

CONTENT

1. Employee code of conduct
2. Onboarding a new employee – Secretariat Staff
3. Onboarding a new employee – Tutor
4. Recruitment of staff and tutors
5. Resignation of tutors and staff
6. Compensatory time-off leave
7. Ex Gratia Payment to staff and tutors
8. Grievance Handling – Staff
9. Grievance Handling – Students & Parents
10. Performance appraisal
11. Arangetram
12. Archival of documents
13. Safe Management Measures
14. Branding guidelines for internal practice
15. Creative Initiatives
16. Creative Projects
17. Financial aspects of fundraising
18. Online transfer & daily reconciliation
19. Overseas expenditure
20. Rental of auditorium
21. Loan policy
22. Team bonding allowance
23. Professional development leave (PDL)

Standard Operating Policies and Processes

Employee Code Of Conduct



SIFAS Art Characterises Civilisation

Index	
Department	Human Resources
Date of Issue	01-06-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

- 1.1 **Introduction:** Code of Conduct is a collection of rules and regulations that include what is and is not acceptable in an organization setting. This code provides some guidelines for employee conduct of SIFAS. For the purpose of this document, all those who are covered by this policy shall be called 'Employees'.
- 1.2 **Scope and applicability-** Code of conduct is applicable to all tutors, full-time employees, part time employees, contract employees and interns of SIFAS.
- 1.3 **Conflict of interest** - Employees of SIFAS are expected to act lawfully, honestly, ethically, and in the best interests of the company while performing their duties. Employees are expected to use their judgment to act, at all times and in all ways, in the best interests of SIFAS while performing their duties. Employees should attempt to avoid actual or apparent conflicts of interest. A conflict of interest exists when your personal interests interfere with the best interests of SIFAS.
- Should any potential conflicts of interest arise, the concerned employee must immediately report such conflicts to the Principal of SIFAS and seek approvals as required, so as to enable the concerned employee to take necessary action as advised to resolve or avoid the conflict in an expeditious manner.
- 1.4 **Integrity & confidentiality** – It is our responsibility to perform duties and obligations with honesty, integrity and professionalism; Place honesty and integrity above the desire for personal reward, increased growth and profitability. The nature of our work gives us access to information that may not be available to others. It is our responsibility to ensure the security of all confidential or personal information and materials entrusted to us.
- 1.5 **Equal opportunity** – SIFAS promotes the highest standards of fairness and equal opportunity. We do not discriminate on any ground, including race, caste, religion, colour, ancestry, marital status, gender, sexual orientation, age, nationality, ethnic origin, disability or any other category protected by applicable law.
- 1.6 **Safe workplace** – We are committed to a violence-free work environment, and we will not tolerate any level of violence or threat of violence in the workplace. Under no circumstances should anyone bring a weapon to work. Any violation of this policy, should be reported to the Principal of SIFAS immediately.
- 1.7 **Respect** – We believe in treating each other with respect and dignity. Conduct business activities in a manner which respects ethical values, mutual cooperation, individuality and personal values.
- 1.8 **Bribery & Corruption** – Employees of SIFAS shall not, directly or indirectly, offer or receive any illegal or improper payments or comparable benefits that are intended or perceived to obtain undue favours for the conduct of our business.

Standard Operating Policies and Processes

1.9 **Harassment** – SIFAS prohibits harassment of any form – Physical, sexual, verbal or physiological. We believe in a harassment free environment to work and learn. Display of physical anger, sarcasm, ridicule or belittlement, whether in private or in front of a group, is unacceptable. For more details, refer to the SOPP on Grievance handling.

1.10 **Gifts**- SIFAS forbids the employees from giving or accepting gifts with an intent of a favourable business motive that could create conflict of interest. Acceptance of inexpensive “token” non-cash gifts is permissible. However, any gift worth \$100 and more should be declared to the Principal of SIFAS who will review the conditions and suggest appropriate actions. At any instance, gifts in the form of services, cash, precious metals/gems, substances prohibited by law and bribes is forbidden. Any such instances need to be brought to the knowledge of the Principal of SIFAS immediately.

1.11 **Dress code** – Employees of SIFAS are expected to present a professional image to the visitors, customers and the public at all business-related scenarios. All the employees must carry or wear their identification card at all times while at work. Employees are expected to be in business formals from Tuesdays to Sundays. Business Casuals can be worn on Mondays. The below mentioned table shows the approved workwear.

Type of clothing	Tutors	Secretariat Staff - Men	Secretariat Staff - Women
Business Formals	Traditional Indian Attire at all times while on campus – Kurta, Veshti, Salwar kameez, Saree etc.	Long sleeved shirt, short sleeved shirt, formal trousers, tie, blazers, formal shoes and Traditional Indian attire.	Pantsuits with or without blazer, formal dress, traditional Indian attire such as Sarees, salwar kameez, formal skirts and jackets , closed toe shoes.
Business Casuals	Same as mentioned for secretariat staff	Khakis, T shirts with collar, short sleeve T shirts/shirts, jackets, Jeans, Kurta	Khakis, Jeans, T shirts, tops, jacket.
Inappropriate wear	Sweatpants, beach wear, exercise wear, Sandals, flip flops, crocs, crop tops, clothing showing midriiffs, spaghetti straps, miniskirts, T shirts with bold writing, baggy pants, round neck t shirts (men) and low-rise pants.		

1.12 **Communication** – Employees of SIFAS to ensure that all business records and communications, including electronic communications, are clear and accurate. You must consult with the Principal of SIFAS before making formal statements or providing information about SIFAS or our business and fellow employees to journalists, bloggers, and industry analysts in person or through any public forum and social media.

1.13 **Defamation** – Employees of SIFAS must not engage themselves in defamation of any sorts such as spreading rumours, false allegation or gossips about any other individual or company associated with SIFAS. Defamation also includes online defamation in terms of false or sarcastic comments about SIFAS as a whole or any other individual or company associated with SIFAS.

1.14 **Personal relationships**- Any close personal relationships with fellow employee or tutor or student of SIFAS or Management committee member where the nature of relationship is romantic or personal (Eg: family member) needs to be reported to the Principal of SIFAS. SIFAS does not encourage romantic relationships between tutor-student, tutor-management committee member.

1.15 **Drugs and Substances** - SIFAS does not tolerate prohibited drugs, smoking, consumption of alcohol and substances from being consumed or exchanged within the SIFAS campus during the official work hours. This includes smoking including electronic cigarettes.

Standard Operating Policies and Processes

1.16 **Dealing with our customers** – Under any circumstances, all our communication and dealings with our customers (Parents & students) shall be professional, fair and prompt.

1.17 **Protection and use of SIFAS assets** – Employees of SIFAS are expected to treat the official assets such as desktop, laptop, Wi-Fi details, software, office keys, mobile devices, classroom, accommodation any other assets with care and use them with the interests of the business in mind. In addition, you should use your judgment in using company assets for personal matters. SIFAS's facilities and assets are property of the company and provided for business use. While we recognize that personal use occurs, it should not be excessive and should not interfere with performance of your business duties.

1.18 **Intellectual Property** - Intellectual assets of SIFAS such as Logo, trademarks, patents, policies, contracts, reports and any other official confidential assets must not be used for any non-business-related activities at any cost.

1.19 **Reporting violations** – If you learn about or suspect a violation of this code, you shall promptly report it to the Principal or the Vice Principal of SIFAS. Violation of this code is subject to action by the management of SIFAS.

Conclusion - It's impossible to spell out every possible ethical scenario we might face. Instead, we rely on one another's good judgment to uphold a high standard of integrity for ourselves and our company.

2.0 Accountability & Responsibility

2.1 It is the responsibility of every employee of SIFAS to be aware and abide by the code of conduct.

2.2 Any violations or circumstances leading to a violation is to be reported to the Principal or the Vice Principal of SIFAS immediately or proactively.

3.0 Authorisation & Escalation

3.1 **Authorisation** – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.

