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Monthly gross rate of pay |  |  |  |
|  | Total No. of Working Days in that Month |  |  |

* 1. Computation of

a) 1 day Annual Leave Encashment

b) 1 day Salary-in-lieu of Notice of Termination of Service

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 12 x Monthly Gross Rate of Pay |  |  |  |
|  | 52 x Average No. of Days an Employee is Required to Work in a Week |  |  |

**Part II – Compensation**

**Policy Title : Overtime Payment**

**Policy No. : HR 204**

**Purpose:**

To provide guidelines on overtime payment and computation.

**Guidelines & Procedures:**

1. An employee who meets the following criteria shall be eligible for overtime payment.
2. A workman (doing manual work) earning a basic monthly salary of not more than $4,500
3. An employee is a not a workman, but is covered by the Employment Act and earns a monthly salary of not more than $2,500;
4. The employee is not holding managerial or executive (including professionals) position
5. Overtime work will only be compensated if there is prior approval from the Head of Department.
6. Overtime work shall be claimed in multiple blocks of 15 minutes (rounded up/down to the nearest 15 minutes blocks).

**Overtime Pay Period and Submission Deadline**

1. The pay period of overtime payment is from 16th of the previous month to 15th of the current month or as advise by Human Resource Department
2. Overtime claims must be submitted to Human Resource Department by 16th of the calendar month, unless otherwise advise by Human Resource Department, for payment in the current month payroll. Any delay in submission will result in delay in overtime payment processing.

**Overtime on a Working Day or Off Day**

1. Computation of hourly basic rate for working overtime on a normal working day or off day:

|  |  |  |  |
| --- | --- | --- | --- |
|  | 12 x Monthly Basic Rate of Pay | X 1.5 time |  |
|  | 52 x Average No. of Hours an Employee is Required to Work in a Week |  |

**Overtime of a Rest Day**

1. An employee who is required to work overtime on a rest day shall be compensated with one day's salary when the employee works up to half the normal daily working hours; or two days' salary when the employee works more than half the normal daily working hours.
2. If the period of work exceeds the employee’s normal hours of work for one day, the employee shall be paid
   1. a sum at the basic rate of pay for 2 days’ work ; and
   2. a sum at the rate of 1.5 times the hourly basic rate of pay for each hour or part thereof that the period of work exceeds the normal hours of work for one day

**Overtime of a Public Holiday**

1. An eligible employee who is required to work overtime on a public holiday shall be compensated with the followings:

| **If you work on a public holiday that falls on** | **You are entitled to the following** |
| --- | --- |
| A working day | * An extra day’s salary at the [basic rate of pay](http://www.mom.gov.sg/employment-practices/salary/monthly-and-daily-salary#basic-rate-of-pay). * The gross rate of pay for that holiday. * [Overtime pay](http://www.mom.gov.sg/employment-practices/salary/calculate-overtime-pay) if you work beyond your normal hours of work. |
| A non-working day (e.g. Saturday for employees on a 5-day work week) | * [Overtime pay](http://www.mom.gov.sg/employment-practices/salary/calculate-overtime-pay) for extra hours worked on a Saturday. * One extra day’s salary at the [gross rate of pay](http://www.mom.gov.sg/employment-practices/salary/monthly-and-daily-salary#gross-rate-of-pay) or another day off for the public holiday. |
| A rest day | * Payment for work done on a [rest day](http://www.mom.gov.sg/employment-practices/hours-of-work-overtime-and-rest-days#rest-days). * [Overtime pay](http://www.mom.gov.sg/employment-practices/salary/calculate-overtime-pay) if you work beyond your normal hours of work.   The next working day will be a paid holiday instead. |

**Part II – Compensation**

**Policy Title : Pay Structure**

**Policy No. : HR 205**

**Purpose:**

To provide guidelines in the starting salary and salary range for all positions.

**Guidelines & Procedures:**

# Starting Basic Salary

* + - 1. The starting basic salary of each job is based on: -

1. 25th percentile of monthly basic wage in the industry ‘Education, Health and Social Services’ (MOM’s Report on ‘Occupational Wages by Industry: Median, 25th And 75th Percentiles Of Monthly Basic And Gross Wages Of Common Occupations By Industry’); Or
2. MOM’s Report on Graduate Starting Salary; Or
3. MOH’s Salary Range Benchmarks for ILTC Institutions
4. NCSS’s Salary Guidelines for Voluntary Welfare Organisations (VWOs); Or
5. Salary Guides from recruitment or survey companies e.g. Kelly Services’ Singapore Salary Guide, Hays Salary Guide

# Maximum Salary

* + - 1. There will be no further increment for the employee who has reached the maximum scale of the pay structure. The management shall review the qualification of the employee for promotion to a senior position.

## Wage Ratio

* + - 1. The maximum-minimum ratio of each job is kept an average of 1.5 – 1.8.

# Review of Pay Structure

* + - 1. Pay Structure shall be reviewed from time to time and must be approved by the President or Ex-co Committee.

**Table 205.1 Approval Authorities for Pay Structure**

|  |  |
| --- | --- |
| **Grade** | **Approval Authority** |
| A – G | President |
| H | Ex-co Committee |

**Part II – Compensation**

**Policy Title : Annual Wage Supplement**

**Policy No. : HR 206**

**Purpose:**

To provide guideline on the eligibility and payment of Annual Wage Supplement (AWS).

**Guidelines & Procedures:**

1. AWS shall be paid in December of every calendar year.

**Eligibility**

1. An employee who meets the following criteria shall be eligible for AWS:
2. The employee has been confirmed and has been in service for at least 3 continuous months as at 31 December of the year; and
3. The employee is in service as of 31 December of the year; and
4. The employee has not tendered resignation / is not serving notice of resignation as at 31 December of the year.
5. An employee who is placed on 6 months probation may be considered for AWS if he/she has work for 3 continuous months or more as at 31 December of the year. Approval shall be sought from the President for the AWS payment for the unconfirmed employee.

**Quantum of Payment**

1. The Organisation shall pay 1 month AWS equivalent to 1 month’s basic salary as at 31 December to the employee who has completed 1 year’s service as at 31 December of that year.
2. AWS shall be pro-rated for an employee who
3. Has less than 1 year’s service as at 31 December of that year; or
4. Has taken 15 or more calendar days of No-pay leave (excluding compulsory shutdown) as at 31 December of that year.

Pro-rated AWS is computed as follow:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Monthly Basic Salary  as at 31 December | x |  | No. of Full Months Worked |  |
| 12 |  |

1. In computing the AWS, any incomplete month of service of 16 calendar days and more will be deemed as a full month. Any month of service of less than less than 16 calendar days will be disregarded.
2. In calculating the AWS, if the fraction of a dollar is less than one-half, it shall be round down to the nearest dollar but if the fraction is half or more, it shall be round up to the nearest dollar.

**Process**

1. Human Resource Department shall finalise the list of employers who are eligible for AWS and the quantum by November of that year.
2. Approval shall sought from Ex-co Committee for the AWS payment.
3. Once payment is approved by the Ex-co Committee, the payment details shall be given to the Payroll Vendor for keying into the payroll system and payment via the December payroll.

**Part II – Compensation**

**Policy Title : Individual Performance Bonus**

**Policy No. : HR 207**

**Purpose:**

To provide guideline on the eligibility and payment of Individual Performance Bonus (IPB).

