

THIS COLLECTIVE AGREEMENT is made pursuant to the Industrial Relations Act on 4th day of March 2025 between the **NGEE ANN POLYTECHNIC**, a body incorporated by the Ngee Ann Polytechnic Act of 535 Clementi Road, Singapore 599489 (hereinafter called the "Polytechnic", which expression includes its successors and assigns) of the one part and the **NGEE ANN POLYTECHNIC ACADEMIC STAFF UNION**, a trade union registered under the Trade Unions Act and having its registered office at 535 Clementi Road, Singapore 599489 (hereinafter called the "Union" which expression includes its successors and assigns) of the other part.

IT IS HEREBY AGREED AND DECLARED between the parties hereto as follows -

I GENERAL PROVISION

1. TITLE

This Agreement shall be known as the "**NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025**".

2. SCOPE

This Agreement except where it is otherwise specifically stated, shall cover all full-time or part-time academic staff of the Polytechnic but shall exclude the following staff:

- (1) under the non-local contract terms, and
- (2) staff holding the positions of Deputy Directors and Directors.

3. DURATION AND EFFECTIVE DATE OF AGREEMENT

- (1) This Agreement shall take effect from 1st January 2025 and shall remain in force for a period of three years from that date until 31st December 2027 both dates inclusive, except where it is specifically stipulated otherwise herein.

- (2) Negotiations for a new collective agreement may commence six months before the expiry of this agreement but not earlier.

4. UNION FUNCTION

The Polytechnic recognises the Union as the sole collective negotiating body in respect of all terms and conditions of employment of staff within the scope of this Agreement and in accordance with the Industrial Relations Act. The Polytechnic also recognises that it is the function of the Union to make representation in any omission of the Polytechnic which in the opinion of the Union, is contrary to or which diminishes the value of the provisions of this Agreement and to bargain for its members within the scope of this Agreement concerning such terms and conditions of employment.

5. NON-UNION MEMBERS

Staff within the scope of this Agreement and who are not members of the Union shall not receive terms and conditions more favourable than those conferred on the union members under this Agreement. A person who is not a party to this Agreement shall have no right under the Contracts (Right of Third Party) Act to enforce any of its items.

6. FULL SETTLEMENT

- (1) This Agreement shall be a full and complete settlement of all claims by the Union as of the date of this Agreement relating to all terms and conditions of employment within the scope of this Agreement.
- (2) During the currency of this Agreement, neither party shall modify or annul any of the provisions of this Agreement in any way whatsoever save as is provided herein or by operation of law, and neither party shall seek to implement any such change before having duly varied this Agreement.
- (3) The parties agree that if any part of this Agreement is or becomes contrary to any applicable law, such part shall be amended so as to



comply with the law without in any way affecting the other parts of this Agreement that are not contrary to the law. The effective date of any such amendment shall be coincident with the date of the law coming into force.

7. GRIEVANCE PROCEDURE

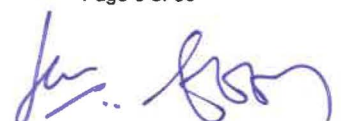
(1) Definition of Grievance

- (a) A grievance for the purpose of this clause shall be a formal complaint lodged in the manner herein provided in respect of industrial matters.
- (b) "Industrial matters" means matters pertaining to the relations of employer and staff which are connected with the employment or non-employment or the terms of employment or the conditions of work of any person.

(i) *Staff Grievance*

Step 1

An employee having a grievance shall first refer the matter, verbally to his immediate supervisor. The supervisor shall investigate into the grounds of the grievance and resolve the matter. However, if the employee believes that his grievance has not been resolved to his satisfaction, he may put it in writing to his immediate supervisor through the "Staff Grievance Form" (see Annex A). If the grievance is against his immediate supervisor, he may refer the matter to the supervisor at the next reporting level. The supervisor shall investigate into the grounds of the grievance and resolve the matter. A report shall be kept in the School/Division for information and copies given to the Human Resource & Organisational Development Office and the Union to enable them to monitor and foster harmonious industrial relations in the Polytechnic as a whole.



Step 2

If the grievance is not resolved at Step 1, the employee may refer the matter to the Union. Union officials authorised by the Union Executive Council may take up the matter with the Director of Human Resource & Organisational Development.

Step 3

If the matter is not resolved after Step 2, the Union shall request a Union/Management meeting to discuss the matter.

Step 4

In the event of there being no settlement after Step 3, the matter shall be referred to the Ministry of Manpower for conciliation. Failing a settlement, the grievance shall be referred to a referee in accordance with clause 8 of this Agreement.

(ii) *Grievance of a General Nature*

Step 1

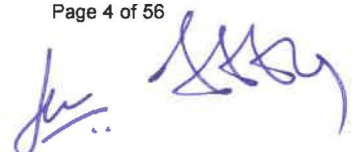
A grievance of a general nature between the Union and the Polytechnic may be referred by the Union to the attention of the Director of Human Resource & Organisational Development.

Step 2

If the matter is not resolved after Step 1, the Union shall request a Union/Management meeting to discuss the matter.

Step 3

In the event of there being no settlement after Step 2, the matter shall be referred to the Ministry of Manpower for conciliation. Failing a settlement, the grievance shall be referred to a referee in accordance with clause 8 of this Agreement.



8. REFEREE

Any dispute between the parties hereto in respect of the terms of this Agreement while it is in force and arising out of its operation shall be referred by either party to the President of the Industrial Arbitration Court who shall have the discretion to select a referee appointed in accordance with section 43 of the Industrial Relations Act to determine the dispute.

II GENERAL TERMS AND CONDITIONS OF EMPLOYMENT

9. HOURS OF WORK

All staff shall be required to work a total of 42 hours per week, exclusive of lunch breaks.

10. WORK WEEK

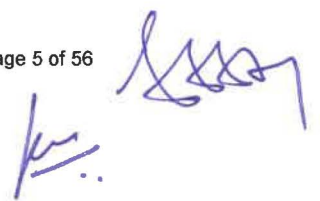
(1) The Polytechnic operates a 5-day work week. The daily working hours are as follows:

Mondays to Thursdays :	7.30am - 5.00pm
	8.00am - 5.30pm
	8.30am - 6.00pm
	9.00am - 6.30pm
	9.30am - 7.00pm
Friday :	7.30am - 4.30pm
	8.00am - 5.00pm
	8.30am - 5.30pm
	9.00am - 6.00pm
	9.30am - 6.30pm

There will be a one-hour lunch break on every workday.

(2) Notwithstanding sub-clause (1), flexibility within reasonable limits as required by the teaching timetable should be given to academic staff.

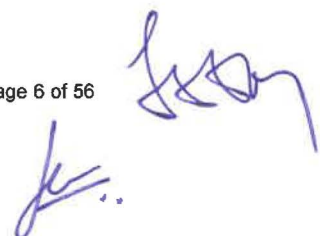
(3) As a guide, to facilitate meetings and student consultations, the start time for all academic staff should not be later than 9.30am.



- (4) For the same reason i.e. to facilitate meetings and student consultations, the end time for all academic staff should not be earlier than 4.00pm on weekdays.
- (5) Except for official duties off-campus or for other valid reasons, all staff should be present on campus during working hours.
- (6) The Polytechnic shall ensure that the working environment in the campus is in compliance with the Workplace Safety and Health Act, especially in the provision of adequate and proper air flow and ventilation in the offices, classrooms, workshops, laboratories and lecture theatres.

11. FLEXIBLE WORK ARRANGEMENTS

- (1) As a progressive employer, the Polytechnic has adopted the Tripartite Guidelines on Flexible Work Arrangements Requests (TG-FWAR). We are committed to care for our staff's wellbeing and creating a conducive and productive work environment for all.
- (2) Flexible work arrangements (FWAs) are an increasingly important part of inclusive workplaces. FWAs can be beneficial to employers and employees when implemented in a manner that suits both employees' and organisational needs. FWAs are also a key component in talent attraction and retention strategies and can support business continuity when work exigencies arise.
- (3) FWAs empower staff to choose how, where and when work is accomplished to better deliver work outcomes. They are an important means to achieve an envisioned workplace. At present, there are three main types of FWAs extended to staff:
 - (a) Flex-place (Work from Home)
 - (c) Flex-time (Staggered work hours)
 - (d) Flex-load (Part-time work arrangements)
- (4) The polytechnic and staff shall follow the guidelines that are set out on how staff should request for FWAs and use them, and how the Polytechnic and Reporting Officer should handle FWA requests.



12. APPOINTMENT ON CONTRACT TERMS AND PLACEMENT OF CONTRACT STAFF ON ESTABLISHMENT

- (1) All academic staff employed on local contracts shall be placed on contracts of two years or more upon joining the Polytechnic. Except in cases where there are disciplinary issues or where performance is not satisfactory, staff not placed on the establishment shall be given further contracts. Such offer of contract renewal shall be made known to the staff at least six months before the expiry of the contract.
- (2) Placement of local contract academic staff on the establishment will be decided on a case-by-case basis at the sole discretion of the Polytechnic based on the establishment criteria. The Polytechnic will communicate the criteria to all local contract staff.

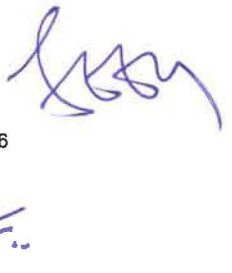
13. PERFORMANCE REVIEW PROCESS

The management of under-performers shall be administered in accordance with the terms and rules of the Performance Review Process as outlined in Schedule I to this Agreement.

III TERMS AND BENEFITS ON TERMINATION OF EMPLOYMENT

14. RETIREMENT AND RE-EMPLOYMENT

- (1) The retirement age of a staff shall follow the statutory retirement age in accordance with the provisions of the Retirement and Re-employment Act.
- (2) As re-employment on retirement is a fresh employment, NP will take the opportunity to review and identify suitable re-employment job roles for retiring staff which would leverage on their experience and capabilities. NP and ASU will draw reference from the re-employment guidelines by the Public Service Division when addressing the NP Re-employment Guidelines. A copy of the NP Re-employment Guidelines is given in Schedule V.



