



# EMPLOYER HANDBOOK

Understanding Your Responsibilities  
as an Employer of NSmen



# CONTENTS

<b>Foreword</b>	<b>01</b>
<hr/>	
<b>About ACCORD</b>	<b>03</b>
<hr/>	
<b>Chapter 1: Employers and National Service (NS)</b>	<b>04</b>
• An Introduction to NS	04
• The NS Journey	05
• An Employer's Responsibilities	06
<hr/>	
<b>Chapter 2: An NSman's Obligations</b>	<b>07</b>
• In-Camp Training (ICT)	07
• Individual Physical Proficiency Test (IPPT)	08
• Mobilisation	09
• Notification of Overseas Travel	09
• Pay Matters	10
<hr/>	
<b>Chapter 3: Supportive Policies and Practices</b>	<b>11</b>
<hr/>	
<b>Chapter 4: Employer Engagement</b>	<b>17</b>
<hr/>	
<b>Chapter 5: Employer Recognition</b>	<b>19</b>
• National Accreditation Scheme	19
- NS Mark	19
- NS Mark (Gold)	20
• Total Defence Awards (TDA)	21
<hr/>	
<b>Contact Information and Links</b>	<b>23</b>





NSmen participating in high key In-Camp Training to refresh their vocational skills and help ensure operational readiness.

# **FOREWORD**

## **DR MOHAMAD MALIKI BIN OSMAN**

---

A strong and credible defence force is the cornerstone of Singapore's continued independence and economic growth. Our National Servicemen (NSmen) form the backbone of our defence and security forces that preserve our way of life and ensure the continued survival and prosperity of this country we call our home.

Strong support from employers, family and community give our NSmen the peace of mind they need to give their best when they serve the nation. This support is essential to help them balance work demands and commitments with their personal responsibilities as they perform their duties. Through this, NS has become a shared experience and ownership not only for our servicemen, but also for employers and other stakeholders who have been instrumental in supporting them in their service.

Employers play a significant and integral role in defending our country. Over the years, I am heartened to note that many employers have constantly taken exemplary actions to support their NSman employees as they fulfil their NS responsibilities. Many have also proactively adopted supportive NS policies and practices in the workplace such as assisting NSman employees to balance their workload when they report for In-Camp Training (ICT), and recognising their performance during ICT. While many have played their part and supported our NSmen, we can always try to do more and inspire other employers to do likewise.

We recognise that it can be challenging for you as an employer to ensure your business sustains and thrives while supporting NSmen in their service of the nation. This handbook aims to help you gain deeper insights and understanding of our NS policies and training requirements to help you play your part in ensuring Singapore's continued survival, stability, and progress, which will in turn ensure your company's success too. Employers have also shared how NSman employees' ICT experiences contribute to their companies' growth and development. We hope that the real life examples, stories, and best practices shared here will allow you to generate new ideas and also learn from one another how best to support our NSmen.

I sincerely hope that this handbook will encourage, inspire and empower more employers to continue to be committed to a strong defence and to support the NSmen who safeguard our way of life.

A professional portrait of Dr. Mohamad Maliki Bin Osman, a middle-aged man with dark hair and glasses, wearing a dark suit and tie, smiling at the camera.

*Mohamad Maliki*

*Dr Mohamad Maliki Bin Osman*  
Senior Minister of State, Ministry of Defence  
Chairman ACCORD



# FOREWORD

## MR TONY CHEW

Since independence, Singapore's economy has grown from Third-World to First. This rapid economic growth was due to a climate of business opportunity, stability, optimism and confidence, underwritten by our nation's SAF and Home Team.

The symbiosis between the SAF and Home Team, and the business community, is the key to Singapore's economic success.

The key to the symbiosis is the NSman. A citizen soldier is not only a driver of Singapore's economic growth and prosperity, but also a defender of our nation.

As Employers and Businesses, we must enable our NSmen to excel in these two critical roles. By our support for our NSman employees, we are doing our part to protect Singapore.

ACCORD (Employer & Business) strives to build greater awareness, understanding, and support of the obligations of our NSmen in the Employer and Business community.

We hope that Employers, Businesses, and their NSmen can work together to develop initiatives and best practices, incorporating technology and continuous learning, to enable NSmen to perform their dual roles in defence and the economy.

Economic prosperity is possible only with a strong and credible national defence. As we strive for greater prosperity, we must protect our nation's defence forces. We hope this handbook can be of assistance.