**Guidelines & Procedures:**

* + - 1. IPB payment shall be entirely at the discretion of Management and must be approved by the Ex-co Committee.
      2. IPB payment, if any, and the associated quantum shall be based on factors such as National Wage Council’s recommendations, market standards, individual work performance and contributions.
      3. IPB shall be paid in January together with the January’s payroll or on any other date decided by the Ex-co Committee.

**Eligibility**

* + - 1. An employee who meets the following criteria shall be eligible for IPB

1. The employee has been confirmed and has been in service for at least 3 continuous months as at 31 December of the year; and;
2. The employee is in service as of the last day of the payout month; and
3. The employee has not tendered resignation / is not serving notice of resignation as of the last day of the payout month.
   * + 1. An employee who is placed on 6 months probation may be considered for IPB if he/she has work for 3 continuous months or more as at 31 December of the year. Approval shall be sought from the President for the IPB payment for the unconfirmed employee.

**IPB Quantum**

* + - 1. The IPB factor shall be based on monthly basic salary as at 31 December of that year.
      2. IPB shall be pro-rated for an employee who

1. Has less than 1 year’s service as at 31 December of the year; and/or
2. Has taken 15 or more calendar days of No-pay leave (excluding compulsory shutdown) as at 31 December of the year.

**Formula For Computation of IPB**

* + - 1. i) Employee with full IPB entitlement

|  |  |  |
| --- | --- | --- |
| Monthly Basic Salary  as at 31 December | X | IPB Factor |

ii) Employee with pro-rated IPB entitlement

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Monthly Basic Salary as at  31 December | x | No. of Full Months Worked | x | IPB Factor |
| 12 |

* + - 1. In computing the IPB, any incomplete month of service of 16 calendar days and more will be deemed as a full month. Any month of service of less than less than 16 calendar days will be disregarded.
      2. In calculating the IPB, if the fraction of a dollar is less than one-half, it shall be round down to the nearest dollar but if the fraction is half or more, it shall be round up to the nearest dollar.

**Process**

* + - 1. Human Resource Department shall finalise the list of employers who are eligible for IPB and the quantum by December of that year.
      2. Approval is sought from Ex-co Committee for the IPB payment.
      3. Once payment is approved by the Ex-co Committee, the payment details shall be given to the Payroll Vendor for keying into the payroll system and payment via payroll.

**Part II – Compensation**

**Policy Title : Merit Increment**

**Policy No. : HR 208**

**Purpose:**

To provide guideline on the eligibility and payment of Merit Increment.

**Guidelines & Procedures:**

* 1. Merit Increment shall be entirely at the discretion of Management and must be approved by the Ex-co Committee.
  2. Merit Increment, if any, and the associated quantum shall be based on factors such as National Wage Council’s recommendations, market standards, individual work performance and contributions.
  3. Merit Increment shall be given to eligible employees on 1 January of the following year.

**Eligibility**

* 1. An employee who meets the following criteria shall be eligible for Merit Increment.

1. The employee has been confirmed and has been in service for at least 3 continuous months as at 31 December of the year; and;
2. The employee is in service as of the last day of the payout month; and
3. The employee has not tendered resignation / is not serving notice of resignation as of the last day of the payout month.
   1. An employee who is placed on 6 months probation may be considered for Merit Increment if he/she has work for 3 continuous months or more as at 31 December of the year. Approval shall be sought from the President for the Merit Increment payment for the unconfirmed employee.

**Merit Increment Rate**

* 1. Merit Increment shall be based on monthly basic salary as at 31 December of that year.
  2. Merit Increment shall be pro-rated for an employee who :

1. Has less than 1 year’s service as at 31 December of that year; and/or
2. Has taken 15 or more calendar days of No-pay leave (excluding compulsory shutdown) as at 31 December of that year.

**Formula for Computation of Merit Increment**

* 1. i) Employee with full Merit Increment

|  |  |  |
| --- | --- | --- |
| Monthly Basic Salary  as at 31 December | X | Merit Increment Rate |

ii) Employee with pro-rated Merit Increment

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Monthly Basic Salary as at  31 December | x | No. of Full Months Worked | x | Merit Increment Rate |
| 12 |

* 1. In computing the Merit Increment, any incomplete month of service of 16 calendar days and more will be deemed as a full month. Any month of service of less than less than 16 calendar days will be disregarded.
  2. In calculating the Merit Increment, if the fraction of a dollar is less than one-half, it shall be round down to the nearest dollar but if the fraction is half or more, it shall be round up to the nearest dollar.
  3. The new salary, after Merit Increment, should not be higher than the maximum salary for the position. The President may consider promoting the employee to a higher grade based on his/her performance.

**Process**

* 1. Human Resource Department shall finalise the list of employers who are eligible for Merit Increment and the quantum by December of the year.
  2. Approval is sought from Ex-co Committee for the payment.
  3. Once payment is approved by the Ex-co Committee, the payment details shall be given to the Payroll Vendor for keying into the payroll system and payment via payroll.
  4. Human Resource Department will issue salary increment letter to eligible employees. A copy of the salary increment letters shall be filed in the respective employees’ pfile.

Part III – Leave

**Policy Title : Annual Leave**

**Policy No. : HR 301**

**Purpose:**

To define the Organisation’s policy on annual leave.

**Guidelines & Procedures:**

* 1. An employee who has been in service for at least 3 months shall be entitled to annual leave as follow unless otherwise stated in the employment letter:

**Table 301.1 : Leave Scheme**

|  |  |
| --- | --- |
| **Job Level** | **Annual Leave Entitlement** |
| Support Staff / Non-Executive | 14 days |
| Executive / Professional | 16 days |
| Director & above | 21 days |

* 1. Annual leave shall be pro-rated for the following employees.

1. New employee with less than 1 year’s service as at 31 December
2. Employee who has taken No-Pay Leave
3. Resigned employee
4. Part-time employee
   1. Annual Leave is pro-rated as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | No. of Completed Months of Service  12 months | x | No. of Days of Annual Leave Entitlement |  |

* 1. Annual leave taken on a Saturday by non-shift employees who work half day on Saturday will be considered as half-day leave.
  2. An employee is allowed to carry forward up to 3 days of annual leave into the following year. Annual leave carried over from the previous year must be consumed in the current year, otherwise it will be forfeited.
  3. Approval for annual leave application shall be at the sole discretion of the management.
  4. If a resigned employee overtakes his/her annual leave entitlement, the excess annual leave will be regard as no-pay leave and deducted from the employee’s salary.
  5. A resigned employee is required to clear his/her annual leave balance by the last day of service.

### Forfeiture of annual leave

* 1. An employee's annual leave entitlement can be forfeited if the employee:

1. Absents him/herself from work without permission or reasonable excuse for more than 20% of the working days in a month or year;
2. Fails to take his/her leave within 12 months after the end of 12 months of continuous service; or
3. Is dismissed on the grounds of misconduct.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.

Part II – Leave

**Policy Title : Sick Leave**

**Policy No. : HR 302**

**Purpose:**

To define the Organisation’s policy on outpatient and hospitalisation sick leave.

**Guidelines & Procedures:**

**Eligibility**

* 1. An employee is entitled to paid sick leave, including sick leave certified by a dentist, if:

i. The employee has served at least 3 months of service with the Organisation;

ii. The employee has informed or attempted to inform the Organisation of the leave within 48 hours. Otherwise, the employee will be deemed to be absent from work without approval and a good excuse; and

iii. The medical certificate is issued by a Singapore registered medical practitioner or dentist

* 1. Sick leave recommended by Traditional Medical Chinese Clinics (TMC), Chinese physicians, acupuncturists, etc will not be accepted.