3.2 **Escalation** – First point of escalation will be the Principal or Vice Principal of SIFAS. The next point of escalation will be the VP - Administration

Standard Operating Policies and Processes

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
					Add/delete / modify		

Approved By	Name	Designation	Signature	Date
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Standard Operating Policies and Processes

Onboarding a new employee – Secretariat Staff



SIFAS Art Characterises Civilisation

Index	
Department	Human Resources
Date of Issue	01-06-2020
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Version	2.0

1.0 Description of the Policy or Process

- 1.1 **Purpose:** To orient new hires of Secretariat Staff of SIFAS and ensure smooth transition into the intended role by equipping them with necessary skills, knowledge transfer and behaviours to become effective contributors.
- 1.2 **Eligibility** – This policy applies to all new hires of Secretariat Staff including full-time employees, contract employees and interns.
- 1.3 **Week before the joining date**– One week prior to the joining date, the new hire is to be informed via email on the official working hours, reporting time, dress code, reporting manager’s name, contact details and list of documents to be submitted on the date of joining. Also, the email ID to be generated and kept ready.
- 1.4 **Contract signing** – A non-disclosure agreement (NDA) and two copies of the contract of employment is to be signed by the employee. One copy is to be given to the new hire and other copy to be with the management for filing purposes. The list of documents such as educational certificates, experience letter, profile, photograph and any other pending documents to be collected from the new hire.
- 1.5 **Welcome Package** – The SIFAS goodie bag is to be handed over to the new hire upon arrival. The package to consist of customized SIFAS bag, SIFAS Brochure, note pad, pen, Orientation agenda and any other goodies that management decides to include. Workstation, Laptop or desktop allotted to be handed over to the new hire, along with the set email address.
- 1.6 **SIFAS Orientation Presentation** – Orientation presentation to begin with Safety briefing followed by overview of SIFAS processes, policies, job scope, roles and responsibilities of the new hire. Provide necessary support to set up the email and other accesses as required.
- 1.7 **Communicating the KPIs** – The Principal to clearly communicate the expectations of the role, Key Performance Indicators (KPI) and responsibilities to the new hire.
- 1.8 **Meeting the Team and site visit** – Upon completing the orientation presentation, the new hire has to be introduced to the team and a quick site visit has to be organized to help the new hire understand the physical setting of SIFAS.
- 1.9 **Introduction to the Management Committee and tutors** – A formal introductory email containing the new hire’s photograph, job roles and responsibilities, hobbies and interests along with SIFAS email ID to be sent by the principal to all the secretariat staff, tutors and Management Committee. A brief face to face meeting between the tutors and new hire to be arranged for mutual introduction.
- 1.10 **Assigning a work buddy** – A work buddy needs to be assigned to the new hire to help navigate through the initial weeks. The buddy will act as a guide, clarify doubts and help the new hire to settle down in the new atmosphere with ease.

Standard Operating Policies and Processes

1.11 **Adding to the relevant groups** – The details of the new hire is to be added to the necessary email/WhatsApp groups and profile/photograph to be published in social media pages. The same is to be communicated to the new hire.

1.12 **One-month review** – The Principal to call for a meeting with the new hire and buddy to know the level of understanding of SIFAS, KPIs, issues and feedback if any.

2.0 Authorisation & Escalation

Authorisation – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.

Escalation – In case of any issues, the first point of escalation is the Principal of SIFAS. If unresolved, the next point of escalation is the VP Administration.

3.0 Accountability & Responsibility

3.1 **Orientation in charge** – A separate staff has to be assigned the task of orientating the new hires as and when they join. The concerned staff is responsible for activities mentioned in Sections 1.3 to 1.6, 1.8, creation of content mentioned in 1.9 and 1.12

3.2 **Communicating the KPIs and Assigning a work buddy** – To be done by the Principal of SIFAS, in whose absence the vice Principal shall assign the same.

3.3 **One-month review** – Principal along with the Vice Principal to conduct the meeting and suggest way forward.

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
1	30-07-2020	Introduction and Inclusion of NDA	1.4 & 5	NDA is a mandatory requirement	Add	Principal	VP Admin

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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Standard Operating Policies and Processes

5.0 Appendix

The below mentioned Onboarding Checklist is to be duly filed and signed by both – new hire as well as the staff in-charge of orientation. This checklist is to be filed along with the other documents of the employee.

S. No	Activity	Status	Remarks (if any)
1	Contract & NDA Signing		
2	Documents Submission		
3	Profile and Photograph submission		
4	Welcome Package		
5	SIFAS Orientation Presentation		
6	Email activation		
7	Acquiring system access		
8	KPI Discussion		
9	Team meet and greet		
10	SIFAS Site visit		
11	Introduction to management committee		
12	Tutor meet and greet		
13	Work buddy allocation		
14	One-month review date		

Name, Signature & date of the new hire

Name, signature & date of the Staff in-charge of orientation

Standard Operating Policies and Processes

5.1 Handover-Takeover Checklist in case of new staff taking over from an existing staff

The below mentioned Checklist is to be duly filed and signed by – new staff, existing staff and the staff in-charge of orientation. Work buddy to check and help in completion of the checklist. This checklist is to be filed along with the other documents of the new staff.

S. No	Activity	Status	Remarks (if any)
1	Detailed Knowledge Transfer on the roles, responsibilities and KPIs		
2	Relevant reports and documents to be shared		
3	Introduction to the relevant stakeholders		
4	Common drive access		
5	Physical assets pertaining to the role, if any		
6	Addition to relevant WhatsApp and mailing groups if any		

Name, Signature & date of the new staff

Name, Signature & date of the existing staff

Name, signature & date of the Staff in-charge of orientation.

5.2 Handover-Takeover Checklist in case of new additional staff

The checklist mentioned in Section 5.1 holds good. In this case, the Knowledge transfer is to be done by the Principal, Vice Principal or any member authorised by the Principal or Vice Principal.

Standard Operating Policies & Processes

Onboarding a new employee – Tutor



SIFAS Art Characterises Civilisation

Index	
Department	Human Resources
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1.0 Description of the Policy or Process

- 1.1 **Purpose:** To orient new hire tutors of SIFAS and ensure smooth transition into the intended role by equipping them with necessary skills, knowledge transfer and behaviours to become effective contributors.
- 1.2 **Eligibility** – This policy applies to all new hire tutors of SIFAS including full-time and contract employees
- 1.3 **Upon selection to SIFAS and S Pass confirmation** – Concerned onboarding staff to procure flight tickets at least 2 months in advance. The following to be shared with the new hire – Flight ticket, IPA (In Principle Approval) and details of the person who would welcome the new hire at the airport. The new hire to bring the Educational certificates for immigration. The email ID to be generated and kept ready.
- 1.4 **Upon arrival in Singapore** – The concerned onboarding staff or an escort escorts the new hire to the allotted accommodation from the airport. The following are provided upon arrival – Wi-Fi details, keys to the accommodation with new set of beddings and a meal.
- 1.5 **Contract signing** – A Non-Disclosure agreement (NDA) and two copies of the contract of employment is to be signed by the employee. One copy is to be given to the new hire and other copy to be with the management for filing purposes. The list of documents such as educational certificates, experience letter, profile, photograph and any other pending documents to be collected from the new hire for the purpose of official signing and P-filing.
- 1.6 **Welcome Package** – The Principal to handover the SIFAS goodie bag to the new hire upon arrival. The package to consist of customized SIFAS bag, SIFAS Brochure, note pad, pen, Orientation agenda, A guide to Singapore, Note on the modes of transport, Process to procure MRT cards, Bank process, Sim card, Eateries near SIFAS, Note on grocery shops nearby and any other goodies that management decides to include. The set email address to be shared with the new hire.
- 1.7 **SIFAS Orientation Presentation** – The Principal drives the Orientation presentation which begins with Safety briefing followed by overview of SIFAS processes, policies, job scope, roles and responsibilities of the new hire. An exclusive section on Singapore Culture orientation is be done for the new hire to understand the cultural aspects of Singapore. Provide necessary support to set up the email ID, WhatsApp groups or other accesses as required.
- 1.8 **Communicating the KPIs** – The Principal to clearly communicate the expectations of the role. Key Performance Indicators (KPI) and responsibilities to the new hire.
- 1.9 **Meeting the Team and site visit** – Upon completing the orientation presentation, the new hire has to be introduced to the larger team and a quick site visit has to be organized to help the new hire understand the physical setting of SIFAS.

Standard Operating Policies & Processes

- 1.10 **Introduction to the Management Committee and tutors** – A formal introductory email containing the new hire’s photograph, job roles, hobbies and interests along with SIFAS email ID to be sent by the principal to all the secretariat staff, tutors and Management Committee. VP-Academy to meet the new tutor face-to-face for mutual introduction and expectation setting, post which a meet and greet session to be organized between new tutor and fellow tutors.
- 1.11 **Assigning a work buddy** – A work buddy needs to be assigned to the new hire to help navigate through the initial weeks. In this case, another tutor is assigned as the work buddy who will guide, clarify doubts and help the new hire to settle down in the new atmosphere with ease. Buddy will also share a weekly update about the new hire to the principal.
- 1.12 **Adding to the relevant groups** – The details of the new hire is to be added to the necessary email/WhatsApp groups and profile/photograph to be published in social media pages. The same is to be communicated to the new hire.
- 1.13 **Medical Check Up** –New hire to undergo a mandatory medical screening within 2 days from the date of arrival. The concerned onboarding staff would accompany the new hire for the same.
- 1.14 **Appointment to MoM** – Once the medical report is received, the new hire to carry the documents along with the medical report to MoM to process the physical S-Pass document. The onboarding staff would accompany the new hire for the same.
- 1.15 **One-month review** – The Principal to call for a meeting with the new hire and mentor to know the level of understanding of SIFAS, KPIs, issues and feedback if any.

2.0 Authorisation & Escalation

Authorisation – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.

Escalation – In case of any issues, the first point of escalation is the Principal of SIFAS. If unresolved, the next point of escalation is the VP Academy.

