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**YOUNG SIKH ASSOCIATION (SINGAPORE)**



**TERMS AND CONDITIONS  
OF EMPLOYMENT**

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## **TERMS AND CONDITIONS OF EMPLOYMENT**

This Handbook contains information important to the staff of Young Sikh Association (Singapore) [YSA].

All staff should read it carefully and keep it as a reference for any questions they may have about policies or guidelines, which may affect them.

The contents of this Handbook are accurate at the time of publication. The YSA Executive Committee and Management reserve the right to review, revise, delete and interpret the policies and procedures defined in this Handbook at their discretion. Updates will be made periodically to reflect changes and these will be communicated to the staff.

Unless otherwise agreed in writing between YSA and the staff, this Handbook, together with the Offer of Appointment, shall constitute the entire employment contract between YSA and the staff.

Staff are deemed to have agreed to all provisions herein by their signing and returning to YSA the Letter of Acceptance of employment.

This Handbook must be returned to YSA as and when the staff leave the organisation.

Updated on: 30 June 2013

CONFIDENTIAL

CONTENTS

S/No	Items	Page
1	MESSAGE FROM THE PRESIDENT	5
2	INFORMATION ON YSA	6
3	<b>ON THE JOB</b>	7
3.1	Working Hours	7
3.2	Lunch Hours	7
3.3	Probation/Confirmation	7
3.4	Notice of Resignation or Termination of Employment	7
3.5	Retirement	8
3.6	Punctuality and Attendance	8
3.7	Staff Movement	8
3.8	Office Attire	9
3.9	Confidentiality	10
3.10	Conflict of Interest	10
3.11	Declaration of Gifts	10
3.12	Permission to take up Consultancy Work	11
3.13	Secondary Employment	11
3.14	Appointment to Serve on Public Service Committees	11
3.15	Ground for Disciplinary Action	11
3.16	Participation/Relations with the Media	12
3.17	Legal Proceedings	12
3.18	Updating of Personal Records	12
3.19	Testimonials/Letters of Reference	12
4	<b>THE WORKPLACE</b>	12
4.1	The Staff Work Area	13
4.2	YSA's Common Areas	13
4.3	Use of Office Equipment – Telephone Calls and Facsimiles	13
4.4	Use of Office Equipment – Internet/Email Usage Policy	13
4.5	Security	13
4.6	Staff Relationships	13
5	<b>STAFF COMPENSATION AND BENEFITS</b>	13
5.1	Mode of Payment and Salary Period	14
5.2	Salary Increment	14
5.3	Payment of Annual Wage Supplement, Special Bonus and Performance Bonus	15
5.4	Central Provident Fund	17
5.5	Income Tax	17
5.6	Flow of Information	18
5.7	Workmen's Compensation Insurance	18
5.8	Business Travel Accident Insurance	18
5.9	Long Service Awards	18
5.10	Hospitalisation Bouquet/Fruit Basket	19
5.11	Bereavement Wreath	19
5.12	Gifts for New Born Babies	19
5.13	Staff Recreation	19
5.14	Staff Resignation – Token of Appreciation	19
5.15	Other Compensation Benefits	19

CONFIDENTIAL

<b>6</b>	<b>MEDICAL MATTERS AND BENEFITS</b>		20
6.1	General	..	20
6.2	Pre-employment Medical Examination	.	20
6.3	Group Hospitalisation and Surgical Benefits		20
6.4	Group Accidental and Dismemberment Insurance Benefits	..	20
6.5	Subsidy Scheme for Maternity		20
6.6	Annual Subsidy	.	21
6.7	Dental Benefits	..	21
6.8	Staff on No-Pay Leave	.	21
6.9	Medical Check-Up for Staff Above 40 Years Old	....	21
<b>7</b>	<b>LEAVE BENEFITS</b>		21
7.1	General	...	21
7.2	Annual Leave		22
7.3	Working Hours for Half-day Leave	.	23
7.4	Application for Leave		23
7.5	Gazetted Holidays on Non-Working Saturdays	..	23
7.6	Sick Leave	.	23
7.7	Childcare Leave		23
7.8	Maternity Leave		25
7.9	Paternity Leave	.	26
7.10	Compassionate Leave	.	26
7.11	Examination Leave	...	26
7.12	Prolonged Illness Leave	..	27
7.13	Marriage Leave	.	27
7.14	No-pay Leave		27
7.15	Urgent Leave	.	27
7.16	National Service		28
7.17	Time-off	..	28
7.18	Leave on Eve of Public Holidays	..	28
7.19	Leave Before/After Overseas Visits	..	28
7.20	Overtime Work	..	28
7.21	Encashment of Leave	..	29
7.22	Off-in-Lieu	..	29
7.23	Other Forms of Leave	..	29
<b>8</b>	<b>TRAINING AND DEVELOPMENT</b>		30
8.1	Staff Orientation	..	30
8.2	Training Programmes	..	30
8.3	Training Programmes organised by YSA	..	30
8.4	Conditions	..	30
8.5	Conferences/Seminars	... .	30
<b>9</b>	<b>FINANCIAL MATTERS</b>		31
9.1	Approval for Expenditure	.	31
9.2	Purchases Procedure	..	31
9.3	Transport Claims	..	31
9.4	Meal Allowance	.	31
9.5	Entertainment Guidelines		31
9.6	Claims for Overseas Field Trips	.	32
9.7	Mobile Phone Expenses Claims		33

CONFIDENTIAL

<b>10</b>	<b>MANAGEMENT-STAFF COMMUNICATIONS</b>		<b>33</b>
	10.1	Open-Door Policy	33
	10.2	Grievance Procedures	34
<b>11</b>	<b>OTHER MATTERS</b>		<b>34</b>
	11.1	File Referencing	34
	11.2	Protocol for Visitors to YSA	34
<b>12</b>	<b>CHANGES IN YSA'S POLICIES</b>		<b>34</b>

CONFIDENTIAL

**1. MESSAGE FROM THE PRESIDENT**

On behalf of Young Sikh Association (Singapore) [YSA], I would like to extend a warm welcome to all staff.

In any career, job satisfaction takes many forms, including the work the staff do, the remunerations and benefits they receive, and the environment in which they work.

I have always believed in three guiding principles of management – inclusiveness, empowerment and macro-management. Everyone associated with YSA – the Executive Committee, colleagues and YSA’s members – has a role in YSA’s development and progress. Whether it is the solicitation of views or feedback, managing programmes, leading projects, bringing ideas to fruition or participating in YSA’s programmes and events, YSA’s stakeholders are a part of the organisation and have a say in its progress and growth.

This Handbook is written with the staff in mind. The objective is to provide the staff with an easy reference to YSA’s policies, remunerations and benefits. I would like all staff to familiarise themselves with the contents of the Handbook and apply these contents to their everyday working life in YSA. The Handbook should provide answers to questions that staff may have on YSA’s staff-related policies. However, if the staff have any enquires, they should not hesitate to consult their immediate supervisors or me. We will be glad to assist any enquiries that staff members may have.

The policies and benefits stated in this Handbook are reviewed regularly. We welcome any suggestions the staff may have to help us make YSA a great place to work.

I would like to take this opportunity to wish all staff the very best for an exciting and successful career with YSA.

With warmest regards,

**MALMINDERJIT SINGH**  
President

## 2. INFORMATION ON YSA

YSA was established in August 2003 to fulfill the aspirations of young Sikhs. It reaches out to young Sikhs with the aim of understanding and appreciating their aspirations, and integrating these aspirations into the Sikh community and Singapore society through enhancing mutual understanding on issues of common concern and fostering friendships across ethnic groups in Singapore, the region and the world.