### Entitlement

* 1. An employee is entitled to the following days of Sick Leave:

**Table 302.1 Sick Leave Entitlement**

|  |  |  |
| --- | --- | --- |
| **No. of months**  **of service completed** | **Paid Outpatient**  **Non-Hospitalisation Leave (days)** | **Paid Hospitalisation Leave (inclusive of Paid Outpatient Non-Hospitalisation Leave) (days)** |
| 3 | 5 | 15 |
| 4 | 8 | 30 |
| 5 | 11 | 45 |
| 6 and thereafter | 14 | 60 |

* 1. The total number of days of outpatient and hospitalization sick leave that an employee can take is capped at the total number of days of hospitalization sick leave the employee is entitled to.

### Sick Leave on a half working day (e.g. Saturday)

* 1. Sick leave taken on a half working day (e.g. Saturday) should be considered as one day's sick leave.

**Sick Leave on Rest days, Public Holidays, Non-working days, and during Annual leave, No-pay leave and Maternity leave**

* 1. An employee is not entitled to paid sick leave on the following occasions, even if he is given a medical leave by the doctor.

1. Rest days
2. Public holidays
3. Non-working days
4. Annual leave
5. No-pay leave
6. Maternity leave

* 1. This is because the employee is not required to report for work on these days and there is therefore no necessity for him to apply for sick leave to stay away from work.
  2. An employee who falls sick while on annual leave cannot cancel and replace the annual leave with sick leave.

### If an employee runs out of sick leave

* 1. If an employee is sick but has used up his/her sick leave entitlement, the Organisation may:

1. Allow the employee to go on extended no-pay leave for an agreed period; or
2. Obtain a medical assessment of the employee's suitability for continual employment.
   1. If the employee is certified unfit for continual employment, the Organisation will terminate his/her services. In such a situation, the contract is deemed to be frustrated. The Organisation will compensate the employee based on what is provided for in the employment contract.

### Medical Excuse Chit

* 1. Medical Excuse Chit issued by medical institutions shall be recognized for absence from work for the duration stated on the chit, subject to a maximum of 4 times per year.

**Process**

* 1. All medical leave applications must be supported by medical certificates.
  2. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  3. Human Resource Department shall process the leave application and forward to the President for approval.
  4. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee

Part III – Leave

**Policy Title : No-Pay Leave**

**Policy No. : HR 303**

**Purpose:**

To define the Organisation’s policy on No-pay Leave.

**Guidelines & Procedures:**

* 1. An employee who is not eligible for annual leave or has exhausted his/her annual leave entitlement may apply for No-Pay Leave.
  2. An employee who takes No-pay Leave (with the exception of leave for compulsory shutdown) may lose a proportion of the followings:

1. Annual Leave
2. Annual Wage Supplement
3. Individual Performance Bonus
4. Merit Increment

**Application Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee

Part III – Leave

**Policy Title : Plant Shutdown – Compulsory Leave**

**Policy No. : HR 304**

**Purpose:**

To define the Organisation’s policy on Compulsory Leave.

**Guidelines & Procedures:**

* 1. All employees are required to apply for Compulsory Leave on occasions of plant shutdown with the exception of Chinese New Year shut down.
  2. An employee who has exhausted his/her Annual Leave is allowed to apply for advance leave subject to Head of Department’s approval, otherwise the employee will have to apply for No-pay Leave.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.

* 1. Human Resource Department shall process the leave application and forward to the President for approval.
  2. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee

Part III – Leave

**Policy Title : Marriage Leave**

**Policy No. : HR 305**

**Purpose:**

To define the Organisation’s policy on Marriage Leave.

**Guidelines & Procedures:**

* 1. An employee shall be granted three (3) consecutive working days of paid marriage leave if :

1. The employee has worked in the organisation for at least 3 continuous months; and
2. The marriage is registered while in the service with the organisation; and
3. It is the first legal marriage of the employee
4. The employee is not serving notice of resignation
   1. The employee must be confirmed before applying for the leave.
   2. Marriage leave has to be consumed within one (1) year from the date of registration and supported by marriage certificate.
   3. Marriage leave taken on a half working day (eg Saturday) shall be considered as 1 day.
   4. All marriage leave applications must by supported by official Certificate of Marriage.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee

Part III – Leave

**Policy Title : Compassionate Leave**

**Policy No. : HR 306**

**Purpose:**

To define the Organisation’s policy on Compassionate Leave.

**Guidelines & Procedures:**

* 1. An employee shall be granted 3 consecutive working days of Compassionate Leave in the event of death of an immediate family member if :

1. The employee has worked in the organisation for at least 3 continuous months; and
2. The employee is not serving notice of resignation
   1. An immediate family member refers to the employee’s spouse, child, parent, parent-in-law, brother, sister, grandparent, grandparent-in-law, or grandchild.
   2. The employee shall be granted compassionate leave of three (3) consecutive working days from date of demise of the immediate family, subject to a maximum of 2 occasions per calendar year.
   3. Compassionate leave taken on a half working day (e.g. Saturday) should be considered as 1 day’s compassionate leave.
   4. Application for Compassionate Leave must be submitted upon returning to work and supported by official Certificate of Death.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee

Part III – Leave

**Policy Title : Maternity Leave**

**Policy No. : HR 307**

**Purpose:**

To define the Organisation’s policy on Maternity Leave.

**Guidelines & Procedures:**

* 1. A female employee is entitled to 16 weeks of paid maternity leave benefits if:

1. The child is a Singapore Citizen;
2. The child's parents are lawfully married; and
3. The employee has worked in the organisation for at least 3 continuous months before the child's birth.
   1. A female employee whose newborn is a non-Singapore citizen shall be entitled to 8 weeks of paid maternity leave and another 4 weeks of unpaid maternity leave (total 12 weeks) if she
4. Has fewer than 2 living children (excluding the newborn); and
5. Has served the Organisation for at least 3 months before the child's birth
   1. A female employee who does not meet the criteria for maternity leave as stated above in point 1 and point 2 shall be eligible for 12 weeks of unpaid maternity leave.
   2. All Marriage Leave applications must be supported by the newborn’s Certificate of Birth.

**Start Date of Maternity Leave**

* 1. Maternity leave shall be taken

1. Not earlier than 28 days immediately preceding the day of her confinement; and
2. Not later than the day of her confinement

**Process**

* 1. The female employee must apply for the maternity leave at least 1 month before the estimated due date and ensure proper handover of duties and responsibilities.
  2. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  3. Human Resource Department shall process the leave application and forward to the President for approval.
  4. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.
  5. Upon collecting the child’s birth certificate, the female employee must immediately furnish the following to Human Resource Department

1. A copy of the child’s birth certificate
2. ‘Government-Paid Maternity Leave Scheme Declaration By Employee’ Form, if applicable
   1. If the female employee is eligible for Government-Paid Maternity Leave under Child Development Co-Savings Act, Human Resource Department shall submit the claim to Ministry of Social and Family Development, Government-Paid Leave Schemes, no later than 3 months after the last date of Maternity Leave taken

Part III – Leave

**Policy Title : Childcare / Extended Childcare Leave**

**Policy No. : HR 308**

**Purpose:**

To define the Organisation’s policy on Childcare Leave / Extended Childcare Leave.

