



新加坡尿失禁医学会  
SOCIETY FOR CONTINENCE (SINGAPORE)

# **FINANCE POLICIES & PROCEDURES MANUAL**

FIN - HR - 03

Human Resource and Payroll

**Finance Policies and Procedures Manual**  
**Human Resource and Payroll**  
**FIN-HR-03**



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## **SCOPE**

The policies and procedures in this document govern the human resource process including recruitment, termination/resignation, bonus, increment, performance management, benefits/claims, insurance, maintenance of personnel file, training as well as salary scale. The policies and procedures in this document also govern the payroll process which includes processing of payroll as well as payment.

## **OBJECTIVE**

- 1) To ensure that only qualified applicants are considered and employed.
- 2) To ensure that all selected applicants are approved by authorized persons prior to offer being made.
- 3) To ensure that all resignation/termination are approved by authorized persons and proper exit clearance is performed before issuing final pay.
- 4) To ensure there are appropriate procedures in place to address situations where staff fails to adhere to appropriate staff conduct.
- 5) To ensure that there is a system to address grievances and resolve conflicts for staff and volunteers.
- 6) To ensure that there is an appropriate and effective channel of communication for staff and volunteers for feedback and exchange of information.
- 7) To ensure that there is proper performance monitoring in place which facilitates award of bonus and increment.
- 8) To ensure that benefits/claims are given to staff in accordance to guidelines agreed upon between staff and the IPC.
- 9) To ensure that there are adequate insurance coverage for staff.
- 10) To ensure that salary is awarded based on established salary scale which is reviewed periodically.
- 11) To ensure that staff records are properly safeguarded, updated regularly and accessible only by authorized persons.
- 12) To ensure that staff undergoes adequate training to enable them to execute their job more efficiently.
- 13) To ensure the completeness, accuracy and timeliness of payroll processing and payment.

## **DEFINITION**

Whistle blowing refers to disclosure by a person of mismanagement, corruption, illegality, or some wrongdoing.



## **DOCUMENT REFERENCE**

- 1) Recommended Accounting Practice (“RAP”) **RAP 6**, Accounting and Reporting by Charities
- 2) Code of Governance - For Charities & Institutions of a Public Character (IPCs)
- 3) Employment Act
- 4) Workmen Injury Compensation Act



## **POLICIES**

### **1.0 Sourcing and Recruitment**

(Reference: **Guideline 5.1.4, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)

- 1) The Executive Director should request for approval from Treasurer and Honorary Secretary prior to sourcing for manpower.
- 2) Treasurer and Honorary Secretary should check that the position opened is budgeted for prior to approval.
- 3) Sourcing for manpower should be performed through job agencies or NCSS website.
- 4) Interviewer should check that the details on Employment Application Form to supporting documents.
- 5) All copies of academic certificates should be checked against original certificates and invalidated after check is complete.
- 6) Reference checks should be performed when recruiting executive head and key staff who controls considerable sums of money. (Reference: **Guideline 5.1.3, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)
- 7) There should be at least 1 interview conducted prior to selection of support staff.
- 8) There should be at least 2 interviews conducted prior to selection of executive staff. First interview should be conducted by Executive Director and Honorary Secretary and second interview should be conducted by Executive Committee.
- 9) Discussions and result from interview should be documented in the Interview Assessment Form and signed off by the interviewer(s).
- 10) The applicant should be evaluated based on experience, skills and academic qualifications listed on the job description.
- 11) Executive Committee member/paid staff who are related to the applicant should refrain from influencing decisions during the recruitment process. (Reference: **Guideline 3.1.3, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)
- 12) Letter of appointment should be sent to selected applicant.
- 13) The letter of appointment should be signed by the following persons based on employed position:
  - a) Support Staff: Executive Director
  - b) Executive Staff: President
- 14) Executive Director should check that the reply slip was acknowledged by the selected applicant before first day of work.
- 15) The Executive Director should obtain approval for employment pass for selected foreign applicant before first day of work.

### **2.0 Resignation**

- 1) The notice period should be as follows:

Type of Employment	Notice Period
Support Staff	1 month
Executive Staff	2 to 3 months

- 2) Resignation letters submitted by staff should be approved by the following persons:
  - a) Support Staff: Executive Director
  - b) Executive Staff: President
- 3) Exit Interviews should be conducted by the Advisor/President before last day of work. (Reference: **Guideline 5.1.12, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)
- 4) Results of discussion during exit interview should be documented in the Exit Interview Form. (Reference: **Guideline 5.1.12, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)
- 5) All assets and identity pass belonging to the IPC should be returned and clearance form should be completed and acknowledged by both the staff and the Executive Director. (Reference: **Guideline 5.1.12, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)
- 6) The Executive Director should ensure that all tax obligations and clearance is performed with Ministry of Manpower before issuing final pay to foreign resignee. (Reference: **Guideline 5.1.12, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)
- 7) Last pay should be paid by cheque after completed clearance form is received.
- 8) Final pay should be computed based on the following formula:

$$\frac{\text{Monthly gross rate of pay}}{8 \text{ hours X number of work days in the month}} \times \text{Number of days the employee actually worked in that month.}$$

- 9) Final pay computation should be checked by the authorized signatories prior to releasing of last pay to resignee.

