



(Version 6)

Singapore Taekwondo Federation Human Resource Policy

(as at 26 July 2022)

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1. RECRUITMENT, SELECTION & APPOINTMENT

1.1 RECRUITMENT

The recruitment process is based on the merit, relevant skills, knowledge, competencies and experience to ensure that the appropriate candidate is hired. Job vacancies are publicly advertised online at the STF website & other job portals.

1.2 HIRING PROCESS

Applicants' resumes will be routed to the Manager, Finance, Administration & Human Resources/Chief Executive Officer, to be consolidated and forwarded to the Chief Executive Officer for shortlisting of applicants according to the specified aptitude requirements outlined in the job posting. The Selection process will include the following:

- a) All relevant information and supporting documents (resume, educational qualifications, professional qualifications, job experience, references etc) to be provided for initial review, to ensure suitability for the job function.
- b) Unless the Board (the "**Board**") of the Singapore Taekwondo Federation (the "**Federation**") and the Chief Executive Officer consider otherwise as appropriate, Applicants who do not meet the requirements will not be considered
- c) The interview Panel will comprise:

For Manager and above:

1. Chief Executive Officer
2. Board Member overseeing the relevant department/Secretary General/President
3. Singapore Sports Institute (SSI) Representative (when necessary)

For Coach

1. Chief Executive Officer
2. Board Member
3. Representatives from High Performance Standing Committee
4. SSI Representative

For Executive to Senior Executive

1. Chief Executive Officer
2. Board Member
3. Manager

For Part-Time Staff

1. Manager, Finance, Administration and Human Resources/Chief Executive Officer

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1.3 APPOINTMENT

The selected candidate will be given a copy of the Letter of Appointment indicating the terms of employment, signed by the Chief Executive Officer/Secretary General and the candidate on or before commencement of employment.

2. TERMS & CONDITIONS OF SERVICE

2.1 APPOINTMENT LETTER

a) The Letter of Appointment will include the following:

- Full name of Employer and Employee
- Job title, main duties and responsibilities
- Start date of employment
- Duration of employment (if employee is on fixed-term contract)
- Daily working hours, number of working days per week & rest day
- Salary period, basic salary, fixed allowances and fixed deductions
- Overtime compensation (Off-in-lieu)
- Bonuses and incentives
- Type of Leave
- Medical benefits (insurance, medical & dental benefits)
- Probation period
- Notice period
- Place of work

2.2 CODE OF CONDUCT

The employee shall comply fully with all the rules & regulations which are in force or may be made from time to time in the Federation's policies and procedures, circulars and any special regulations which may apply to his/her appointment or to the department to which he/she is appointed (please refer to your appointment letter), and all directions of the Board at all material times. In summary, employees are expected to conduct themselves appropriately whether in the office or outside at events or any other related activities in order to maintain respect for themselves and for our association.

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2.3 CONFIDENTIALITY

- a) The employee must be responsible for the safeguarding of the Federation's assets including all confidential information and preventing their disclosure to unauthorized individuals.
- b) The employee is required to treat all official documents and the Federation's information which come in his/her possession or knowledge in the course of work to be confidential.
- c) Documents and information which come in an employee's possession or knowledge must be used strictly in his/her work in the Federation's
- d) The employee must not, under any circumstance, copy, extract or translate them for unofficial use or allow others to do so, disclose, publish or communicate them to the press or to individuals in any form whatsoever, except in the course of his/her official duties or with the written permission of the Association.

2.4 CONFLICT OF INTEREST

- a) The employee is to avoid potential relationships which may cause or may be perceived as causing conflicts between his/her own interest and those of the Federation.
- b) The employee shall declare any vested interests at the commencement of employment with the Federation by filling in the Conflict-of-Interest form and return. For the avoidance of any doubt, this obligation to make the necessary declaration and to keep the Federation informed and appraised at all times of any conflict of interests or potential conflict of interests is a continuing obligation on the part of the employee throughout the employee's employment with the Federation.

2.5 ANNUAL LEAVE

- a) Employees can apply for paid annual leave as follows:
 - Chief Executive Officer : 18 working days per calendar year (cap at 21)
 - Manager : 16 working days per calendar year (cap at 21)
 - Coach : 14 working days per calendar year (cap at 18)
 - Senior Executive : 14 working days per calendar year (cap at 18)
 - Executive & below : 14 working days per calendar year (cap at 18)
- b) Only a maximum of 7 days unconsumed annual leave days earned for the year can be carried forward to the following year, however, it must be consumed by the year brought forward to, failing in which it would be forfeited. All leave related requests will require the approval of the Chief Executive Officer.
- c) Staff to notify immediate supervisor /HR and/or team members at least 1 week in advance.