May I express the heartfelt thanks of ACCORD (Employer & Business), to our NSmen, Employers and Businesses. Your efforts and support are critical to Singapore.

Let us work together to defend Singapore's peace, security and prosperity, in the years ahead.



Mr Tony Chew  
Executive Chairman, Asia Resource Corporation  
Co-Chairman, ACCORD (Employer & Business)



# **ABOUT ACCORD**

---

Established in 1984, the Advisory Council on Community Relations in Defence (ACCORD) is made up of the Employer and Business (E&B) Council, the Family and Community (F&C) Council and the Educational Institutions (EI) Council. The comprehensive representation of various stakeholder groups gives voice to different social sectors and enables ACCORD to promote National Service (NS) from the ground up.

As new threats and challenges emerge, ACCORD has also deepened efforts to strengthen Commitment to Defence (C2D) and encourage support for NS and Total Defence (TD). These include extending outreach to increase understanding of NS, strengthening and recognising community support for NS and TD, and exploring initiatives that address the specific needs of a diverse group of stakeholders.

As a platform to better engage the business community on NS issues, ACCORD's E&B Council, comprising experts and leaders from different industries, has also formed three different working groups to increase employer support for NS by exploring the following areas:

- i. Identifying challenges that small and medium enterprises face in supporting NS
- ii. Recognising NS training, skills and personal development
- iii. Exploring possible areas of collaboration between the business community, the Ministry of Defence (MINDEF) and the Singapore Armed Forces (SAF)

In a constantly evolving security landscape, the fighting spirit and commitment of every Singaporean will make the greatest difference in the defence of the nation. ACCORD will continue to encourage community support and strengthen the collaboration between the various stakeholders and MINDEF/SAF. In so doing, ACCORD will safeguard Singapore's future and keep the nation strong.

For more information on ACCORD, please visit: [www.accord.gov.sg](http://www.accord.gov.sg)





## CHAPTER 1: **EMPLOYERS AND NATIONAL SERVICE (NS)**

### AN INTRODUCTION TO NS

Introduced in 1967, the institution of NS is critical to national defence. Conscription is the only way to provide the security and stability essential for ensuring Singapore's progress and prosperity, while maintaining a sustainable impact on the economy and workforce. As an established national institution, generations of Singaporean men have served NS with pride and made invaluable contributions towards a safer and more secure Singapore.

Many employers understand the importance and necessity of NS for Singapore. They have also adjusted to the disruption and inconvenience that may come with the obligations of NS. Over the years, an increasing number of employers have gone beyond simply releasing their employees for NS call-ups. They have, on their own initiative, organised in-house programmes to support Total Defence and encouraged their NSman employees to perform their best during training. This augurs well for the defence of the nation.

Having progressed so far together as a nation, there is even more to defend today. To secure and safeguard Singapore, it is crucial that future generations continue to believe in the value and purpose of NS.

This handbook has been developed to enhance employers' awareness of NS policies and matters which may have an impact on their businesses. As a channel of communication, this handbook also intends to foster closer understanding between the government and employers to strengthen and deepen support for NS.



*NS enlistees taking their oaths during an Affirmation of Allegiance Ceremony.*



*Recruits pledging their loyalty to the nation at a Weapons Presentation Ceremony.*

# THE NS JOURNEY

As part of their national duty, every male Singapore citizen and Permanent Resident (PR) must serve as a full-time National Serviceman (NSF) for two years. During the course of performing NS, NSFs undergo rigorous training that equips them with the necessary skills, knowledge and motivation to defend Singapore. The NSmen who have completed their Operationally Ready National Service (ORNS) training will be phased into MINDEF Reserve. Upon reaching the statutory age, they would have completed their NS obligations and will no longer be called up.



## Skill Sets Acquired During NS

### NSF

Enlisting as an NSF has become a rite of passage for every male Singaporean and PR from all walks of life. During their 3-month BMT, NSFs learn soldiering fundamentals and are instilled with strong teamwork and esprit de corps. Through a buddy system, they look out for each other and in time learn the value of responsibility.

During their NSF period, they receive specific vocational and advanced training to perform specific roles in the SAF and Home Team agencies. By completing the 2-year NSF journey, they become confident, disciplined, resilient and ready to defend the country as Operationally Ready NSmen.