- (3) Staff who do not meet the re-employment qualifying criteria but have consistently good teaching records may be considered for re-employment on a case-by-case basis outside of the re-employment guidelines.
- (4) Staff who retire and are re-employed back to the polytechnic after the statutory retirement age will have their past continuous years in service recognized for higher vacation leave if they are re-employed on the prevailing Leave Scheme, provided the break between retirement and re-employment episodes is not more than 30 days.
- (5) Staff will be eligible for Special Appreciation Award (SAA) during their re-employment period from their retirement age onwards. Staff will receive \$250 per year to be paid out in the final year of re-employment. The SAA will be pro-rated to the last complete month served if service periods do not correspond to one full year. Staff who terminate their re-employment contracts by resignation, have their services terminated, or are dismissed will not be eligible for SAA.

15. GRATUITY FOR MUTUAL SEPARATION

The Special Gratuity Scheme has been replaced by the Gratuity for Mutual Separation Scheme (GMS). GMS is a new exit scheme introduced by the Public Service Division (PSD) in January 2025. It aims to facilitate exits under mutual agreement between staff and the organisation to support organisational needs. GMS is organisation-initiated and exit by mutual agreement can happen when a staff reaches a career plateau or when the organisation supports leadership renewals. The terms and conditions will align with PSD's prevailing guidelines for GMS.



16. SPECIAL RESIGNATION SCHEME

- (1) Where applicable, the Special Resignation Scheme (SRS) will follow the prevailing terms and conditions as laid down by the Public Service Division. [See Schedule II].
- (2) Where redundancy arises, the Polytechnic shall inform the Union at least one month prior to the date of retrenchment notice being served on affected staff.

17. DEATH OF STAFF

- (1) All outstanding leave due to a staff at the time of death shall be converted to salary and paid to his estate.
- (2) If a staff passes away whilst in service, his next-of-kin may be eligible to claim for coverage if the staff has signed up for the Public Officers Group Insurance Scheme.

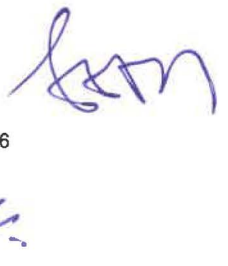
IV SALARY MATTERS

18. SALARY

- (1) **Salary Range:** The salary range is the gross monthly salary which comprises the monthly salary and monthly variable component.
- (2) **Pegging to Market:** The total remuneration (monthly salary, performance bonus, etc) will be reviewed periodically, once in every two to three years, to ensure that it remains competitive and aligned to general market conditions.

19. CHANGES TO SALARY STRUCTURE

The Polytechnic shall review the salary structure periodically once in every two to three years to ensure that it remains competitive. The Union's input will be sought before making any change to the salary structure affecting the grades of academic staff covered and during the tenure of this Agreement.



20. MERIT INCREMENT

- (1) The key features of the Merit Increment matrices are as follow - A tiered increment factor will be applied across the various levels. For the junior levels, a more competitive factor will be applied for retention purposes while a smaller increment factor is applied for the senior levels to place greater focus on variable compensation i.e. Performance Bonus (PB).
- (2) A built-in Market Increment Factor will be applied as an anchor to allow the polytechnic to respond faster to market movements.
- (3) MI for grades IPX10 and above will be expressed in percentage term as a reflection of the officer's salary while that for grades IPX9 and below will expressed in fixed quantum.
- (4) 'D' and 'E' performers will not be eligible for MI.

21. PROMOTION INCREMENT

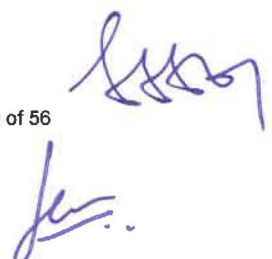
- (1) Promotion Increment will be a percentage of base salary or a quantum which will be awarded over and above the merit increment in recognition of individual performance and ability to perform a larger job scope at a higher grade. The Promotion Increment rates vary depending on the grade the staff is promoted to.
- (2) The increment date of a staff promoted to a higher grade will be the 1st day of the month in which the anniversary of the promotion occurs.

22. ANNUAL WAGE SUPPLEMENT

The Polytechnic shall follow Civil Service's guidelines on the payment of Annual Wage Supplement (AWS). The AWS, if payable, shall be paid in December.

23. VARIABLE BONUSES

- (1) The Polytechnic's remuneration policy is to reward staff according to their job responsibilities and performance.



- (2) The Polytechnic shall pay its staff an Annual Variable Component (AVC) or wage adjustment based on Civil Service's guidelines.
- (3) The Polytechnic shall follow the Civil Service's guidelines on the payment of Special Bonuses to staff, if any.
- (4) The actual payment of the performance bonus to individual staff shall be subject to the performance grades of the individual staff where the differentiation of rewards between Outstanding and Good performance will be sharpened and the variance increased.
 - (a) The Performance Bonus will form a larger proportion of the total compensation. In determining the base rate (for a Good grade), the polytechnic will take into consideration the assurances given when the new salary structure was communicated to staff covered in this agreement.
- (5) The Polytechnic shall consult the Union if it wishes to make any changes to the performance bonus payout, eligibility criteria, and guidelines.

24. FESTIVAL ADVANCE

Chinese, Hindu and Muslim staff will be paid half-month festival advance for Chinese New Year, Deepavali and Hari Raya Puasa respectively.

25. LONG SERVICE AWARDS

Staff are eligible for Long Service Awards as follows:

Years of Service	Cash Awards (\$)
5 Years	200
10 Years	400
15 Years	600
20 Years	800
25 Years	1000
30 Years [thereafter awarded at every 5-year interval]	1200



V LEAVE BENEFITS

26. ANNUAL / MEDICAL LEAVE

- (1) All academic staff who joined the Polytechnic before 1st November 2008 is eligible for 28 working days paid vacation leave every calendar year.
- (2) All academic staff recruited after 1st November 2008 will be placed on 21 working days of annual leave per calendar year. Their leave will be increased to 24 working days after completing 10 years of service.
- (3) Academic staff are eligible for 60 working days of paid medical leave per calendar year. In the event that a staff is still certified unfit for duty after all his/her medical leave has been used up, he/she is eligible to apply for extended sick leave.
- (4) The granting of annual leave to a staff is subject to exigencies of services. Details of the Polytechnic Academic Leave Scheme 2008 (Modified) and Polytechnic Academic Leave Scheme 2008 are in Annex B and Annex C respectively.

27. MATERNITY LEAVE

- (1) Any maternity leave and benefits legislated by the Singapore Government and as provided for in the Employment Act will be deemed applicable to staff covered in this Agreement.
- (2) Female staff serving not less than 90 calendar days preceding the date of confinement are eligible for maternity leave.
- (3) Female staff shall be eligible for extended maternity leave regardless of the birth order of the child. She must satisfy the criteria in the Child Development Co-Savings Act to be eligible for the extended maternity leave.
- (4) Leave on account of miscarriage or abortifacient measures will not be considered as maternity leave but as normal sick leave.




28. FAMILY LEAVE

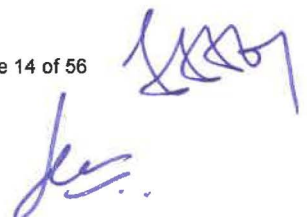
Subject to exigencies of services, staff may be granted unrecorded leave for family matters as shown below. Items (1) – (4) will come under the annual cap of 14 days (subject to revisions by the Public Service Division) and they will not be carried forward to the following calendar year if not consumed.

- (1) Three days' marriage leave, to be given on the occasion of a staff's first marriage. The marriage leave may be taken by the staff within one year from the date of the solemnisation of the marriage.
- (2) Three days' compassionate leave on the death of an immediate family member (i.e. spouse, parent, parent-in-law, grandparent, grandparent-in-law, sibling or child).
- (3) Two days of family care leave per staff per calendar year. A staff may be granted two working days paid leave of absence to accompany parents (including step-parents and parents-in-law), grandparents, spouse, siblings or children age 13 years and above (Leave is granted to relations who are staying in Singapore) to the doctor or for medical appointments or when the main caregiver is not available. Such leave can be taken as half or full day leave and medical certificate is not required.
- (4) 1 day birthday leave to be taken any time within the birthday month
- (5) Four weeks of paternity leave on the birth of each child if the child is a Singapore citizen at the time of birth. This paternity leave may be taken within 12 months from the date of the birth of his child. To be eligible, the male staff must have completed three months of service preceding the birth of the child.
- (6) Up to four weeks of Shared Parental Leave to encourage shared parental responsibility and give working couples additional flexibility for care-giving arrangements. Under the Shared Parental Leave, the male staff can utilise up to four weeks of his spouse's maternity leave subject to her agreement and meet the criteria of the Child Development Co-Savings Act. The Shared Parental Leave can be

taken as a block or flexibly within 12 months of the birth of the child, subject to mutual agreement between the staff and his school/department.