3.0 Accountability & Responsibility

- 3.1 **Orientation in charge** – To be done by the Principal of SIFAS, in whose absence the vice Principal shall assign the same.
- 3.2 **Communicating the KPIs and Assigning a work buddy** – To be done by the Principal of SIFAS, in whose absence the vice Principal shall assign the same.
- 3.3 **One-month review** – Principal along with the Vice Principal to conduct the meeting and suggest way forward.

Standard Operating Policies & Processes

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
1	30-07-2020	Introduction and Inclusion of NDA	1.5 & 5	NDA is a mandatory requirement	Add	Principal	VP Admin

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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Standard Operating Policies & Processes

5.0 Appendix

The below mentioned Onboarding Checklist is to be duly filed and signed by both – new tutor as well as the staff in-charge of orientation. Work buddy to check and help in completion of the checklist. This checklist is to be filed along with the other documents of the new tutor.

S. No	Activity	Status	Remarks (if any)
1	Flight ticket and list of documents to be emailed to the new hire.		
2	Escort new hire to SIFAS campus from Airport		
3	Provide accommodation, Wi-Fi and meal upon arriving SIFAS campus		
4	Contract & NDA Signing		
5	Documents Submission		
6	Profile and Photograph submission		
7	Welcome Package		
8	SIFAS Orientation Presentation		
9	Email activation		
10	Acquiring system access		
11	KPI Discussion		
12	Team meet and greet		
13	SIFAS Site visit		
14	Introduction to management committee		
15	Meeting with VP Academy		
16	Tutor meet and greet		
17	Work buddy allocation		
18	Medical Screening		
19	MoM Visit		
20	One-month review date		

Name, Signature & date of the new Tutor

Name, signature & date of the Staff
in-charge of orientation

Standard Operating Policies & Processes

5.1 Handover-Takeover Checklist in case of new tutor taking over from an existing tutor

The below mentioned Checklist is to be duly filed and signed by – new tutor, existing tutor and the staff in-charge of orientation. Work buddy to check and help in completion of the checklist This checklist is to be filed along with the other documents of the new tutor.

S. No	Activity	Status	Remarks (if any)
1	Students progress report duly filed in by the existing tutor		
2	Progress on the syllabus covered and way forward		
3	Student Introduction		
4	Minimum 2 combined classes where both new and existing tutors are present		
5	Addition to relevant WhatsApp and mailing groups maintained by the existing tutor, if any		
6	Physical assets pertaining to the class, if any		
7	Guide on filling up and submission of attendance sheets of students		
8	Guide on tutor attendance		
9	Guide on fees collection reminders and any other class related reminders		

Name, Signature & date of the new tutor

Name, Signature & date of the existing tutor

Name, signature & date of the Staff in-charge of orientation

Standard Operating Policies & Processes

5.2 Handover-Takeover Checklist in case of new additional tutor

The below mentioned Checklist is to be duly filed and signed by – new tutor and the staff in-charge of orientation. Work buddy to check and help in completion of the checklist This checklist is to be filed along with the other documents of the new tutor.

S. No	Activity	Status	Remarks (if any)
1	Students' progress report duly filed in by the previous tutor		
2	Progress on the syllabus covered and way forward		
3	Student Introduction		
4	Addition to relevant WhatsApp and mailing groups if any.		
5	Physical assets pertaining to the class, if any.		
6	Guide on filling up and submission of attendance sheets of students		
7	Guide on tutor attendance		
8	Guide on fees collection reminders and any other class related reminders		

Name, Signature & date of the new Tutor

Name, signature & date of the Staff
in-charge of orientation

Standard Operating Policies and Processes

Recruitment of Staff & Tutors



S I F A S Art Characterises Civilisation

Index	
Department	Human Resources
Date of Issue	01-08-2020
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Version	1.0

1.0 Description of the Policy or Process

1.1 Purpose: To provide guidelines in the case of a recruitment of a tutor or secretariat staff.

1.2 Process – Recruitment of Secretariat Staff

- 1.2.1 Recruitment of a new employee to be approved by the VP Administration.
- 1.2.2 Head Administration to prepare the Job Description and procure the approval of VP Administration.
- 1.2.3 The approved Job description to be posted on the careerfuture.sg and LinkedIn.
- 1.2.4 Principal or Vice Principal to shortlist the candidates for initial round of interview.
- 1.2.5 In case of a referral profile, principal or vice principal can conduct the first round of interview directly after ensuring there is no conflict of interest.
- 1.2.6 The candidate has to fill the interview application form which will be available in SIFAS office and submit before the interview (Refer annexure)
- 1.2.7 Once the candidate clears the first round, the final round of interview to be scheduled with the Vice Presidents. Vice President Administration and the Vice President of the section, at the minimum, would need to interview.
- 1.2.8 The interview feedback form (Refer Annexure) needs to be filled in on the same day of interview by the interviewers.
- 1.2.9 Once selected, the candidate will be sent an offer letter stating the terms of the contract.
- 1.2.10 The candidate needs to accept and sign the same.
- 1.2.11 Upon acceptance from the candidate (for full time permanent positions), SIFAS to arrange for a paid pre-employment medical check-up for the candidate.
- 1.2.12 Upon completion of the medical check-up, candidate joins as per the date agreed with SIFAS. Refer SOPP – Onboarding a new staff

1.3 Process – Recruitment of Tutor

- 1.3.1 VP Academy to approach the Indian universities or Institutions to seek for recommendations.
- 1.3.2 On receipt of profiles, first round of interview will be conducted through online mode by recruitment committee consisting of VP Academy, Secretary, VP Administration and Chair of HR committee.
- 1.3.3 Upon clearing the first round, the final round of interview / discussion will be scheduled with the VP Academy.
- 1.3.4 The interview feedback form needs to be filled in on the same day of interview by the interviewers. (Refer Annexure)
- 1.3.5 VP Academy to advise formally to the Principal about the selection of the candidate and provide relevant details after which SIFAS office to start the Visa processing
- 1.3.6 Communication of confirmation to the tutor – In case of selection, the candidate needs to be informed via email. The communication should be a letter of offer covering salary, standard deductions (accommodation, S\$ 100/- per month for 1st 10 months refundable on termination), medical insurance coverage, professional development leave, annual leave, Medical leave, bringing spouse/ parents to stay upon completion of 1 year of service, termination and resignation clause, and any other terms and conditions as applicable at that point time)

Standard Operating Policies and Processes

- 1.3.7 Upon communication, selected candidate to send soft copy all the documents (refer annexure for checklist) to SIFAS within 14 working days.
- 1.3.8 The documents have to be translated in English in case it is otherwise.
- 1.3.9 Note: Relevant diploma and degree certificates should be verified and attested by the university/college.
- 1.3.10 Staff in charge to apply for in principal approval from Ministry of Manpower within 1 week from the receipt of documents.
- 1.3.11 Once approved by Ministry of Manpower, SIFAS will proceed with the onboarding formalities. Refer to SOPP- Onboarding a tutor.
- 1.3.12 Candidate to bring all the original and translated (if any) certificates to Singapore in order to be submitted at the time of onboarding.

2 Accountability & Responsibility

2.1 Accountability - It is the responsibility of the Principal to discuss with the relevant stakeholders and ensure process completion.

2.2 Maintain – It is the responsibility of the Principal to maintain all the details and share it with the management on need basis.

3 Authorisation & Escalation

3.1 Authorisation - Principal of SIFAS can propose temporary changes to the SOPP.

3.2 Escalation – Matter to be escalated to the VP Administration, VP Academy and HR Committee, as appropriate.

4 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
					Add/delete / modify		

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Standard Operating Policies and Processes

5 Annexure

5.1 Interview Feedback Form for interviewers:



Interview Feedback
Form.doc

5.2 Interview Application Form for candidates:



SIFAS Interview
Application Form.doc

5.3 Document Submission Checklist: - Softcopy of the below mentioned documents needs to be submitted and Hardcopy to be brought to Singapore.

- 2 passport size photographs with white background
- Certificates - Professional and Academic qualifications including mark sheets from school to college. If there is any certificate that is not in English, need to be translated to English and duly attested by a notary. Both the original and translated certificates should be provided.
- AIR Grade Certificate - where applicable.
- Copies of any awards received from various institutions
- Passport 1st and last page - should have a validity of at least One year + from the likely date of application.
- Experience certificate from institutions employed previously.
- Additional certifications
- Government ID proof such as Aadhar card or NRIC (In case of visa process/conversation)
- Any letter of reference/testimonials

Standard Operating Policies and Processes

Resignation of Tutors and Staff



S I F A S Art Characterises Civilisation

Index	
Department	Human Resources
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1.0 Description of the Policy or Process

1.1 Purpose: To provide guidelines in the case of a resignation of a tutor or secretariat staff. For the purpose of this SOPP, tutors and secretariat staff will be called as 'Employee'.