### **3.0 Salary**

(Reference: **Guideline 5.1.6, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)

- 1) Salary should be paid in line with NCSS salary scale.
- 2) Each employee should be given a job grade according to job scope and prior work experience.



#### **4.0 Performance Appraisal**

(Reference: **Guideline 5.1.5, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)

- 1) Performance Appraisal should be conducted annually for confirmed staff and results of the discussion should be documented in the Performance Appraisal Form.
- 2) The comments and grading given by direct supervisors should be agreed by both the staff and the supervisor and acknowledged on the Performance Appraisal Form. Should the staff be considered for promotion, the proposed position should be indicated on the Form as well.
- 3) All Performance Appraisal Forms should be submitted to the President for review and approval of the final grading.
- 4) Performance Appraisal Forms should be filed in the Personal File for record keeping.

#### **5.0 Increment**

- 1) Increment should be awarded to staff at the end of each year.
- 2) Increment should be given based on NCSS Salary Scale guidelines.
- 3) The support staff should update the Income and Expenditure record to reflect the new salary. The payroll records should be reviewed by the Executive Director to ensure accuracy.
- 4) No increment should be paid if staff salary level is already at the limit established.
- 5) No increment should be awarded to staff with performance grade D.

#### **6.0 Bonus**

- 1) Bonus should be awarded before March each year.
- 2) Bonus should be awarded based on performance. The exact quantum should be determined based on Government's guidelines and approved by the Executive Committee.
- 3) The name of staff and amount of bonus given should be documented in the Executive Committee meeting minutes.
- 4) The support staff should update the income and expenditure records to reflect the bonus. The payroll records should be reviewed by the Executive Director to ensure accuracy.

#### **7.0 Maintenance of Personal File and Payroll Records**

- 1) Employee records should be maintained in a separate Personal File. The records maintained in the file should include but not limited to the following:
  - a) Letter of Employment
  - b) Job Description
  - c) Performance Appraisal Forms
  - d) Employment Application Form
  - e) CV

- f) Academic transcripts
- g) Training records
- 2) The files should be kept under lock and key and access should be limited to the Executive Director and support staff.
- 3) Payroll records should be maintained in the Income and Expenditure Record maintained by the support staff.
- 4) Access rights to add/amend/edit payroll records should be limited to the support staff.

### **8.0 Benefits/Claims**

(Reference: **Guideline 5.1.7, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)

- 1) All benefits given to staff should be reviewed annually by the Executive Director.
- 2) Medical benefits should be restricted to an amount of S\$60 per employee per year.
- 3) All claims should be paid through petty cash. (Refer to FIN-PP-03 for policies and procedures for claims)

### **9.0 Training**

(Reference: **Guideline 5.1.8, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)

- 1) Direct Supervisors should evaluate training needs of staff during performance appraisal discussion every year.
- 2) Direct Supervisor should obtain approval from the Executive Committee prior to registering the staff for training.
- 3) Direct Supervisor should request for a copy of the certificate after the course has ended. If the staff fails to submit certificate within 3 months after completion of course, the total amount of course fee should be credited from the staff's salary.
- 4) Training bond should be enforced for professional courses. The relevant bond period should be as follows:

Course Fee	Bond Period
Hospital courses	1 year
Diploma	2 years
Degree	3 years

- 5) The Executive Director should ensure that all resignees have completed their bond period. If resignee is currently serving bond, pro-rated course fee should be credited from resignee's last salary or received from staff prior to releasing last pay cheque.



- 6) The course fee should be pro-rated using the following formula:

$$\frac{\text{Yearly gross rate of pay}}{8 \text{ hours X number of work days in the year}} \times \text{Number of days the employee actually worked in that year.}$$

- 7) Staff should be allowed to serve a maximum of 1 training bond at any one time.

### **10.0 Insurance**

(Reference: **Guideline 5.1.9, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs)), Workmen Injury Compensation Act**)

- 1) Insurance policies should be reviewed by the Treasurer annually for adequacy.
- 2) Insurance policies should be renewed by end of each year.
- 3) The following insurance policies should be purchased:
  - a) Hospitalization insurance
- 4) The support staff should process insurance claims at the end of each month.
- 5) All insurance claims are paid directly to the staff. The Society should not make any reimbursements on behalf of the insurance company.

### **11.0 Disciplinary Actions**

- 1) All staff should report to the President when he/she notices any staff who has broken code of conduct.
- 2) The President shall review the case and decide if disciplinary action is required.
- 3) All results of the review should be documented and the report should be filed in the staff's Personal file.

### **12.0 Resolution of Conflicts**

(Reference: **Guideline 5.1.11, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)

- 1) Staff should discuss any conflicts encountered with their immediate supervisor.
- 2) Staff should discuss conflicts encountered to the President in the following situations:
  - a) Individual does not think that concern has been resolved after discussion with immediate supervisor.
  - b) Individual is uncomfortable speaking with his or her supervisor
  - c) Supervisor is a subject of the concern
- 3) The President should document discussion and conduct investigation to validate the issue reported.
- 4) If disciplinary action is required, the President should inform the Executive Director.
- 5) The result of the investigation should be reported to the Executive Committee.
- 6) The original report should be filed in the staff's personal file. If any disciplinary action is made on another staff, a copy should be filed in that staff's personal file as well.