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- d) Leave application to be done online in advance via the Federation's existing system.
- e) Staff under old policy (before 2021) will continue to enjoy existing benefits)

2.6 MARRIAGE LEAVE

Employee is entitled to three (3) working days of paid marriage leave for his/her first marriage only and 2 (two) days for marriage of his/her own child.

- Staff to submit a copy of the marriage certificate to HR for approval.

2.7 MATERNITY LEAVE

A female employee will qualify for 16 continuous weeks (inclusive of Saturdays, Sundays and Public Holidays) of full-pay maternity leave (of which the first 8 weeks will be paid) or 12 weeks of maternity leave (depending on whether the child is a Singapore Citizen) and other criteria. This is regardless of the number of children she already has if:

- a) Her child is a Singapore citizen.
- b) She is legally married to the child's father.
- c) She has served for a continuous period of at least 3 months immediately before the birth of her child.
- d) She has given the STF at least 1 weeks' notice before going on maternity leave, and informed STF as soon as possible of her delivery. Otherwise, she is only entitled to half the payment during maternity leave, unless she has a good enough reason for not giving the notice.

2.8 PATERNITY LEAVE

A male employee, who is a working father, is entitled to 2 weeks of paid Paternity Leave.

Eligibility:

- a. The child is a Singapore Citizen
- b. He is lawfully married to the child's mother between conception and birth
- c. Have served STF for a continuous period of at least 3 months before the birth of the child.

Adoptive fathers who meet the following requirements are also entitled to GPPL for all births:

- Your child is a Singapore citizen.
- **For employees:** you have served your employer for a continuous period of at least 3 months before the birth of your child.

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He can take leave his leave as follows:

Arrangement	Up to 2 weeks
Default, without any mutual agreement	Take 1-2 continuous weeks within 16 weeks after the birth of the child
Flexible, by mutual agreement	Take 2 continuous weeks within 12 months after the birth of the child Split the 2 weeks into working days and take them in any combination within 12 months after the birth of the child
Calculating actual leave days	2 weeks X the number of working days in the week. Capped at 6 working days per week.

2.9 CHILDCARE LEAVE (ENHANCED)

For staff with youngest child under age of 7 years, he or she is entitled to 6 days of paid childcare leave over a 12-month period. Staffs will need to submit copy of his/her marriage or child's birth certificate to HR and notify in advance.

Below are the terms & condition:

- Unconsumed childcare leave for the year cannot be carried over to the next year.
- Unconsumed childcare leave will be forfeited when you leave your current employment.
- He/she cannot use childcare leave to offset the notice period when you leave your job.
- He/she should give early notice to the company on your intention to take childcare leave.

2.9.1 EXTENDED CHILDCARE LEAVE

Staff is eligible for 2 days of extended childcare leave per year if they satisfy the requirements as set out below:

- Child must be a Singapore citizen.
- If the youngest child is between the age of 7 and 12 years, staffs is entitled to 2 days of paid childcare leave over a 12-month period.

2.9.2 CHILDCARE LEAVE (FOREIGNER)

Staff is eligible only for 2 days of child care leave if the youngest child is foreigner and not a citizen but residing in Singapore.

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3.0.0 SHARED PARENTAL LEAVE

Working fathers are able to share 1 week of the 16 weeks of their spouse's maternity leave, subject to the agreement of the spouse.

He is eligible for shared parental leave if he meets the following criteria:

- a) Child is a Singapore citizen
- b) Child's mother qualifies for maternity leave and / or
- c) Lawfully married to the child's mother.
- d) His spouse would need to indicate in the Shared Parental Leave Allocation System on the Profamily Leave website (www.profamilyleave.gov.sg).
- e) Obtain printout and submit it to HR when applying for Shared Parental Leave and get approval from the Chief Executive Officer.

3.0.1 COMPASSIONATE LEAVE

Employee may be granted three (3) days of compassionate leave on the demise of an immediate family member (comprising parents & parents-in-laws, spouse, siblings, children & grandparents) and one (1) day for immediate relations (brother/ sister-in-law, aunt & uncle).

- This leave can start on the day of death or the day after; and such leave includes Sat but excludes Sunday.
- Staff to submit death certificate copy to HR and obtain approval from Chief Executive Officer.