**Guidelines & Procedures:**

* 1. A full time employee who has served the Organisation for at least 3 continuous months is entitled to the following Childcare Leave:
  2. 6 days of childcare leave if the youngest child is a Singapore Citizen and below the age of 7 years old; or
  3. 2 days of extended childcare leave if the youngest child is a Singapore Citizen and aged 7 – 12 years (inclusive); or
  4. 2 days of childcare leave if the youngest child is a non-citizen and below 7 years old
  5. The following employees shall have their Childcare Leave pro-rated accordingly:
  6. New employees in the first year of employment
  7. Employees in the last year of employment (e.g. due to resignation)
  8. Childcare Leave cannot be used to offset notice period for termination of employment.

* 1. All Childcare Leave applications must be supported by the child’s Certificate of Birth.
  2. Part-time employees are eligible for pro-rated childcare leave based on the number of working hours.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.
  4. If the employee is eligible for Government-Paid Childcare Leave under Child Development Co-Savings Act, Human Resource Department shall submit the claim, if any, to Ministry of Social and Family Development, Government-Paid Leave Schemes, no later than 3 months after the last day of the 12-month relevant period.

Part III – Leave

**Policy Title : Government-Paid Paternity Leave**

**Policy No. : HR 309**

**Purpose:**

To define the Organisation’s policy on Government-Paid Paternity Leave.

**Guidelines & Procedures:**

* 1. A male employee is entitled to 2 weeks of Government-Paid Paternity Leave births if he meets the following criteria:

1. The child is a Singapore Citizen;
2. The child’s parents are lawfully married; and
3. The employee has served the Organisation for at least 3 continuous months before the child’s birth
   1. Adoptive fathers who meet the following requirements are also eligible for Government-Paid Paternity Leave:
4. If the adoptive child is not a Singapore Citizen, the employee or his spouse who is adopting with him must be a Singapore Citizen;
5. The child must be adopted within 1 year from the point of formal intent to adopt;
6. The child must be a Singapore Citizen or become a Singapore Citizen within 6 months after the Adoption Order is granted;
7. The employee has served the Organisation for at least 3 months immediately preceding the point of formal intent to adopt; and
8. The employee must be an applicant to the adoption.
   1. Paternity leave must be taken within 12 months after the birth of the child.
   2. Paternity Leave can be taken in 2 continuous weeks or split into 2 blocks of 1 week each.
   3. Paternity Leave cannot be used to offset notice period for termination of employment.
   4. All Paternity Leave applications must be supported by the child’s Certificate of Birth or ‘Formal Intent to Adopt (for adopted child).

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.
  4. Human Resource Department shall submit the leave claim to Ministry of Social and Family Development, Government-Paid Leave Schemes, no later than 3 months after the last date of Paternity Leave taken.

Part III – Leave

**Policy Title : Government-Paid Shared Parental Leave**

**Policy No. : HR 310**

**Purpose:**

To define the Organisation’s policy on Government-Paid Shared Parental Leave.

**Guidelines & Procedures:**

* 1. A male employee is entitled to share up to 4 weeks of his spouse’s paid-maternity leave if he meets the following criteria:

1. The child is a Singapore Citizen; and
2. The child’s mother qualifies for Government-Paid Maternity Leave; and
3. The child’s mother has declared her intention to share her maternity leave with Ministry of Social and Family Development (Government-Paid leave Schemes)
4. The male employee is lawfully married to the child’s mother.
   1. No minimum employment period is required as long as the employee’s spouse is eligible for the [Government-Paid Maternity Leave](http://www.ecitizen.gov.sg/Topics/Pages/Maternity-leave-How-to-apply.aspx).
   2. Shared Parental Leave must be consumed in block of 1 week and taken within 12 months after the birth of the child.
   3. Shared Parental Leave cannot be used to offset notice period for termination of employment.
   4. All Shared Parental Leave applications must be supported by the child’s Certificate of Birth and the child’s mother declaration to share her leave.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.
  4. Huma Human Resource Department shall submit the leave claim to Ministry of Social and Family Development, Government-Paid Leave Schemes, no later than 3 months after the last date of Shared Parental Leave taken.

Part III – Leave

**Policy Title : Government-Paid Adoption Leave for Mothers**

**Policy No. : HR 311**

**Purpose:**

To define the Organisation’s policy on Government-Paid Adoption Leave.

**Guidelines & Procedures:**

* 1. A female employee is entitled to 12 weeks of Government-Paid Adoption Leave provided she meets the following criteria:

1. The adopted child is below the age of 12 months at the point of formal intent to adopt; and
2. The adopted child is a Singapore Citizen; and
3. If the child is a foreigner, one of the adoptive parents must be a Singapore Citizen and the child must become a Singapore Citizen within 6 months of the adoption; and
4. The female employee has served the Organisation for at least 3 continuous months immediate before the formal intent to adopt; and
5. The Adoption Order must be passed within 1 year from the formal intent to adopt
   1. A female employee who meets the eligibility criteria can start the Adoption Leave from the formal intent to adopt.
   2. The first 8 weeks of Adoption leave must be taken in one continuous stretch starting any time between the date of formal intent to adopt and the date when the Adoption Order is granted (inclusive). The last 4 weeks can be taken in a continuous block of 4 weeks or taken flexibly in block of 1 week each before the child’s first birthday.
   3. All Adoption Leave applications must be supported by the child’s Certificate of Birth, Court document on ‘Formal Intent to Adopt’, and the child’s certificate of citizenship.

**Application Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.
  4. Human Resource Department shall submit the leave claim to Ministry of Social and Family Development, Government-Paid Leave Schemes, no later than 3 months after the last date of Adoption Leave taken.

Part III – Leave

**Policy Title : Unpaid Infant Care Leave**

**Policy No. : HR 312**

**Purpose:**

To define the Organisation’s policy on Unpaid Infant Care Leave.

**Guidelines & Procedures:**

* 1. An employee is entitled to 6 days of Unpaid Infant Care Leave if:

1. The child is below 2 years old. This includes legally adopted children or step children; and
2. The child is a Singapore Citizen; and
3. The employee has served the Organisation for at least 3 continuous months
   1. Each parent is entitled to 6 days of unpaid infant care leave per year regardless of the number of children.
   2. All Unpaid Infant Care Leave applications must be supported by the child’s Certificate of Birth.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department..
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.

Part III – Leave

**Policy Title : National Service**

**Policy No. : HR 313**

**Purpose:**

To provide guidelines for granting National Service (NS) leave to employees who are called up for National Service duty.

**Guidelines & Procedures:**

* 1. Employee who is required to report for NS duty under the Enlistment Act will be released from work.
  2. The employee must apply for the NS leave immediately upon receipt of the ‘Order to Report for Service’ notice.
  3. All NS leave applications must be supported by ‘Order to Report for Service’ notice.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.
  4. Human Resource Department shall submit the NS’ Make-Up Pay claim before the start of the NS leave via MINDEF website.

Part III – Leave

**Policy Title : Public Holidays**

**Policy No. : HR 314**

**Purpose:**

To provide guidelines on the Organisation’s Public Holidays policy.