### **13.0 Whistle Blowing Policy**

(Reference: **Guideline 5.1.10, Code of Corporate Governance (For Charities & Institutions of a Public Character (IPCs))**)

- 1) Staff should discuss their concern with their immediate supervisor.
- 2) Staff should report concern to the President in the following situations:
  - a) Individual does not think that concern has been resolved after discussion with immediate supervisor.
  - b) Individual is uncomfortable speaking with his or her supervisor
  - c) Supervisor is a subject of the concern
- 3) The President should document all concerns reported and file.
- 4) If the reported concern requires investigation, the President should forward the report to the Chair of the Audit Committee.
- 5) Other stakeholders should submit concern in writing directly to the Chair of the Audit Committee.
- 6) The Chair of the Audit Committee should call for meeting within 1 week of receiving the report and acknowledgement should be given to the sender (if possible).
- 7) Investigations conducted as well as outcome of investigation should be documented and filed. This file should be kept under lock and key and only the Chairman of the Audit Committee should have access to the file.
- 8) Audit Committee should be given the rights to hire legal counsel, accountants, private investigators or other professionals to conduct a full and complete investigation.

### **14.0 Payroll Processing**

- 1) Payroll should be processed by the 3<sup>rd</sup> week of every month. (Reference: **Section 20, Employment Act**)
- 2) Payroll for staff who did not work for the entire month should be computed using the following formula:

$$\frac{\text{Monthly gross rate of pay}}{\text{Number of days on which the employee is required to work in that month}} \times \text{Number of days the employee actually worked in that month.}$$

(Reference: **Section 20A, Employment Act**)

- 3) Income and Expenditure Report which documents the payroll of staff should be submitted together with the cheque payable to staff and supporting documents for approval by the authorized signatories. The supporting documents should include but not limited to the following:
  - a) Letter of Employment
  - b) Leave Application Form
  - c) Resignation/Termination Letter
- 4) The Executive Director should prepare the details of staff and amount of CPF given for online submission.



- 5) The following deductions from payroll should be permitted:
  - a) Deduction of course fees if staff did not attend training/breaks training bond.  
(Reference: **Section 27, Employment Act**)
- 6) Payment of Salary for resigned/terminated staff should be paid only after clearance is completed.  
(Reference: **Section 24, Employment Act**)

#### **15.0 Payroll Payment and Recording**

- 1) Payroll should be calculated up to the end of the month and paid out not later than the last day of each month.
- 2) All payroll payment is made through cheque.
- 3) Payroll payment processing should be performed by the Executive Director.
- 4) Cheques should be approved by authorized signatories. (Refer to FIN-PP-02 for authorized signatories)

## PROCEDURES

Description of Procedures	Responsible Person
<b>1.0 Sourcing and Recruitment</b>	
<b>1.1 Requesting to source for new staff</b>	
1) Prepare an email to Treasurer and Honorary Secretary to ask for approval to employ new staff prior to sourcing. The information to be included in the email include: <ul style="list-style-type: none"> <li>a) Position</li> <li>b) Indicate if it is a new position or replacement hire</li> <li>c) Estimated Salary</li> <li>d) If it's a new position, give reasons for hiring</li> </ul> 2) Send email to Treasurer and Honorary Secretary.	Executive Director
3) Check the budget to ensure that the salary of the new hire is budgeted for. 4) If it is not budgeted for, bring the matter up to the Executive Committee for review and approval. 5) If it is slightly above budget, decide if the higher salary range is justified. If not, lower the salary range.	Treasurer/ Honorary Secretary
<b>1.2 Sourcing for new hire</b>	
1) Check on the NCSS website for applicants whose qualifications match the job description. 2) Inform job agency to source for the new hire. Provide the following information to the job agency: <ul style="list-style-type: none"> <li>a) Educational requirements</li> <li>b) Number of years of Experience</li> <li>c) Essential Skills required</li> </ul>	Executive Director
<b>1.3 Interviewing the candidate</b>	
1) Call the candidate to arrange date and time of interview. At the same time, inform the candidate to bring a set of original copy and duplicate copy of relevant certifications on the day of interview. 2) Inform the Honorary Secretary of the date and time of interview. 3) Prepare Interview Assessment Form and Job Description ( <b>HR-D01</b> ). 4) Forward Job description to Honorary Secretary before the interview date.	Executive Director

Description of Procedures	Responsible Person
5) Prepare a copy of the Employment Application Form and request for the candidate to fill up the form before the interview. 6) Before interview, check the qualifications stated in the form to the original certificates. 7) If there are no discrepancies, invalidate 'Certified True Copy' on the copies of the qualifications as evidence of review.	
8) Interview the candidate. 9) Document interview comments and results on the interview assessment form. 10) Sign on the interview assessment form when both parties agree on the outcome of the interview.	Executive Director/ Honorary Secretary
<b>Hiring Executive Staff</b>	
11) Shortlist candidates for 2 <sup>nd</sup> interview. 12) Call up the candidates to arrange for date and time of interview. 13) Inform Executive Committee members of the date and time of interview. 14) Prepare interview assessment form. 15) Forward the blank interview assessment form, the 1 <sup>st</sup> interview assessment form as well as supporting documents to the Executive Committee on the day of interview.	Executive Director
16) Interview the candidate. 17) Hold internal discussion between members and document comments and results of interview on the interview assessment form. 18) Sign on the interview assessment form when majority (more than 50%) of members agree on the outcome of the interview.	Executive Committee
<b>1.4 Prepare letter of appointment</b>	
1) Prepare letter of appointment ( <b>HR-D02</b> ) for selected candidate. 2) Print out letter of appointment. 3) Forward letter of appointment together with supporting documents to President for review and approval.	Executive Director
4) Review and sign on the letter of appointment as evidence of approval. 5) Forward letter of appointment back to Executive Director.	President
6) Call the candidate up to inform them of the offer.	Executive Director