29. PAID UNRECORDED LEAVE TO LOOK AFTER A SICK CHILD

- (1) Every staff who has served for at least three months and who has a child below the age of seven years shall be entitled to six days of paid Childcare Leave (Unconditional) in a year in accordance with the Child Development Co-Savings Act or two days of paid Childcare Leave (Unconditional) in a year in accordance with the Employment Act, as the case may be.
- (2) A staff who has served for at least three months and whose child is a Singapore citizen aged between 7 to 12 years (inclusive) shall be entitled to two days of paid Childcare Leave (Unconditional) per year, subject to the conditions in the Child Development Co-Savings Act.
- (3) For staff who qualify for leave under both sub-clause (1) and (2), the total paid Childcare Leave (Unconditional) for each parent is a maximum of six days per year.
- (4) A staff may, subject to exigencies of service, be granted paid Childcare Leave (with child Medical Certificate) to look after his sick child. To be eligible, the child must be below 12 years of age and the unrecorded childcare leave is capped at five days per calendar year per child, up to a maximum of 15 days for those with three or more children under the qualifying age.
- (5) The last day on which a staff is eligible for the Childcare Leave will be the last day of the same calendar year (i.e. 31st December) where the child turns 7 years old (Unconditional) or 12 years old (with Child Medical Certificate).
- (6) The total combined Childcare Leave (Unconditional) and Childcare Leave (with child Medical Certificate) shall not exceed 15 days in a calendar year. For ease of reference, the summary of an staff



eligibility for Childcare Leave and Childcare Leave (with child Medical Certificate) is reflected below:

Table 1: Childcare leave eligibility per parent with Singapore citizen child

	No. of children aged 12 and below	Total Childcare Leave (Unconditional) per year	Total Childcare Leave (with Child Medical Certificate) per year	Total Annual Childcare Leave Eligibility Cap
At least one child below age 7	1	6 days	-	6 days
	2	6 days	4 days	10 days
	3 or more	6 days	9 days	15 days
All children between age 7 and 12	1	2 days	3 days	5 days
	2	2 days	8 days	10 days
	3 or more	2 days	13 days	15 days

Table 2: Childcare Leave eligibility per parent if the child is not a Singapore citizen

	No. of children aged 12 and below	Total Childcare Leave (unconditional) per year	Total Childcare Leave (with child Medical Certificate) per year	Total Annual Childcare Leave Eligibility Cap
At least one child below age 7	1	2 days	3 days	5 days
	2	2 days	8 days	10 days
	3 or more	2 days	13 days	15 days
All children between age 7 and 12	1	-	5 days	5 days
	2	-	10 days	10 days
	3 or more	-	15 days	15 days

30. PILGRIMAGE LEAVE

- (1) A Muslim staff is eligible for pilgrimage leave, if he -
- (a) is a Singapore citizen or a permanent resident of Singapore;

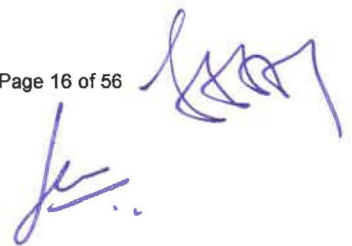
- (b) has registered with the Majlis Ugama Islam Singapura, or any other competent authority appointed by it;
 - (c) has completed 15 years of service; and
 - (d) has accumulated one year of annual leave for the pilgrimage.
- (2) Pilgrimage leave will be granted only once in a staff's service.
- (3) When a Muslim staff applies for pilgrimage leave for Mecca, the Polytechnic may grant him full-pay pilgrimage leave over and above his saved annual leave mentioned in sub-clause (1)(d), to enable him to complete his pilgrimage. The pilgrimage leave is limited to the actual time needed to complete the pilgrimage. The combined leave cannot exceed 3½ months.

31. TIME-OFF TO ATTEND PRAYER

A Muslim staff may, subject to exigencies of service, be granted time-off between 12.30pm to 2.30pm (inclusive of lunch hour) on Fridays for the purpose of attending public worship in a mosque.

32. NO-PAY LEAVE

- (1) Subject to exigencies of service, a staff may be granted no-pay leave for the following circumstances:
- (a) private matters (bereavement, look after sick child / parent / grandparent / spouse, marriage, pilgrimage to Mecca);
 - (b) medical grounds;
 - (c) childbirth for a female staff who is not eligible for paid maternity leave;
 - (d) accompany spouse who is posted overseas;
 - (e) set up a company to commercialise an invention/product developed by the staff;
 - (f) attend professional development programmes that are not sponsored by the Polytechnic;
 - (g) develop a second skill or special talent;
 - (h) take part in voluntary work;



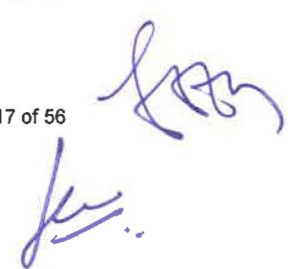
- (i) pursue a personal passion;
 - (j) any other reason not listed above (to be considered on a case-to-case basis).
- (2) Subject to exigencies of service, a female staff may be granted no-pay leave to look after her child up to a maximum of one year at a time and four years during her service.
- (3) Subject to exigencies of service, no-pay leave may be granted when a staff has consumed all his annual leave.

33. HALF-DAY LEAVE

- (1) A staff may be allowed to take half-day leave either in the morning or afternoon, subject to exigencies of service.
- (2) Half-day leave taken on the eve of public holiday which is a half working day shall be treated as one day.

34. LEAVE ON ACCOUNT OF TUBERCULOSIS, LEPROSY, MENTAL ILLNESS

- (1) A staff who is certified to be suffering from tuberculosis, leprosy or mental illness shall be eligible for sick leave on full gross pay for the periods prescribed in the medical certificates provided that the leave so granted shall not exceed a maximum of 270 days. This leave shall commence when the staff commences his treatment at the hospital/clinic. Any sick leave on full-pay granted prior to the date of commencement of treatment shall be disregarded for calculating the maximum period allowed in this sub-clause provided that he did not unreasonably delay the commencement of treatment.
- (2) A staff may be allowed to resume duty, subject to the submission of a medical report on his condition by a medical officer.
- (3) If treatment continues beyond 270 days, the Polytechnic shall call for a report from the medical officer-in-charge of the case on the likelihood of the ultimate recovery of the staff concerned, and shall then proceed as follows:



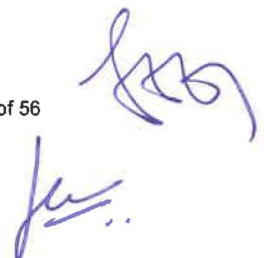
- (a) If in the opinion of the medical officer, the prognosis appears favourable, the Polytechnic shall grant the staff further sick leave on full pay up to a period not exceeding 90 days.
- (b) If in the opinion of the medical officer, the staff appears to be permanently unfit for further service, the Polytechnic shall convene a Medical Board. The Polytechnic shall make its decision on the report of the Medical Board.
- (c) The Medical Board shall comprise such members and have such terms of reference as may be determined by the Polytechnic.

35. UNRECORDED LEAVE TO ATTEND APPROVED TRADE UNION COURSES/CONFERENCE AND SEMINAR

The Polytechnic shall, subject to exigencies of service grant unrecorded leave on full pay to all Union members to enable them to attend trade union courses, conferences, and seminars organised or sponsored by the Union or the NTUC. This will come under the annual cap of 14 days (subject to revisions by the Public Service Division) and will not be carried forward to the following calendar year if not consumed.

36. UNRECORDED LEAVE FOR UNION EXECUTIVE COUNCIL MEMBERS PERFORMING UNION DUTIES

The Polytechnic shall grant Union Executive Council members performing Union work, unrecorded leave on full pay when they apply for such leave in writing in accordance with the Industrial Relations Act. This will come under the annual cap of 14 days (subject to revisions by the Public Service Division) and will not be carried forward to the following calendar year if not consumed.

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VI BENEFITS

37. MEDICAL BENEFITS

- (1) The Polytechnic shall provide medical benefits to its staff and their eligible dependants under the following schemes in accordance with the prevailing guidelines -
 - (a) Co-payment on ward charges scheme (CPW);
 - (b) Comprehensive co-payment scheme (CCS); or
 - (c) Medisave-cum-subsidised outpatient scheme (MSO). [See Schedule III]

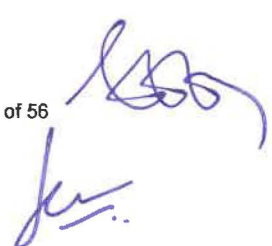
38. For the purpose of sub-clause (1), "eligible dependants" means -

- (1) A spouse of a male staff under all the schemes or the spouse of a female staff under the MSO scheme;
- (2) Unmarried child/children below the age of 18.

39. For staff on the MSO and CCS schemes, the medical subsidies for outpatient treatment at private hospitals and clinics are 85% and 60% of the total bills for staff and eligible dependants respectively, subject to a cap of \$50. For CPW, the medical subsidy for outpatient treatment at private hospitals/ clinics is as follows:

- (1) *Consultation*
100% subject to amount reimbursed being based on the lowest government or restructured hospital's subsidised patient rates;
- (2) *Treatment*
100% subject to Government rate; Medication - Not covered.

40. Under Hospitalisation Identify Card (HIC), both staff and eligible dependants must request a letter of undertaking from HR. Ward upgrading under CCS is applicable for restructured Government hospitals only.



41. DENTAL BENEFIT

Dental benefits shall be provided to all staff regardless of their medical scheme, and staff will be eligible to claim up to \$250 per year on dental visits to private clinic and public clinic/hospital, on a reimbursement basis. Dependants of staff are not eligible for the dental benefits.

42. FLEXI-BENEFITS SCHEME

- (1) Under the Flexi-Benefits Scheme, staff shall be eligible for a payment of \$500 per annum. This payment will be pro-rated based on qualifying service period in the year.
- (2) For Academic staff who were in service on or before 30 Apr 2019, they will receive an additional \$150 Cash Allowance. This payment will be pro-rated based on qualifying service period in the year.

43. WELFARE BENEFITS

The Polytechnic shall extend to all staff the following benefits:

- (1) A baby gift hamper upon birth of a child;
- (2) A \$200/- marriage gift is credited to the staff's bank account on the occasion of the staff's first legal marriage;
- (3) A fruit / flower basket provided when a staff is hospitalised and
- (4) A wreath on the death of staff's immediate family, including parents, grandparents, parents-in-law, grandparents-in-law, spouse, siblings and children.

44. INSURANCE

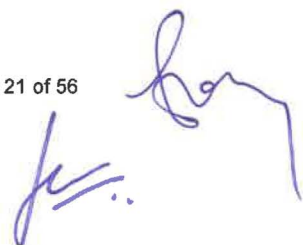
All staff are covered under the Work Injury Compensation Act (WICA) which covers non-permanent work injuries, permanent disability and death. The compensation shall be in accordance with the WICA framework under the Ministry of Manpower.



VII TRAINING AND DEVELOPMENT

45. TRAINING

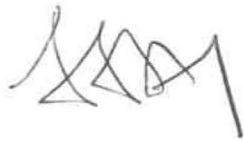
- (1) The Polytechnic and the Union are committed to training and developing staff in order to continually upgrade their professional skills and knowledge for better work performance. Towards this end, the Polytechnic shall conduct an annual Learning and Development Plan (LDP) involving all staff to review and identify competencies needed to support the organisational development needs.
- (2) Staff shall be encouraged to draw up an Individual Learning Plan (ILP) by proposing the types of programmes that would meet his/her development needs for the year ahead. Staff can then seek NP sponsorship to undergo programmes identified in their ILP and other relevant courses.
- (3) The staff development programmes are outlined in Schedule IV to this Agreement.
- (4) The Royalties and Rights Distribution Guidelines are outlined in Schedule IV (a) to this Agreement.