**Guidelines & Procedures:**

* 1. All employees are entitled to 11 paid public holidays a year in accordance with the Employment Act.
  2. An employee is entitled to [gross rate of pay](http://www.mom.gov.sg/employment-practices/salary/monthly-and-daily-salary#gross-rate-of-pay) on a public holiday if:

1. The employee is not absent on the working day immediately before or after a holiday without consent or a reasonable excuse.
2. The employee is on authorised leave (e.g. sick leave, annual leave, unpaid leave) on the day immediately before or after a holiday.
   1. An employee is not entitled to holiday pay if the holiday falls on his/her unpaid leave.
   2. If a public holiday falls on a non-working day, the Organisation shall give the employee a replacement day off as public holiday in-lieu.
   3. An employee who is required to work on a public holiday shall be given a replacement day off as public holiday in-lieu.
   4. All public holiday in-lieu must be consumed within 1 month from date of the holiday.

**Process**

* 1. Applications for public holiday in-lieu shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.

Part III – Leave

**Policy Title : Time Off**

**Policy No. : HR 315**

**Purpose:**

To define the Organisation’s policy on Time Off for Managers and Executives.

**Guidelines & Procedures:**

* 1. If a manager or executive is requested by the immediate supervisor to work beyond his/her normal working hours or on a non-working day, he/she shall be given time off for the extra hours worked.
  2. The employee has to consume the time off within 1 month from date of eligibility, otherwise it will be forfeited.

**Process**

* 1. All leave application shall be made via the Leave Application Form and must be approved by the immediate supervisor and Division Director. The leave application form shall then be forwarded to Human Resource Department.
  2. Human Resource Department shall process the leave application and forward to the President for approval.
  3. Human Resource Department shall inform immediate supervisor of the application outcome by returning the lower portion of the leave application form ‘Leave Approval Notice – Staff Copy’ to department. Immediate supervisor shall disseminate the outcome to the employee.

Part III – Leave

**Policy Title : Out of Office During Working Hours**

**Policy No. : HR 316**

**Purpose:**

To provide guideline for Out of Office application.

**Guidelines & Procedures:**

1. An employee going out for training, seminar, workshop, conference, official business etc during working hours must seek the President approval at least 1 day in advance.

2. Within 3 working days upon returning to work, the employee must submit a report to the President with the employee’s comments, propose follow-up action and recommendations.

**Application Process**

3. Employee shall complete the Out of Office Application Form and get approval from Head of Department. The leave application form shall then be forwarded to Human Resource Department.

4. Human Resource Department shall verify and forward the form to the President for approval. Upon approved by the President, a copy of the processed form shall be forwarded to the employee.

5. If Organisation transport is required, Human Resource Department will forward a copy of the approved Out of Office form to Admin Executive. The employee is to liaise with the Admin Executive for transport arrangement.

Part IV – Benefits

**Policy Title : Medical and Dental Benefits**

**Policy No. : HR 401**

**Purpose:**

To define the Organisation’s policy on medical and dental benefits.

**Guidelines & Procedures:**

1. Full time employee with at least 3 months of service shall be eligible for medical and dental benefits.
2. Only medical treatments receive in Singapore are reimbursable.
3. All claims for medical expense reimbursement must be supported by original invoices.
4. Medical claims are not allowed for consultations by Traditional Chinese Medicine (TCM) physicians or acupuncturists etc.

**Outpatient Treatments**

1. Reimbursement for outpatient medical expenses shall be capped at $40 per visit.

**Specialist Treatments**

Specialist Treatments in Public Medical Institutions

1. For specialist medical expenses incurred in Public Medical Institutions, only medical consultation fees are reimbursable.

Specialist Treatments in Private Hospitals / Specialist Clinics

1. There shall be no reimbursement for specialist medical expenses incurred in Private Hospitals and Private Specialist Clinics.

**Accident & Emergency (A&E) Treatments**

A&E Treatment in Public Medical Institutions

1. For A&E treatments in Public Medical Institutions, only A&E’s Attendance Fees are reimbursable.

Private Hospitals

1. For A&E treatments in Private Hospitals, reimbursement for A&E’s medical expenses (medical consultation fees and laboratory investigations only) shall be capped at $120 per visit.

**Dental Benefits**

1. Only dental expenses incurred in government polyclinics and Public Medical Institutions are reimbursable, capped at $50 per year.

**Benefits for Part-Time Employees**

1. Part-time employees shall be eligible for pro-rated Outpatient and Specialist Benefits base on the weekly working hours or reimbursement for medical consultation fee, whichever is the higher.
2. Part-time employees shall be eligible for reimbursement of A&E’s Attendance Fee for treatment received in Public Medical Institutions.
3. Part-time employees shall be eligible for reimbursement of A&E’s medical expenses (medical consultation fees and laboratory investigations only) for treatment received in Private Hospitals capped at $120 per visit.
4. Part-time employees are not eligible for dental benefits.

**Expenses Not Borne by Organisation**

1. The Organisation will not pay for expenses pertaining to the followings:
2. Medical, surgical or other appliances including spectacles and contact lenses
3. Any expenses incurred in respect of cosmetic consultation or treatment
4. Any expenses relating to health screenings and rehabilitation services
5. Medical claims for recurring or long term medical expenditure due to pre-existing medical condition at point of employment ie. diabetes and high cholesterol etc.

**Medical Insurance for S pass & Work Permit Holders**

1. The Organisation shall purchase Medical Insurance for S pass and Work Permit Holders in accordance to Ministry of Manpower’s regulation requirement.
2. The insurance coverage is $15,000 per year per S pass/Work Permit Holder and cover inpatient care and day surgery.

**Process**

1. All original invoices shall be forwarded to Human Resource Department.
2. Human Resource Department shall verify and raise Petty Cash Voucher for Finance Department to make payment.

Part IV – Benefits

**Policy Title : Work Injury Compensation**

**Policy No. : HR 402**

**Purpose:**

To provide guidelines on Work Injury Compensation Insurance coverage and claim eligibility.

**Guidelines & Procedures:**

1. All employees are covered under the Work Injury Compensation Act (WICA).
2. WICA covers injuries arising out of and in the course of employment including injury by accidents, disease, disability and death.
3. Work Injury Compensation’s insurance coverage and benefits payable to employee is subjected to the limits stipulated in WICA.
4. An employee who has been injured in a workplace accident may seek medical treatment at any clinic or medical institution.
5. All work-related accidents must be reported to Human Resource Department immediately.
6. Human Resource Department shall report the accident to Ministry of Manpower within 10 days of accident or from the 4th day of Medical Leave if
7. It results in the death of an employee
8. The employee has to take more than 3 days of MC (whether consecutive or not)
9. The employee was hospitalised for at least 24 hours

**Process**

1. When a work-related accident arises, Head of Department shall inform Human Resource Department immediately.
2. If the employee needs to be hospitalized, Human Resource Department shall liaise with the Insurer for a guarantee letter so that the employee does not have to pay deposit for hospitalisation.
3. Human Resource Department shall report the accident to Ministry of Manpower within 10 days of accident or from the 4th day of Medical Leave.
4. Employee must submit original medical certificates, invoices, discharge summary (if hospitalization is required) to Human Resource Department for reimbursement of medical expenses and WICA insurance claim.
5. Human Resource Department shall liaise with Insurer for WICA insurance claim.

Part IV – Benefits

**Policy Title : Long Service Award**

**Policy No. : HR 403**

**Purpose:**

To define the Organisation’s policy on Long Service Award.

**Guidelines & Procedures:**

## Long Service Award is a token of appreciation and recognition to employees who stay and grow with the Organisation.

## The award is given to employees who have completed 5, 10, 15, and 20 years of service in the Organisation as at 31st December of the year.