1.2 Process

- 1.2.1 The employee to send the resignation via an email to the Principal of SIFAS.
- 1.2.2 Principal to call for a discussion with the resigned employee within 3 working days from the date of submission of resignation.
- 1.2.3 Based on the discussion with the employee, Principal to inform VP Administration on the same.
- 1.2.4 VP Academy needs to be informed in the case of a tutor resignation.
- 1.2.5 On case to case basis, VP Administration (Staff) or VP Academy (Tutor) can call for a joint meeting with the Principal and employee to discuss retention options.
- 1.2.6 In case, retention is not possible, Principal to respond to the resignation mail stating acceptance of resignation and last working day of the employee
- 1.2.7 Based on the employee's contract, last working day will be communicated to the employee by the Principal via email.
- 1.2.8 In case of a tutor resignation, details of outstanding loans, recoverable, assets issued and instruments inventory should be ascertained by the Principal and take appropriate action.
- 1.2.9 Employee to ensure all the reports, documents, files etc are placed in the common drive
- 1.2.10 In case the employee's nature of work involved interaction with external stake holders such as vendors, government agencies, other arts school etc, Principal to communicate the resignation, last working date and alternate point of contact from SIFAS.
- 1.2.11 Once the employee's resignation is accepted, employee to sign a non-disclosure agreement confirming the confidentiality of all official SIFAS information.
- 1.2.12 Employee to complete a detailed handover and knowledge transfer lasting a minimum of 2 weeks to the successor identified.
- 1.2.13 In the case of a tutor resignation where the new tutor is identified, new tutor to attend the classroom sessions with the current tutor.
- 1.2.14 Current tutor to brief the new tutor on the syllabus, class schedules, number of students and their year of learning, contact details of the students, asset register of equipment and instruments where applicable, and students who can take exams in the coming year.
- 1.2.15 In case employee has leave balance, the same to be availed as cash in lieu or can be offset against the notice period.
- 1.2.16 NOTE: Compensatory time off cannot be offset against notice period. Refer SOPP – Compensatory time off
- 1.2.17 All the system access to be revoked by the system admin 3 days before the last working day of the employee.
- 1.2.18 As a part of the relieving formalities, employee to attend an exit interview with the Principal (Refer Annexure).
- 1.2.19 On the last working day, employee to handover all the physical assets in possession and clear dues if any.
- 1.2.20 On the last working day, Email ID of the employee to be revoked by the system admin.
- 1.2.21 On the last working day, employee to sign a non-disclosure agreement stating protection of SIFAS official information of all sorts- such as student information, tutor information etc.
- 1.2.22 All the documents pertaining to the employee to be stored in the Personnel file by the Principal for future records.

Standard Operating Policies and Processes

1.2.23 Post the roll out of Staff module in SARVAM, employee resignations and related documents to be stored in soft copy format for future references.

2 Accountability & Responsibility

2.1 Accountability - It is the responsibility of the Principal to discuss with the employee, VP Admin and relevant stakeholders and aim to reverse the resignation.

2.2 Maintain – It is the responsibility of the Principal to maintain all the details and share it with the management on need basis.

3 Authorisation & Escalation

3.1 Authorisation - Principal of SIFAS can propose temporary changes to the SOPP.

3.2 Escalation – Matter to be escalated to the VP Administration and HR Committee.

4 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
					Add/delete / modify		

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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5 Annexure

Exit Interview Template:

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Exit Interview
Template.xlsx

Compensatory Time Off Leave



S I F A S Art
Characterises
Civilisation

Department	Human Resources
Date of Issue	
Valid Up to	
Version	

1.0 Description of the Policy or Process

- 1.1 **Purpose:** To provide eligible employees with paid leave as compensation for additional hours worked over and above 44 hours per week. The additional hours could be on a weekday, weekend or a public holiday.
- 1.2 **Eligibility** – This policy applies to full time employees of SIFAS or if agreed in the offer letter of the employee.
- 1.3 **Overtime Limit** – An employee can only work up to 9 overtime hours in a month and not more than a total of 13 hours per day.
- 1.4 **Rate of accrual** - Eligible employees earn compensatory time off leave on an hour-for-hour basis. Accordingly, an employee may earn one hour of compensatory leave for each hour that he or she is required to work. Up to 9 hours per day is considered one work day. Hence an employee can earn a maximum of 1 day of compensatory time off leave per month.
- 1.5 **Duration of accrued compensatory time off leave** - Accrued time off leave lapses within 12 months from the date it is earned or December 31 of that particular year, whichever is earlier. Thus, once lapsed, accrued compensatory time off leave is no longer valid and cannot be carried forward to the next year.
- 1.6 **Exclusions** – The compensatory time off leave shall not be availed during the notice period. In the instance of an employee serving notice period has unused compensatory time off leave, the same shall be paid out as cash along with the final settlement of the employee.
- 1.7 **Special Scenario** – In the event of an employee working more than 9 hours of overtime a month, the sum total of the hours shall not exceed 108 hours per year (9hours * 12 months = 108 hours)

Steps to avail Compensatory time off leave:

- 1.8 **Overtime Request Form:** The time off request form is to be duly filled in and submitted to the Principal of SIFAS minimum 6 hours before the start of overtime.
- 1.9 **Approval of Overtime Request Form:** The principal shall review the reason and nature of tasks before approving or rejecting the request. In the absence of Principal, Vice Principal is authorized to approve the same. In the event both are not available the employee needs to seek an email approval from the Principal.
- 1.10 Upon the approval, the employee can proceed to work overtime for the approved duration.
- 1.11 **To avail compensatory time off leave-** Employee to give two days of notice to the Principal unless the compensatory time off leave is used for legitimate emergencies. In all other instances, compensatory time off leave must be approved by the Principal in advance.

2.0 Authorisation & Escalation

Authorisation – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.

Escalation – In case of any issues, the first point of escalation is the Principal of SIFAS. If unresolved, the next point of escalation is the Chair- HR committee.

3.0 Accountability & Responsibility

3.1 Approval of overtime request – Principal of SIFAS is the approval authority in whose absence the Vice principal shall approve the same.

3.2 Maintenance of records – It is the responsibility of the Principal to maintain the overtime status of each employee in an excel spreadsheet.

3.3 Review - It is the responsibility of Principal to periodically monitor and review the overtime status of all employees.

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
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Approved By	Name	Designation	Signature	Date
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Standard Operating Policies and Processes

Ex-Gratia Payment to Staff & Tutors



S I F A S Art Characterises Civilisation

Index	
Department	Human Resources
Date of Issue	01-07-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 **Purpose:** To provide guidelines on Ex-Gratia payments made to staff and tutors of SIFAS.

1.2 **Meaning :** An ex gratia payment is a sum of money paid to an employee by an employer as a gesture of goodwill, in a situation where the employer is not obligated to do so (i.e.) there is no contractual obligation placed on the employer to pay the same.

1.3 Ex-Gratia payment is commonly made in bereavement, retirement, redundancy exit and dismissal scenario. Moreover, there is no limit on how much an ex gratia payment can be. It is up to the discretion of management of SIFAS to decide the pay out as well as the grant amount on case to case basis.

1.4 Process: Bereavement

- 1.4.1 In the case of an unfortunate instance of death of a staff or tutor or immediate relatives (Includes spouse and children less than 21years of age only) of an employee of SIFAS, the management committee of SIFAS can grant an ex gratia payment to the employee or the family as applicable.
- 1.4.2 **Eligibility:** Staff and tutors of SIFAS whose monthly gross salary is less than \$5000 SGD.
- 1.4.3 **Grant amount:** One-time pay out of \$1000 SGD which is non-taxable to be made along with the subsequent salary cycle. CPF does not apply for the same.

1.5 Process: Other scenarios

- 1.5.1 Ex-Gratia payment can be made for other exigencies. However, the Management Committee needs to decide on case-to-case basis considering the merits of each case.

2.0 Accountability & Responsibility

2.1 **Maintain** – Head of Finance to ensure that ex-gratia payments are accounted under the name of ex-gratia separately. Head of Finance to also maintain the list of Ex-Gratia payments made and share the same with the management on need basis.

Standard Operating Policies and Processes

3.0 Authorisation & Escalation

3.1 **Authorisation** – Principal of SIFAS can propose temporary changes to the SOPP in consultation with the Management Committee of SIFAS.

3.2 **Escalation** – Matters can be escalated to the Chair of HR Committee

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
					Add/delete / modify		

Approved By	Name	Designation	Signature	Date
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Standard Operating Policies and Processes

Grievance Redressal - Staff



SIFAS Art
Characterises
Civilisation

Index	
Department	Human Resources
Date of Issue	01-06-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 What is Grievance Handling: Grievance handling is the management of dissatisfaction or complaints (e.g. favouritism, sexual harassment, etc) by employees of SIFAS which includes staff and tutors.

1.2 Purpose & Eligibility: Handle grievances in an amicable and supportive way to avoid unnecessary escalation, negative feelings, identify and address unacceptable or unlawful practices quickly thereby providing a safe environment to work. This policy applies to all employees of SIFAS including full-time employees, contract employees and interns.