Handwritten signatures in blue ink, appearing to be the names of the representatives of the Polytechnic and the Union.

IN WITNESS WHEREOF the parties have hereto set their hands on the day and year first hereinbefore written.

Signed for and on behalf of:

NGEE ANN POLYTECHNIC



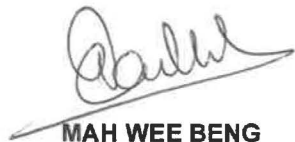
LIM KOK KIANG
Principal

**NGEE ANN POLYTECHNIC
ACADEMIC STAFF UNION**



CHOW KUO MING JASON
President

In the presence of:



MAH WEE BENG
Deputy Principal



JOE SING THIAK WAH
Vice President



TEO HUI LENG
Senior Director, People



TAN LAI WAN
General Secretary

NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025
POLICY ON MANAGING UNSATISFACTORY PERFORMANCE

Policy Rationale

- 1 To strive for excellence, the Polytechnic needs professional, competent and motivated staff who can help achieve NP's strategic goals through quality work and service. Good human resource management means not only motivating and recognising good performers, it also means identifying and helping staff who are not performing up to expectations. Opportunities such as relevant training, coaching, counselling, providing time and resources etc, should be given for these staff to improve. The Polytechnic will need to take action to terminate the service of unsatisfactory performers who fail to make improvements despite the opportunities given to them.
- 2 The hard work and good performance of the majority of our staff must not be discredited by the few who do not play their part. If no action is taken against them, others will feel that sub-standard work is acceptable. This is detrimental to the morale, discipline and performance of the Polytechnic.

Sending The Right Signal

- 3 A clearly defined framework for managing unsatisfactory performance and terminating the service of staff on grounds of unsatisfactory performance will send the right signal to our staff - that every staff has to contribute his fair share, and under-performance is not acceptable. Such a framework will provide a sound and fair basis to identify the under-performers and help them make improvements.
- 4 The framework will facilitate reporting officers in supporting and coaching their staff to perform up to expectations. Reporting officers would have to set clear targets and deliverables and measure in a fair and objective manner, the performance of their staff. They have the responsibility to identify the unsatisfactory performers, coach and counsel them to help them improve and, as a last resort take action to terminate the services of those who continue to under-perform.

Definition Of Unsatisfactory Performance

- 5 Under our existing performance appraisal and ranking system, performance of staff is assessed and ranked by departments. An unsatisfactory performance will result in an "E" grading in the performance ranking, which is defined as "The staff does not meet the requirements of his current grade in the job".



Schedule I
(Cont'd)

- 6 Unsatisfactory performance may be due to lack of ability and competence, an incapacity to keep up with the demands of the job, personal or external factors having a negative influence on the staff.

Performance Review Process For Unsatisfactory Performance

- 7 When a staff is assigned an "E" grading by the department, he may be placed on a 3-month performance review. This review is like a "probationary" period and a "second chance" for an unsatisfactory performer to show improvement, failing which his services will be terminated.
- 8 Before placing a staff on the 3-month performance review, the Director must satisfy himself that -
- 8.1 The staff has been informed of his shortcomings through a formal notification letter, issued by the Reporting Officer or Countersigning Officer, at least 3 months in advance.
- 8.2 Actions have been taken to provide the staff with the necessary coaching, training and other opportunities to improve his performance, e.g. providing assignments that would give staff the second chance to improve and guidance on how to meet performance standards, etc.
- 9 The Director concerned shall, after keeping the Human Resource & Organisational Development (HROD) Office informed, issue the staff a letter to inform said staff that he is being placed on the 3-month review. If the staff is a union member, the union shall be kept informed. During this period, the Reporting Officer, the Countersigning Officer and the Director will closely monitor the staff's performance.
- 10 A staff who is put on the 3-month performance review may, within 7 working days, request for an interview with the Director to discuss matters relating to his career in the Polytechnic. The request must be made in writing and must set out the reasons for the request. The Director shall give favourable consideration to such a request. The staff may, if he is a union member, be accompanied by a representative from the union when meeting the Director. The Director may, where appropriate, take into account the issues raised by the staff when deciding on matters affecting the staff.
- 11 In line with the grievance procedures, the staff concerned can appeal to the Director of Human Resource & Organisational Development in writing against being placed on the 3-month Performance Review within 7 working days from the date of the PRP placement letter. If the staff is a Union member, he may refer the matter to the union for support. A Union official, authorised by the Union Executive Council, may be assigned to assist the staff in the appeal. HROD will process and review the case, which will be referred to the respective Deputy Principal/Senior Director for decision. If the appeal is successful, his performance grading will be re-graded by the Director. If not, the PRP will continue.

Schedule I
(Cont'd)

- 12 If the staff's performance grading at the end of the review period is assessed to be "D" or better, no further action will be taken against the staff. If the staff's performance fails to improve, the Director may decide to terminate the services of the staff.
- 13 A staff who has gone through a 3-month performance review and shown that he is able to perform satisfactorily is expected to be able to maintain his performance at this level in future. As a rule, therefore, he must not get another "E" grading in the next two years; otherwise action can be taken to terminate his services without going through another review. If a staff has exceptional reasons for not being able to meet this performance standard, he will be given the opportunity to explain why termination action should not be taken against him via the appeal mechanism.

Salary Increments And Variable Payments

- 14 Once a staff is placed on the review process, he will not be eligible for any salary increment, NWC adjustment or variable payments such as the Annual Variable Component (AVC), Special Bonus etc. for the year.
- 15 A staff who resigns or takes on a new appointment during PRP will not be eligible for any salary increment, NWC adjustment or variable payments such as the Annual Variable Component (AVC), Special Bonus etc. as the latest grading is still "E".
- 16 If a staff is taken out of the PRP at the end of 3 months, any NWC adjustment withheld during the PRP will be restored.

Action To Terminate Service

- 17 If the staff receives an "E" grading at the end of the 3-month review period, action can be taken to terminate his services. The Director will submit a report on the case to HROD. HROD will process the Director's recommendation and submit it to the Principal/CEO for decision. Similar action will also be taken if a staff receives an "E" grading within the next two years after getting out of a 3-month performance review.

Appeals

- 18 A staff may, if he wishes, within 14 working days from the date of the Termination Letter served on him under the PRP, submit his appeal to the HROD Office in writing to show cause why his services should not be terminated. If the staff is a union member, he may seek the help of his Union to prepare the statement. If the statement is not received within the deadline, it shall not be considered. HROD would review the points raised in the appeal and consult the Union for input before submitting its recommendations to the Principal/CEO for a final decision. The Principal/CEO shall be the final deciding authority on the appeal.



Schedule I
(Cont'd)

Resignation And Application For New Appointment

- 19 A staff may, during the 3-month performance review period, apply for a new appointment to a lower grade in the same scheme of service, or to a lower job scheme. In such cases, the normal rules of appointment and salary determination for the new appointment will apply. The 3-month review process will stop with such a change in appointment. The staff will be assessed afresh at the year-end performance appraisal exercise with respect to his new grade/appointment.
- 20 A staff can resign at any point in the 3-month review process or during the termination process.

Termination In Accordance With Employment Contract

- 21 Notwithstanding the implementation of the PRP, the Polytechnic reserves the right to terminate the employment in accordance with the terms of the employment contract.

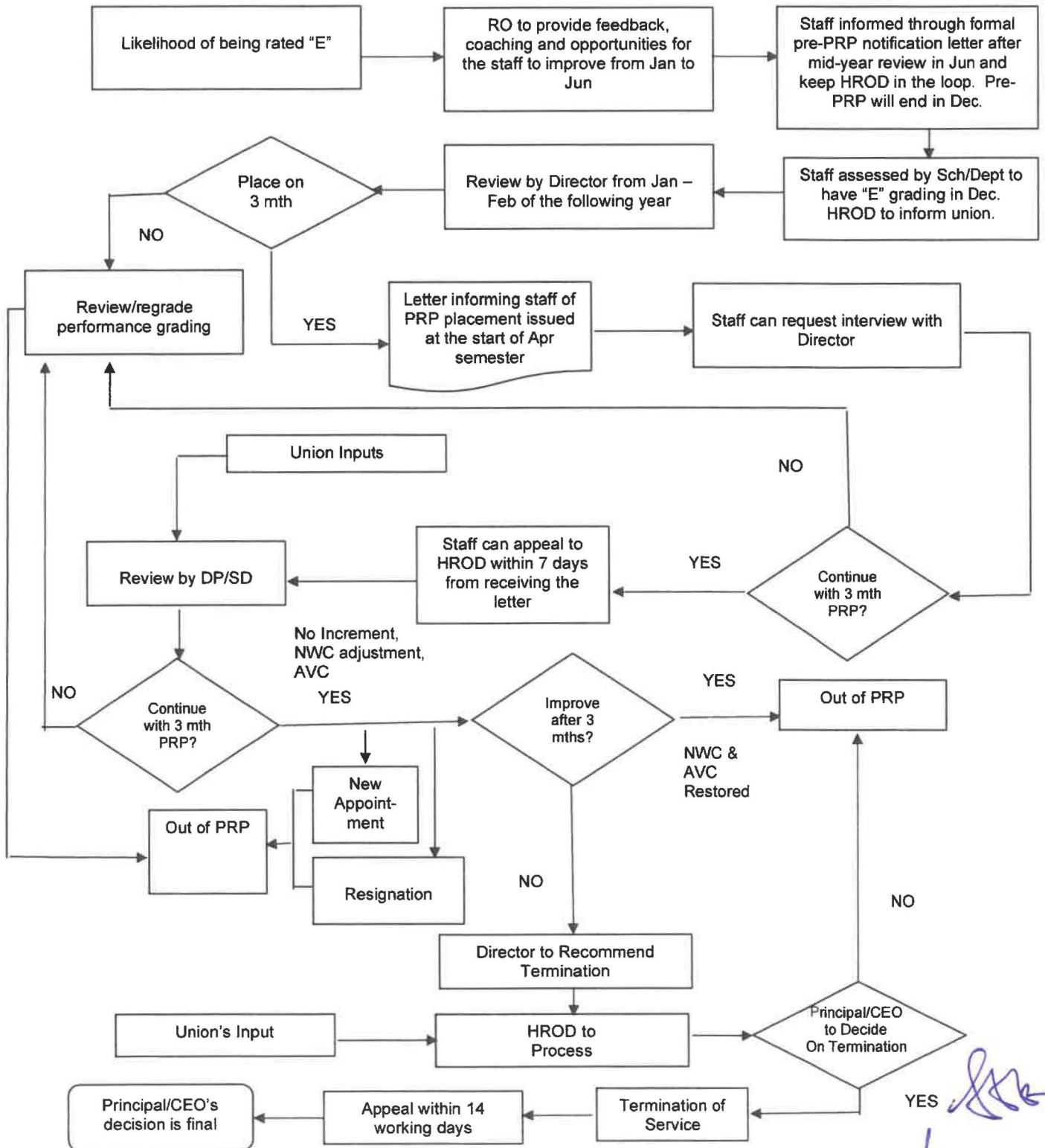
Ngee Ann Polytechnic (Staff - Conduct and Discipline) Rules

- 22 The Rules will continue to apply to staff placed on performance review.