* 1. The quantum of awards shall be as follows:

|  |  |
| --- | --- |
| **Years of Service** | **Quantum of Award** |
| 5 years | $200 |
| 10 years | $400 |
| 15 years | $800 |
| 20 year | $1,400 |

## Eligible employees will receive the award in January of the following year or on a date determined by the Ex-co Committee.

## Process

## Human Resource Department shall finalise the list of employers who are eligible for Long Service Award and the quantum by December of the year.

## Approval is sought from Ex-co Committee for the award payment in January or on a date determined by Ex-co Committee.

## Payment for Long Service Award shall be made via payroll.

## Human Resource Department shall issue Long Service Award certificates to eligible employees.

Part IV – Benefits

**Policy Title : Healthy & Diligent Award**

**Policy No. : HR 404**

**Purpose:**

To define the Organisation’s policy on Healthy & Diligent Award.

**Guidelines & Procedures:**

**Eligibility**

* 1. An employee with at least 1 year’s service as at 31st December and has not taken any of the following leaves in the calendar year (1 January – 31 December) shall be eligible for Healthy & Diligent Award:

## i) Medical Leave

## ii) Urgent Leave

## iii) No-pay Leave

* 1. The award starts at $100 in the first year and increases by $50 for every consecutive year that the employee is eligible for the award.

|  |  |
| --- | --- |
| **Year of Continuous**  **Good Record** | **Quantum of Award** |
| 1st year | $100 |
| 2nd year | $150 |
| Every subsequent year | $50 increase for  every consecutive year of eligibility |

* 1. Once the employee fails to meet the eligibility criteria, the scheme will re-set and restart from 1st year again.

**Process**

* 1. Human Resource Department shall finalise the list of employers who are eligible for Healthy & Diligent Award and the quantum by January of the following year.
  2. Approval is sought from Ex-co Committee for the award payment in January or on a date determined by Ex-co Committee.
  3. Payment for the award shall be made via payroll.
  4. Human Resource Department shall issue Healthy & Diligent Award certificates to eligible employees.

Part IV – Benefits

**Policy Title : Condolence / Marriage / Baby Gift**

**Policy No. : HR 405**

**Purpose:**

To define the Organisation’s policy on Condolence, Marriage and Baby Gift.

**Guidelines & Procedures:**

**Condolences Gift**

* + 1. The Organisation shall send a condolence wreath to an employee in the event of death of an immediate family member if:

1. The employee has been in service for at least 3 months; and
2. The employee is not serving notice
   * 1. An immediate family member refers to the employee’s legal spouse, child, parent, parent-in-law, brother, sister, grandparent, grandparent-in-law, or grandchild.

**Marriage Gift**

* + 1. An employee shall be given a marriage gift of $100 cash if:

1. The marriage is registered after the employee has been in service for at least 3 months; and
2. It is the first legal marriage of the employee; and
3. The employee is not serving notice

**Baby Gift**

* + 1. An employee shall be given a baby hamper in the event of birth of the employee’s baby if:

1. The employee has been in service for at least 3 months before the birth of the baby; and
2. The employee is not serving notice

**Process**

* + 1. For condolence gift, Head of Department shall inform Human Resource Department of such event immediately for follow up by the latter. Human Resource Department shall order condolence wreath and get supplier to deliver to the location of the wake. Upon returning to work, the employee shall apply for compassionate leave and attached the deceased’s Certificate of Death.
    2. For marriage gift, upon receiving the employee’s Certificate of Marriage, Human Resource Department shall raise Petty Cash Voucher for Finance Department to make payment.
    3. For baby gift, upon receiving the child’s Certificate of Birth, Human Resource Department shall order a baby hamper and get supplier to deliver to the employee’s house.

Part IV – Compensation & Benefits

**Policy Title : Transport Claims**

**Policy No. : HR 406**

**Purpose:**

To provide guidelines on transport reimbursement for local business travel.

**Guidelines & Procedures:**

* 1. An employee may seek reimbursement for transport expenses incurred while travelling for official duties.
  2. Transport claims are only allowed if company transport is unavailable and an employee has to take alternative mode of transport for business travel.
  3. Prior approval from the President is required if the employee is using own or private transport service e.g. taxi.

* 1. Travelling expenses incurred from home to place of official duties or vice versa is not claimable.

**Travelling Back Home after Overtime Work**

* 1. An employee who is required to work late at the request of the Organisation may, with the approval of President, claim taxi fare after 10.00 pm.

**Public Transport**

* 1. Public transport shall refer to public buses and MRT.
  2. Transport expenses shall be reimbursed base on receipts. If receipt is not available (e.g. payment is by fare card), computation of fare shall be made with reference to Transit Link Pte Ltd’s online travel system.

**Taxi**

* 1. Transport claims for taxi must be supported by original receipt.

**Mileage**

* 1. An employee who is required by the Organisation to use own vehicle for business travel shall be reimbursed at the following mileage:
     1. Motorcar - S$0.60/km
     2. Motorbike - S$0.20/km

**Process**

* 1. Transport claims must be submitted to Human Resource Department using the ‘Expenses Claim’ Form and supported by original receipt (except for public transport).
  2. Human Resource Department shall verify the claims and forward to Finance Department for payment.

Part IV – Compensation & Benefits

**Policy Title : Overseas Business Travels**

**Policy No. : HR 407**

**Purpose:**

To provide guidelines for reimbursement of expenses incurred by employees due to overseas business travel.

**Guidelines & Procedures:**

**Approval to Travel**

1. Application for overseas business travel must be made on the Requisition Form at least 7 working days before traveling. Approval for such travel must be obtained from the approval authorities as shown in the below table.

**Table 407.1 Approval Authorities for Transport Reimbursement**

|  |  |
| --- | --- |
| **Grade** | **Approval Authorities** |
| H | Ex-co Committee |
| A – G | President |

**Passports and Visa**

1. Fees paid for a new passport or renewal of passport are not claimable.
2. If Visa is required for the business travel, the employee may claim reimbursement for Visa fee.

**Traveler’s Health & Vaccination**

1. An employee travelling overseas is advised to consult the Organisation panel doctor or Polyclinic for the necessary vaccination before departure date. The Organisation shall reimburse such medical expenses through the normal medical claim policy.

**Travel Advances**

* 1. An employee who is travelling overseas may request for travel advances to pay for hotel accommodation costs (where cash payment is required), transportation cost, etc.

**Air Ticket**

* 1. The Organisation shall purchase the most cost effective and secured airline for the employees.

**Accommodation**

* 1. The Organisation shall arrange for the employee to stay in temple, hotel or service apartment. For hotel accommodation, the employee shall be eligible to a standard room that is reasonable in cost and security.
  2. If accommodation is not arranged by the Organisation, the employee may claim reimbursement for accommodation expenses with original receipts. Personal expenses and consumption (e.g. mini bar, lounge etc) are not claimable.

**Per Diem Allowances**

* 1. An employee travelling overseas for official duties shall be paid a per diem allowance for every day of stay out of Singapore.
  2. The rates for per diem allowances shall be based on the current ‘Acceptable Rates for Per Diem Allowances’ published by IRAS.
  3. The per diem allowances payable to an employee is as follows:

**Table 407 : Per Diem Allowances**

|  |  |
| --- | --- |
| **Description** | **Rate Per Day** |
| All meals provided | 10% of per diem allowance |
| 1 meal not provided | 30% of per diem allowance |
| 2 meals not provided | 60% of per diem allowance |
| All meals not provided | 100% of per diem allowance |

* 1. The computation of per diem allowance starts from the time the employee departs from Singapore and end when the employee departs from the foreign country to return to Singapore.