### NSman

Operationally Ready NSmen attend In-Camp Training (ICT) to refresh their soldiering fundamentals and core vocational skills. They re-acquaint themselves with soft skills, such as teamwork, that were instilled in them during their NSF period. Attending ICT also provides opportunities to hone their leadership and interpersonal skills.

NSmen can pick up new ideas and perspectives from their fellow NSmen during ICT, which they can transfer back as value-added knowledge to their employers.

## AN EMPLOYER'S RESPONSIBILITIES

To protect the interests of Singapore's National Servicemen, the Enlistment Act (Chapter 93, Part VI) and its provisions protect any serviceman from being discriminated against, disadvantaged or dismissed by a present or prospective employer for having to perform NS duties.

### Provisions Under the Enlistment Act (Chapter 93, Part VI):

- An employer who has retained the services of a full-time NSman (NSF) or NSman for six months or longer prior to his enlistment in full-time NS or performance of ORNS duties must arrange for him to return to his job once his training is completed
- An employer may not dismiss an NSman employee because of his obligations to perform NS or duties pertaining to NS
- An employer of an NSman who is required to report for ICT or mobilisation must grant him a leave of absence during his period of service
- An employer must ensure that an NSman employee is not made worse off financially because of his obligations to fulfil his NS duties under the agreed terms of his employment

Under the Enlistment Act (Chapter 93, Part VI), employers are required to grant a leave of absence to NSman employees when they are called upon to perform their NS duties. Employers are encouraged to communicate and work closely with NSman employees to ensure that their work duties are covered without affecting their NS commitments.



*Employers who advocate support for NS in the workplace build a cohesive and productive workforce.*



## CHAPTER 2: AN NSMAN'S OBLIGATIONS

NSmen can be called up for a maximum of 40 days every work year. They are required to fulfil various National Service (NS) commitments and will require the full support of their employers.

### IN-CAMP TRAINING (ICT)

ICT refreshes and updates an NSman's essential vocational competencies, such as weapon and equipment handling, and individual soldiering fundamentals. As ICTs are outcome focused and performance based, Unit Commanders may decide to assign NSmen additional call-ups for Make-Up Training if they fail to meet the required standards or have deferred their ICTs. To minimise inconvenience, NSmen are given advance notice of their call-ups so they can organise their work schedules and family commitments accordingly.

#### High Key Training

- Each training session is 7 days or more and NSmen will be notified **6 months in advance**

#### Low Key Training

- Each training session is less than 7 days and NSmen will be notified **3 months in advance**

#### Make-Up Training (MUT)

- For each training session, NSmen will be notified **1 month in advance**

#### Other Call-Up Activities

- For these activities, NSmen will be notified **1 month in advance**

### Deferment

Deferment refers to the postponement of In-Camp Training. If an NSman wishes to defer his ICT, he is required to submit his application via the NS Portal.

Subject to approval by the relevant authorities, deferment may be granted after consideration of the justifications provided.



Deferment is strongly discouraged as it is important for NSmen to train and fight effectively as a unit in addition to maintaining operational readiness. NSmen who defer their ICTs are required to attend MUT. For MUT, NSmen are given a notice period of one month instead of the usual six months for ICT.

# INDIVIDUAL PHYSICAL PROFICIENCY TEST (IPPT)



## Individual Physical Proficiency Test(IPPT)

NSmen are required to attempt and pass the IPPT every year.

- NSmen are required to make bookings for their IPPT
- NSmen should keep their employers informed of their test dates
- NSmen who fail to attempt the IPPT will face disciplinary action



## IPPT Preparatory Training (IPT)

IPT is a voluntary programme comprising 10 sessions (including one attempt at the IPPT) to help NSmen train for the IPPT.

- Attendance in IPT is NOT counted towards the annual 40 days of call-up activities
- NSmen will be given service pay but not Make-Up Pay
- NSmen who fail to complete IPT are required to attend Remedial Training



## Remedial Training (RT)

If an NSman does not attempt or fails the IPPT, he is required to complete up to 20 sessions of RT (including one attempt at the IPPT) within 12 months.