Description of Procedures	Responsible Person
7) Send Letter of appointment with reply slip to candidate. 8) Check that Acceptance of Offer of Employment ( <b>HR-D03</b> ) is received before first day of work. 9) File the reply slip.	
<b>2.0 Resignation</b>	
<b>2.1 Processing resignation notice</b>	
1) Review the reasons for resignation as well as the projected last day. 2) Sign on the resignation letter as evidence of approval.	Executive Director/ President
<b>2.2 Conducting Exit Interview</b>	
1) Arrange a date and time for exit interview with resignee. 2) Prepare Exit Interview Form ( <b>HR-D04</b> ) and forward to resignee. 3) Request for staff to complete the form prior to interview. 4) Conduct interview. 5) Document additional comments discussed during interview in the form. 6) Forward to the support staff for filing.	Executive Director/ President
<b>2.3 Clearance Procedures</b>	
1) Request for staff to handover all outstanding work as well as assets. 2) Document all assets and outstanding work received in Clearance Form. 3) Request for staff to sign on the Clearance Form if documentation is accurate. 4) Sign on the Clearance Form as evidence of acknowledgement.	Executive Director/ President
5) File the Clearance Form.	Support Staff
<b>2.4 Processing last pay</b>	
1) Check if the staff is serving training bond. If so, determine remaining bond period and use it when calculating last pay. 2) Check that Clearance has been completed. 3) Calculate last pay. 4) Prepare Cheque. 5) Forward Cheque, and last pay calculation to Treasurer and one additional	Executive Director



Description of Procedures	Responsible Person
authorized signatory for approval. 6) Forward signed cheque and last pay calculation to the support staff.	
7) Send the last paycheck to the resignee via mail. 8) Record the payment of last salary in the Income and Expenditure Record.	Support Staff
<b>4.0 Performance Appraisal</b>	
<b>4.1 Conducting Performance Appraisal</b>	
1) Request for staff to complete Performance Appraisal Form ( <b>HR-D05</b> ). 2) Arrange for meeting with staff. 3) Discuss about points raised by staff as well as provide comments on staff's work performance. 4) Document additional comments of staff as well as grading on the performance appraisal form. 5) Request for staff to sign on form if he/she agrees with the comments documented. 6) Sign on the form as evidence of appraisal. 7) For support staff, forward appraisal form to President for review.	Executive Director/ President
<b>4.2 Filing Performance Appraisal forms</b>	
1) File the form in the staff's Personal File. 2) Refer to the form during increment and bonus (Refer to section <b>5.0</b> and <b>6.0</b> for procedures for increment and bonus).	Support Staff
<b>5.0 Increment</b>	
<b>5.1 Awarding Increment</b>	
1) Refer to staff's performance appraisal form for performance grading. Increment is awarded to staff who receive a grading of either A, B or C. 2) Check the staff's job grade against the NCSS Salary Scale to ascertain the following information: a) If staff has reached maximum salary for his/her job grade b) Amount of fixed salary to award 3) Calculate the revised salary payment. 4) Proceed to process payroll. Refer to <b>Section 14.0</b> for information on payroll	Executive Director

Description of Procedures	Responsible Person
processing.	
<b>6.0 Bonus</b>	
<b>6.1 Determine quantum of bonus to be awarded</b>	
1) Refer to performance appraisal form as well as the approved bonus quantum for different performance grade. 2) Calculate the amount of bonus to be awarded to staff. 3) Proceed to process payroll. Refer to <b>Section 14.0</b> for information on payroll processing.	Executive Director
<b>7.0 Maintenance of Personal File and Payroll Records</b>	
<b>7.1 Creating Personal File for new employees</b>	
1) Consolidate the following forms and documents: <ul style="list-style-type: none"> <li>a) Letter of Appointment</li> <li>b) Reply Slip</li> <li>c) Employment Application Form</li> <li>d) CV</li> <li>e) Academic transcripts</li> <li>f) Job Description</li> </ul> 2) Create a new section in file and label the employee's name. 3) File all forms and documents.	Support Staff
<b>7.2 Review of documents filed in Personal File</b>	
1) Open the Personal File and check if the records are updated. 2) If there are missing documents, request for the support staff to update the records.	Executive Director
<b>8.0 Staff Benefits/Claims</b>	
<i>Refer to FIN-PP-03 for policies and procedures relating to claims</i>	
<b>9.0 Training</b>	
<b>9.1 Identifying training needs</b>	
1) During performance appraisal meeting, discuss with staff on the kind of	Executive Director/