**Transport Claim**

* 1. The employee may claims taxi fare or mileage from home to airport or vice versa. For taxi fare, valid receipts must be produced.
  2. Overseas transport expenses, including travelling to and from airport, are claimable with receipts. The purpose and destination of travel are to be indicated on the receipt.

**Other Official Claim**

* 1. Expenses incurred in the course of the conducting official business are claimable with valid receipts.

**Process**

* 1. Transport claims must be submitted to Human Resource Department using the ‘Expenses Claim’ Form and supported by original receipt (except for public transport).
  2. Human Resource Department shall verify the claims and forward to Finance Department for payment.

Part V – Training & Development

**Policy Title : Training**

**Policy No. : HR 501**

**Purpose:**

To set out the process as well as terms and conditions in extending training opportunities to employees.

**Guidelines & Procedures:**

* 1. All employees shall be given training opportunities except for employees who are serving notice.
  2. The training must be in line with the Organisation’s needs and relevant to the employee’s job and overall development.
  3. The types of training includes

1. On-the-job training programs held within the Organisation
2. Job rotation to provide for job enlargement and job enrichment
3. In-house training courses organized and developed by the Organisation
4. Short courses & programmes by external course providers
5. Seminars/conferences/lectures/talks organized in-house or by external parties
6. Formal course offered at accredited local educational institutions, leading to higher academic qualification or professional certification
   1. Depending on the cost of the programme, the employee may be required to sign a bond.

**Government’s Training Subsidy & Funding**

* 1. When selecting training programmes, consideration should first be given to those that are subsidized or funded by the government, especially WDA’s programmes which can be subsidized by up to 95% of programme cost.
  2. The training grants that the Organisation usually tap on are :

i) Skills Development Fund (SDF) by WDA

i) VWOs – Charities Capability Fund (VCF) by NCSS

**Fully Sponsored Training**

* 1. The Organisation shall provide full sponsorship for the below programmes.

i. Mandatory programmes that are required to meet licensing/statutory requirements

ii. Programme that are in line with the Organisation’s needs and necessary for the performance of the job

* 1. Depending on the cost of the programme, the employee may be required to sign a bond.
  2. There shall be no overtime payment or replacement leave if the training is conduct outside the employee normal working hours.

**Partially Sponsored Training**

* 1. The Organisation has a co-sharing scheme in place to help employees who do not meet the criteria for fully sponsored programmes but who still want to attend courses to upgrade their skills or for personnel development.
  2. As the Organisation is a charitable organisation with limited resources, not all training nomination application will be approved. The Organisation will review such training nomination on a case by case basis.
  3. If the training programme is approved, the employee will have to co-share 50% of the training cost after subsidy or funding.

**Re-sitting for Examination**

* 1. An employee who fails an examination will have to borne the cost of re-sitting the examination.

**Training Bond**

* 1. A sponsored employee shall be subjected to the following training bond.

**Table 501.1 Training Bond Period**

|  |  |
| --- | --- |
| **COST OF TRAINING** | **BOND PERIOD** |
| More than $1,000 but less than $2,500 | 6 months |
| More than $2,500 but less than $5,000 | 1 year |
| More than $5,000 but less than $10,000 | 2 years |
| More than $10,000 but less than $15,000 | 3 years |
| More than $15,000 up to $20,000 | 4 years |

* 1. The bond period shall commence on the day that the employee is confirmed awarded with the qualification.

**Liquidated Damages**

* 1. An employee is deemed to have breached the training agreement if :

1. The employee withdraws from the course; or
2. The employee fails to complete or pass the training programme due to whatsoever reason; or
3. The employment contract is terminated due to whatsoever reason before completion of the bond period
   1. The employee has to refund the full training expenses incurred by the Organisation if he/she
4. Withdraws from the course; or
5. Fails to complete or pass the training programme due to whatsoever reason
   1. An employee whose employment contract is terminated due to whatsoever reason while serving bond period shall refund a pro-rated sponsored amount.

|  |  |  |  |
| --- | --- | --- | --- |
| Total Amount Disbursed by the Organisation | X | Bond Period Not Serve (in months) |  |
| Total Bond Period (in months) |  |

* 1. For the purpose of computation, incomplete month of bond period served shall be disregarded in the computation of liquidated damages.

**Transport Claims**

* 1. Transport expenses incurred for travelling from home to the training venue or vice versa on a working day are non-claimable.

**Process**

* 1. An employee and the Head of Department shall review the employee’s training needs together before submitting the Training Nomination Form to Human Resource Department.
  2. Human Resource Department shall review and submit the Training Nomination Form to the President together with Human Resource Department’s recommendation. After the President has made her decision on the application, Human Resource Department shall update Head of Department or the employee of the application outcome.
  3. For approved training nomination application, Human Resource Department shall

1. Register the employee for the program;
2. Get the employee to sign the Service Bond Agreement Letter, if applicable;
3. Liaise with Finance Department for payment;
4. Apply for government subsidy and funding, if applicable; and
5. Compute the employee’s co-sharing portion of the training fees and advise the employee to make payment to the Organisation, if applicable
   1. Upon completion of the training programme, the employee shall furnish the certificate to Human Resource Department for verification. A copy of the certificate shall be kept in the employee’s personal file.

Part VI – Code of Conduct

**Policy Title : Disciplinary Procedure**

**Policy No. : HR 601**

**Purpose:**

To provide guidelines on disciplinary procedures and implementation in a fair and objective manner.

**Policy & Procedures:**

* 1. Disciplinary action is taken against an employee who misconduct, has poor performance or infringe on Organisation’s policies and procedures.
  2. Appropriate disciplinary actions, from minor to major types of disciplinary measures, will be taken against the employee depending on the severity and circumstances leading to the offences.
  3. Possible disciplinary actions include:
  4. Counseling

Counseling is conducted by the immediate supervisor or HOD to bring the employee’s attention to the problem and to define expectation.

* 1. Verbal Warning Letter

This is given to the employee in the presence of the HOD and Human Resource Representative. The warning is to draw the employee’s attention to the wrongdoing and a distinct warning that it should not be repeated.

* 1. Written Warning Letter

If an employee persists in repeating the wrongdoing, the supervisor may recommend that a warning letter be issued to the employee.

* 1. Termination of Service

The Organisation may consider terminating the employment contract with the employee who shows no improvement or insist on repeating the wrongdoing after receiving the written warning.

* 1. Every staff shall be given the right to be heard and an inquiry will be conducted to fully investigate every case before dismissal may take place.

**Dismissal for Cause**

* 1. An employee may be dismissed from service on the following grounds:

1. Commits repeated offence after final counseling letter is given
2. Commits serious misconduct such as disregarding organisation’s safety regulations, sleeping on the job, insubordination, secondary employment, etc
3. Commits major offence such as criminal offence, violation of organisation’s rules, unauthorised disclosure of confidential information, falsification of documents, etc
4. Absent from work for more than 2 consecutive working days without approval or a good excuse or without informing or attempting to inform the organisation
   1. The following are causes for disciplinary action against an employee. While representative, is not intended to be all-inclusive.