3.0.2 PUBLIC HOLIDAY

Public holiday is termed according to prevailing declaration by the Singapore government.

The 11 gazetted public holidays are:

1. New Year's Day
2. Chinese New Year – first day
3. Chinese New Year – second day
4. Hari Raya Puasa
5. Hari Raya Haji
6. Good Friday
7. Labour Day
8. Vesak Day
9. National Day
10. Deepavali
11. Christmas Day

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If the holiday falls on a Saturday or Sunday, the Federation may decide to:

- a) Give the employee another day off as a holiday or
- b) Add 1 day in lieu to the employee's annual leave entitlement for that calendar year.
- c) Eve of public holidays are considered as a working day however it is up to the discretion of the Federation to release or dismiss staff earlier on the eve of public holidays.

3.0.3 IN-CAMP TRAINING

A male employee (holding Singapore citizenship or permanent resident status) shall be granted leave to enable him to fulfil his national service obligations. He will be paid salary less any amount reimbursed by the government for his service reporting period. The employee is to notify HR of the dates of training & to submit the NS notice once received to facilitate the claim by the Federation of NS make-up pay.

3.0.4 OFF-IN-LIEU (OIL)

Employee working on weekends and public holidays may be compensated with Off-in-Lieu (OIL), which must be consumed within the calendar year and cannot be carried forward to the next year. They will have to obtain approval from the Chief Executive Officer and to copy (in writing) the HR and Finance Executive to claim their Off-in-Lieu/Allowance by sending an email request indicating the Name of Event, Date and Time and to clearly indicate if they are claiming allowance.

Guidelines on OIL:

- a) There will not be any encashment for OIL. This is only valid for work done during STF organised/supported competitions.
- b) Staff to be granted OIL/time-off based on the number of hours worked during weekends and Public Holidays only;
 - (i) For working 4 hours or less on a holiday, grant time off in lieu of 4 hours on a working day.
 - (ii) For working more than 4 hours on a holiday, grant a full day off on a working day.
- c) There will be a cap of 12 hours claim per weekend day;

3. EMPLOYEE BENEFITS

3.1 MEDICAL & DENTAL BENEFIT

Employees will be eligible for medical and dental benefit after serving at least 3 months with STF.

- Medical subsidy will be subject to a maximum of \$300 per annum
- Dental subsidy will be subject to a maximum of \$150 per annum

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- The balance cannot be brought forward if the maximum subsidy is not used up in any one year.
 - a) Employee is granted sick leave on full-pay up to an aggregate of fourteen (14) days in each calendar year, or up to sixty (60) days if hospitalization is necessary.

Please inform your immediate superior within 2 hrs of sick leave granted. Certificate must be submitted to the HR the soonest possible for recording & filing purposes. Otherwise, it will be considered as unpaid leave with salary deduction.

If the employee is unable to work due to prolonged illness, certified by a valid Medical Certificate & subject to approval by the Federation, he/she may be paid as follows:

3.2 TRANSPORT BENEFITS

The following staff will be eligible for the Transport reimbursements as follows:

- a. If staff have to report for work before or after normal working hours for work-related duties
- b. Reimbursement will only be for a return trip from home to venue deployed

3.3 FLEXIBLE WORK ARRANGEMENTS

Subject to the written approval of the Board, , the Federation may agree with any employee in respect of Flexible Work Arrangements (subjected to terms to be agreed between the Federation the employee). However, for the avoidance of any doubt, the Federation is not obliged to agree to any such proposed Flexible Work Arrangement if the Federation is not agreeable to the same.

4. ANNUAL WAGE SUPPLEMENT & BONUSES

These are granted to the employee based on good work performance. They are usually granted annually and are based on the recommendation guidelines provided by the National Wage Council, subjected to prevailing economic situation, the financial health of the Federation and at the final discretion of the Board.

5. PERFORMANCE APPRAISAL

5.1 EVALUATOR

The primary evaluator of the STF Secretariat Staff shall be the Chief Executive Officer of the employee who has at least three (3) months of direct supervision of the employee.