1.3 Creation of Grievance Committee - The grievance committee is responsible for handling all grievances. The grievance committee consists of at least 5 members including the Secretary, Chair – HR, VP Admin, Principal and VP Academy. In case of conflict of interest, any other Management committee member can be included in the place of the above-mentioned members. A woman member must be mandatorily present in a sexual harassment case. Members of the grievance committee commit by being a member to not disclose any information in their possession even to their own hierarchy. Breaking that rule exposes them to immediate exclusion from the committee.

1.4 SIFAS abides by the following fair employment practices:

- Handle all complaints of discrimination seriously.
- Conduct proper investigations into complaints.
- Respond to the complainant promptly and proactively.
- Record and file grievances confidentially.
- Treat both complainant and respondent fairly.
- Conduct training for all managers and supervisors involved in handling grievances.

1.5 Process to raise a grievance: -

- There are two ways to initiate the process: Send an email to the Principal or Vice Principal of SIFAS or initiate a verbal discussion with one of them. However, for the investigation to begin, the grievance needs to be given in writing.
- The grievance to be formally raised within 1 week from the time of the incident.
- The matter will be taken up for investigation within 3 working days from the date a written statement is given.

1.6 Setting up the Grievance Handling Procedure: -

- Upon receiving the grievance in written, both the parties will be called for individual face to face discussion by the Principal within 3 working days from the date of raising the grievance and the minutes of the same shall be documented in the Counselling Record Form (Refer Annexure). In the absence of Principal, Vice Principal shall call for a discussion.

Standard Operating Policies and Processes

- Basis the initial discussion, the principal shall notify the matter to the grievance committee. Thorough investigation of the case and evidence if any to be done by the Principal within 7 days from the date of raising the grievance. The findings shall be submitted to the grievance committee.
- Based on the gravity of the case, the grievance committee may call for a face to face discussion or a joint discussion with both the parties or call for further investigation of the matter.
- In case of a joint discussion, both the parties will be given opportunities to defend themselves in front of the grievance committee.
- Basis their discussion and the investigation findings, the committee shall decide on the resolution and close the grievance within 15 days from the date of raising the grievance.

1.7 The resolution

- Based on the severity of the offence, the grievance committee shall decide one of the following – Written Verbal Warning or written warning letter. Either a verbal or a written warning is valid for a period of 1 year and is considered as a black mark or a demerit.
- If an employee commits a disciplinary offence but has never done so before and has a clean record otherwise, a verbal warning should suffice. That is, unless the action classifies as gross misconduct.
- If a staff member commits gross misconduct, (anything that might lead the organisation into disrepute or serious health & safety breaches), then this can go straight to a final warning or dismissal.
- **Written Verbal Warning** – Verbal warning is a form of warning given orally by the management. Verbal warning is the first part of the disciplinary process which may lead to 1st written warning and so on. However, for the purpose of record, the verbal warning is documented; the employee to whom the verbal warning is issued is asked to sign the same as an acknowledgement of the warning.
- **1st written warning** – In the event when the misconduct is repeated, the management can issue a written warning. (Refer Annexure for the template)
- **2nd written warning** – In the event when the misconduct is repeated for the second time, management can issue a 2nd warning letter. This is also the final warning for the employee.
- **Dismissal** – In the event the misconduct is repeated for the third time, the management has the right to dismiss an employee with immediate effect.

A signed copy of all the letters shall be retained with the management and another copy shall be given to the employee. At given instance, it is up to the discretion of management of SIFAS to choose the type of grievance resolution.

1.8 Filing and Incident Logbook

- Closed grievances to be filed and documented for audit purposes. All the letters pertaining to the same along with the counselling record form is to be filed. This file is considered to be confidential and the digital forms pertaining to the same must be password protected.
- An incident logbook is to be maintained by the Principal. It is a journal to record all the grievances raised in any particular year, employees involved, grievance committee details and actions taken towards resolution.
- The incident log is to be produced to the Management committee for review twice a year for the purpose of analysis and introduction of new measures or policies.

2.0 Sexual Harassment

- In case of a sexual harassment issue, the above process holds good. However, the complainant may choose to have the initial discussion with the Principal or request for a woman manager to discuss with.
- The Grievance committee must encompass a woman while dealing with sexual harassment cases.

Standard Operating Policies and Processes

3.0 Authorisation & Escalation

3.1 Authorisation – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.

3.2 Escalation of Unresolved Grievances – Grievances unacted upon or in the case of no updates from the management of SIFAS beyond 30 days can be escalated to VP Administration

4.0 Accountability & Responsibility

4.1 Appointment of Grievance Committee – Chairman of SIFAS to appoint the grievance committee each year.

4.2 Investigation results –It is the responsibility of the grievance committee to close the investigation and finalize the results within the time duration mentioned under Section 1.6

4.3 Communication to the compliant – It is the responsibility of the Principal to communicate the investigation findings and grievance closure with the complainant.

4.4 Incident Logbook – Principal to file all the documents and update the incident log book for audit purposes.

5.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
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Standard Operating Policies and Processes

6.0 Annexure

Annexure 1 – Counselling Record Form



Counselling Record
Form.docx

Annexure 2 – Template of the warning letters



Sample Verbal
Warning Letter.docx



Sample First
Warning Letter V3.d

Annexure 3 – Incident Log book format



Incident Log -
Format.xlsx

Annexure 4 – Reference – Verbal and Non-verbal warning



Verbal and
Non-Verbal Warning

Standard Operating Policies and Processes

Grievance Redressal –Students & Parents



S I F A S Art
Characterises
Civilisation

Index	
Department	Human Resources
Date of Issue	DD-MM-YYYY
Valid Up to	DD-MM-YYYY
Version	1.0

1.0 Description of the Policy or Process

1.1 What is Grievance Handling: Grievance handling is the management of dissatisfaction or complaints (e.g. favouritism, sexual harassment, etc) by students of SIFAS and their parents.

1.2 Purpose & Eligibility: Handle grievances in an amicable and supportive way to avoid unnecessary escalation, negative feelings, identify and address unacceptable or unlawful practices quickly thereby providing a safe environment to learn. This policy applies to all students of SIFAS and their parents.

1.3 Grievance Committee - The grievance committee is responsible for handling all grievances. The grievance committee to consists the Principal, Vice Principal and Academy staff. In case of conflict of interest, any other staff or VP Academy can be included in the place of the above-mentioned members. A woman member must be mandatorily present in a sexual harassment case. Members of the grievance committee to commit by being a member to not disclose any information in their possession even to their own hierarchy. Breaking that rule exposes them to immediate exclusion from the committee.

1.4 SIFAS abides by the following fair employment practices:

- Handle all complaints of discrimination seriously.
- Conduct proper investigations into complaints.
- Respond to the complainant promptly and proactively.
- Record and file grievances confidentially.
- Treat both complainant and respondent fairly.
- Conduct training for all managers and supervisors involved in handling grievances.

1.5 Process to raise a grievance: -

- There are two ways to initiate the process: Send an email to the Principal or Vice Principal of SIFAS or initiate a verbal discussion with one of them. However, for the investigation to begin, the grievance needs to be given in writing.
- The grievance to be formally raised within 1 week from the time of the incident.
- The matter will be taken up for investigation within 3 working days from the date a written statement is given.

1.6 Setting up the Grievance Handling Procedure: -

- Upon receiving the grievance in written, both the parties will be called for individual face to face discussion by the Principal within 3 working days from the date of raising the grievance and the minutes of the same shall be documented in the Counselling Record Form (Refer Annexure). In the absence of Principal, Vice Principal shall call for a discussion.
- Basis the initial discussion, the principal shall notify the matter to the grievance committee. Thorough investigation of the case and evidence if any to be done by the Principal within 7

Standard Operating Policies and Processes

days from the date of raising the grievance. The findings shall be submitted to the grievance committee.

- Based on the gravity of the case, the grievance committee may call for a face to face discussion or a joint discussion with both the parties or call for further investigation of the matter.
- In case of a joint discussion, both the parties will be given opportunities to defend themselves in front of the grievance committee.
- Basis their discussion and the investigation findings, the committee shall decide on the resolution and close the grievance within 15 days from the date of raising the grievance.

NOTE : Academy Staff will be involved in the investigation and any other process concerning the grievance or as directed by the Principal and Vice principal of SIFAS.

1.7 The resolution

- Based on the severity of the offence, the grievance committee shall decide one of the following – Written Verbal Warning or written warning letter. Either a verbal or a written warning is valid for a period of 1 year and is considered as a black mark or a demerit.
- If an person commits a disciplinary offence but has never done so before and has a clean record otherwise, a verbal warning should suffice. That is, unless the action classifies as gross misconduct.
- If the member commits gross misconduct, (anything that might lead the organisation into disrepute or serious health & safety breaches), then this can go straight to a final warning or dismissal.
- **Written Verbal Warning** – Verbal warning is a form of warning given orally by the management. Verbal warning is the first part of the disciplinary process which may lead to 1st written warning and so on. However, for the purpose of record, the verbal warning is documented; the employee to whom the verbal warning is issued is asked to sign the same as an acknowledgement of the warning.
- **1st written warning** – In the event when the misconduct is repeated, the management can issue a written warning. (Refer Annexure for the template)
- **2nd written warning** – In the event when the misconduct is repeated for the second time, management can issue a 2nd warning letter. This is also the final warning.
- **Dismissal** – In the event the misconduct is repeated for the third time, the management has the right to dismiss a student or any concerned employee with immediate effect.