**Schedule I
(Cont'd)**

Management Of Unsatisfactory Performance

Process Flow



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NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025

SPECIAL RESIGNATION SCHEME (SRS)

Introduction

The Special Resignation Scheme (SRS) was introduced to allow redundant non-deployable staff to leave the organisations with compensation. This scheme is open to both pensionable and non-pensionable staff, whether monthly rated or daily rated.

Eligible Candidates

Only redundant staff who cannot be found alternative jobs within the Polytechnic may be offered the SRS to leave the service.

Computation of Compensation

Years in Service	Non-Pensionable
>=3 years and below the age of 57 years 11 months as at the last day of service	Resignation benefits for the period on service on the full CPF Scheme based on one month's last drawn gross salary for each year of service and proportionately thereof for any complete months (length of service cap at 25 years).
>=3years and between the ages 57 years 11 months and 60 years as at the last day of service	The lower of the 2 options below - (1) one month's last drawn gross salary for each year of service and proportionately thereof for any complete months (length of service cap at 25 years); or (2) last drawn gross salary payable for the remaining period up to 60 years, provided that the amount shall not be less than 8.33 months' salary.
>=3 years and above the age of 60 years as at the last day of service	The lower of the 2 options below - (1) one month's last drawn gross salary for each year of service and proportionately thereof for any complete months subject to the amount not exceeding 8.33 months' salary; or (2) last drawn gross monthly salary payable for the remaining period up to 62 years.

NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025

OUTPATIENT MEDICAL BENEFITS

Registered Medical Clinics

Under the medical benefits policy, subsidies apply only if a staff is treated by a doctor registered under the Medical Registration Act. Treatments at private Chiropractic and TCM clinics, not registered with the Singapore Medical Council, will not be reimbursed.

The list of these registered clinics can be found at the following MOH website <http://www.gov.sg/moh/l&a/licenhealth.html>. The Singapore Medical Council is a corporate body established under the Medical Registration Act. The Council registers qualified medical practitioners for practice and maintains the Registers of Registered Medical Practitioners and Specialists.

Medical Benefit Schemes

There are 3 Medical Benefit Schemes -

- (a) Medisave-cum-Subsidised Outpatient Scheme (MSO) for staff who joined on or after 1 January 1994;
- (b) Comprehensive Co-payment Scheme (CCS);
- (c) Co-payment on Ward Scheme (CPW).

Staff and their dependants are eligible for subsidised medical treatment under the 3 schemes. The amount of subsidy for treatment at Government Outpatient Dispensaries (OPDs) and restructured hospitals and private clinics are spelt out in Appendix A.

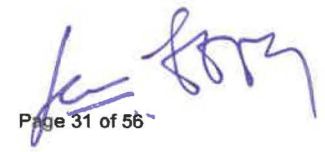


OUTPATIENT MEDICAL BENEFITS

	MSO	CCS	CPW
Criteria	<p>All staff are eligible for subsidised medical benefits. All staff appointed to the polytechnic after 1 Jan 94 are on the Medisave / Subsidised Outpatient Scheme (MSO).</p> <p>This scheme is applicable to -</p> <ul style="list-style-type: none"> Staff & their dependants only (18 years old and below) if the medical expenses are incurred within Singapore. The subsidy for outpatient treatment is subject to an annual cap of \$500 per financial year, regardless of whether an officer has dependants. This comprises a sum of \$350 which will be credited into the CPF Medisave account at the end of each financial year if it is not utilised and an additional reimbursement limit of \$150 which the staff can claim if the staff has fully used up the \$350 for the outpatient treatment. 	<p>This scheme is applicable to staff and their dependants only (18 years old and below) if the medical expenses are incurred within Singapore. The subsidy for outpatient treatment is not subject to an annual limit.</p> <p>"Dependant" is defined as -</p> <ol style="list-style-type: none"> the wife and dependant unmarried child (or children) including a step-child and legally adopted child, under 18 years of age, of a male or female married officer; and the child (or children) similarly defined of a woman officer who is divorced, widowed or legally separated and is the sole supporter of the family. 	<p>This scheme is applicable to staff & their dependants only (18 years old and below) if the medical expenses are incurred within Singapore.</p> <p>"Dependant" is defined as -</p> <ol style="list-style-type: none"> the wife and dependant unmarried child (or children) including a step-child and legally adopted child, under 18 years of age, of a male or female married officer; and the child (or children) similarly defined of a woman officer who is divorced, widowed or legally separated and is the sole supporter of the family.



	MSO	CCS	CPW
	<p>"Dependant" is defined as -</p> <ol style="list-style-type: none"> 1. the spouse and dependant unmarried child (or children) including a step-child and legally adopted child, under 18 years of age, of a male or female married officer; and 2. the child (or children) similarly defined of a woman officer who is divorced, widowed or legally separated and is the sole supporter of the family. 		
<p>Outpatient Medical Treatment</p> <p>Specialists in Government / Restructured Hospitals</p>	<p>A staff / dependant who attends a SOCs without a referral from a Government doctor or GP will have to pay for the first consultation fee in full. However, they will co-pay (15% for staff and 40% for dependants) on all other charges.</p>	<p>An officer / dependant who attend a SOCs without a referral from a Government doctor or GP will have to pay for the first consultation fee in full. However, they will co-pay (15% for staff and 40% for dependants) on all other charges.</p>	<p>At government hospitals, clinics and SATA, the costs will be borne by NP.</p> <p>At RHs, NCC, NHC, NSC & SNEC, consultations and medications will be reimbursed at the hospital's prevailing subsidised patient rates, whether it is first or repeat consultations.</p> <p>Fees for various medical tests are reimbursable but in accordance with the Scheme of Charges for Government Medical Services. Charges for tests not covered by the list are not payable by NP.</p>



	MSO	CCS	CPW
<p>Outpatient Medical Treatment</p> <p>Specialists in Private Practice</p>	<p>Staff shall co-pay 15% and dependants 40% on all items of medical expenses at a private specialist clinic. The subsidy is capped at \$50 per visit.</p>	<p>Staff shall co-pay 15% and dependants 40% on all items of medical expenses at a private specialist clinic. The subsidy is capped at \$50 per visit.</p>	<p>For normal consultations, the amount reimbursed will be based on the lowest government or restructured hospital's subsidized patient rates.</p> <p>Medications/prescriptions are non-reimbursable.</p> <p>Fees for X-rays, Laboratory Tests, etc carried out will be reimbursed in accordance with the Scheme of Charges for Government Medical Services. These include X-rays and Laboratory Tests done outside hospitals.</p>
<p>Hospitalisation at Government</p>	<p>Staff under this scheme are not eligible for subsidised hospitalisation benefits. However, an additional 2% CPF contribution on total salary will be accrued to the CPF Medisave account. The contribution is in lieu of subsidised hospitalisation benefits.</p>	<p>Staff will co-pay 15% and dependants 40% on all items of medical expenses (ward, surgical, investigations, treatment, medicine) if he is admitted to a ward of his eligibility.</p>	<p>Government charges shall include charges for ward accommodation, medical treatment, medicines, dressings and such professional attendance.</p> <p>The ward charges payable by staff / dependants are as follows - Medical treatment, surgical and other fees (except maternity) will be fully subsidised.</p>

	MSO	CCS	CPW
Hospitalisation at Private Hospital	Staff under this scheme are not eligible for subsidised hospitalisation benefits. However, an additional 2% CPF contribution on total salary will be accrued to the CPF Medisave account. The contribution is in lieu of subsidised hospitalisation benefits.	For subsidised hospitalisation at private hospitals, co-payment rates remain at 15% (staff) / 40% (dependants) but reimbursements will be based on the rates charged by government hospitals and as stated in Scheme of Charges for Government Medical Services.	If staff / dependants choose to receive treatment in a private hospital, NP shall subsidise such subsidised hospitalisation in accordance with the prevailing government hospital rates as listed in the Scheme of Charges for Government Medical Services.



OUTPATIENT MEDICAL BENEFITS

Non-Reimbursable Items

Please be advised that the following items are not subsidised under the various Medical Benefit Schemes (CPW, CCS, MSO). Staff are therefore required to pay up-front for these items at the approved medical institutions.