The Association's activities also involves joint projects that benefit the Sikh community and Singapore at large, all in the effort to create world ready young Singaporeans.

### Objectives

- To enhance understanding of national issues among young Sikhs and to encourage them to contribute to the betterment of our society as thoughtful and responsible citizens.
- To provide platforms for young Sikhs to strive for intellectual and professional development.
- To strengthen inter-racial friendship and harmony by organising and actively participating in inter-community activities.
- To foster community spirit among young Sikhs through community service at home and abroad.
- To build networks with local and international youth groups so as to foster national identity and a global mindset among young Sikhs.

### Programmes

As a totally independent Sikh organisation, YSA's programmes are initiated by young Sikhs for young Sikhs, in particular, and the Sikh community and Singapore society, in general. YSA's programmes are designed to allow young Sikhs meet their aspirations and to enable them to contribute to the betterment of the Sikh community and Singapore.

From lectures, dialogue sessions, seminars and professional development workshops to dhol competitions, cultural shows and sports activities, they choose their avenues of aspiration and integration.

- Conferences and Seminars
- Intellectual and Professional Development
- Community Service
- Culture
- Sports

### 3. ON THE JOB

All YSA staff are expected to represent to their colleagues, business associates and community, a standard of performance and integrity of the highest order. This information provided herein comprises the standard of business conduct and ethics, which they are expected to follow in the course of their appointment and work. The staff shall further, at all times, carry out their duty in compliance with the prevailing law and regulation of the Republic of Singapore.

#### 3.1 Working Hours

3.1.1 The core working hours are as follows:

Mondays to Thursday	9.00am to 6.30pm
Fridays	9.00am to 6.00pm

#### 3.2 Lunch Hours

3.2.1 The lunch period is one hour long, to be taken between 12.00pm and 2.00pm. Staff are reminded to exercise self-discipline and integrity by taking only an hour off for their lunch break.

3.2.2 Any request for a temporary variation to the abovementioned working hours is subject to the approval of the immediate supervisors of the staff. Any permanent variation is subject to the approval of the President.

#### 3.3 Probation/Confirmation

3.3.1 The probation period for new staff is three (3) months, unless otherwise stated in their Letter of Appointment.

3.3.2 The probationary period may be extended if the assessing supervisors or the President deem it necessary for a period not exceeding a further three (3) months. The reasons for the extension will be communicated to the concerned staff.

3.3.3 Upon satisfactory performance during the probation period of the staff, a Letter of Confirmation will be issued to them.

3.3.4 While on probation, the staff are required to provide YSA with at least two (2) weeks prior notice in writing of their intention to resign. YSA, likewise, will do the same should it initiate termination of the employment of the staff. Payment in-lieu of notice from either party is required if prior notice is not served.

#### 3.4 Notice of Resignation or Termination of Employment

3.4.1 Upon the completion of the probationary period and the confirmation of their employment of the staff, the notice period will be one (1) month's prior notice in writing of intention to resign.

3.4.2 YSA, likewise, will do the same should it initiate termination of the employment of the staff. Payment in-lieu of notice from either party is required if prior notice is not served.



## CONFIDENTIAL

- 3.4.3 YSA, on a case-to-case basis, will consider granting early discharge.
- 3.4.4 Staff are not allowed to clear any outstanding leave during the notice period unless approved by their immediate supervisors and/or the President. YSA will make a one-time payment of all outstanding leave on the last day of service.
- 3.4.5 Staff are not entitled to earned leave or bonuses if they fail their probation or resignation/dismissal happens within the first six (6) months of their service.
- 3.4.6 Staff who are dismissed will not be entitled to any notice or payment in-lieu-of notice. Please refer to paragraph 3.15 for details on "Grounds for Disciplinary Action".
- 3.4.7 Whether the termination of the staff is voluntary or involuntary, due to retirement, death or ill health, the circumstances surrounding the action must be treated in a confidential and professional manner by all parties. The immediate supervisors and the Human Resource Department must work together to ensure thorough, well-documented and equitable termination procedures.
- 3.4.8 Where appropriate, an exit interview will be arranged through the immediate supervisors.
- 3.4.9 On the last day of employment at YSA, the staff must complete the YSA HR 007/10 form (Checklist for Departure) and ensure that the necessary items are returned to YSA before YSA makes the final outstanding payment, including salary, to the staff.

### 3.5 Retirement

- 3.5.1 YSA will follow the Singapore government's guidelines on the retirement age policy, where the current retirement age for staff is prescribed to be sixty-two (62) years of age. However, the Executive Committee and the President shall have the liberty to offer an extension of employment beyond prescribed retirement age should they deem it necessary for YSA.

### 3.6 Punctuality and Attendance

- 3.6.1 Staff are expected to be conscientious about punctuality and attendance. Punctuality and good attendance are evidence of a sense of responsibility and commitment to the job. These are qualities, which are considered basic to good work performance and behaviour. Continued absenteeism or a poor punctuality record can result in disciplinary action and can be considered valid grounds for dismissal.

## CONFIDENTIAL

### 3.7 Staff Movement

3.7.1 If staff are going to be late for work or absent for the day, they must notify their immediate supervisors within thirty (30) minutes of their normal starting time on the day itself. They should submit their medical certificate or obtain approval for urgent leave as soon as they report back to work.

3.7.2 If the staff must leave work during working hours for any purpose other than lunch, they should obtain permission from their immediate supervisors.

### 3.8 Office Attire

3.8.1 All staff are to be smartly attired at all times in the office. Staff should not wear sandals or walk in the office barefoot.

3.8.2 The attire for male staff is as follow:

- Shirt with no tie and long sleeves
- Shirt with no tie and short sleeves
- Collared shirt
- Slacks
- No cargo pants
- No running shoes
- No slippers
- No platform shoes

3.8.3 Male staff may be required to put on a tie during official meetings. They are advised to keep a tie in their office for unexpected or unscheduled meetings with external parties.

3.8.4 The attire for female staff is as follow:

- No tube-tops/-dresses
- No mid-riff revealing blouse
- No halter neck blouse
- No overly wide or low neckline blouse
- No skimpy tank tops
- No translucent blouse
- Skirt no shorter than mid–thigh length
- No Tee-shirts
- No running shoes
- No slippers
- No platform shoes

3.8.5 The staff are allowed to dress down on Fridays, provided they do not have any official or formal functions, including meetings, on that day. For the dress-down day, the staff may come into the office in smart casual attire (including jeans).

3.8.6 If staff flout the dress code guidelines, they will be given a warning for the first time offence. If staff members repeat the mistake, they will be

## CONFIDENTIAL

asked to take half-day leave to return home to change into the proper attire.

- 3.8.7 If the staff are unsure of whether a particular outfit is appropriate for the office or for an official function, it is best to err on the side of caution.

### 3.9 Confidentiality

3.9.1 In the course of work, staff will have access to and be entrusted with information with respect to YSA's business and financing, all of which is or may be confidential. Before circulating any documents on policy matters, staff should get the necessary authorisation from their immediate supervisors or the President.

3.9.2 Staff shall not, except in the proper course of their duties, during or after the period of their employment with YSA, divulge to any person, corporate or otherwise or make use of any of the said confidential information but shall use their best endeavours to prevent their publication or disclosure.

3.9.3 All notes and memoranda of, or relating to the said confidential information acquired, received or made by staff shall be YSA's property and shall be surrendered by the staff to someone duly authorised by YSA upon termination of their employment or upon request of YSA at any time during or after their employment.

### 3.10 Conflict of Interest

3.10.1 Staff should always avoid situations in which their own personal interest or the interests of their family/friends could affect their ability to make decisions that are in the best interests of YSA. Such situation is generally referred to as a "Conflict of Interest" situation. Areas of potential conflict of interest include accepting loans, gifts and other services for personal gains. Staff should seek the guidance of their immediate supervisors or the President before accepting personal gifts or entertainment of substantial value from business associates.