- NSmen who fail to complete RT will face disciplinary action



## Ways Employers Can Help NSman Employees with the IPPT

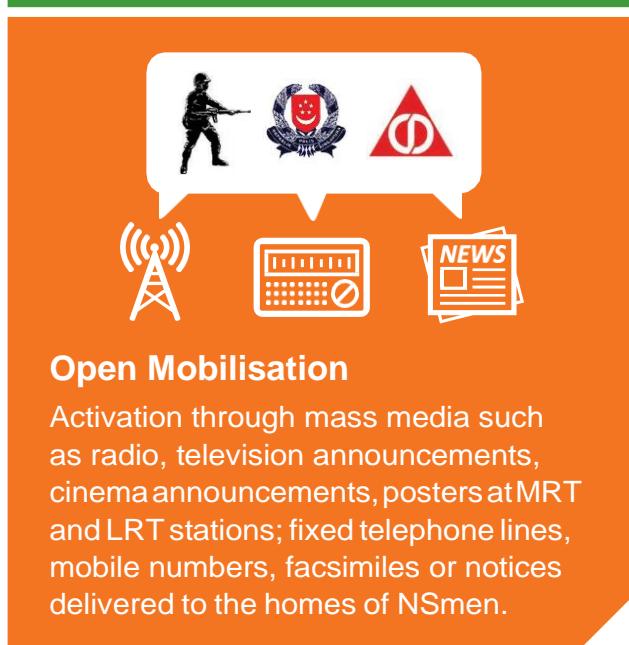
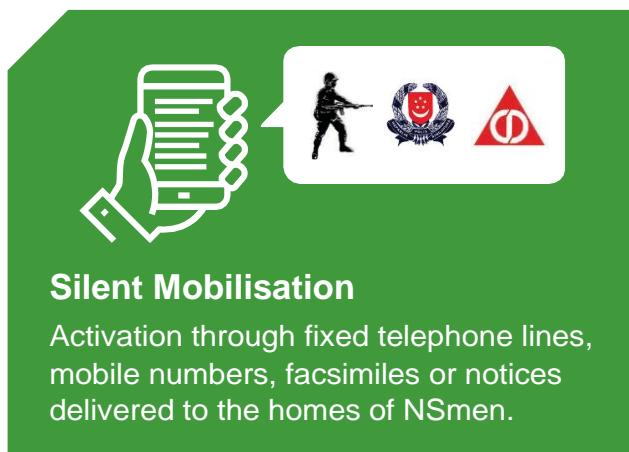
Employers should encourage their NSman employees to enrol and participate in IPT if they are having difficulties passing their IPPT.

Employers can also organise fitness activities and motivate NSman employees to take part in them or offer an NSman employee a full day off on his IPPT test day to help him prepare and recover.

For NSmen who perform outstandingly during the IPPT, employers can acknowledge their accomplishments by presenting them with a small reward or by openly recognising them.

## MOBILISATION

In the event of a national emergency, NSmen may be mobilised for duty or operations. In peacetime, mobilisation exercises are conducted to maintain operational readiness and NSmen can be activated through silent or open mobilisation.



### An Employer's Responsibilities During Mobilisation

Upon activation, it is important for NSmen to respond to mobilisation within the stipulated time as it concerns emergencies and national security.



## NOTIFICATION OF OVERSEAS TRAVEL

NSmen who have to travel overseas for more than 14 days are required to notify the relevant authorities. Employers should take note of the following requirements for notification of overseas movements:

DURATION OF OVERSEAS TRIP	WHAT TO DO?
14 days or less	No notification required
More than 14 days but less than 6 months	NSman to notify via the NS Portal at ns.sg or call 1800-3676767 (local toll-free)
6 months or more	NSman to apply for an Exit Permit

## PAY MATTERS

NSmen are given Service Pay for each day of NS training including Saturdays and Sundays. Those who suffer a loss of income as a result of compliance with NS call-ups can claim Make-Up Pay.

### Service Pay

Service Pay is an allowance paid according to the NSman's rank and vocation.

#### Example of Service Pay Computation\*

- Monthly Service Pay of an NSman – \$710.00
- Period of ICT – 17 days

Hence, Service Pay for ICT:  
\$710.00 x 17/30 days = **\$402.33**

### Make-Up Pay (MUP)

MUP is the difference between an NSman's civilian income and Service Pay for the duration of his NS call-up. MUP claims can be submitted online via the NS Portal ([www.ns.sg](http://www.ns.sg)) or by using forms that can be downloaded from the NS Portal.