1. Accouchement and Delivery fees
2. Assisted conception procedures (eg. Artificial insemination, Fertility augmentation procedures)
3. Sex reassignment
4. Ligation / Sterilisation
5. Abortion
6. Domiciliary after-care
7. Circumcision
8. Cosmetic surgery
9. Medical checkup and Multi-phasic health screening
10. Hepatitis "B" tests & injections
11. Prophylactic vaccinations and injections
12. Cytological cervical smear (Pap Smear)
13. Thalassaemia screening
14. Mammogram
15. HIV test / AIDS screening
16. Diet Counselling
17. Other screening tests not ordered by the doctor
18. Over-the-counter (Retail) items purchased from pharmacies
19. Medical Aids eg. Wheelchairs, kidney dialysis machines, hearing aids, dentures, spectacles, contact lenses, corsets, artificial limbs, walking sticks and crutches, etc.
20. Non-medical items eg. TV rentals, telephone charges, etc.
21. Ambulance fees.
22. Expenses arising from illness or disablement caused by attempted suicide, unlawful act, exposure to any unjustifiable hazards, use of drugs other than those prescribed by a registered medical practitioner and any breach of peace or disorderly behaviour.
23. Expenses arising from misconduct or negligence on staff part or staff member's refusal to undergo treatment as prescribed by the appointed registered medical practitioner or the duly qualified and registered medical practitioner to whom a staff member has been referred to.



NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025

STAFF TRAINING & DEVELOPMENT SCHEMES

To support professional and personal development needs, training and development opportunities are available.

(1) Self-Sourced Training

NP sponsors staff participation in work-relevant programmes that are organised externally and are self-sourced/initiated by staff which include local conferences, local courses, workshops, and e-learning courses.

(2) Staff Development Programmes (SDPs)

Staff are encouraged to take part in NP's Professional Development Schemes to maintain their industry currency and to keep abreast of new developments in their professional field. The Polytechnic provides funding and opportunities for staff to upgrade their professional knowledge in areas relevant to the development needs of NP through development schemes, formal programmes, overseas training or industry attachments. This includes:

(a) Subject to availability of funds, staff can be sponsored to attend relevant local masters programme, specialised short courses, conferences/seminars, Modular Courses, Certificate and Diploma Programmes.

(b) Industry Engagement Activities (IE)

The Industry Engagement Activities (IE) framework is designed to encourage academic staff to stay abreast of industry developments and be connected with the industry. Under this framework, all academic staff are encouraged to stay industry-current by participating in at least one IE activity every two to three years.

Schools to give priority to staff in greater need of development through IE. These could include staff teaching CET, staff in emerging industries/areas and staff who have not participated in IE in the last three years.

Sourcing of IE opportunities is a collective responsibility of staff and schools. Staff should actively source for IE opportunities they are keen on. Schools will seek to establish links with strategic industry partners and help staff source for IE opportunities where possible. The School will work with staff to plan for their IE involvement to take place at reasonable junctures.



Schedule IV
(Cont'd)

(c) Industry Attachments (IA)

NP encourages staff to embark on industry attachments to stay abreast of industry developments and be connected with industry.

For attachment durations that are 6 months or less, NP will bear the full cost for staff to go on attachment. For attachments that are more than 6 months to 1 year, the hosting organisation will be required to cost share 25% of the staff's monthly salary, plus employer's CPF contribution and GST.

Sourcing of attachments is a collective responsibility of staff and schools. Staff can actively source for attachments they are keen on, and schools will also seek to establish links with strategic industry partners and source for placements for staff. To ensure that the attachment benefits both staff and hosting company, the scope and objectives of the attachment, as well as the staff's proposed action plan on return from the attachment, should be carefully planned for.

Attachments of longer periods may be allowed depending on the circumstances and exigencies of services. If the attachment is extended beyond 1 year, the hosting company will bear 100% of the staff's salary.

(d) Professional Development Leave (PDL) Scheme

The Professional Development Leave (PDL) scheme is designed to encourage staff to initiate their own professional development activities not covered under the existing staff development schemes. It complements the existing staff development schemes driven by the School and the Polytechnic.

An eligible staff may apply for 1, 2 or 3 months of paid leave and/or a grant of up to S\$10,000 to undergo a self-initiated professional development activity. Part of the PDL will be contributed by the staff's annual leave and offset against the staff's leave eligibility on a yearly basis starting from the year that the PDL is taken.

As the PDL is to support self-initiated professional development by staff, staff are expected to use their own funds to finance the activities. The award of PD grant, therefore, will also be made on a cost-sharing basis. It will be pegged at 50% of the approved items, subject to the maximum of S\$10,000 for the whole programme.

(e) Sponsorship for Self-Initiated Local Part-time (SLPT) Courses

To encourage life-long learning, eligible staff may apply for partial sponsorship for reading local part-time programmes offered by the following institutions and funded by MOE, which lead to a formal qualification i.e. Master's Degree, Post-graduate Diploma, Basic Degree, Advanced/Specialist Diploma or Diploma -

Schedule IV
(Cont'd)

- The 6 local universities viz NTU, NUS, SIT, SMU, SUSS and SUTD;
- The 5 local polytechnics viz NP, NYP, TP, SP and RP;
- Nanyang Academy of Fine Arts (NAFA); or
- LaSalle-SIA College of the Arts.

Staff approved under this scheme will be given a 50% sponsorship of the nett fees payable (after subsidy from MOE) subject to a cap of S\$10,000 for the whole programme. The amount of sponsorship for a non-citizen staff will be subject to the maximum amount given to a Singapore citizen staff reading the same or similar programme. For staff who have already embarked on these upgrading courses, the sponsorship will only be applicable for the remaining parts of the courses. There will be no further sponsorship for any repeat course or module.

(f) Training Courses Funded by SkillsFuture Credit (SFC)

To support the SkillsFuture Credit (SFC) initiative and lifelong learning efforts, NP grants official time-off to staff who attend approved training courses and funded by the staff's own SFC.

(g) Consultancy Work & Industrial Projects

Another way for staff to keep abreast of technological developments and to maintain strong links with industry is to involve themselves in industrial projects and consultancy work.

All academic staff who perform consultancy work will be paid. Their consultancy work will be considered to be above their base workload as it is expected that their base workload to be full, comprising PET teaching hours and/or CET teaching hours. All consultancy work done by academic staff is to be carried out in their own time. Staff are allowed to retain remuneration received from such approved work subject to a cap of 60% of annual gross salary.

(h) Presenting Papers at Overseas Conferences

Another scheme to promote research and writing of papers among academic staff in NP is to provide financial assistance for staff to present their papers at internationally renowned conferences. A staff who completes one year's service in NP, is eligible to apply for financial assistance and up to 7 days of full-pay leave to present papers at internationally renowned conferences once in every two years. The extent of financial assistance is up to 70% of the cost. Staff who wish to apply for financial assistance and/or full-pay leave to present papers at overseas conferences should provide details of the conference and an abstract of the paper accepted.

Schedule IV
(Cont'd)

- (i) Undertaking Book Writing, Product Design or Intervention Development Work
To encourage staff to undertake Book writing work, media training packaged development, Product Design or Invention work, a set of guidelines on Rights and Royalties and Distribution of Software Products, Designs or Inventions for Academic Staff has been drawn up. Details of the guidelines are in Schedule IV(a). The guidelines provide clear criteria for determining ownership of intellectual property and a formula for distribution of royalties arising from commercial exploitation of such product/invention.
- (j) Links with Schools and Industry
Our staff are encouraged to maintain strong liaison with the Schools and Industry for potential collaboration.
- (k) Participation in Professional Bodies
Another way for staff to enhance their professional standing is to hold office or participate actively in relevant professional bodies. Such participation will enhance their professional credentials and broaden their network so that they can contribute more effectively to the Polytechnic.

Under the Professional Body Membership Scheme, staff may seek reimbursement of annual membership fee to a professional body, up to a cap of S\$500, for each Calendar Year. They will need to show that they have benefitted professionally from the membership through participation in the courses, events and activities of the professional body.



NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025

ROYALTIES AND RIGHTS DISTRIBUTION GUIDELINES

Objective

1. The purpose is to establish guidelines with regard to rights, royalties and the distribution thereof, arising from inventions, software and other products or designs developed by staff members within the Polytechnic campus. The intent is to help motivate staff towards expertise development leading to promising inventions for commercialisation.
2. The ultimate benefit to the Polytechnic is that its academic staff will be more up-to-date with cutting edge technology. They will therefore be better able to update their teaching materials and impart timely and relevant knowledge for their students.

Support in Expert Development Work

3. Academic staff will be allowed 8 hours of their working time per week for invention/software product/design development work.
4. Academic staff without teaching load whose full-time job is to create software products/designs inventions or to train others in such work will be allowed 6 hours of their working time per week for their own development work.

Ownership Rights Policy

5. Any invention or innovative work including computer software product, design, book, etc. developed by a staff member under any of the following circumstances shall be the property of the Polytechnic:
 - (a) Invention or innovative work developed by a staff member on campus involving the substantial use of his/her official work time and NP's facilities.
 - (b) Invention or innovative work developed by the staff in the course of his/her participation in a project funded by or through the Polytechnic.
 - (c) Invention or innovative work developed by the staff with assistance of funds provided by or through the Polytechnic.
 - (d) Invention or innovative work developed by the staff in fulfilment of his/her contract of employment as a full-time staff member.

Schedule IV (a)
(Cont'd)

- (e) Invention or innovative work developed by the staff for the purpose of commercial exploitation if such invention, product or design is related to his/her duties as a staff member.
6. If a project leading to the development of an invention or innovative work has been funded by an external body, whether government or private or has been conducted in some other form of association with such body, the terms of the contract of the project shall override any of these Rules to the contrary. In every such case, the question of the ownership of the invention, software product or design shall be established in advance as part of the terms of the particular contract.
7. If a staff member develops an invention or innovative work, which is outside the categories specified in paragraph 5, he/she will be at liberty to exploit such invention in any way he/she chooses. The following guidelines can be used to determine individual ownership of invention:
- (a) Invention/product/design developed by the staff with no "substantial use of NP facilities", where use of offices, PCs, libraries and laboratory space does not count as "substantial use"; while the use of mainframe computers and major pieces of laboratory equipment count as "substantial use".
 - (b) Invention or innovative work developed is outside the field of expertise for an area which a staff member is hired.
 - (c) Inventor is able to show evidence that the activities leading to the invention or innovative work is conducted outside duty hours.
 - (d) Inventor is able to show evidence that he/she has expended his/her own resources on the invention, product or design.
8. If the invention or innovative work is the property of the staff, but has been developed with the support, facilities and/or equipment of the Polytechnic, in circumstances other than as described in paragraph 5, the Polytechnic shall have a non-exclusive and irrevocable licence to use the invention or innovative work for the Polytechnic's own purposes free of charge, but such licence shall not include the right to sub-license.