3.10.2 Should staff find themselves in a situation of potential conflict of interest, they should discuss the matter with their immediate supervisors or the President. Disciplinary action will be taken if the staff knowingly fail to disclose a conflict of interest or the appearance of a conflict of interest.

### 3.11 Declaration of Gifts

3.11.1 Staff may accept a gift of a nominal value if declining the gift would damage business relations and provided that the staff has not solicited the gift; and the gift is not intended to influence the staff's professional judgment.

3.11.2 In no instance should staff accept cash. In addition, staff may not solicit or accept lavish or unusual entertainment or hospitality (for example, weekend trips) from a business contact.

## CONFIDENTIAL

3.11.3 Staff may accept reasonable amenities that facilitate discussion of YSA's business such as normal and customary business lunch, dinner, or other unsolicited and business-related hospitality or services.

3.11.4 As a policy guideline, if the gift that the staff received has a value of S\$50.00 and below, they can either keep it or give it to colleagues. However, if the gift given is of greater value than S\$50.00, they should hand the gift to YSA and should they wish to keep the gift, they need to pay 20 percent of the estimated commercial value of the gift.

### 3.12 Permission to take up Consultancy Work

3.12.1 Staff are required to seek approval from the President for any consultancy work done outside the office.

### 3.13 Secondary Employment

3.13.1 Written permission is required before the staff are allowed to take up part-time employment in another company. In the event that staff are known to hold a part-time job without written approval, they shall be liable to disciplinary action.

### 3.14 Appointment to Serve on Public Service Committees

3.14.1 If staff are invited to serve on a public service committee or participate in some public service events, they have to inform their immediate supervisors or the President ahead of time and produce documentary proof of the appointment or invitation. They should identify the scope of work and hours of involvement.

### 3.15 Grounds for Disciplinary Action

3.15.1 Every good organisation must have fair and effective rules and regulations to maintain an orderly and healthy work environment. YSA endeavours to counsel and help errant staff improve themselves and will only take disciplinary action when counselling and corrective action fails.

3.15.2 Depending on the severity of each case, a verbal or written warning may be administered. Staff who commit an offence for which a final written warning is administered will be liable to dismissal. For offences and misconduct of a grave nature, staff may be dismissed without any warning being given.

3.15.3 The following are some, but not exhaustive, instances of misconduct where disciplinary action, including dismissal, may be taken against the staff:

- Absence from work without prior notification or a valid reason
- Inefficiency and/or irregular attendance
- Falsifying employment data and/or other company records
- Regularly reporting late for work
- Using YSA's position for personal interest/gains

## CONFIDENTIAL

- Intimidation, quarrelling, fighting and/or assault
- Willful insubordination and/or disobedience
- Working whilst under the influence of alcohol and/or drugs
- Gambling and/or promoting any illegal form of gambling within YSA's premises
- Engaging in private business and/or unlawful activity within YSA's premises
- Theft, fraud, corruption, dishonesty, etc., in connection with YSA's business and/or property
- Felony
- Unauthorised lending and/or borrowing of money
- Releasing official documents and/or information without prior approval
- Engaging in secondary and/or external employment

3.15.4 Should staff be dismissed, they will be asked to leave YSA immediately without notice. They will not be entitled to any salary in-lieu and their salary will be paid to them up to that day. They shall also not be entitled to any pro-rated bonus and/or any other payments.

### 3.16 Participation/Relations with the Media

3.16.1 Staff shall not accept an invitation to participate and/or speak in an interview, media programme, overseas conference and/or provide information without the permission of their immediate supervisors or the President.

### 3.17 Legal Proceedings

3.17.1 No staff shall institute legal proceedings in matters arising out of staff official duties without the prior approval of the President.

### 3.18 Updating Personal Records

3.18.1 Staff members are to ensure that their personal records are correct and up-to-date. If they change their residence or their residence contact number(s), have a change in their marital status or have a child, they must inform the Human Resource Department so that appropriate changes can be made to their personnel records.

### 3.19 Testimonials/Letters of Reference

3.19.1 Testimonials or letters of reference will only be issued to the staff if they have served YSA for more than two years and have had a good record of performance. This will, however, be at the discretion of YSA's Management and the testimonials or letters of reference shall be signed by the President.

## 4. THE WORKPLACE

It is YSA's aim to provide staff with good working conditions and the personal respect and recognition that they deserve.

## CONFIDENTIAL

### 4.1 The Staff Work Area

- 4.1.1 The staff are required to keep their work area neat and clean at all times. Proper housekeeping will reduce the possibility of loss or damage to YSA's records and increase work efficiency.
- 4.1.2 Personal possessions left in the staff's drawers should be kept at the absolute minimum. YSA assumes no responsibility in case of loss.

### 4.2 YSA's Common Areas

- 4.1.1 It is the responsibility of all staff to ensure that the common areas in YSA are also kept neat and clean at all times. The President may call for an area-cleaning exercise should the need arise. Such an exercise may take place after office hours and/or during the weekend.

### 4.3 Use of Office Equipment – Telephone Calls and Facsimiles

- 4.3.1 The staff are expected to limit their personal telephone calls during office hours to those that are absolutely necessary and urgent.
- 4.3.2 If staff members make international telephone calls and facsimiles of a personal nature, the cost must be fully reimbursed to YSA. YSA reserves the right to deduct any reimbursable expense from the monthly salary of the staff.
- 4.3.3 Abuse of the office telecommunication system such as excessive use of the telephone for personal calls during working hours may constitute a ground for disciplinary action and can be considered valid ground for dismissal.

### 4.4 Use of Office Equipment – Internet/Email Usage Policy

- 4.4.1 The staff must use YSA's Internet account in a responsible, efficient and legal manner. Their use of the Internet must not be against public interest or inconsistent with their status as staff of YSA.
- 4.4.2 Confidential information, which the staff receive in the course of their work, should not be disclosed or published, in whole or in part, on the Internet.
- 4.4.3 YSA encourages the staff to use the Internet in support of communications and research activities undertaken by them in the course of their work. However, staff members are responsible for any and all use of YSA's Internet account.
- 4.4.4 YSA's Internet account password should not be given out to non-YSA staff or participants in YSA's programmes. Usage of YSA's Internet account by programme participants is strictly with the prior approval of the immediate supervisors of the staff or the President.
- 4.4.5 Staff should not share their email account with others or access any mailbox that does not belong to them. Staff should avoid using YSA's Internet account for personal emails or correspondences.

## CONFIDENTIAL

- 4.4.6 Staff members should report any possible gaps and/or shortcomings in YSA's Internet account system to their immediate supervisors or the President.
- 4.4.7 Staff should not send unsolicited email and participate in electronic chain letters. Impersonation, anonymity or pseudonyms are not permitted.
- 4.4.8 Staff members are to regularly housekeep their email folders to delete messages that are no longer required, especially those that contain large file attachments.

### 4.5 Security

- 4.5.1 At the end of each day, important documents and records must be locked in a vault, filing cabinet or desk.

### 4.6 Staff Relationships

- 4.6.1 To enable every staff member to benefit from a cooperative work environment, staff members are expected to treat their co-workers with respect and understanding. This includes establishing good communications by working out issues and problems in a prompt and courteous manner.

## 5. **STAFF COMPENSATION AND BENEFITS**

YSA is confident that the staff who derive personal satisfaction from challenging jobs will contribute significantly to YSA's success. YSA's compensation and benefits package is designed to retain, motivate and reward staff who commit themselves to excellence.