#### Example of MUP Computation\*

- Monthly Service Pay of an NSman – \$710.00
- Period of ICT – 17 days
- No. of working days during ICT period – 13 (based on 5-day work week schedule)
- Civilian Monthly Salary – \$3,000.00

Service Pay for ICT:  
\$710.00 x 17/30 days = **\$402.33**

Deduction made by employer for ICT:  
= Civilian Monthly Salary x  
No. of working days during  
the ICT period/number of  
working days in the month  
= \$3,000.00 x 13/22  
= \$1,772.72

The NSman suffers a loss in income of **\$1,370.39** [\$1,772.72 – \$402.33 (Service Pay)] as a result of attending ICT. He can submit a MUP claim for this amount.

\* The figures and information used in these examples are for illustrative purposes only and are not intended to serve as financial, legal or any other type of advice.

### Two options to claim MUP:

#### Option 1: Direct Reimbursement to Employers of Claims for NS Training Scheme (DIRECT)

- Employers are encouraged to opt for this scheme and help NSman employees claim MUP
- Employers will continue to pay their NSman employees as per the company's pay schedule and get reimbursement from the government. Payment will be made directly to the company
- The NSman is not required to file a claim

#### Option 2: Payment to NSman

- The NSman will get his employer to certify his MUP claim before submitting his claim to MINDEF
- Payment will be made directly to the NSman by MINDEF



## CHAPTER 3:

# SUPPORTIVE POLICIES AND PRACTICES



*NSmen and employers reciting the SAF Pledge to reaffirm their commitment to defence.*

## Employers — A Source of Strength

NSmen are balancing a broad spectrum of duties, responsibilities and priorities.

It is essential for employers to gain an understanding of National Service (NS) and recognise the personal sacrifice and commitment NSmen make in fulfilling their national duty.

The defence of our homeland is not a responsibility that belongs exclusively to NSmen. By standing in solidarity with their NSman employees, employers not only play an indispensable role in making Singapore more resilient but are also a source of strength every NSman can tap into.

Employers can play a role in NS and Total Defence (TD) by adopting an active management policy that provides a supportive environment for their NSman employees to carry out their duties. To demonstrate commitment and support, employers may wish to adopt some of the following schemes implemented by the government or initiatives introduced by other employers.

## RECRUITMENT AND SELECTION

**During the recruitment and selection process, employers are encouraged to consider potential employees' NS contributions.**  
Employers can achieve this by considering the Certificate of Service (COS) given to those who have completed full-time NS.

**SMRT Corporation Ltd** has made efforts to consider the Certificate of Service (COS) issued to NSFs, during the company's recruitment and selection process. The COS provides information on the skills the serviceman has acquired during NS and the personal attributes he has displayed. By taking into account this supplementary information, the organisation is able to better understand the candidates' attributes for a more optimal job fit.

**Verztec Consulting Pte Ltd** encourages job applicants to share their experiences and what they have learnt in NS during job interviews. By doing so, they are able to better employ them in jobs that complement their experience and skill sets.



*When recruiting new employees, SMRT Corporation Ltd also takes into consideration the job candidate's NS accomplishments as supplementary information.*

## REMUNERATION AND BENEFITS

**Employers can consider offering higher starting salaries and additional days of annual leave for NSmen who have completed full-time NS.** They can also take a leaf from the Civil Service, which offers newly joined employees who have completed full-time NS a higher starting salary in recognition of their NS contributions.



*Grand Park City Hall recognises the value that NSman employees add to the organisation and rewards them accordingly.*

**Sunway Ship Supplies Pte Ltd** recognises that the experience and skills acquired during full-time NS are applicable and relevant to their operation. Considering their experience and skill sets, Sunway offers new hires who have completed full-time NS a higher salary and additional days of leave.

**Grand Park City Hall** believes in the importance of NS and takes into consideration the leadership qualities and experience gathered during full-time NS. The remuneration and benefit package offered to individuals who have completed their NS requirements takes into account their experience gathered during NS.

## CHAMPION WORK-LIFE-NS BALANCE

**Employers can help by promoting a healthy Work-Life-NS balance to lighten their NSman employees' responsibilities and make it easier for them to fulfil their various commitments.**