A signed copy of all the letters shall be retained with the management and another copy shall be given to the concerned member. At any given instance, it is up to the discretion of management of SIFAS to choose the type of grievance resolution.

1.8 Filing and Incident Logbook

- Closed grievances to be filed and documented for audit purposes. All the letters pertaining to the same along with the counselling record form is to be filed. This file is considered to be confidential and the digital forms pertaining to the same must be password protected.
- An incident logbook is to be maintained by the Principal. It is a journal to record all the grievances raised in any particular year, employees involved, grievance committee details and actions taken towards resolution.
- The incident log is to be produced to the Management committee for review twice a year for the purpose of analysis and introduction of new measures or policies.

2.0 Sexual Harassment

- In case of a sexual harassment issue, the above process holds good. The Grievance committee must encompass a woman while dealing with sexual harassment cases.

Standard Operating Policies and Processes

3.0 Authorisation & Escalation

3.1 **Authorisation** – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.

3.2 **Escalation of Unresolved Grievances** – Grievances unacted upon or in the case of no updates from the management of SIFAS beyond 30 days can be escalated to VP Academy and VP Administration

4.0 Accountability & Responsibility

4.1 **Investigation results** –It is the responsibility of the grievance committee to close the investigation and finalize the results within the time duration mentioned under Section 1.6

4.2 **Communication to the compliant** – It is the responsibility of the Principal to communicate the investigation findings and grievance closure with the complainant.

4.3 **Incident Logbook** – Principal to file all the documents and update the incident log book for audit purposes.

5.0 Version Control

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Standard Operating Policies and Processes

6.0 Annexure

Annexure 1 – Counselling Record Form



Counselling Record
Form.docx

Annexure 2 – Template of the warning letters



Sample Verbal
Warning Letter.docx



Sample First
Warning Letter V3.d

Annexure 3 – Incident Log book format



Incident Log -
Format.xlsx

Annexure 4 – Reference – Verbal and Non-verbal warning



Verbal and
Non-Verbal Warning

Standard Operating Policies and Processes

Performance Appraisal



SIFAS Art
Characterises
Civilisation

Index	
Department	Human Resources
Date of Issue	01-08-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 **Purpose:** Performance Appraisal is intended to be a fair and balanced assessment of an employee's performance. It is a time for the supervisor and employee to review the performance of the last year, give and receive feedback, clarify job duties, explain management's expectations, and set goals for the coming year.

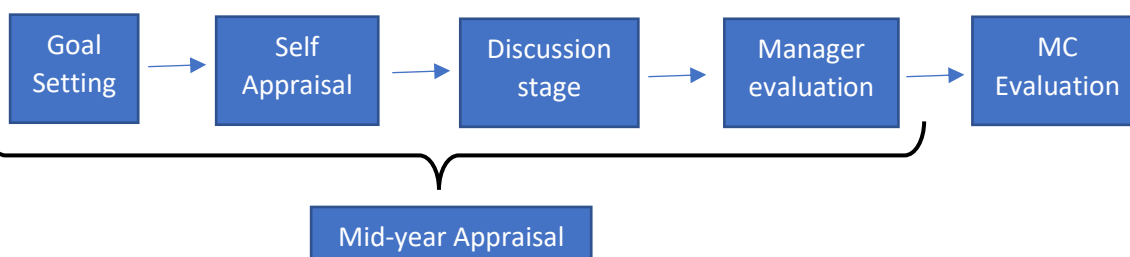
1.2 **Scope:** To accomplish a fair and balanced assessment, management must provide the employee an opportunity to express his/her opinions about the employment relationship. Even though the employee's past performance is reviewed, an essential component is planning for the next year.

1.3 **Applicability:** This is applicable for all permanent staff and tutors of SIFAS. For the purpose of this SOPP, they will be called as 'employees'

1.4 Types of Appraisal:

- 1.4.1 **Mid-year Appraisal** – is a pitstop review in the middle of the academic year that to check on the progress made towards the goals agreed upon at the beginning of the year.
- 1.4.2 **Annual Appraisal** – is the final appraisal and assessment of employee's job performance, achievements of goals and contributions to the organisation for that particular year.

1.5 Overall Process



1.6 Goal Setting:

- 1.6.1 The Key Performance Indicators (KPI) otherwise called the goals for an employee to be set/reset between 2nd Jan to 20th Jan every year after a discussion and mutual sign off between employee and the manager.
- 1.6.2 The KPIs to include two sections – Quantitative goals and Qualitative Goals
- 1.6.3 Minimum of 4 qualitative goals to be set for every employee from the below mentioned predefined goals.

Standard Operating Policies and Processes

- ✓ Quality of work
- ✓ Communication
- ✓ Problem Solving
- ✓ Planning and Organising
- ✓ Job knowledge
- ✓ Commitment and responsibility
- ✓ Initiative
- ✓ Team work
- ✓ Emotional Quotient

1.6.4 For a new employee, Goal setting is to be done by the manager within 30 days from his/her date of joining in SIFAS.

1.7 Self-Appraisal:

- 1.7.1 Employee to complete their mid-year self-appraisals between 1st June to 7th June and annual self-appraisals between 1st Nov to 7th Nov every year.
- 1.7.2 Self-Appraisal comments to include quantifiable data where ever applicable.
- 1.7.3 Employee needs to give a self-evaluation rating as one of the following - Very good / good / average/need further guidance
- 1.7.4 The completed self-evaluation form to be submitted to the supervisor.

1.8 Discussion Stage:

- 1.8.1 Discussion to be completed for mid-year appraisals between 8th June to 20th June and annual appraisals between 8th Nov to 20th Nov every year.
- 1.8.2 Manager and employee to have a face-to-face discussion on the performance parameters, highs and lows of the year and expectations for the upcoming year.
- 1.8.3 This stage provides an excellent opportunity for employees and managers to verbally discuss the past performance and way forward.
- 1.8.4 During the annual appraisal discussion, the manager to go through the mid-year discussion sheet in advance and plan the annual appraisal discussion accordingly.

1.9 Manager Evaluation:

- 1.9.1 Manager to complete the evaluation for mid-year appraisals between 21st June to 30th June and annual appraisals between 21st Nov to 25th Nov every year.
- 1.9.2 Manager to go through each comment given by the employee and provide comments (quantify where ever applicable) and award a final rating - Very good / good / average/need further guidance (Refer annexure for evaluation form)
- 1.9.3 Mid-year appraisal processes close at this stage.
- 1.9.4 The forms are to be filed for future reference.

2.0 MC/VP Evaluation:

- 2.0.1 Only annual appraisal discussion is to be reviewed by the MC member/VP.
- 2.0.2 MC/VP to review the comments of both employee and manager; approve/return to manager for further discussion or clarification.
- 2.0.3 In the case of approval, the appraisal is considered to be closed.
- 2.0.4 All the forms are to be filed for future reference.

2.1 Communication of appraisal comments and ratings to the employee

- 2.1.1 Once the VP admin approves the ratings, the same needs to be communicated back to the employee by the manager either through an official email.

Standard Operating Policies and Processes

- 2.1.2 Once all the reviews are completed, employees will be bucketed into one of the four rating buckets and is sent to HR committee for final approval and salary correction.

Very Good - 5%
Good - 35%
Average - 50%
Need further Guidance - 10%

2.2 Grievance redressal

- 2.2.1 If the employee disagrees with the evaluation, he/she should discuss his/her concerns with the Manager.
- 2.2.2 The manager may consult with the Principal, VP admin or other administrators if needed.
- 2.2.3 In all cases, an appraisal related grievance should be officially closed within 7 working days from the date of raising the grievance.

2 Authorisation & Escalation

Authorisation – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.

Escalation – In case of any issues, the first point of escalation is the Principal of SIFAS. If unresolved, the next point of escalation is the VP Administration.

3 Accountability & Responsibility

- 3.0 **Accountability** – At the outset, each employee is responsible for his/her closure of appraisal process on time.
- 3.1 **Responsibility** – It is the responsibility of the Principal of SIFAS to ensure the process compliance, timely closures and filing of all appraisal related documents.

Standard Operating Policies and Processes

4 Version Control

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5.0 Appendix



Self-Appraisal
Form.docx



Manager
Evaluation Form

Standard Operating Policies and Processes

Arangetram



S I F A S Art
Characterises
Civilisation

Index	
Department	Administration
Date of Issue	01-08-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 **Purpose:** To provide guidelines to parents who wish to organize an Arangetram for their wards.

1.2 **Eligibility:** A student is eligible to perform Arangetram only if recommended by his/her tutor and/or students who have received at least a 5th year certificate from SIFAS.

