

HR Practices Remuneration and Performance Management

DAS reviews its Compensation and Benefits every two years to ensure that all staff are paid equitably, commensurate with their academic qualifications, relevant working experience, as well as the economic value of skills. We also conduct an annual comparison with NCSS Social Service Sector Salary Guidelines.

Recommendations to revise salaries across all staff or specific categories of staff are forwarded to the Executive Committee (Exco) HR Committee for approval and then to the Exco Finance Committee for inclusion in the budget before endorsement by the Full Exco.

Amongst Voluntary Welfare Organisations, DAS provides one of the more comprehensive medical coverage, including Group Personal Accident and Group Term Life for its staff. DAS has also increased its dental allowance for staff in FY 2017-2018.

DAS watches closely the Singapore economy and the updates in government policies, and the ensuing opportunities and challenges that may occur to DAS. We embrace the Adapt and Grow initiative by the Ministry of Manpower, and are working actively with Workforce Singapore to reach out to jobseekers and mid-career professionals.

The performance appraisal aims to achieve the following to support the achievement of DAS mission, objectives and strategies:

- Measure employee performance.
- Provide feedback and identify performance gaps to improve employee performance.
- Identify training and development needs.
- Allocate rewards and recognition through promotion, performance based bonuses and merit increments.

An E-appraisal system was launched in FY 2014-2015. Prior to this, performance appraisal was conducted on hardcopy forms. Awarding of Performance Bonus (PB) tied to performance rating was introduced in FY2013-2014.

In addition to the annual appraisal cycle where different quantum of PB are be paid depending on the performance rating of the staff. DAS also offers Quantitative Performance Awards (QPA) to recognise the top 10% of staff who have conducted the highest number of psychological assessments, taught the most number of students, achieved the best productivity and efficiency ratios in administration, etc.

The monthly CEO Commendation Award is another means by which DAS shows appreciation to staff who go beyond their job description and step up when the occasions call for it.

DAS also presents Long Service Awards (LSA) to its staff, starting with completion of five years of service.