<b>Description of Procedures</b>	<b>Responsible Person</b>
skills that he/she would want to attain or he/she lack. 2) Document the training needs on the performance appraisal form.	President
<b>9.2 Requesting to attend training</b>	
1) Identify courses available that can address training needs identified. 2) If it is a professional course, check that the staff is currently not serving any training bond. 3) Send course information to Executive Committee for approval.	Executive Director
4) Evaluate suitability and cost of the course. 5) Document approval on meeting minutes/through email.	Executive Committee
6) Register for the course and maintain necessary documents relating to the course.	Executive Director
<b>9.2 Preparing training bond</b>	
1) Prepare training bond for staff attending professional courses. 2) Forward 2 copies of the training bond to Executive Committee for approval.	Executive Director
3) Review training bond to ensure that terms and conditions documented are complete and accurate. 4) Sign on both copies of the training bond as evidence of approval.	President
5) Request for staff to sign on both copies as evidence of acknowledgement. 6) Forward one copy to the staff. 7) File the other copy in the staff's personal file.	Executive Director
<b>10.0 Insurance</b>	
<b>10.1 Purchasing Insurance</b>	
1) Evaluate adequacy of insurance coverage proposed by various insurance agents. 2) Select the package which is the most suitable. 3) Refer to <b>FIN-PP-03 Section 2.0</b> for more details on evaluating quotations.	Executive Director
<b>10.2 Processing insurance claims</b>	
1) Request for staff to provide relevant documents for insurance claims	Executive Director



Description of Procedures	Responsible Person
processing. 2) Forward the claims to insurance companies. Note: Insurance claims are reimbursed directly to staff.	
<b>10.3 Renew Insurance</b>	
1) Review the coverage for staff to assess if the current policy is adequate. 2) Gather feedback from staff to check if the insurance company provided prompt and good service. 3) If there are no complaints, proceed to liaise with insurance company to renew insurance policy. 4) Refer to FIN-PP-03 for procedures for procurement.	Executive Director
<b>11.0 Disciplinary Actions</b>	
<b>11.1 Providing feedback on employee's misconduct</b>	
1) In the event that a staff notices someone has broken code of conduct, forward a letter/send an email to the Executive Director/ President. 2) Include the following information in the letter: a) Name of staff who has broken code of conduct b) Date and estimated time of incident c) Brief explanation of incident d) Other staff involved	Staff
<b>11.2 Determine action required</b>	
1) Interview the people involved in this case to understand the whole situation. 2) Decide if the staff has broken code of conduct. 3) Determine disciplinary action required. 4) Document outcome and details of the case and forward to the Executive Director.	President
<b>11.3 Maintain employee records</b>	
1) File the details of the case in the employee's personal file.	Executive Director



Description of Procedures	Responsible Person
<b>12.0 Resolution of Conflicts</b>	
<b>12.1 Reporting of conflict issues</b>	
1) Arrange meeting with relevant person to discuss about the issue. <i>Note: The relevant person refers either immediate supervisor/President.</i>	Staff
<b>12.2 Resolving the issue</b>	
1) Discuss with staff who reported the issue. 2) Document the discussion. 3) Arrange meeting with other people related to the issue reported (if any) to validate the issue required. 4) Decide if further action is needed.	President
<i>If further action is required</i>	
5) Forward the documentation of the issue to the Executive Committee members.	President
6) Decide on the action to be taken (e.g. Disciplinary action, termination, etc.). 7) Forward the result of investigation to the Executive Director.	Executive Committee
8) Make a copy of the documentation received. 9) File a copy in the reported staff's personal file and another copy in the disciplined staff's personal file.	Executive Director
<i>If further action is <u>not</u> required</i>	
10) Forward the result of the investigation to the Executive Director.	President
11) File the documentation received in the report staff's personal file.	Executive Director



Description of Procedures	Responsible Person
<b>13.0 Whistle Blowing Policy</b>	
<b>13.1 Reporting issue of concern</b>	
1) Arrange meeting with direct supervisor or Chairman of the Audit Committee. 2) If it is not possible to arrange a meeting immediately, document the issue of concern as detailed as possible and forward the letter/email to the direct supervisor/Chairman of the Audit Committee.	Staff
<i>If issue was first reported to supervisor</i>	
3) Review the issue of concern and identify other people involved in the case reported. 4) Document the issue to greater detail. 5) Provide the positions as well as contact number of the people involved in the case. 6) Forward all documentation to the Chairman of the Audit Committee for investigation.	Direct Supervisor
<b>13.2 Conducting investigation</b>	
1) Arrange a meeting with the Audit Committee members. 2) Discuss on approach to investigate the case reported. 3) Arrange for interviews and relevant documents (if any). 4) Document action performed and decide if there is a need to employ professionals to conduct further investigation.	Audit Committee Chairman
<i>If further investigation is required</i>	
5) Request for quotations from relevant professionals. 6) Decide on the selected firm and scope of investigation.	Audit Committee Chairman
<b>13.3 Resolving the case reported</b>	
1) Perform necessary action as prescribed by regulations/required to resolve the case. 2) Update the Executive Committee on the case findings and action plan. 3) File the documentation of the case.	Audit Committee Chairman