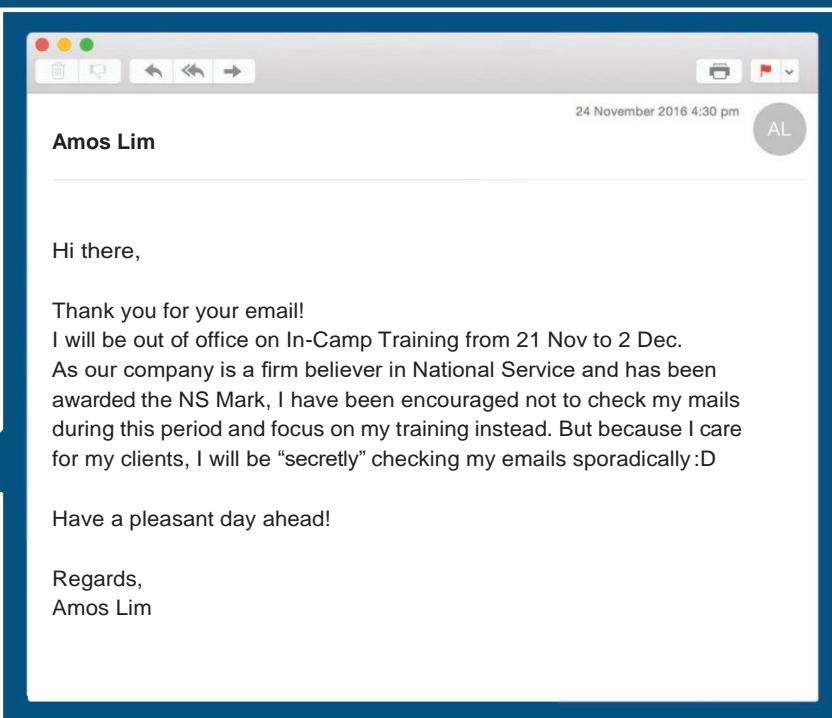


*Employers visit RSAF to understand the commitments of NSmen so that they can better support them.*

**KMG Singapore Pte Ltd** understands that NSmen face challenges in balancing their various roles at work, at home and in NS. The company helps their NSman employees balance their commitments by dividing employees into work teams so they can cover each other's work duties whenever a staff member needs to attend NS training. It also offers employees alternate work arrangements to support their IPPT or RT activities.

**Emergenetics Asia Pacific** is cognisant that NSmen's focus on their NS commitments during call-ups is crucial for operational readiness. The company helps its NSmen by redistributing their work duties between co-workers and building a company culture where supportive colleagues are always ready to share an NSman's workload. This has allowed the company's NSman employees to direct their full attention to their NS training when they are called up.

### Out-of-office notification from an NSman employee of Emergenetics



## RECOGNISE NS PERFORMANCE AND ACHIEVEMENT

**Employers can consider including NS performance as an assessment factor in the company's appraisal process for career advancement.**

Employers can recognise their NSman employees' NS achievements through incentives or letters/certificates of recognition.

Believing in the importance of NS, **Wee Guan Engineering Pte Ltd** places equal emphasis on their NSman employees' performance in NS and at work. Hence, they consider NS performance in appraisals to determine bonuses and promotions.

As recognition of their NSman employees' NS performance, **Teledirect Pte Ltd** presents letters of recognition and makes company-wide announcements to acknowledge and encourage those who perform well in their IPPT or ICT.

**City Developments Limited** strongly encourages their NSman employees to excel in their IPPT by matching the IPPT incentive awards dollar for dollar to reward their achievements. NSman employees who performed well during their ICT or were promoted are also presented with a Letter of Commendation and rewarded with gift vouchers.



Teledirect Pte Ltd presenting CPL Soh Wan Yuan Benji with a certificate of appreciation to motivate him.

## DEMONSTRATE SUPPORT OF NS AND APPRECIATION OF NSMEN

**Employers can publicly display support for NS and appreciation of NSmen** which reinforces a positive and productive culture in the workplace for NSman employees and their co-workers.



**RYDE Technologies Pte Ltd** firmly believes that community-wide support is crucial in entrenching NS as a national institution. Being a young startup with limited resources has not stopped RYDE from offering free carpooling credits to all SAF personnel and NSmen who have downloaded and registered using the RYDE mobile app. By openly displaying support for NS and appreciation of NSmen, RYDE's efforts have gone a long way in influencing others to demonstrate support for NS.

## GROUND-UP INITIATIVES TO SUPPORT NS

**Employers can look into organising in-house programmes that support NS.** More businesses and organisations are taking the lead to show their support for NS and TD by implementing unique initiatives that help to strengthen the morale and fighting spirit of their NSman employees.