Schedule IV (a)
(Cont'd)

Distribution of Commercialisation Revenue

9. NP may assign or license the Intellectual Property (IP) rights to companies or individuals (including the staff inventor) for a period in exchange for financial returns which could be in the form of up-front fees, royalties and/or equity in the companies that are commercialising the IP.
10. The Polytechnic will only deduct the following from the revenue received before it is distributed to the staff inventors:
 - 15% from the revenue to offset the overhead costs in relation to administrative, utilities, materials, premises, marketing and manpower expenses incurred to develop and administer the license throughout its life.
 - Cost of staff hired to enhance the commercial readiness of the invention.
 - Incidental cost related to patent/legal fees.
11. The distribution formula after the deduction is as follows:

NP	:	30%
Inventors & Enablers	:	70%

The sharing arrangement between the inventor(s) and the enablers shall be agreed between themselves.

12. All the costs related to grant, internal funding and other agencies' funds injected into the initial technology development project will be taken as sunk costs and will not be recovered.
13. An inventor who holds his/her own portion of shares in a spin-off company to commercialise the invention shall not be entitled for any revenue received by NP as the inventor will benefit from the commercialisation of the IP through his ownership in the spin-off.

Limitation

14. Royalties received by a staff member from commercial exploitation of an invention or innovative work shall not be subject to the normal limitation of 60% of annual gross salary which is applicable under the Consultancy and Part-time Work Scheme if staff can show that such royalties are self-generating and do not take up staff's time over and above the permissible limits.



NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025

NGEE ANN POLYTECHNIC RE-EMPLOYMENT GUIDELINES

Introduction

1. Re-employment at or after the statutory retirement age is a fresh period of employment. It provides staff with the opportunity to stay economically productive and meaningfully engaged in their golden years.
2. In drawing up our Re-employment Framework, NP recognises that our older staff have much to contribute given their expertise and years of experience in NP. At the same time, as a premier institution offering quality and industry-relevant curriculum, it is vital that our teaching workforce is renewed to impart the latest expertise and know-how to our students. Opportunities must also be created for younger promising staff to move up the ranks to ensure leadership renewal.
3. As re-employment is treated as fresh employment, NP will take the opportunity to review and identify suitable re-employment job roles for retiring staff which would continue to leverage on their experience and capabilities.
4. NP will work with staff to prepare them for their new re-employment job roles by providing relevant re-training and re-skilling opportunities.

Qualifying Criteria

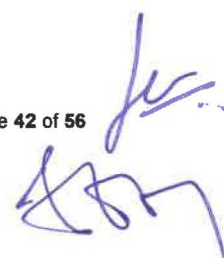
5. Staff are eligible for re-employment if they meet all the following criteria:

- (a) Consistent performance of at least a "C" grade in the last 3 years

"C" grade is the minimum level of performance that majority of staff are expected to maintain in discharging their duties. In consideration of variable factors which may contribute to a staff's performance grade, staff who obtain no more than one "C-" performance grade in the last 3 years are considered as meeting the performance criterion. For staff with only 2 years of experience, the staff must obtain at least a "C" performance grade in the last 2 years prior to retirement to be eligible for re-employment.

- (b) Medically Fit to continue working

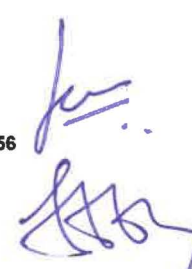
Staff are considered medically fit for re-employment as long as their health does not affect their ability to meet the requirements of their jobs during re-employment. This includes those who have medical conditions. Staff will only be deemed medically unfit for re-employment when an assessment by a medical professional indicates so.



6. NP may exercise discretion to offer re-employment to staff who do not meet the qualifying criteria if their services are needed.

Possible Job Arrangements for Re-employment

7. NP will conduct open discussions on re-employment with staff to help manage expectations as well as understand staff members' concerns and preferences. As re-employment is a fresh episode of employment, eligible staff members will be re-employed on prevailing schemes of service like any other new appointee.
8. All eligible academic staff in IPX grades 5, 6 and 7 will be offered re-employment at the same substantive grade on three-year contracts. Thereafter, they will be offered 2-year contracts up to the end of the statutory re-employment age. Eligible IPX 8 and 9 can be re-employed at the same substantive grade on three-year contracts if the staff continues to carry substantive managerial appointments or individual contributor roles. Otherwise, the staff may be offered re-employment at one or two grades lower, also on three-year contracts and thereafter 2-year contracts up to the end of the statutory re-employment age.
9. For eligible academic staff in IPX grade 10 and above, key appointment holders may be re-employed at the same grade in the first instance on a 1-year contract. They may be re-employed at one or two grades lower in the second or third contracts up to the end of the statutory re-employment age. This phased approach is to facilitate a smoother transition.
10. Eligible staff may request to be re-employed on other job arrangements which are mutually agreed to by the staff and NP, taking into consideration staff's preferences and availability of suitable position in the Polytechnic. This may include flexible work arrangements, such as part-time, project work or other appropriate arrangements. For example, eligible academic staff may opt to be re-employed under the Polytechnic Academic Associate Scheme.
11. Re-employment is a fresh episode of employment. While a staff may be re-employed to perform the same job or with modifications to the existing job, one could also be redeployed to perform different job at the same grade. For example, an academic staff could be redeployed to support CET teaching as part of his re-employment job roles. A list of possible re-employment job roles is given in **Appendix I**.
12. Staff should keep an open mind about the re-employment options presented to them. Doing so will facilitate re-employment arrangements that benefit both the staff and NP.



Duration of Contract and Renewal

13. For full-time and part-time Post retirement-age, the duration of the first contract could be on a 1 to 3-year basis. Thereafter, the duration of the subsequent contracts would be on a 1 to 2-year basis till the end of the statutory re-employment age.
14. Renewal of contract will be subject to the staff's performance and medical fitness. For academic staff re-employed on Polytechnic Academic Associate Lecturer contract, their Teaching Observations (TO) and/or Student Evaluation on Teaching (SET) has to be satisfactory.
15. Staff who are placed on 3-year re-employment contracts are subject to yearly review of performance. Should a staff performance slide to marginal (C-) at any point of the 3-year contract, his contract will be revised to a one-year contract, thereafter, following the announcement of performance grade to staff. Re-employment will cease at the end of the one-year contract should the staff performance continue to be marginal (C-), i.e. two C- during period of re-employment, despite feedback and coaching to improve performance.

Commencement of Contract

16. Full-time or part-time re-employment contracts will commence immediately after the date of retirement, unless agreed otherwise.

Wage

17. In offering re-employment, we need to balance between retaining older, more experienced staff and appointing younger staff with the requisite experience to perform the requirements of the job.
18. Staff should be placed on current schemes of service and prevailing salary ranges available to new appointees, staff who are on Personal-to-Holder (PTH) salaries prior to retirement will not be re-employed on PTH salaries.
19. For eligible staff who are offered re-employment at the same substantive grade, their salaries on re-employment will be equivalent to their last drawn salary at the point of retirement, unless the staff are holding PTH salaries prior to retirement, in which case, they shall follow the prevailing salary range of the IPX Scheme.
20. Eligible staff re-employed at a lower substantive grade will be offered the lower of (i) the maximum of the salary range/scale on which the staff is re-employed; or (ii) the last drawn salary at the point of retirement.
21. For eligible staff who are re-employed on part-time basis, their salaries shall be pro-rated accordingly.



Schedule V
(Cont'd)

23. For academic staff re-employed to conduct CET Training and/or PET Part-Time Teaching, they will be appointed under a Polytechnic Academic Associate scheme where a minimum remuneration package of \$36,000 per annum will be offered. Based on prevailing rate of \$100 per hour, this works out to be a minimum training/teaching load of 360 hours per annum. The actual allocation of teaching/training hours will be subject to mutual agreement between the staff and NP at the point of offer of re-employment. One possible allocation of this teaching/training load would be for a staff to be assigned 12 hours of teaching load over the 30 teaching weeks. This minimum package serves as a base package. Should the actual training/teaching load exceed 360 hours per year, the pay package would be adjusted accordingly. Details of this scheme are in **Appendix II**.

Other Wage Components

24. Staff re-employed on current IPX job scheme will be eligible for performance-based Merit Increment or Annual Increment, and performance bonus based on their endorsed performance grades.

Benefits

25. Re-employment will be treated as a fresh episode of employment. Re-employed staff on full-time contract will enjoy Medical Benefits scheme similar to that provided to new recruits. Their past service prior to retirement will be counted towards higher leave eligibility if there are no more than 30 calendar days break between retirement and re-employment episodes.

Pre-retirement Planning

26. All staff will be encouraged to attend pre-retirement and re-employment preparation courses to equip them to plan for their post-retirement and re-employment when they reach their mid-50s.
27. As part of annual performance appraisal exercise, Reporting Officers and Directors will provide regular and early feedback on performance with their retiring staff, especially with the view of guiding them to meet the qualifying criteria for re-employment.
28. When an eligible staff reaches the age of 60, the Director will meet with the staff to discuss re-employment possibilities and identify suitable re-employment jobs. Outcome of the discussion should be documented in the appraisal form. If the re-employment job is outside of the school/department, the Director shall seek input/endorsement from the receiving school/department.
29. Re-skilling and Immersion - Relevant training courses will be identified to prepare staff for their re-employment in the identified job roles. For example, staff will be sent for the Advance Certificate in Learning and Performance (ACLPL) training courses for their involvement as trainer for adult learning. Schools/Departments should provide the

Schedule V
(Cont'd)

space and time for the retiring staff to undergo re-training and be immersed in the intended re-employment job area.

Re-employment Consultation

30. To allow sufficient advance notice for staff while balancing the most updated information on re-employment opportunities in NP, Directors will conduct re-employment consultation with an eligible staff and finalise the proposed re-employment plan 6 months before the staff is due for retirement. The discussion should cover issues such as possible job arrangements, training opportunities, wages and benefits.
31. Based on the proposed re-employment plan submitted by the Director, Human Resource & Organisational Development (HROD) Office will work out the re-employment package and seek Management's approval for the proposed re-employment.