Description of Procedures	Responsible Person
<b>14.0 Payroll Processing</b>	
<b>14.1 Preparing staff's payroll</b>	
1) Consolidate the following information for all staff on the payroll: <ul style="list-style-type: none"> <li>a) Number of days of no pay leave stated in the Leave records</li> <li>b) Letter of Appointment (for new staff)</li> <li>c) Clearance form (for resigned staff)</li> <li>d) Training Bond (for resigned staff who were still serving bond at the time of resignation)</li> <li>e) Increment/Bonus information</li> </ul> 2) Calculate staff's pay on spreadsheet ( <b>HR-D06</b> ).                     3) Prepare a crossed cheque with staff's name and amount.                     4) Forward the spreadsheet and cheque to Executive Director for review.	Support Staff
<b>14.2 Review and approve payroll information and payment</b>	
1) Agree figures and calculation on spreadsheet to supporting document. 2) Agree cheque amount to spreadsheet. 3) If no discrepancies are found, sign on the spreadsheet as evidence of review. 4) Forward the cheque, spreadsheet and supporting documents to authorized signatories for review, approval and signature.	Executive Director
5) Agree figures and calculation on spreadsheet to supporting documents. 6) Agree cheque amount to spreadsheet. 7) If no discrepancies are found, sign on the cheque as evidence of approval. 8) Forward all documents back to Executive Director.	Authorized signatories
<b>14.3 CPF submission</b>	
1) Prepare CPF submission using figures stated on the spreadsheet. 2) Double check the figures and make online submission.	Executive Director
<b>14.4 Payroll Payment and recording</b>	
1) Prepare payslips for staff. 2) Request for staff to check their payslips, sign on payslips after they receive	Support Staff



Description of Procedures	Responsible Person
the cheque as evidence of receipt. 3) File the acknowledged payslips. 4) Record payroll payment in the Income and Expenditure Record.	
<b>15.0 Recording of Payroll Payment in accounting records</b>	
<b>15.1</b> Preparing documents for outsourced Accountant	
1) Check the file to ensure that all relevant documents are filed. <i>Note: Letter of Appointment and Training Bond are only available on request.</i>	Executive Director
<b>15.2</b> Review of accounting records maintained by outsourced Accountant	
Refer to FIN-RR-01 Section xx for procedures to review accounting records maintained by the outsourced Accountant.	Executive Director

**DOCUMENT LIST**

No.	Document Name	Document Ref No.
<b>1.0 Sourcing and Recruitment</b>		
1.	Job Description	<b>HR-D01</b>
3.	Letter of Appointment	<b>HR-D02</b>
4.	Acceptance of Offer of Employment	<b>HR-D03</b>
<b>2.0 Resignation</b>		
1.	Exit Interview Form	<b>HR-D04</b>
<b>3.0 Salary</b>		
<i>Not Applicable</i>		
<b>4.0 Performance Appraisal</b>		
1.	Performance Appraisal Form	<b>HR-D05</b>
<b>5.0 Increment</b>		
<i>Not Applicable</i>		
<b>6.0 Bonus</b>		
<i>Not Applicable</i>		
<b>7.0 Maintenance of Personal File and Payroll Records</b>		
<i>Not Applicable</i>		
<b>8.0 Benefits/Claims</b>		
<i>Not Applicable</i>		
<b>9.0 Training</b>		
<i>Not Applicable</i>		
<b>10.0 Insurance</b>		

No.	Document Name	Document Ref No.
<i>Not Applicable</i>		
<b>11.0 Disciplinary Actions</b>		
<i>Not Applicable</i>		
<b>12.0 Resolution of Conflicts</b>		
<i>Not Applicable</i>		
<b>13.0 Whistle Blowing Policy</b>		
<i>Not Applicable</i>		
<b>14.0 Payroll Processing</b>		
1.	Salary Calculation Worksheet	<b>HR-D06</b>



## JOB DESCRIPTION

### SOCIETY FOR CONTINENCE (SINGAPORE) CLERICAL OFFICER- JOB DESCRIPTION

#### 1 CORE FUNCTION

##### 1.1 CFR Management

- assist Roel Marketing Services Pte Ltd
- data processing on donations received
- keep record of donors list
- issue tax-exempt receipts to donors (HEF)
- filing of all donors related records
- admin support to CFR on donation related issues
- data entry recording of donors list
- queries from the public on donations and assisting donors on enquiries and providing necessary information
- all donations related data must be saved in the external disk as back up

##### 1.2 Accounting

- prepare monthly statement of income & expenditure
- up-keep of petty cash & prepare monthly statement
- all accounting related data to be saved in the external disk as back up
- all donor related and business related documents must be kept ready for public accountant to finalise P&L one in 3 months.
- all finance documents are must kept in order neatly filed for auditors to audit at any time.

#### 2 GENERAL DUTIES

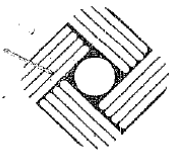
- attend to incoming telephone calls
- keep stock of office stationery and related items
- take charge of incoming and outgoing mails/cheques
- attend to queries from public on incontinence/bedwetting
- up-keeping of membership data
- send magazine to members, 3 copies to MICA/3 copies to National Library/3 copies to SMA
- up-keep of general office and pantry items

##### AD-Hoc Duties (Projects)

- Nursing Homes: pre-preparation, SNB registration, roster and coordination with officers in charge/tutor/sponsor
- Preparation of roster, certificate etc., CC Talks, Seminars & Public forum: duties as assigned and assist the ED at all times.