### 5.1 Mode of Payment and Salary Period

- 5.1.1 The salaries of the staff will be credited directly to their bank account (DBS/POSB) via GIRO on the 25<sup>th</sup> of each month, following the deduction of the staff's Central Provident Fund (CPF) contributions and/or any other authorised deductions.
- 5.1.2 Staff who have tendered their resignation and/or are leaving YSA for any other reason will also be paid by way of a crossed cheque. This payment shall include their salary and any other outstanding payment.

### 5.2 Salary Increment

- 5.2.1 Annual increments, if any, will be based on satisfactory performance of the staff.
- 5.2.2 Salary increments can be withheld or deferred if the staff's performance is unsatisfactory.
- 5.2.3 Salaries of confirmed staff will be reviewed at the end of each calendar year. It must be noted that the staff's salary increment is not a given and shall be subject to the decision of the YSA's Executive Committee.



## CONFIDENTIAL

5.2.4 New staff will receive their first salary increment, if any, on 1 January pro-rated over the length of their service, if they are confirmed as at 31 December. New staff who are not confirmed as at 31 December will receive staff pro-rated annual increment, if any, up to 31 December, upon the confirmation of the staff.

5.2.5 Staff who are eligible for an annual salary increment but resign prior to the payment of the increment will not be paid the increment as a result of their resignation.

### 5.3 Payment of Annual Wage Supplement, Special Bonus and Performance Bonus

#### 5.3.1 Annual Wage Supplement

5.3.1.1 The Annual Wage Supplement (AWS) or the 13<sup>th</sup> month is a variable component of the annual salary. Payment is usually made in December based on the staff's substantive salary in December.

#### 5.3.2 Special Bonus

5.3.2.1 The Special Bonus (SB) is a one-off lump sum payment, which may be made in times where the year-end economic growth forecast turns out to be significantly better than the mid-year forecast. If applicable, payment is usually made in December based on the staff's substantive salary in December.

#### 5.3.3 Eligibility

5.3.3.1 The following staff eligibility criteria apply to the year-end payment:

- Staff who are in service as at 31 December for the AWS. However, please refer to 5.3.5 for the treatment of officers' AWS for cases where the staff resigned or were served notice of termination in the months of December-January.
- Staff who have been partly away on no-pay leave between 1 January and 31 December for the year-end payment. The period of such leave shall, however, NOT count as service qualifying for the AWS and SB. Note that in this case, the substantive salary shall be what is payable to them on the last day of their duty.
- Staff who have taken extended sick leave as allowed in YSA's Leave Scheme. The period of their leave shall count as continuous service.



## CONFIDENTIAL

### 5.3.4 Pro-rated Payment

5.3.4.1 For staff who qualify but have less than 12 months' continuous service for the year-end payment, their AWS and SB shall be pro-rated by the actual period of service.

### 5.3.5 Ineligibility

5.3.5.1 Staff who have resigned or who have served notice of resignation or who have been served notice of termination of service on or before 31 December for the year-end payment. However, staff who served notice of resignation in December will qualify for the year-end payment respectively, only if they remain in service until the following dates:

- End of January of the following year. This means they must serve more than the required one-month period of notice to qualify for the AWS and SB, failing which they will have to return any payments made.
- Staff who are under disciplinary charges (including being charged in a court of law and pending disciplinary action) unless the proceedings do not result in their dismissal (the year-end payment shall be withheld until the result of the proceedings is known).

### 5.3.6 Performance Bonus

5.3.6.1 This is a variable component to be paid out after the staff performance appraisal, which is generally held in the month of December or January. The amount of Performance Bonus (PB), if any, will depend on the work performance of the staff. Payment is usually made in January on the staff's substantive salary in December.

5.3.6.2 YSA's PB scheme is merit based. PB is awarded based on the staff's performance and contributions to goals and objectives. Staff who perform well can expect to receive larger bonuses than others whose work meet the minimum requirements. The PB shall range from zero months to 2.5 months of the staff's monthly salary.

### 5.3.7 Eligibility

5.3.7.1 Staff who qualify for the PB payments, if any, are:

- Staff who are in service as at 31 December. However, please refer to 5.3.9 for the treatment of the staff's PB for cases where the staff resign or are served notice of termination in the month of January.

## CONFIDENTIAL

- Staff who have been partly away on no-pay leave between 1 January and 31 December. The period of such leave shall, however, NOT count as service qualifying for the PB. Note that in this case, the substantive salary shall be what is payable to them on the last day of their duty.
- Staff who have taken extended sick leave as allowed in YSA's Leave Scheme. The period of their leave shall count as continuous service.

### 5.3.8 Pro-Rated Payment

5.3.8.1 For staff who qualify, but have less than 12 months' continuous service, PB shall be pro-rated by the actual period of service.

### 5.3.9 Ineligibility

5.3.9.1 Staff who have resigned or who have served notice of resignation or who have been served notice of termination of service on or before 31 December. However, staff who served notice of resignation in January will qualify for the PB, only if they remain in service until the following date:

- End January of the following year. This means they must serve more than the required one-month period of notice to qualify for the PB, failing which they will have to return any payments made.
- Staff who are under disciplinary charges (including being charged in a court of law and pending disciplinary action) unless the proceedings do not result in their dismissal (the PB payment shall be withheld until the result of the proceedings is known).

## 5.4 Central Provident Fund

5.4.1 In accordance with the Central Provident Fund Act, YSA will contribute the employer's share to the staff's CPF. The CPF contribution amounts and withdrawal rules and procedures are determined by Singapore law and are subject to changes. For more information, please refer to the Central Provident Fund Board.

## 5.5 Income Tax

5.5.1 Staff are required to pay income tax on their remunerations. Where it is considered necessary by YSA, an estimated amount of the income tax will be deducted from the salary of the staff, pending payment to the Comptroller of Income Tax. The staff shall be informed of this deduction accordingly.

## CONFIDENTIAL

### 5.6 Flow of Information

5.6.1 Staff are reminded that salaries and bonuses are private matters, which should be kept confidential and not discussed amongst the staff. If staff are dissatisfied with their remuneration or bonus, the staff should speak to the immediate supervisors or the President.

5.6.2 This procedure is also applicable to any job dissatisfaction or dispute. If staff have matters that cannot be resolved, they should bring the matter to the attention of their immediate supervisors. However, if the matter could not be resolved at the immediate supervisors' level, the staff could then inform the person (regardless whether the person in question is their peer or immediate supervisor) that the matter will be brought to the President for resolution.

### 5.7 Workmen's Compensation Insurance

5.7.1 The Workmen's Compensation Insurance (for staff whose monthly gross salary is less than S\$1,600.00) is to compensate staff for the loss of earning capacity as a result of an injury arising out of and in the course of employment. If the injury or disease results in death, the staff's dependents will be able to claim compensation. The cost of coverage is borne by YSA.

### 5.8 Business Travel Accident Insurance

5.8.1 The Business Travel Accident Insurance is to cover staff for accidental death, dismemberment and total/permanent disability whenever staff members travel on business overseas.

### 5.9 Long Service Awards

5.9.1 Long Service Awards are simple ways to formally recognise the commitment and years of dedicated service of staff to YSA. Permanent YSA staff are eligible for this Award.

5.9.2 Staff will receive a long service award at the end of every fifth year of their service with YSA. The Awards are correlated to the number of years of service that staff have with YSA. The following will be given:

5 years	Congratulatory letter Cash award of S\$500.00
10 years	Congratulatory letter Cash award of S\$1,000.00
15 years	Congratulatory letter Cash award of S\$2,000.00
20 years	Congratulatory letter Cash award of S\$4,000.00

CONFIDENTIAL

5.10 Hospitalisation Bouquet/Fruit Basket

5.10.1 A bouquet or a fruit basket worth S\$70.00 shall be forwarded to staff who are hospitalised.

5.11 Bereavement Wreath

5.11.1 A wreath worth S\$70.00 shall be sent to staff in the advent of the demise of their parent, spouse, child, sibling, parent-in-law or grandparent to convey YSA's condolences.