*As a supportive employer, Cleaning Express Pte Ltd has spared no efforts to help its NSman employees balance work and their NS commitments.*

**Cleaning Express Pte Ltd** has rallied support for NS by carrying appreciative messages and motivational stories that expand understanding of NS and TD on the company's Facebook page. The company also provides opportunities for staff to share their NS experiences during its monthly get-togethers.

**ST Electronics (Info-Comm Systems) Pte Ltd** organises sporting activities such as bowling, jogging and soccer matches to help its NSman employees exercise regularly so they can stay fit and keep healthy. The company also strongly supports local sports events and encourages their NSman employees to participate so as to keep fit.

**Nanyang Polytechnic (NYP)** has made efforts and committed resources to engage, educate and inform students on the importance of NS and TD. NYP participates actively in the SAF-Schools Partnership Programme which helps Singapore youths understand current and emerging challenges to national security. NYP also understands the importance of emergency preparedness and works closely with the SCDF to train and prepare their students in this area.



*Students of Nanyang Polytechnic participating in the SAF-Schools Partnership Programme to gain a deeper understanding of national defence.*

## ADVOCACY EFFORTS FOR NS

**Employers can organise or take part in continuous efforts to advocate support for NS and TD.** They can accomplish this by encouraging NSmen employees to participate in events and exhibitions organised by MINDEF or the Ministry of Home Affairs (MHA) to improve their awareness and understanding of NS and TD.

The Singapore Chinese Chamber of Commerce & Industry (SCCCI) has provided platforms for MINDEF to update their members on new developments in NS. The SCCCI offers their communication channels to raise awareness of NS and encourages their members to adopt supportive NS initiatives in their companies.

A&G Industrial Gas Trading Pte Ltd has always motivated its employees to support NS. A&G also has a strong pro-NS culture and participates actively in NS-related focus group discussions to provide employer perspectives on NS and highlight areas where businesses can work together to better support NSmen.



Minister for Defence Dr Ng Eng Hen (far right) and President of the SCCCI Mr Thomas Chua (centre) reciting the SAF Pledge with NSmen and employers to reaffirm their commitment to defence.



The Head of NS Outreach and Engagement, MINDEF addressing employers at the industry group meeting organised by SNEF.

Besides getting its members to rededicate their commitment to national defence, the **Singapore National Employers Federation (SNEF)** also urges its member organisations to increase their support for NS and TD by promoting more conducive work environments and cultivating organisational cultures that impart values consistent with NS and TD. The federation views the values and capabilities instilled in NSmen during NS as useful and beneficial to the workplace.



## CHAPTER 4: EMPLOYER ENGAGEMENT

MINDEF's employer engagement efforts aim to foster strong support from employers and increase commitment to NS from the business community, through implementing a "3A strategy": raising **Awareness**, engendering **Affection**, and facilitating **Advocacy**.



*A group photo with employers after a visit to Seletar Camp to understand what NSmen do during ICT.*



### RAISING AWARENESS

To affirm that a strong defence is necessary for a stable business and social environment, as well as raise awareness and build support for NS.

#### RAISING AWARENESS THROUGH:

- Sharing about NS and NSmen, and communicating NS initiatives and programmes at briefings and seminars
- Inviting employers and co-workers of NSmen to visit ICT, SAF events and Open Houses
- Providing channels for feedback via dialogue sessions and focus group discussions
- Disseminating supplementary information via videos, publications and other informative collaterals



*Mr Jeffrey Chen (far right) in conversation with the Commanding Officer of the battalion during a visit by employers to their NSmen on ICT.*

**"It is a very meaningful experience especially for me, a naturalised citizen, and one without NS experience."**

Mr Jeffrey Chen,  
Senior Vice President,  
United Overseas Bank (UOB)



## ENGENDERING AFFECTION

To proactively support NSman employees in fulfilling their NS commitments, and join the growing network of NS Advocates.

### ENGENDERING AFFECTION THROUGH:

- Collaborating with trade associations and chambers (TACs) and businesses to expand reach and raise awareness
- Partnering TACs and employers to increase the number of NS Advocates and grow support
- Encouraging employers to pledge support for NS via the NS Mark scheme
- Inviting employers and co-workers of NSmen to visit ICT, SAF events and Open Houses
- Enhancing understanding between employers and NSmen



*Mr Arun Madhok (far left) sharing ideas and experiences with his NSman employees.*

**“NSmen aspire to excellence during training just as we do at work... they also pick up new ideas and perspectives from interacting with fellow NSmen and these can become creative solutions and ideas for the company.”**

Mr Arun Madhok,  
Chief Executive Officer,  
Suntec Singapore Convention  
and Exhibition Centre



## FACILITATING ADVOCACY

To become strong advocates of NS to their employees, associates, as well as their business network and community by actively promoting the importance of NS.