A. Offences which may warrant verbal or written warning:

1. Insubordination including failure or refusal to perform work assigned
2. Disobeying a lawful and reasonable order
3. Negligence
4. Habitually reporting late for work
5. Leaving place of work early without approval
6. Quarrel at work
7. Malingering
8. Rudeness to colleagues, residents, visitors, etc
9. Failure to perform work to the required standard
10. Failure to follow workplace procedures
11. Breach of rules or safety requirements
12. Smoking in the Organisation’s premises
13. Engaging in private work or trade during working hours

B. Offences which may warrant instant dismissal:

1. Absent from work for more than 2 consecutive working days without approval or good excuse or without informing or attempting to inform the Organisation
2. Assault, Fighting, intimidating, provoking or instigating a fight or assault
3. Serious negligence, misconduct, or breach of safety requirements
4. Gambling or abetting or placing of bets on the Organisation’s premises
5. Possessing, consuming or being under the influence of illegal drugs or alcohol
6. Possession of any lethal weapon in Organisation 's premises
7. Willful and outright insubordination which challenges any established authority
8. Falsification of Organisation records, or clocking out another worker’s timecard
9. Willful damage to property
10. Breach of confidentiality clause
11. Inciting others to commit criminal offence and/or breach the Organisation’s rules and regulations
12. Sabotage
13. Theft or misappropriation of funds
14. Demanding or accepting bribes or any illegal gratification
15. Sexual harassment or engage in immoral, indecent, illegal acts or hysterical behavior within the Organisation’s premises
16. Negligence or deliberate act which endangers patients or fellow colleagues or Organisation’s business associates
17. Conviction in court of any offence

**Process**

* 1. When an employee fall shorts of the expected standard of behavior or performance, immediate supervisor shall council the employee to correct behavior or performance. Department shall maintain record of all counseling sessions with the employee.
  2. Head of Department shall refer the case to Human Resource Department if disciplinary action is deemed necessary.
  3. Human Resource Department shall conduct an investigation and interview the employee together with the Division Director. Depending on the investigation result, disciplinary action or warning letter may be issued to the employee.
  4. If there is no improvement or there are repeat occurrences from the employee after the issuance of the first warning letter and counselling session, the organisation may issue a second warning letter to the employee or termination of employment contract depending on the severity of the issues.
  5. If there is no improvement or there are repeat occurrences from the employee after the issuance of the second warning letter and counselling session, the organisation shall proceed to termination of employment contract.

Part VI – Code of Conduct

**Policy Title : Employee Grievances**

**Policy No. : HR 602**

**Purpose:**

To provide guidelines and procedures for handling employee’s grievance.

**Guidelines & Procedures:**

1. Grievance refers to any injustice, unfair treatment, infringement of person rights or experience of distress by an employee caused by a person or persons, including the person’s employer, a co-worker or a group of co-workers of the employee, patients and their relatives, acquaintances, visitors and any other healthcare professionals.

2. Employees who feel aggrieved are encouraged to raise the matter to the immediate supervisor’s attention. All investigations will be conducted in a confidential, impartial and objective manner.

**Process**

3. An employee with a grievance should bring the issue to his/her immediate supervisor’s attention immediately. If the immediate supervisor is the aggressor, the employee may report the grievance to the next level manager or Human Resource Department.

4. The immediate supervisor will investigate the matter and attempt to mediate or resolve the grievance within 1 week from the date the grievance was raised.

5. If the employee is not satisfied with the outcome given by the immediate supervisor or in the event of failure by the immediate supervisor to respond to the grievance within 1 week, the employee may raise the issue to the Division Director. The Division Director shall investigate and provide a solution or an explanation within 3 working days after the grievance has been brought to his or her attention.

6. If the employee is still not satisfied with the outcome given by Division Director or in the event of failure by the Division Director to respond to the grievance within 3 working days, the employee may bring the issue to the Human Resource Department. Where applicable, the issue will be brought to the President’s attention.

7. The employee has the right to appeal until the grievance is resolved or reached the level of the President whose decision shall be final.

Part VII – Office Policy

**Policy Title : Office Policy**

**Policy No. : HR 701**

**Purpose:**

To provide guidelines on office regulations.

**Guidelines & Procedures:**

**Working Hours**

1. A full time employee is expected to work forty-four (44) hours a week or as stated in the employment contract either on 5 days, 5.5 days, or 6 days work week.
2. An employee’s working hours may differ from others due to operation requirements. The normal working hours for an office employee is as follows:

Monday : 8.30 am – 5.30 pm (including 1 hour break)

Tuesday to Friday : 8.00 am – 6.00 pm (including 1 hour break)

Saturday/Sunday/Public Holiday : Closed

**Lunch & Tea break**

1. The lunch and tea break hours for an office employee is as follows:

Lunch hour : 12 noon – 12.45 pm

Tea break : 3 pm – 3.15 pm

1. Only vegetarian foods are allowed in the premises.

**Punctuality**

1. An employee is expected to report for work punctually. An employee cannot offset late reporting to work with late departure after office hour.

**Leaving Work Early**

1. An employee must obtain prior permission from the supervisor in order to leave work early, otherwise the employee will be subject to disciplinary action up to and including dismissal.

**Update of Employee’s Particulars**

1. An employee is required to update Human Resource Department whenever there are changes to the employee’s personal particulars, including the followings:
2. Name
3. Address
4. Contact numbers
5. Citizenship status
6. Entry/Re-entry Permit for Permanent Resident
7. Marital status
8. Emergency contact person
9. New born child or adopted child
10. Original documents, where applicable, shall be shown to Human Resource Department for verification and a copy of the document shall be filed in the employee’s pfile.

**Dress Code**

1. Uniformed employees are required to wear their uniform smartly and neatly.
2. Non-uniform employee are expected to comply with the following dress code:

Monday – Thursday : Office attire for office worker; appropriate and neat attire for others

Casual Friday : Casual smart attire; office attire if the employee is having official meeting with external parties.

1. Revealing clothes, singlets, shorts and slippers are not allowed in the office at all time.

**Parking**

1. Employees are allowed to park in the Organisation’s premises subject to lots availability.
2. Parking at the Organisation’s premises is entirely at the employees’ own risk. The Organisation will not be liable for any injury, damages, theft, etc.

**Security of Office Premises**

1. Unauthorised personnel are not allowed to enter the office. An employee should ensure that confidential documents and / or filing cabinets are properly locked before leaving the office.

**Communications**

1. An employee is expected to read and response to correspondences (e.g. emails and enquiries) promptly and exercise prudence when communicating with external parties.

**Answering of Incoming Telephone Calls**

1. Incoming calls will be answered by the receptionist or assigned employees. Other employees are advised against answering new incoming calls unless the receptionist or assigned employees are not in office. It is every employee’s responsibility to answer calls promptly and with proper telephone etiquette.

**Smoking Ban**

1. Smoking is strictly prohibited in the Organisation’s premises and during working hours.

# Confidentiality

1. An employee shall not at any time, either during or after his/her employment with the Organisation, divulge or communicate any information concerning the business, finances, transactions or affairs of the Organisation, either written or verbal, to any non-relevant person or party without the management’s prior written approval.

**Secondary Employment**

1. An employee shall devote his/her whole time and attention to the interest of the Organisation and shall not at anytime during his/her service with the Organisation, without prior written consent from the Organisation, engage or interest themselves in any work or business other than that relating to his/her duties in the Organisation.

**Conflict of Interest**

1. You must not engage, directly or indirectly, in activities that may give rise to a conflict of interest with your duties or in competition with the business of the Organisation.