5.12 Gifts for New Born Babies

5.12.1 A gift worth S\$70.00 shall be forwarded to staff upon the birth of each of their new-born babies.

5.13 Staff Recreation

5.13.1 An overseas trip for staff may be organised annually to selected destinations as part of YSA's reward and recognition for the staff's performance and contributions. Subject to terms and conditions, YSA shall bear up to 50 percent of the expenses (only for airfare, accommodation and taxes) for the trip/outing. This will be dependent on the overall cost of the trip/outing and subject to the approval by the President. The trip/outing shall be dependent on YSA's performance. This privilege may not be offered to staff who are on probation and/or who have resigned and are serving out his employment with YSA. Staff who are not able to participate in the trip/outing will not be entitled to claim any share of the expenses incurred by YSA as this will be deemed to be automatically forfeited.

5.13.2 YSA may organise other local recreational activities for the staff. This will be dependent on the need, availability and available resources, including funding.

5.14 Staff Resignation – Token of Appreciation

5.14.1 YSA shall award a token of appreciation to resigning staff. The staff must serve at least two years at the Chamber and the resignation must be amicable. Staff whose employment is terminated and/or who leave YSA on less than favourable conditions shall not be eligible for the token.

5.14.2 The token will be correlated to the number of years of service that staff have with YSA and shall be as follows:

More than two years but less than three years	S\$50.00
Three years to less than five years	S\$100.00
Five years or more	S\$200.00

5.15 Other Compensation Benefits

5.15.1 Any other benefits for the staff will be decided by YSA's Executive Committee and Management.

## 6. MEDICAL MATTERS AND BENEFITS

### 6.1 General

6.1.1 "Family" means the staff's spouse and dependent children (a dependent unmarried child, including a stepchild and legally adopted child, under the age of 18 years).

6.1.2 The benefits of this Scheme will be reviewed as and when the need arises, and if revised, shall be deemed to be incorporated into the Scheme.

### 6.2 Pre-employment Medical Examination

6.2.1 All potential employees will be required to undergo a medical examination by a certified medical practitioner. YSA shall cover up to S\$100.00 of the medical examination fee. Employment at YSA shall be subject to YSA being satisfied with the results of the medical examination.

### 6.3 Group Hospitalisation and Surgical Benefits

6.3.1 The staff is insured under the Group Hospitalisation and Surgical Scheme. The cost of the insurance will be borne by YSA.

6.3.2 Any expenses incurred due to hospitalisation and/or surgical procedure, which is over and above the coverage provided in the insurance scheme, shall be borne by the staff.

6.3.3 Once the staff is discharged, they are to complete a Medical Insurance Form and submit it to YSA with all supporting documents.

### 6.4 Group Accidental Death and Dismemberment Insurance Benefits

6.4.1 The staff is eligible for the Group Term Life and Accidental Death and Dismemberment policy coverage. It provides a maximum of 24 months base salary. This is subject to the staff meeting all the health requirements by the insurance company.

### 6.5 Subsidy Scheme for Maternity

6.5.1 YSA will subsidise maternity expenses (pre-natal and delivery expenses) of a female staff or the spouse of a male staff according to the schedule below. This benefit can be used for the birth of any number of children of the staff, in hospitals, alternative birthing centres or at home.

6.5.2 The pay-out will only be made after the birth of the child:

Normal or assisted Delivery	S\$3,000.00
Caesarean Delivery	S\$3,500.00

6.5.3 In the event of complications where the child is not born (miscarriage), the maternity expenses incurred by the female staff or the spouse of a male staff will be subsidised based on S\$3,000.00 or the full expenses,

## CONFIDENTIAL

whichever is the lower. In the event such expenses can be claimed from insurance, there shall be no subsidy unless there is a shortfall between what is claimable from the insurance company and the actual expense.

### 6.6 Annual Subsidy

6.6.1 The subsidy for outpatient treatment (regardless of public or private clinics) which is only applicable to the staff is subject to a limit of S\$300.00 per annum (based on calendar year). Should the staff not fully utilise the subsidy, the unutilised portion of the subsidy will be given to the staff in cash at the end of the calendar year.

### 6.7 Dental Benefits

6.7.1 Serving staff will be eligible for dental subsidy for themselves up to a maximum of S\$100.00 per calendar year. Their dependants are not eligible for this benefit.

### 6.8 Staff on No-Pay Leave

6.8.1 Staff who are on no-pay leave of one continuous month or more will not be eligible for any medical benefits during the no-pay leave period.

### 6.9 Medical Examination for Staff above 40 Years Old

6.9.1 A confirmed staff member who is 40 years old and above will be eligible to have full medical check-up at government and restructured hospitals on a co-payment basis of 85 percent and 15 percent for YSA and the staff respectively, every two years, up to a maximum of S\$200.00 each time.

## 7. LEAVE BENEFITS

### 7.1 General

7.1.1 Unless otherwise stated in this Scheme:

- “Calendar year” means the year beginning 1 January and ending 31 December.
- “Full pay” means monthly gross salary.

### 7.2 Annual Leave

7.2.1 Each staff is eligible for 14 working days of Annual Leave. The Annual Leave entitlement shall increase as follows:

- After five (5) years of service      16 days
- After 10 years of service            18 days
- After 15 years of service            21 days

7.2.2 Staff are eligible for full annual leave entitlement per calendar year of service. If the employment of the staff is less than one (1) calendar

CONFIDENTIAL

year, their leave entitlement will be pro-rated according to the completed period of service.

- 7.2.3 New staff to YSA shall earn Annual Leave from the first day of the month in which their appointment takes effect provided they assume their new appointment on or before the fifteenth day of that month, otherwise they shall earn such leave from the first day of the month following.
- 7.2.4 Annual Leave, if not taken before the end of a calendar year, may be carried forward to and accumulated in the next calendar year provided the Annual Leave carried forward shall not exceed seven (7) days in a calendar year. Any unexpended leave in excess of seven (7) days in a calendar year shall then be deemed to have lapsed.
- 7.2.5 If staff fall ill while on Annual Leave, the period of illness shall be regarded as Sick Leave provided a medical certificate from a registered general medical practitioner certifying their unfitness to discharge their duties (that is, unfit for duty) or certifying their admission in a government hospital or approved private hospital (that is, hospitalised) is produced.
- 7.2.6 Staff who, in any calendar year of service (except the first), resign from YSA or have their appointment terminated by YSA, shall earn Annual Leave in proportion to the number of days of service in YSA in that calendar year.
- 7.2.7 Any Annual Leave earned by staff in the first calendar year of their appointment, if not taken at the time of the circumstances described in sub-paragraph 7.2.4, shall be forfeit.
- 7.2.8 Annual Leave shall be granted with full pay and shall count as service in YSA.
- 7.2.9 For calculating leave eligibility, no-pay leave will not be treated as service qualifying for leave.
- 7.2.10 Staff are not entitled to earned leave if their resignation happens within the first three months of service.

7.3 Working Hours for Half-day Leave

7.3.1 The working hours for a half-day leave are as follows:

Morning half-a-day leave	9.00am to 1.00pm
Afternoon half-a-day leave	1.00pm onwards

7.4 Application for Leave

7.4.1 Application for leave should be made in the prescribed Leave Form and will be subject to the following 1-for-1 notice period before the commencement of the leave;

- ½-working day notice for ½-day leave
- 1 week notice for 1 week leave, and so on.