1.3 Process:

- 1.3.1 Once the tutor recommends performing Arangetram for a particular student, the parents of that student to write an email to the Principal or Vice Principal of SIFAS at least one year before event date stating their interest towards the same.
- 1.3.2 The concerned parent will be called for a meeting where the Arangetram Checklist (refer annexure) will be shared to them.
- 1.3.3 During the meeting, the checklist and sequence of events will be discussed.
- 1.3.4 Apart from the above, payments for involving tutors will be discussed as per the below mentioned rate card.

Item	Rate (in SGD)
Base Package	
Margam of 6 items from the current syllabus	\$2000
Additional amount for optional items	
1. Varnam (35-40mins) – New Choreography – in lieu of the Varnam in the base package	\$500
2. Each 10-minute new item – in lieu of the item in base package	\$300
Accompanying Artist Payment	
Payment to accompanying artists from SIFAS faculty (Vocal, Violin, Mridangam and Flute) Inclusive of 4 rehearsals	\$500 per accompanist

- 1.3.5 Upon reaching an agreement, two copies of agreement letter to be signed by SIFAS and the parents which will be kept confidential
- 1.3.6 One copy to be retained by SIFAS for record and reporting purpose while the other copy to be handed over to the parent.
- 1.3.7 External venue booking - To avail organisation discounts for booking of external venues, SIFAS will aid parents in coordinating event booking.
- 1.3.8 100 % Deposit payment to be made to SIFAS prior to the booking of venue.
- 1.3.9 Final payment for the venue to be done to be to SIFAS once the final invoice is received.
- 1.3.10 The Insurance for the venue is to be taken by the parents under the name of SIFAS (in the case booking is made under SIFAS) and suggestions for the insurance provider will be provided by the venue itself as they have already contracted discounted rates.

Standard Operating Policies and Processes

2 Accountability & Responsibility

2.1 Review - It is the responsibility of the Vice Principal to discuss and confirm the checklist with the parents.

2.2 Maintain – It is the responsibility of the Program staff to maintain all the details and share it with the Vice Principal and Principal on need basis.

3 Authorisation & Escalation

3.1 Authorisation – Vice Principal of SIFAS is the primary approver. Principal of SIFAS can propose temporary changes to the SOPP.

3.2 Escalation – Matter to be escalated to the Principal of SIFAS, if needed.

4 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
					Add/delete / modify		

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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Standard Operating Policies and Processes

5 Annexure – Arangetram Checklist

ARANGETRAM – DANCE

Checklist

No.	Item	Logistics	Arrangements by	Expense by (\$)
1	Event Date/Time	-	Parents/Teacher	Parents
2	Venue	-Book Auditorium: _____ -Contact Name/Tel No: _____ -Seating capacity / seat plan -VIP Room availability -Podium/Mic -Rehearsal availability -Sound Testing from: _____ -Entertainment license (MDA)	Parents/Teacher/ SIFAS Help	Parents
3	Admission	-Free Admission or by invitation only	Parents	
4	Printer / Printing	-Invitation cards (<i>SIFAS Name</i>) -No. of copies/ Proof read -Poster/Souvenir Magazine or Brochure/Invitation Card <i>(SIFAS Logo/Name on cover page - SIFAS & parents being co-organisers)</i> - <i>Guru Name to be mentioned along as Tutor of SIFAS</i> -Synopsis text on SIFAS need approval <i>(see pg. 3)</i> -No. of copies/ Proof read -Invitation to SIFAS Mgt. Comm., Indian Arts Groups, Government Organisations <i>(give 50 pcs invitation card to SIFAS)</i> -Publicity Poster/ SIFAS Post	Parents/Teacher SIFAS proof read	Parents
5	Guest of Honor	-Name: _____	Parents/Teacher	Parents

Standard Operating Policies and Processes

		<ul style="list-style-type: none"> -Arrival time: _____ -Speech in Tamil or English -Garland/bouquet -Token of Appreciation/Memento -Certificate signed by SIFAS President (SIFAS to arrange) 		
6	Compere/MC	<ul style="list-style-type: none"> -Name: _____ -Language – English/Tamil -Sequence of event (see pg. 4) -Garland/Token or Cash 	Parents/Teacher/ SIFAS	Parents
7	Food Catering	<ul style="list-style-type: none"> -Caterer: _____ -Vegetarian Food -No. of Pax. -Buffet style 	Parents/Teacher	Parents
8	Photography/ Video	Name/Tel No: _____	Parents/Teacher	Parents
9	Transportation	If arranged, from where to Auditorium	Parents/Teacher	Parents
10	Seating	<ul style="list-style-type: none"> -Reserve seats/rows for Chief Guest, Parents of artiste, SIFAS Mgt. Comm, Teachers, Relatives of artiste - Seating order 	Parents/Teacher	
11	Stage decoration	<ul style="list-style-type: none"> -Banner or backdrop -Kumbam -Kuthuvilakku -Kolam -Flowers, etc 	Parents/Teacher	Parents
12	Reception Counter (at entrance to Auditorium)	<ul style="list-style-type: none"> -Table + 4 chairs -Name list of “VIPs/Reserved seating” -Seat plan -4 young girls + ushers -Souvenir Magazines/Brochures -Thattu with sweets -Santhanam/Paneer 	Parents/Teacher	Parents

Standard Operating Policies and Processes

DANCE ARANGETRAM BY _____

DATE _____, 6:30 PM – _____ AUDITORIUM

Sequence of Events

6.15 pm – Pooja

6.30 pm – Opening by Compere - Synopsis of SIFAS

6.35 pm to To 7.35 pm – Announce programme items and start of programme

7.40 pm – Compere invites Guest of Honor together with Arangetram student's parents to stage:

- Parents present bouquet/garland to Guest of Honor
- Guest of Honor presents SIFAS Certificate (*provided by SIFAS*) to Arangetram student
- Guest of Honor gives speech
- President of SIFAS is invited to the stage
- Parents honour President of SIFAS with a gift
- President gives speech
- Parents present Memento/Token of Appreciation to Guest of Honour
- Guest of honour honours Musicians (*Garland/Memento/Cash*)

1. Guru (Teacher): _____

2. Vocalist 1 by: _____

3. Vocalist 2 by: _____

4. Mridangam by: _____

5. Veena by: _____

6. Flute by: _____

7. Tambura by: _____

8. Violin by: _____

- Arangetram student honours the compere

Compere: On behalf of the President & Management Committee of SIFAS,

we now invite _____ (Vice-President of SIFAS Academy) &

_____ (Principal of SIFAS) presents bouquet & memento to Arangetram student

- The Guest of Honour presents the student a shawl
- The VP Academy to present the Arangetram Plaque and the Principal to hand over the certificate
- President of SIFAS to handover the Painting to the student
- Address by Arangetram student (Speech)

Standard Operating Policies and Processes

(End of ceremony)

8.15PM to 9.30PM -Programme continues

9.30 pm -Mangalam / END followed by Buffet Dinner - (VIP & Mgt Committee to VIP Room / All others to Dinning Area)

Standard Operating Policies and Processes

SIFAS Archives



S I F A S Art Characterises Civilisation

Index	
Department	Administration
Date of Issue	01-06-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 Purpose: To provide instructions for storing important documents, files, brochures, photographs, videos and other data of SIFAS while maintaining access for review by Managing Committee members, staff, auditors and any other person authorized by SIFAS. Copying files and documents by authorized representatives of SIFAS is allowed when required.

1.2 Creation of archival space:

- 1.2.1 What** – A secure archival cloud space to be created in order to store and retrieve the documents pertaining to the activities of SIFAS.
- 1.2.2 Where** – A new email ID called Archives@sifas.org to be created. The corresponding Google cloud space, i.e., Google Drive, will be used for storing the data. The SIFAS email ID of the principal is to be set as the backup email ID for retrieval purposes.
- 1.2.3 Who & When** – A specific staff to be assigned to take charge of the archival process whose primary responsibility would be to update and maintain the archives on a regular basis. Any new folder creation is to be approved by the Principal or Vice-Principal.
- 1.2.4 How** – Only those files approved by the Principal or Vice Principal shall be uploaded in the archive. Although the members of the Management Committee can upload new files, it is advised to inform the archival staff on the same. The files uploaded are required to be updated according to the predefined directory and file naming formats, as shown in the following sections.