**LETTER OF APPOINTMENT**



新加坡尿失禁医学会  
**SOCIETY FOR CONTINENCE (SINGAPORE)**

Affiliation: National Council of Social Service (S'pore), International Continence Society (UK), Association of Continence Advice (UK)

Dear

**Offer of Employment**

We are pleased to offer you employment as a Clerical Officer with effect from subject to the following terms and conditions:

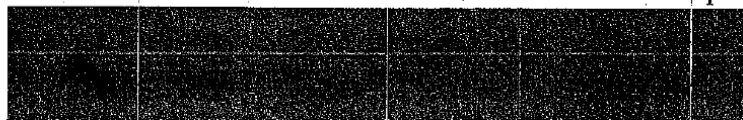
- 1 Your starting salary shall be \_\_\_\_\_ per month excluding CPF
- 2 You shall be paid CPF contribution as per CPF Board's recommendation
- 3 You shall be eligible for a thirteenth month annual wage supplement each year or prorated accordingly.
- 4 Yearly increment and other variable bonuses are based on year ended performance appraisal
- 5 Official working hours shall be from 9.00am to 5.30 pm from Monday to Friday and 9.00am to 1.00pm on alternate Saturdays at the Society's premises at the Camden Medical Centre.
- 6 You shall work under the supervision of the Society's Executive Director
- 7 You shall be entitled to a paid leave of 14 days for every twelve months of continuous service
- 8 You are allowed to en-cash  $\frac{1}{3}$  of your un-used annual leave end of 12 months of continuous service
- 9 If you certified by a medical practitioner, you may be granted a maximum of 14 days of paid medical leave and 30 days of hospitalization leave during the period of employment.
- 10 Outpatient reimbursement would be granted 3 times a year
- 11 The Society would be providing medical insurance coverage in accordance with the workmen compensation
- 12 Your probationary period is one month
- 13 Upon confirmation of your employment, your notice of termination is 1 month or salary in lieu of 1 month's notice.

If you agree to the above terms and conditions state above, kindly sign the attached and return to us in one week's time from the date of this letter.

Yours sincerely

SOCIETY FOR CONTINENCE (S'PORE)

1 Orchard Boulevard #04-03  
 Camden Medical Centre  
 Singapore 248649  
 Tel: 6787 0337 Fax: 6588 1723  
 ROS: No 215/91 TAP CR No: 0861





## ACCEPTANCE OF OFFER OF EMPLOYMENT

### REPLY SLIP

Date:

Dear Sir

### ACCEPTANCE OF EMPLOYMENT

Thank you for your letter of offer dated

I, \_\_\_\_\_ holder of **NRIC No:** \_\_\_\_\_ ~~reject~~ accept/reject\* the offer of employment for the position of Administrative Assistant as described in your letter. I shall/shall not\* commence on 2<sup>nd</sup> June 2005 at 9.00 am.

I also undertake to read, understand and abide by the guidelines set in the Terms & Reference and in the employment contract.

Yours sincerely

\* delete where applicable



EXIT INTERVIEW FORM

SOCIETY FOR CONTINENCE (SINGAPORE)  
EXIT INTERVIEW

- 1) Reason for leaving: *Children getting bigger & expenses too high  
Current job does not pay enough to support the family - our charity organization doesn't pay high salaries!*
- 2) What is your opinion about your co-workers: *helpful, kind & has excellent relationship with everyone*
- 3) Were you given adequate opportunities to grow in this organization: *Yes, attended courses paid by our Society & exposed to excellent growth opportunities*
- 4) Does the organization provided adequate training to help you to excel in the areas of your work?:  
*Yes*
- 5) Are you satisfied/not-satisfied the way your supervisor's management of staff: *Good & very happy with her supervisor*
- 6) List down 3 issues, you think, you were not happy related to your work
  - a) *None*
  - b) *None*
  - c) *None*
- 7) List down 3 issues, you think, you are very happy related to your work
  - a) *people*
  - b) *has required workstation, computer & creative comforts*
  - c) *Enjoy her work*
- 8) Overall what would say about the organization and the people?  
*interact well with everyone & fit in well with the work of the society*

Interviewed by

Dr Patar Lim Huat Chye  
MBBS, MMed (Surg), D.Urol (Lond)  
M.Inst. Urol (Lond) (Hon), FCS  
F.I.C.S, AM, F.A.M.S. (Urol)  
Adjunct Professor  
Edith Cowan University, WA  
Senior Consultant

Employee

President/Hon Secretary

Date: *11/1/08*



## PERFORMANCE APPRAISAL FORM



### Society for Continence (Singapore)

#### PERFORMANCE APPRAISAL REPORT

Name : _____	Employee NRIC no : _____
Designation : _____	Department : _____
Period of Review : From _____	Type of Review : _____
To _____	(Confirmation, Annual Appraisal or any other Special Review)

#### Instructions

- 1 The appraisee is required to complete Part I of the form and to submit it to the immediate supervisor i.e. the appraiser. The appraisee's input will be considered in the performance evaluation. It will also be used as a basis for the open discussion.
- 2 In assessing the appraisee, the appraiser should ensure that the evaluation is **objective, free from personal bias, prejudice or favouritism**. Evaluation must be based on observed performance and work attitudes.
- 3 The appraiser is to fill in a score of 1, 2, 3, or 4 points under **Part II: Performance Factors**. For performance with score of 1 or 4 points, justifications (citing specific incidents) should be made in the comments column.
- 4 The system will generate the overall rating in Part III upon completion of Part II.
- 5 Review by the next level supervisor is required if the overall rating is (1) or (4).