## CONFIDENTIAL

### 7.5 Gazetted Public Holidays on Non-Working Saturdays

7.5.1 Staff will be compensated with an extra day's annual leave if a public holiday falls on a Saturday. This extra leave, however, must be consumed within one (1) month of the public holiday.

### 7.6 Sick Leave

7.6.1 Sick Leave may be granted if staff produce a medical certificate from a registered general practitioner certifying that they are unfit for duty or that they have been hospitalised. If staff are certified to be hospitalised, but are not hospitalised because of circumstances beyond their control, they shall be deemed to have been hospitalised for the purpose of this sub-paragraph.

7.6.2 The grant of Sick Leave shall be limited to the period of unfitness stated in the medical certificate, which shall be lodged with YSA within two days of the date of issue, if issued in Singapore, and upon return, if issued outside Singapore.

7.6.3 Hospitalisation and outpatient medical leave can be consumed up to a maximum of 60 days in total within a calendar year. However, outpatient medical leave will be capped at a maximum of 15 days for each calendar year.

7.6.4 The President, at his discretion, may require the staff to be examined by a registered general medical practitioner other than the one who had earlier issued a medical certificate to the staff; or shall direct an investigation to be carried out with a view to follow-up action if staff have been granted Sick Leave in excess of the limitation imposed in their case under sub-paragraph 7.6.3.

7.6.5 Sick Leave shall be granted to the staff with full pay and shall count as service in YSA.

### 7.7 Childcare Leave

7.7.1 Married<sup>1</sup> staff may be granted full-pay childcare leave to look after their child below 12 years old when the child falls sick. Applications for such leave must be made using the YSA HR 010/10 form (Application for Childcare Leave), supported by a medical certificate. Such leave is limited to five (5) days per year for each child, up to a maximum of 15 days per year if the staff have three (3) or more children below 12 years old.

Staff may be granted the leave up to their eligibility regardless of which child below 12 years old falls sick. The leave is granted on a per-parent and full working day basis. The table below illustrates the childcare leave eligibility for staff with children below 12 years old:

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<sup>1</sup> If a single parent subsequently becomes lawfully married to the child's other parent, and meets the other qualifying criteria, he/she will qualify for extended childcare leave from that point onwards.



CONFIDENTIAL

No. of children below 12 years old	Mother's Annual Childcare Leave Eligibility	Father's Annual Childcare Leave Eligibility
1	5 days	5 days
2	10 days	10 days
3 or more	15 days	15 days

If one or more of the children are below seven (7) years old, the staff are eligible for two (2) days of unconditional Childcare Leave, which will be taken from their childcare leave eligibility for the year.

- 7.7.2 If the married staff have served YSA for at least 90 calendar days, and have at least one Singapore Citizen child (including adopted and stepchild) below seven (7) years of age, they will be able to take six (6) days of unconditional Childcare Leave out of their childcare leave eligibility for the year, instead of two (2) days.
- 7.7.3 Applications for unconditional Childcare Leave need not be supported by medical certificates. The provision of unconditional childcare leave will be granted on a per-parent and full working day basis, regardless of the number of children below seven (7) years.
- 7.7.4 The table below illustrates the childcare leave eligibility for staff who have at least a Singapore Citizen child below seven (7) years old:

	No. of children below 12 years old	Mother's Annual Childcare Leave Eligibility	Father's Annual Childcare Leave Eligibility
At least 1 Singapore Citizen child below 7 years old	1	6 days (unconditional)	6 days (unconditional)
	2	10 days (Of the 10 days, 6 days will be unconditional and 4 days will have to be supported by medical certificates)	10 days (Of the 10 days, 6 days will be unconditional and 4 days will have to be supported by medical certificates)
	3 or more	15 days (Of the 15 days, 6 days will be unconditional and 9 days will have to be supported by medical certificates)	15 days (Of the 15 days, 6 days will be unconditional and 9 days will have to be supported by medical certificates)

- 7.7.6 The last day on which the staff are eligible for the Childcare Leave will be the last day of the same calendar year (that is, 31 December) that the child turns 12 years old for childcare leave under paragraph 7.7.1

## CONFIDENTIAL

and seven (7) years old for childcare leave under paragraph 7.7.4. A cap of 42 days will be imposed on the total number of days that the staff will be eligible for the six (6) days unconditional childcare leave in respect of each qualifying child.

7.7.7 Staff who are eligible for childcare leave under paragraph 7.7.4 shall apply to the President through their immediate supervisors using the YSA HR 010/10 form (Application for Childcare Leave) before the start of his leave, and complete the declaration form GCL1 (Government-paid Childcare Leave Scheme: Declaration by Employee) within one (1) month from the 6<sup>th</sup> day of childcare leave taken.

### 7.8 Maternity Leave

7.8.1 In this section, "confinement" means delivery of a child.

7.8.2 Female staff will qualify for eight (8) weeks of paid maternity leave if:

7.8.2.1 they have has served YSA for at least 90 calendar days immediately preceding the date of confinement; and

7.8.2.2 it is for their first and second confinement (excluding legally adopted children and step children); if they already have two (2) or more children as a result of multiple births at the first confinement, they will also qualify for maternity leave for the second confinement.

7.8.3 Female staff will qualify for 16 weeks of paid maternity leave, regardless of the number of children they already have, if the following additional criteria are met:

7.8.3.1 the child is born on or after 17 August 2008; and

7.8.3.2 the child is a Singapore Citizen at the time of birth; and

7.8.3.3 the child's parents are lawfully married.

7.8.4 The last eight (8) weeks of maternity leave may be taken flexibly over a twelve-month period from the birth of the child, subject to mutual agreement between the staff and their immediate supervisors and the President. Otherwise, it must be taken as a block immediately after the first eight (8) weeks.

7.8.5 If the criteria indicated in paragraph 7.8.3 can be met within 12 months from the child's birth, the female staff will be eligible for the remaining paid maternity leave from the date when she meets all the criteria to the end of the twelve-month period from the child's birth.

7.8.6 If the child is not a Singapore citizen, the staff are eligible to apply for the additional eight (8) weeks (making up a total of 16 weeks) as vacation leave and/or no-pay leave for maternity leave. Application for vacation leave/no-pay leave for maternity reasons is to be made on the YSA HR 008/10 form (Application for Maternity Leave).

## CONFIDENTIAL

7.8.7 Female staff who are eligible for paid maternity leave, commencing either during the four (4) weeks immediately before the date of confinement, or immediately after confinement, shall –

7.8.7.1 apply to the President through their immediate supervisors for such leave using the YSA HR 008/10 form (Application for Maternity Leave) at least one (1) week before the start of their maternity leave or where it is not practicable, within one (1) month from the date they begin their maternity leave, and complete declaration form GML1 [Government-paid Maternity Leave Scheme: Declaration by Employee (Maternity Leave)] (for those eligible for 16 weeks of paid maternity leave only) within one (1) month from the date of birth of the child; and

7.8.7.2 submit a copy of the birth certificate to YSA within one (1) month from the date of birth of the child.

7.8.7.3 for staff eligible for 16 weeks of paid maternity leave, they should complete the YSA HR 009/10 (Government-Paid Maternity Leave Reimbursement Form) and submit to the Human resource Department within 10 weeks from the end date of the full maternity leave.

7.8.8 Staff on maternity leave may tender their resignation and serve out their notice of resignation concurrently with maternity leave. The maternity leave will cease after the last day of service.

### 7.9 Paternity Leave

7.9.1 Confirmed male staff are granted full-pay unrecorded leave for two (2) calendar days each on the occasion of the birth of their child, including legally adopted and stepchildren. Such leave must be taken within six (6) months from the date of the birth of the child.