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5.2 PERFORMANCE APPRAISAL OR REVIEW

- a) Performance of permanent employees, where applicable, shall be appraised or reviewed on a six-monthly basis.
- b) The Chief Executive Officer will conduct the performance appraisal in the presence of the President/Secretary General/Board member for Coach, Managers and above.
- c) The Chief Executive Officer will also consult and seek feedback/endorsement and inputs from the respective Chairman of the Standing Committee as follows:

Department	Board Member to consult
Finance & Admin	Chairman of the Finance and Administration Standing Committee
High Performance	Chairman of the High-Performance Standing Committee
Events	Chairman, Technical Standing Committee

5.3 PROMOTION & DEMOTION

- a) Federation can promote employee to a higher level based on his/her performance and needs of the association.
- b) Filling of position, vacancy on higher level, priority to be given to existing employees.
- c) In each promotion, employees would have to undergo a probationary period of three to six months in the new position (the exact term of such probationary period shall be at the discretion of the Federation). If the employee fails the probation, he/she shall be reverted to his/her original position prior to promotion & salary is adjusted accordingly, if necessary.

6. ACTIVITIES IN & OUTSIDE THE ORGANISATION

- a) While employed by the Federation, the employee is not allowed to be involved and/or engaged (whether directly or indirectly) with any other outside commercial activities (especially related to Taekwondo) without the prior written consent of the Federation.
- b) Even if permission is granted, such activity must not adversely affect in any way the duties and performance of the staff during office hours or otherwise.

7. RESIGNATION/ RETIREMENT/ TERMINATION

7.1 RESIGNATION

Unless otherwise stated in the letter of appointment, an employee who intends to resign from service has to give notice in writing as required in their appointment letter or memorandum of general conditions of service, or pay total emoluments in lieu of that notice.

7.2 RETIREMENT

Staff may refer to the prevailing Singapore laws for the compulsory retirement age for more detailed explanation.

7.3 TERMINATION

The contract of service may be terminated with or without notice under the following conditions:

The notice period is one month for Executive and two months for Manager and above.

- a) The Federation reserves the right to immediately terminate the services and/or employment of an employee without notice if an employee is found to have wilfully breached any rules & regulations which are in force or may be made from time to time in the Federation's policies and procedures (please refer to your appointment letter).

- b) For the avoidance of any doubt, the Federation may terminate the employment of any employee immediately without notice or payment in lieu of notice if:
 - i. The employee materially breaches any of the terms of his contract of employment or any of the terms set out in this Human Resource Policy or any of the Federation's policies and procedures, circulars and any special regulations or legal directives of the Federation; or
 - ii. The employee breaches any of the Federation's policies and procedures in any manner and/or magnitude; or
 - iii. The employee wilfully disobeys any lawful and reasonable order given to the employee by the Federation or;
 - iv. The employee conducts himself or herself in a manner inconsistent with the due and faithful discharge of the employee's duties; or
 - v. The employee is guilty of fraud or dishonesty; or
 - vi. The employee is habitually neglectful in his or her duties; or
 - vii. The employee ceases to be permitted to work in Singapore and/or the Federation; or
 - viii. any other ground exists entitling the Federation to terminate the employee's contract without notice at law.

- c) If the employee or the Federation have given notice to terminate the employee's employment, the Federation may at any time require the employee not to go to

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the employee's place of work and/or any of the Federation's premises (or any premises of managed or operated by the Federation), and/or require the employee to perform his or her duties from home, to perform no duties or to perform duties different from his or her normal duties, and/or to return all the Federation's property in his or her possession or control, and/or not directly or indirectly to contact any members or suppliers or employees of the Federation until the employee's employment ends. During such period, the employee will remain an employee of the Federation and may not work for any other person.

- d) Where the notice period is concerned, both parties must follow the terms and conditions for termination as stated in the contract of service.

8. **PERFORMANCE MANAGEMENT**

8.1 **RECOGNITION**

Recognition to employee could be provided via

- a) Promotion; only if there is a vacancy and the staff possess the required skillset, competencies, potential and knowledge for the required position.
- b) Merit Increment; based on good work performance, financial situation and discretion of the Federation.

8.2 **DISCIPLINE**

It is within the Federation's sole discretion to select the appropriate disciplinary action to be taken. For any allegations made against any staff, CEO shall commence an investigation immediately. Please see below offences for which employee may be subject to discipline including dismissal.

- a) Dishonesty which includes falsification of Company's record / documents and mishandling / misrepresentation of any facts or misappropriating and intentionally damaging property belonging to STF.
- b) Disorderly conduct and behaviour.
- c) Failure to comply with the Federation's policies and procedures and/or maintain the confidential matters relating to the company.

Employee may be reprimanded verbal warning or given the first warning to his/her first offence. If offence is serious, he / she may be dismissed immediately and will be notified of his / her potential action of dismissal, in writing.

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