**(I) DISCUSSION NOTES**

(To be completed by appraisee)

1. Was / Were your career aspiration(s) in SFCS and how could we help you to achieve them?
2. What were the difficulties encountered when carrying out your job assignments? Please state solutions or suggestions for improvement.
3. List any areas of training you consider necessary to help you to improve your performance.
4. List your performance objectives / goals for accomplishment over the next appraisal period.

**(II) PERFORMANCE FACTORS**

(Appraiser to fill in score of 1, 2, 3 or 4 points)

	FACTOR	SCORE	COMMENTS
(1)	<b>Knowledge and Skills</b> 4 Capable of performing beyond own job. 3 Capable of performing most phases of job. 2 Good grasp of knowledge for the job. 1 Insufficient knowledge and skills to do the job.		
(2)	<b>Acceptable of Job Responsibility</b> 4 Readily accepts additional responsibility and takes full ownership at all times. 3 Readily accepts additional responsibility and ensure follow-through most of the times. 2 Generally accepts additional responsibility. 1 Shows hesitation in accepting responsibility occasionally.		
(3)	<b>Dependability</b> 4 Extremely dependable and reliable in discharging duties. 3 Dependable in work most of the times. 2 Generally dependable. 1 Needs to be constantly checked to get work done.		



FACTOR	SCORE	COMMENTS
(4) <b>Quality of Work</b> 4 Maintains a high standard of work consistently. 3 Maintains good quality of work most of the time. 2 Work is generally of good quality. 1 Quality is inconsistent and needs improvement.		
(5) <b>Quality of Work</b> 4 Maintains a high level of work output. 3 Maintains an above average level of work output. 2 Maintains a good level of work output. 1 There is room for improvement for work output.		
(6) <b>Initiative</b> 4 Proactive, takes full initiative and produces effective results. 3 Takes initiative and produces good results. 2 Has initiative, with occasional guidance provided. 1 Needs to show more initiative in work.		
(7) <b>Teamwork and Interpersonal Skills</b> 4 An outstanding teamplayer and maintains an excellent network. 3 A good teamplayer and maintains a good network. 2 Co-operative and maintains good relations. 1 Prefers to work alone than in a team.		
(8) <b>Continuous Improvement</b> 4 Proactively seeks continuous improvement and makes valuable suggestions most of the time. 3 Supports continuous improvement and usually makes suggestions. 2 Makes suggestions occasionally. 1 Prefers the old way of doing things and resists changes.		
(9) <b>Customer Satisfaction</b> Consider the appraisee's commitment in living up to SFCS's Quality Vision Standards. 4 Anticipates customers' needs and give high priority to customer satisfaction most of the time. 3 Sensitive to customers' needs and makes conscious effort to meet their expectations. 2 Makes effort to meet customers' needs. 1 Needs to show more effort in meeting customers' needs and expectations.		
(10) <b>Living Up to Core Values</b> 4 Strongly supports SFCS core values and sets an excellent example. 3 Supports SFCS core values and sets a good example. 2 Supports and makes effort to live up to SFCS's core values. 1 Needs to make effort to live up to SFCS's core values.		



FACTOR	SCORE	COMMENTS
<b>(11) Attendance and Punctuality</b> Consider whether the appraisee reports to work on time (including respecting meal breaks period) and communicate schedule changes promptly to Supervisor. Consider also unauthorized leave and sick leave record including no. of days taken, pattern of usage, the reasons for sick leave etc.  4 Exceptional record; no work absences and always on time. 3 Good attendance and punctuality record. 2 Acceptable attendance and punctuality record. 1 Poor attendance and / or frequently late.		
Total Points	0	

### (III) OVERALL RATING

#### Computation:

$$\text{Overall Rating} = \frac{\text{Total Points}}{44} \times 100\%$$

$$= 0.0 \%$$

$$= \text{Rating } 4$$

#### Performance Rating :

- |   |             |  |
|---|-------------|--|
| 1 | 85% & above | Performance consistently far exceeds job requirements.                         |
| 2 | 70% to 84%  | Performance fully meets and at times exceeds job requirements.                 |
| 3 | 50% to 69%  | Performance fully meets job requirements.                                      |
| 4 | Below 50%   | Performance does not meet job requirements. Significant improvement is needed. |

### (IV) DEVELOPMENT PROFILE

(To be completed by appraiser and a copy retained by appraiser for follow-up action)

1 <b>Strengths</b> (Summarise most significant strength)
2 <b>Areas requiring Development</b> (Summarise important areas for development)
3 <b>Development Activity of the Job</b> (Indicate specific objectives and activities to be addressed in the next appraisal period. Example: Assign jobs in project teams / committees or as a mentor. Consider career interest, strengths and areas for development when identifying development priorities.)





**SALARY CALCULATION SPREADSHEET**

**SALARY + AWS + VP COMPUTATION  
 FOR DECEMBER 2007**

- A) Salary for the month of December 2007  
 Annual Wage Supplement (1 month)  
 Variable Bonus (1.5%)  
 One off  
**GROSS**

S\$

Net Breakdown

Gross Income  
 Less: Employee CPF (18%)  
 Net Payable

CPF Breakdown

Employee's contribution 18%  
 Employer's contribution 10.5%  
 Total Contribution 28.5%