### 7.10 Compassionate Leave

7.10.1 A maximum of four (4) continuous calendar days' Compassionate Leave commencing on the day of death will be granted to staff for the purpose of performing customary rites on the death of their parents, spouse, children, siblings, parents-in-law and grandparents.

7.10.2 Staff may proceed to take the Compassionate Leave immediately but they must inform their immediate supervisors via telephone or email before the end of the day of Compassionate Leave. Application for such leave must be supported by documentary evidence.

### 7.11 Examination Leave

7.11.1 The President may, in his discretion, grant Examination Leave to staff who have completed one year's service in YSA, subject to the following terms and conditions:

- Examination Leave of up to a maximum of four (4) working days is granted for one course per calendar year for courses recognised by YSA.

## CONFIDENTIAL

- Such leave is only granted for the days scheduled for examinations.
- All applications for Examination Leave must include supporting document(s), for example, letter from the institution, examination schedule, etc.
- Examination Leave shall only be approved for first attempts.
- The course of the study must be beneficial or directly related to the applicant's job in YSA.

7.11.2 Examination Leave shall be granted with full pay, and shall count as service in YSA.

### 7.12 Prolonged Illness Leave

7.12.1 On completion of one year's service, staff who are certified by a medical officer to have contracted tuberculosis, cancer, poliomyelitis, leukaemia, leprosy, or any other long-term illness which requires prolonged treatment and who have exhausted their paid Sick Leave, subject to paragraph 7.6.3, shall be entitled to prolonged illness leave not exceeding in the aggregate, the following:

- First six months            Full pay
- Next six months            Half pay
- Further six months        No pay

### 7.13 Marriage Leave

7.13.1 Three (3) working days' leave shall be granted to confirmed staff on the occasion of their first legal marriage registration date or customary marriage whilst in the employment of YSA. They may take the leave within one year from the date of the solemnisation of their marriage.

### 7.14 No-pay Leave

7.14.1 No-pay leave will be granted at the President's discretion. Staff have to consume all their Annual Leave before no-pay leave will be considered. No-pay leave shall only be considered in extraordinary circumstances, for example a medical emergency in the family.

### 7.15 Urgent Leave

7.15.1 Urgent leave will apply if no prior notice were given to the staff's immediate supervisors subject to a limit of four times a year. This shall be taken from the Annual Leave entitlement of the staff. Staff who exceed the limit of four times a year will have to apply for no-pay leave, regardless of the fact that they may have available Annual Leave.

CONFIDENTIAL

7.16 National Service

7.16.1 Male staff who are called up for National Service (for example, IPPT, mobilisation exercise, in-camp training, etc.) will be granted leave of absence in accordance with the statutory law governing reservists' training.

7.16.2 Upon receiving the notice for National Service, the staff are to submit a copy of their notice and a make-up pay claim form to YSA.

7.16.3 For IPPT that are conducted during weekdays between 5.00pm to 9.00pm, male staff are allowed to leave office for such tests at 3.30pm.

7.17 Time-off

7.17.1 Time-off will only be given at the discretion of the staff's immediate supervisors and/or the President and will be based on the performance of staff at YSA.

7.18 Leave on Eve of Public Holiday

7.18.1 A half-day off will be given to staff based on the following public holidays:

- Deepavali For Indians
- Hari Raya Puasa For Muslims
- Christmas For Christians
- New Year For all staff
- Chinese New Year For all staff

7.19 Leave Before/After Overseas Visits

7.19.1 Staff will be allowed to take their annual leave either before or after their overseas trips.

7.20 Overtime Work

7.20.1 Staff will have to work up to 44 hours a week before they are eligible to claim for overtime pay.

7.20.2 Staff who have a gross monthly salary not exceeding S\$1,600.00 will be entitled to monetary compensation for overtime work and work on rest days and public holidays:

- |  |           |
|--|-----------|
| Mondays to Fridays                     | 1.5 times |
| Saturdays, Sundays and Public Holidays | 2.0 times |

7.21 Encashment of Leave

7.21.1 This will not be the norm at YSA. Encashment of excess leave will only be allowed under exceptional conditions and will be subject to approval by the President.

## CONFIDENTIAL

### 7.22 Off-In-Lieu

#### 7.22.1 Local Off-In-Lieu

7.22.1.1 Staff will be allowed a maximum of one (1) day off-in-lieu for work beyond office hours provided the overtime work is more than four hours in a row for five consecutive nights regardless of weekday or weekend.

7.22.1.2 For working on Singapore public holidays, the staff will be entitled to claim off-in-lieu on a one-for-one basis.

#### 7.22.2 Overseas Off-In-Lieu (Official Trips)

7.22.2.1 Staff will be allowed one rest day if the official overseas trip crosses the weekends (regardless of the number of weekends).

7.22.2.2 Staff on long haul flights, equal to or more than seven (7) hours flight, arriving at or before 4.00pm will be granted one (1) rest day. The rest day starts on the same day of arrival in Singapore.

7.22.2.3 If the above situations in 7.22.2.1 and 7.22.2.2 occur sequentially, condition 7.22.2.2 applies.

#### 7.22.3 Utilisation of Off-In-Lieu

7.22.3.1 All off-in-lieu should be claimed immediately from the project end date. For back-to-back projects, off-in-lieu should be claimed immediately from the project end date of the second project.

7.22.3.2 Exigencies of services will take precedence at all times.

7.22.3.3 All off-in-lieu will be subject to the following:

- Staff must fill in application form for approval by their immediate supervisors if off-in-lieu is to be consumed within one month from the project end date.
- All off-in-lieu if not consumed within a month (that is, 30 calendar days) from the project end date will lapse.

### 7.23 Other Forms of Leave

7.23.1 The President may at his discretion and on such terms and conditions as he may decide, extend to staff Conference Leave, Leave of Absence on Duty (such as to represent the country) and No-Pay Leave.

## 8. TRAINING AND DEVELOPMENT

YSA encourages staff to have continuous development. Training courses will be arranged to ensure our staff are equipped with skills, knowledge and ability that would enable them to carry out their work effectively.

### 8.1 Staff Orientation

8.1.1 All new staff will undergo an orientation programme. The programme will introduce new staff to YSA's corporate culture, values and beliefs, and the various programmes of YSA.

### 8.2 Training Programme

8.2.1 YSA provides staff with a continuing programme of seminars, workshops and other training courses designed to enhance their skills and to increase their potential for advancement. The objectives of YSA's training and development plan are:

- To provide training for new staff and on-going career development training for existing staff, enabling them to perform effectively in their current jobs and to prepare them for future career growth.
- To improve communication and cooperation amongst work units by providing staff with an understanding of the duties and responsibilities of others.
- To build a team of trained professionals who are innovative and dedicated to high quality service.

### 8.3 Training Programme Organised By YSA

8.3.1 Staff will be given 40 hours of training hours per financial year to attend courses approved by YSA.

### 8.4 Conditions

8.4.1 If staff members fail to successfully complete a course, they will be required to refund YSA the full amount paid in advance on their behalf.

### 8.5 Conferences/Seminars

8.5.1 Staff who wish to attend conferences or seminars, such as those organised by the Singapore Business Federation, International Enterprise Singapore, SPRING Singapore and other chambers/business associations, and which do not require a conference fee, should seek prior approval from their immediate supervisors.

## 9. FINANCIAL MATTERS

### 9.1 Approval for Expenditure

9.1.1 Approval must be sought from either the immediate supervisors of the staff or the President with regard to all expenditure incurred on behalf of the YSA in the course of their work.