### FACILITATING ADVOCACY THROUGH:

- Promoting support for NS via employer-led ground-up initiatives
- Endorsing pro-NS policies, practices and NS-related activities such as carrying supportive messages and articles in companies/TACs' publications, websites and events



*BG Neo Hong Keat (far left) speaking with a group of participants during an employer visit.*

**“I am now clearer about the roles of the RSAF and the SAF. SAAA can play an important role as ambassadors of NS and TD by carrying NS-related material in our SAAA newsletter to improve awareness of NS as a form of support towards NS.”**

Ms Pauline Tok,  
Executive Director,  
SAAA@Singapore



## CHAPTER 5: EMPLOYER RECOGNITION

### NATIONAL ACCREDITATION SCHEME

In August 2016, NS Mark - a national-level accreditation scheme - was launched to recognise businesses and organisations that have implemented policies and HR practices that support National Service (NS) and Total Defence (TD). The accreditation scheme is composed of two tiers – the NS Mark and NS Mark (Gold).

**NS MARK**

The NS Mark is the basic tier for businesses and organisations to pledge their commitment and support for NS and TD.

**Businesses and organisations from the public and private sectors are accorded the NS Mark accreditation when they sign the Declaration of Support for NS and TD. All businesses and organisations registered in Singapore are eligible to apply.**

**On accreditation, NS Mark recipients will receive an accreditation package comprising a framed Declaration of Support, a congratulatory letter and a storefront decal. Selected NS Mark recipients will also be showcased on MINDEF print and social media platforms, including the official NS Mark website. NS Mark recipients can display their status as accredited organisations and make use of the NS Mark logo in their marketing and promotional collaterals.**

**Upon accreditation, the NS Mark is valid for three years.**

#### NS Mark Accreditation Package





The NS Mark (Gold) is awarded to businesses and organisations that have demonstrated a higher level of support through implementation of policies and HR practices.

**The NS Mark (Gold) is the next tier of accreditation employers and organisations can apply for. It is intended to recognise employers who have demonstrated strong support for NS by adopting policies and practices that support their NSman employees or engage in advocacy efforts to promote a deeper understanding of NS and TD.**

**On accreditation, NS Mark (Gold) recipients will receive a Declaration of Support framed in gold, a certificate, a congratulatory letter and a shopfront decal. They will also be given priority to participate in career fairs organised by MINDEF and the MHA. To share and promote pro-NS policies and practices, NS Mark (Gold) recipients will be featured as role models by MINDEF or the MHA to set an example for other employers.**

**Upon accreditation, the NS Mark (Gold) is valid for three years.**

#### NS Mark (Gold) Accreditation Package



# HONOURING OUTSTANDING SUPPORT AND ADVOCACY



This is the nation's highest accolade that is awarded to businesses, organisations and individuals that have shown exceptional and exemplary support for both NS and TD.

Established in 1986, the Total Defence Awards (TDA) aim to recognise supportive employers and civil resource owners for their contributions towards NS and TD.

Since 2015, the TDA has been extended to recognise additional stakeholders including educational institutions, community organisations and individuals. With the incorporation of the Home Team National Service Awards for employers in 2015, the TDA is now the highest national accolade that acknowledges exemplary individuals, small and medium enterprises, large companies and organisations for their outstanding support towards strengthening the defence of our nation.

By encouraging the wider community to play a bigger part in supporting NS and TD, it also aims to strengthen NS as a national institution and entrench the importance of national defence for the security and stability of Singapore.

**The TDA comprises 4 categories:**



**NS Advocate Award  
for Small and Medium  
Enterprises (SMEs)**



**NS Advocate Award  
for Large Companies**



**NS Advocate Award  
for Organisations**



**NS Advocate Award  
for Individuals**

TDA recipients will be:

- Featured in publicity materials and collaterals associated with the TDA
- Presented with the award at the TDA Gala Dinner
- Able to use the TDA logo on collaterals and corporate materials

For more information on the Total Defence Awards, employers can visit: [www.ns.sg](http://www.ns.sg)







[www.ns.sg](http://www.ns.sg)