

HR Practices, Remuneration and Performance Management

Compensation and Benefits

DAS reviews its compensation and benefits framework regularly to ensure that remuneration remains fair, competitive and aligned with staff qualifications, relevant experience, job responsibilities and market benchmarks. DAS also conducts periodic benchmarking against the NCSS Social Service Sector Salary Guidelines and broader market practices.

Recommendations relating to salary revisions, benefits enhancements or remuneration adjustments are reviewed by Management and the HR Committee before being incorporated into the annual budgeting process and submitted for approval by the relevant governance committees and the Board.

In recent years, DAS has continued to strengthen staff support and wellbeing initiatives. These include enhanced dental benefits, subsidised health screening support, comprehensive medical and insurance coverage, and improved staff support schemes for employees and their families accessing DAS services.

DAS currently provides a comprehensive suite of employee insurance coverage, including Group Hospital & Surgical insurance, outpatient medical coverage, Group Term Life and Group Personal Accident insurance for eligible employees. Staff also have access to digital medical claims and wellness platforms to facilitate healthcare access and claims administration.

In line with DAS' inclusive workplace practices, enhanced support schemes are also available for staff and their children accessing selected DAS programmes and services, including additional support for assessments and interventions, where appropriate.

DAS continues to monitor developments in Singapore's employment landscape, workforce trends and social service sector practices to ensure that its HR policies remain relevant, sustainable and responsive to organisational and staff needs. DAS also supports staff wellbeing and engagement through regular management-staff engagement sessions such as Chat with GMT, all staff gathering, staff events, recognition initiatives, and support programmes to foster a collaborative and inclusive workplace culture.

Performance Management and Staff Development

DAS adopts a structured performance management framework to support organisational goals, professional development and service excellence.

The performance appraisal framework aims to:

- Measure and review employee performance against agreed goals and responsibilities.
- Provide feedback and identify opportunities for professional growth and development.
- Support staff learning, capability development and succession planning.
- Recognise and reward staff contributions through merit increments, performance bonuses, promotions and other recognition schemes.

DAS has implemented a digital performance appraisal system to support a more efficient and structured appraisal process. Performance Bonus (PB) frameworks continue to be linked to staff performance and organisational outcomes.

In addition to the annual appraisal cycle, DAS also recognises exceptional contributions through various staff recognition initiatives, including:

- Quantitative Performance Awards (QPA) for staff demonstrating strong productivity, service delivery and operational outcomes.
- CEO Commendation Awards to recognise staff who demonstrate initiative, teamwork and contributions beyond their core responsibilities.
- Long Service Awards (LSA) to recognise staff commitment and years of service milestones.

DAS also continues to invest in staff capability development through structured training, sponsorships, leadership development initiatives and professional upgrading opportunities to support long-term organisational sustainability and leadership succession.

Workforce and Flexible Work Arrangements

DAS continues to strengthen workforce planning and operational sustainability through a mix of full-time, part-time and flexi workforce arrangements across its divisions and services.

The organisation regularly reviews workload allocation, teaching capacity frameworks and productivity benchmarks to ensure that operational requirements are balanced with staff wellbeing and service quality.

Flexible work arrangements, structured onboarding, mentoring, professional development support and staff engagement initiatives are implemented, where appropriate, to support staff retention, capability development and operational effectiveness.

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