9.1.2 All expenditure should be made out with receipts, invoices or recorded clearly on the claim forms or payment vouchers. A junior staff cannot authorise the expenses of a senior staff. Likewise, a senior officer cannot authorise himself/herself to attend any courses or make purchases without the approval of the President.

### 9.2 Purchases Procedure

9.2.1 Before making any purchases for general office equipment, the staff must inform their immediate supervisors or the President for the latter's information.

### 9.3 Transport Claims

9.3.1 In general, staff travelling in their course of work and duty should try to take the MRT or bus to their destination. Staff should take either the bus or the MRT if the meeting or function finishes before 8.30pm. In cases where the destination is not directly serviced by the MRT, staff should try to take the MRT to the nearest point and then take a taxi from the MRT station. In cases when the appointment takes place before 9.00am, and the staff are travelling from home to the meeting place, they may only claim for the transport/mileage incurred for the distance from the YSA to the destination and not from their residence to the destination.

9.3.2 Staff who are on duty beyond 8.30pm or before 8.00am will be allowed to claim taxi fares to/from home. Where the staff are travelling to and from a destination where public transport (MRT/bus) is inconvenient, taxi claims are also allowed.

9.3.3 Staff who use their cars for official purposes are allowed to make a mileage claim of \$0.60 cents per litre. They need to submit the claim form at the end of each month in this regards.

### 9.4 Meal Allowance

9.4.1 Staff may claim up to a ceiling amount of S\$5.00 per meal taken when they are required by YSA to be on duty for specific programmes. The claim is permissible only when the duty hours cover mealtimes after regular working hours.

### 9.5 Entertainment Guidelines

9.5.1 Before entertaining any contacts, staff should first check with their immediate supervisors or the President. The general policy guideline is that such entertainment should be conducted at fairly modest food



## CONFIDENTIAL

establishments, for example, a hotel's coffee house, family restaurants, etc.

9.5.2 The ceiling amount for Management (supervisors and above) is S\$45.00 (lunch) and S\$60.00 (dinner) nett per head per meal. The ceiling for executives will be capped at S\$30.00 (lunch) and S\$40.00 (dinner) nett per head per meal. If it is felt that the guest or occasion warrants a higher budget, a submission should be made to the immediate supervisors or the President for prior approval for a higher budget. If staff spend more than the approved ceiling without seeking prior approval, they will be allowed to claim reimbursement up to the ceiling indicated in this paragraph. A guest list must be provided when submitting claims.

### 9.6 Claims for Overseas Field Trips

#### 9.6.1 Advance

Staff who are travelling overseas on official duties will be given an advance of S\$200.00 per day. This would cover the staff for miscellaneous cash expenses such as meals, taxi fares, official telephone calls, etc., while on official business. If staff spend on official entertainment, such as lunch or a similar function, this would be charged to the respective funds provided for the purpose. The staff will need to substantiate all official expenses with receipts when submitting statements of expenditure. Where receipts have been lost or are not issued, the staff is to submit a memo clarifying the expenses.

#### 9.6.2 Out-of-Pocket Allowance

The staff will also be given a daily out-of-pocket allowance to cover expenses such as personal meals, telephone calls and miscellaneous expenses.

#### 9.6.3 Tips

In some countries, tipping is a norm. Staff are to exercise the necessary discretion in such instances and provide tips as and when the situation warrants it. As a guide, the tip is normally about 10 percent of the total cost of a product or service.

#### 9.6.3 Accommodation

Staff on trips should stay at a 4-star hotel in order to suitably represent YSA's image overseas. The ceiling for hotel accommodation per night is US\$120.00. Prior approval must be sought from President for hotel charges exceeding US\$120.00.

#### 9.6.4 Claims

All staff should file their claims for overseas/travel themselves and submit to the Finance Department within 30 days from the day the working trip ended. Staff who submit their claims after the 30<sup>th</sup> day will have S\$20.00 per day deducted for the entire trip from the "Out-of-

## CONFIDENTIAL

Pocket Allowance". For example, if the staff's overseas trip is for 10 days, the amount deducted will be S\$200.00 (S\$20.00 x 10 days). Staff who submit their claims after the 45<sup>th</sup> day will not be entitled to claim for the "Out-of-Pocket Allowance" for the entire trip. Monies from such sources would be placed in the Staff Wellness Fund.

For cash used, there may be various exchange rates on any one trip. Therefore a Weighted Average Rate will be used. When submitting claims, please attach all foreign currencies exchange chits/receipts.

The Weighted Average Rate should be used for all translation of expenses. All receipts should be pasted on a separate sheet of paper and arranged in chronological order, that is, according to the date of expenses.

### 9.7 Mobile Phone Expenses Claims

9.7.1 YSA shall subscribe to a basic mobile phone plan for the senior staff and shall cover the cost of the plan. Any expenses above the subscribed plan will be borne by the senior staff.

9.7.2 For other staff, YSA shall make reimbursements based on the usage of their mobile phone for official use. The staff shall submit their claim to their immediate supervisors for verification before making the claim.

9.7.3 As far as possible, staff should use the office phone for overseas calls. If they have to make overseas calls from home, they should use their home phone and seek the necessary reimbursements upon the submission of the monthly phone bill. They should use their mobile phone for overseas call only in extraordinary circumstances.

## 10. **MANAGEMENT-STAFF COMMUNICATION**

We can be most effective in our daily actions if each of us understands the direction in which we are headed, the road we must take and the role each of us plays. Therefore, we must strive to communicate effectively and openly with one another.

The Management will communicate with staff about YSA's goals, what is expected of them, and how well they are meeting those expectations.

### 10.1 Open-Door Policy

10.1.1 YSA provides readily accessible avenues for upward communication through its Open-Door policy. The objective of the Open-Door policy is to promote an open and honest climate, which is conducive for effective two-way communication between staff and their immediate supervisors so that problems and concerns raised can be addressed and resolved. Staff can bring matters to the President if their immediate supervisors are unable to resolve their problems.

10.1.2 The Open-Door policy should be used by staff only after they have approached their immediate supervisors. The Open-Door policy is always available to staff who have genuine problems or concerns, for example to share feelings and frustrations, to discuss career options, business conduct and communication breakdown or to gain a clearer

## CONFIDENTIAL

understanding of alternatives available. Issues raised will be carefully considered.

### 10.2 Grievance Procedure

10.2.1 Recognising the value and importance of full discussion in clearing up misunderstandings and preserving harmonious relations, every reasonable effort shall be made by YSA to resolve satisfactorily any suggestions, enquiries or complaints from all staff.

10.2.2 The procedure in respect of the staff's grievances shall normally be as follows:

- Staff having a grievance may bring the matter to the attention of their immediate supervisors who shall give their decision.
- If staff members are dissatisfied with the decision of their immediate supervisors, they may bring the matter to the attention of the President.

## 11. OTHER MATTERS

### 11.1 File Referencing

11.1.1 All out-going correspondences must have file references. In order to keep track of all out-going correspondence, especially those dispatched by post or by hand, the staff must inform either the Front Desk Officer or the Despatch the subject matter in addition to the file reference number of the letters/faxes sent.

### 11.2 Protocol for Visitors to YSA

11.2.1 Visitors to YSA must be escorted from point to point for security reason. The Front Desk Officer is authorised to stop visitors at the entrance and request that they wait at the reception area for the relevant officer to receive them.

## 12. CHANGES IN YSA'S POLICIES

The terms covered in this Handbook are meant to be guidelines to ensure the correct conduct of YSA staff as well as to provide the staff with an understanding of the benefits and privileges at YSA.

YSA also reserves the right to add new policies, delete existing policies or modify any policy in this Handbook during periodic reviews.

- The End -