Notification of Re-employment

32. Once the proposed re-employment plan for the staff is approved, HROD will finalise the re-employment contract. An eligible staff can expect to receive the re-employment offer 3 months before he reaches the statutory retirement age.
33. If the staff does not want to be re-employed, he should reject the offer in writing.
34. For staff who are not eligible for re-employment or who are eligible but where no suitable re-employment job is available, formal notification of non-offer will be given by HROD at least 3 months before the staff's retirement date.
35. Re-employed staff will be informed whether their contracts will be renewed at least 6 months before the expiry of the contract.

Employment Assistance

36. If no suitable re-employment opportunity is available for an eligible staff within his own school/department, he can be considered for other re-employment job roles in other schools/departments. In the event that no suitable re-employment opportunity is available, NP will provide assistance to the staff to find alternative re-employment outside of NP. Such assistance may include information on career resources, refresher training to facilitate the staff's search for jobs (e.g. resume-writing, preparation for job interview, etc.) and having staff registered with Careers@Gov, the government job portal, for vacancies within the Public Service.
37. Employment assistance will be extended to staff who are not eligible for re-employment.



Schedule V
(Cont'd)

Employment Assistance Payment (EAP)

38. Eligible staff who are not offered re-employment up to the end of the statutory re-employment age will be given a one-time lump sum Employment Assistance Payment (EAP). The EAP is to assist these staff in their transition after their current employment ends. It can be used for up-skilling, training in preparation for a new job, etc. As EAP is not regarded as income earned, it is not taxable and will not attract CPF contributions.
39. Staff in the following categories are not eligible for the EAP:
 - (e) Staff who are not eligible for re-employment;
 - (f) Staff who are not eligible for renewal or continuation of re-employment; and
 - (g) Eligible staff who turn down reasonable re-employment offers. An offer made in line with these guidelines can be considered reasonable.
40. The EAP payout will be in accordance with the prevailing conditions and guidelines of the civil service's EAP.



Possible Re-employment Job Roles

1. Re-employment is a fresh episode of employment. Staff should keep an open mind about the re-employment options presented to them. Doing so will facilitate re-employment arrangements that benefit both the staff and NP.
2. While a staff may be re-employed at the same grade, he should be prepared for redeployment to perform different job roles which leverage on his experience and capabilities. Staff can be re-employed to support the following key areas:

(a) Adult Education and Training

Staff can be re-employed to spearhead our efforts in workforce re-development and support our enrichment programmes for the Silver Population. CET Planning and Administration; Programme Development and Programme Delivery can be incorporated as part of the job scope of a re-employed academic staff.

(b) Technology Development and Industry Collaboration

Staff with extensive experience in industry collaboration work, design & development projects and training consultancy can be re-employed to support our technology development and industry collaboration initiatives. Possible re-employment jobs in this area include in-company training, cross-disciplinary consultancy projects and technology development projects.

(c) Academic Development and Support

Based on their extensive experience and expertise, academic staff can be re-employed to provide academic development and support in the following areas:

- (i) Curriculum Development - to review and develop our full-time diploma courses/modules.
- (ii) Academic Quality - to undertake academic quality improvement initiatives in response to findings from MES, Course Review, Academic Audit, etc.
- (iii) Academic Support - to support e-learning resource creation and courseware development work.
- (iv) Student Development – (a) to source for overseas attachment placements for students; (b) review and design of overseas immersion programmes, student talent development programmes and (c) lead student trips such as Overseas Immersion Programmes, Youth Expedition Programmes and other in curricula or outside curricula student trips.



(d) Human Capital Development

Staff can be re-employed to support school's effort in developing staff capabilities, promoting staff engagement and work-life harmony among staff. Specific areas include:

- (i) Staff Training and Coaching - to develop and deliver training programmes for staff to achieve greater alignment of values and core competencies; or in specific strategic competencies e.g. in Design Thinking, Teaching & Learning, Pastoral Care, etc;
- (ii) Staff Engagement - responding to EES findings, re-employed staff could support ARPA in spearheading initiatives within school/department to improve staff engagement; and
- (iii) Work-Life Harmony - to study or review systems and processes to reduce work load for staff and assist ARPA in spearheading work-life initiatives.

(e) Stakeholder Engagement

Staff can be re-employed to support the school's stakeholder engagement programmes. Specific areas include:

- (i) Community Engagement - to spearhead community service programmes for both staff and students;
- (ii) Outreach - to plan, develop or deliver outreach programmes;
- (iii) Parent Engagement - to plan, develop or deliver programmes to engage parents of our students and parents of potential students; and
- (iv) Alumni Relations - to plan and organise programmes and events to engage alumni.



Polytechnic Academic Associate (PAA) Scheme

1. The post of Polytechnic Academic Associate will carry a minimum annual pay of \$36,000 to be paid in 12 equal monthly instalments. This salary is subject to CPF contributions from both the employer and the staff, in accordance with the relevant CPF laws in Singapore and shall be payable only to an staff who is a Singapore Citizen or a Singapore Permanent Resident.
2. A staff appointed to this post will be given medical coverage under the MediSave-cum-Subsidised Outpatient (MSO) scheme.
3. The actual allocation of teaching/training hours will be subject to mutual agreement between the staff and NP at the point of offer of re-employment. One possible allocation of this teaching/training load would be for a staff to be assigned 12 hours per week of teaching load over the 30 teaching weeks.
4. A staff who is required to teach more than the base load, e.g. more than 12 hours per week; or other teaching assignments outside the 30 teaching weeks, will be suitably compensated at \$100 per extra hour worked.
5. A staff who is required to teach in courses where the payment rate is more than \$100 per hour will have the difference in payment rate factored into the base load.
6. The duties of a staff under this scheme are as follows:
 - (a) To conduct lectures, tutorials, workshops and laboratory sessions and to mark attendance for such academic sessions.
 - (b) To prepare and update materials necessary and appropriate for the conduct of such lectures, tutorials, workshops and laboratory sessions.
 - (c) To set and mark common tests, quizzes, essays, assignments, and term projects, related to the module(s) assigned during the semester; and to enter such marks to the computer systems.
 - (d) To set examination questions.
 - (e) To attend student consultation sessions related to the module(s) assigned.
 - (f) To attend courses, meetings and any other consultation sessions related to the teaching assignments.



Schedule VI
Appendix II
(Cont'd)

7. A staff under the Scheme may be appointed as a module leader to oversee not more than 2 modules. Module leadership is equivalent to 2 hours of teaching load per week over the period in which the staff is appointed as module leader.
8. A staff under the Scheme who is required to mark or moderate exam scripts, or invigilate the exam, will be paid separately at the following rates:
 - (a) Exam Scripts Marking - \$110 to \$165 per class, depending on the class size.
 - (b) Exam Scripts Moderation - \$35 per class. This is claimable only if the moderator is an independent person who is not claiming for exam marking fees.
 - (c) Exam Invigilation - \$50 per exam session.



NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025

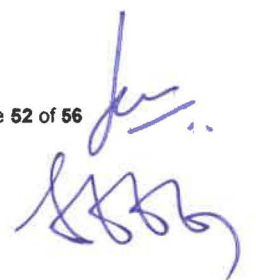
STAFF GRIEVANCE FORM

Date:	
To:	From:
Division:	Staff No:
School:	
Details of Grievance*	

*Continue on separate sheet as applicable

Signature

Date



NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025
POLYTECHNIC ACADEMIC LEAVE SCHEME 2008 (MODIFIED)

1. Scope

This Scheme applies to all Academic Staff who joined the Polytechnic before 1st November 2008.

2. Vacation Leave

An officer under this Scheme shall be granted vacation leave of 28 working days per calendar year or the proportionate amount if the period of service in any calendar year is less than 12 months.

3. Accumulated Leave

Leave of up to one year's eligibility may be carried forward to the following year. At the end of the second year, this leave cannot be deferred further and will be forfeited, if left unconsumed.

4. Medical Leave

An officer may be given full-pay sick leave for the period shown in a medical certificate up to a total of -

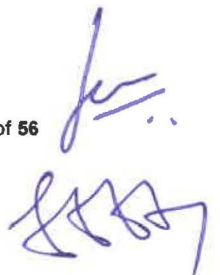
- (a) 30 days in a calendar year; or
- (b) 60 days if he has to be warded in a hospital.

5. Extended Sick Leave

If an officer is still certified unfit for duty after he has used up all the sick leave under paragraph 4, he may apply for extended sick leave on full pay as set out below, minus any extension given to him previously.



Limits of Extension of Full Gross Pay Sick Leave	
Length of Service	Maximum Extension Allowed (Days)
Less than 1 year	0
1 year and above	10
5 years and above	20
10 years and above	45
15 years and above	60
20 years and above	90
25 years and above	120
31 years and above	150



NGEE ANN POLYTECHNIC ACADEMIC STAFF AGREEMENT, 2025
POLYTECHNIC ACADEMIC LEAVE SCHEME 2008

1 Scope

This Scheme applies to all Academic Staff appointed on or after 1 November 2008.

2 Vacation Leave

An officer under this Scheme qualifies for vacation leave at these rates -

Less than 10 years' service	21 working days per calendar year
After 10 years' service	24 working days per calendar year

3 Accumulated Leave

Leave of up to one year's eligibility may be carried forward to the following year. At the end of the second year, this leave cannot be deferred further and will be forfeited, if left unconsumed.

4 Medical Leave

An officer may be given full-pay sick leave for the period shown in a medical certificate up to a total of -

- (a) 14 days in a calendar year; or
- (b) 60 days if he has to be warded in a hospital.



5 Extended Sick Leave

If an officer is still certified unfit for duty after he has used up all the sick leave under paragraph 4, he may have his sick leave extended on full pay as set out below, minus any extension given to him previously.

Limits of Extension of Full Gross Pay Sick Leave	
Length of Service	Maximum Extension Allowed (Days)
Less than 1 year	0
1 year and above	10
5 years and above	20
10 years and above	45
15 years and above	60
20 years and above	90
25 years and above	120
31 years and above	150