1.3 Directory format:

- 1.3.1** Within the archival google drive, folders to be created for each department of work (Eg: Academy, Finance etc). Within each folder, files to be segregated by year, unless inapplicable.
- 1.3.2** All folders should be named clearly so that the path of any file will be intuitive to an unfamiliar user if he or she needs to retrieve said file.
- 1.3.3 Example of a file path** – Festival/2019/Print/'Festival Diary'/'Tickets'

1.4 File naming format:

- 1.4.1 YYYY-MM-DD_PrimaryName_SecondaryInfo_versionnumber.format**
- 1.4.2** Initialising the document name with date designation ensures that all the files stay in chronological order, and are easily retrievable by search.
- 1.4.3** The usage of camel case, that is, capitalising each word in the text without spacing, enables the file to be searchable by any of the words in the file name.
- 1.4.4** To make sure that different versions of a document are sorted sequentially, leading zeros in the numbering have to be included (e.g. 01, ..., 10 instead of 1,2, ..., 10).
- 1.4.5 Example** – 2020-01-05_OpenHouse2020_A5Flyer_02.pdf

Standard Operating Policies and Processes

1.5 Photographs:

- 1.5.1 All photographs will be added to Google Photos under photos@sifas.org.
- 1.5.2 All album names have to reflect the event and its year (e.g. 2018 Academy Day).
- 1.5.3 All photographs will be named according to the prescribed file naming format.
- 1.5.4 Alias of photos will be added to archives@sifas.org

1.6 Videos:

- 1.6.1 All videos will be uploaded onto YouTube under communications@sifas.org. Their visibility will be set to private, as they are stored for archival purposes. These videos can be downloaded from the YouTube account again whenever required.
- 1.6.2 A folder named 'Videos' to be created in the archive, which will host the list of all YouTube URLs in a word document. This is to be maintained in order to keep a track on the number of videos and locate the videos easily.

1.7 Delegation of Authority across all archives:

- 1.7.1 **Secretary of SIFAS** – shall have both read and write access to the entire archive.
- 1.7.2 **Staff In charge of archive** - shall have both read and write access to the entire archive
- 1.7.3 **IT Grid** – Can access the archive but will not have the access to read and write. IT grid shall access the archive only in case of any issue reported from SIFAS.
- 1.7.4 **Vice President** – shall have both read and write access to his/her department's folder and only read access to the other folders.
- 1.7.5 **Management Committee** – Management Committee excluding Vice Presidents shall have only read access to the entire archive.
- 1.7.6 **Principal and Vice Principal** - shall have both read and write access to the entire archive.
- 1.7.7 **Secretariat Staff** – shall have read access but not write access
- 1.7.8 **Tutors** – will neither have read or write access
- 1.7.9 The table below is an example of access to Academy Folder of the archive.

Members	Read Access	Write Access
Secretary of SIFAS	Yes	Yes
Staff in-charge of archive	Yes	Yes
IT Grid	No	No
Vice President - Academy	Yes	Yes
Vice President - Other departments	Yes	No
Rest of the Management Committee	Yes	No
Principal of SIFAS	Yes	Yes
Vice Principal of SIFAS	Yes	Yes
Secretariat Staff	Yes	No
Tutors	No	No

Standard Operating Policies and Processes

2.0 Accountability & Responsibility

2.1 Review - It is the responsibility of the Principal or Vice Principal to periodically monitor and review the status of the archival.

2.2 Maintain – It is the responsibility of the concerned staff member to maintain the complete archival including password management, access control and add/modify/maintain/delete the records of the archival based on the written consent of the Principal or Vice Principal of SIFAS.

2.3 Annual Review – This document is to be reviewed and updated in the first Management Committee meeting of every academic year.

3.0 Authorisation & Escalation

3.1 Authorisation for making new ID creation, modifications and password changes – Principal or Vice Principal of SIFAS

3.2 Authorisation for granting access to a new member - Principal or Vice Principal of SIFAS

3.3 Escalation – In the instance of a security breach or other special scenarios, the matter has to be escalated to the VP Admin by the Principal or Vice Principal, for immediate action.

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
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Standard Operating Policies and Processes

Safe Management Measures (SMM) Manual



S I F A S Art
Characterises
Civilisation

Index	
Department	Administration
Date of Issue	
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 Purpose: Singapore Indian Fine Arts Society (SIFAS) will be implementing the Safe Management Measures (SMM) for phase 2 re-opening as prescribed by the government.

In line with the government announcement on phase 2 "Safe Transition" re-opening, SIFAS has been preparing for the transition in accordance with NAC advisory on the safe re-opening for the arts and culture stakeholders dated 19 June 2020.

SIFAS will start the face-to-face lessons for Dance, Vocal, Instruments and Visual Arts on 30 June 2020, based on the safety measures implemented to ensure the safety of our students and staff.

1.2 Safety Measures Implemented

1.2.1 The safety measures implemented are based on the advisories provided by MOH as well as NAC during COVID-19 period. These safety measures cover 4 areas:

- Safe Management Measures Program and Procedures
- Safe Distancing Requirements
- Personal Wellness & Hygiene
- Contact Tracing

1.3 Safe Management Measures Programs and Procedures

- 1.3.1 The Safe Management measures are implemented and monitored by Safe Management Officer (SMO). The duties are:
- 1.3.2 Identify relevant risk, recommend and assist in the implementation of measures to mitigate those risks.
- 1.3.3 Co-ordinate and monitor the implementation of the Safe Management Measures
- 1.3.4 Communication of the measures to all staff
- 1.3.5 Conduct inspections to ensure compliance of Safe Management Measures
- 1.3.6 Rectify any non-compliance of Safe Management Measures
- 1.3.7 Conduct and maintain records of inspections of Safe Management Measures
- 1.3.8 Appointed SMO: Mr Anthony (Principal)
- 1.3.9 Appointed Safe Management Deputies: 1) Instructor Asfar, 2) Instructor Prakash, 3) Instructor Susanta, 4) Instructor Sonali
- 1.3.10 Inspections and checks will be conducted by SMO or any of the deputies, and corrective actions (if any) will be recorded. Records will be kept and made available upon request.
- 1.3.11 Limit entry into SIFAS
- 1.3.12 Use of SafeEntry to 'Check-In' and 'Check-Out'
- 1.3.13 Barricade the entry and exit point to 1 check-point
- 1.3.14 Only students are allowed into SIFAS for lesson

Standard Operating Policies and Processes

1.4 Safe Distancing Requirements

- 1.4.1 Keep 1-meter Safe Distancing apart from each other at all times
- 1.4.2 Limit group class size based 5 students excluding instructor
- 1.4.3 For office meetings reduce physical meeting or discussion, use phone call and zoom instead
- 1.4.4 Students are advised to leave SIFAS after lessons. No mingling in SIFAS.
- 1.4.5 No social gathering in SIFAS
- 1.4.6 Instructors to follow the planned schedule for the use of kitchen
- 1.4.7 Office staff are divided into Team A and Team B to attend the office
- 1.4.8 Members are advised not to come SIFAS for non-essential business
- 1.4.9 E-payment of tuition fee will be continued

1.5 Personal Wellness & Hygiene

- 1.5.1 All office staff, instructors including visitors are required to wear a mask at all times
- 1.5.2 Instructors are required to wear additional face shield during lesson
- 1.5.3 Office staff serving students or members must wear a face shield
- 1.5.4 Dispose used or soiled mask properly and do not leave them lying behind
- 1.5.5 Observe good personal hygiene (washing of hands regularly) before and after every lesson and avoid touching of face
- 1.5.6 All personnel are responsible to keep their workstation and work place premises clean
- 1.5.7 All personnel to use cleaning or disinfecting agents to clean common touchpoints after usage (e.g. –Meeting room tables, pantry tables, printers, instruments)
- 1.5.8 All classrooms are ready with hand sanitizer and wet wipes
- 1.5.9 Students are encouraged to bring own instruments for lessons
- 1.5.10 From the inventory of instruments, Students will be allocated sanitised instruments.
- 1.5.11 Instructors to use anti-bacteria wet wipes to clean the instruments after each lesson.
- 1.5.12 Mandatory for vocal students to wear additional face shield during lesson
- 1.5.13 SIFAS will step-up the cleaning of the school especially for all common touch-points
- 1.5.14 Any instructors/ staff not feeling well or showing symptoms of illness should inform their SMO and leave the workplace and consult a doctor immediately
- 1.5.15 Any student not feeling well or showing symptom of illness whichever mild should be asked to leave SIFAS immediately and report the incident to SMO. Instructor to clean the classroom immediately
- 1.5.16 Instructor and staff should keep their SMO inform and update of his/her health status from the doctor
- 1.5.17 Where possible, Instructor and staff are recommended to visit only one clinic and **DO NOT** clinic hop for check-up if feeling unwell

1.6 Contract Tracing

- 1.6.1 All visitors/ contractors entering SIFAS premises must fill-in the self-declaration form or use SafeEntry
- 1.6.2 The completed form will be kept and filed if required for any contact tracing
- 1.6.3 Instructors and staff have downloaded the TraceTogether app

Standard Operating Policies and Processes

Disciplines

1.7 Dance

- 1.7.1 Small class size of 5 excluding the instructor
- 1.7.2 Maintaining safe distancing guidelines of 2m when masks removed.
- 1.7.3 No inter-mingling among students
- 1.7.4 Students allowed to remove masks when dancing. It is a good practise to wear the masks after dancing.
- 1.7.5 Instructor will face a face shield when coaching from a distance

1.8 Vocal

- 1.8.1 Vocal lessons will continue online as well as onsite
- 1.8.2 Only 1 to 1 lesson allowed
- 1.8.3 No direct facing to each other when singing
- 1.8.4 Maintaining safe distancing guidelines of at least 2m
- 1.8.5 Masks continue to be worn as default unless it is necessary to remove.
- 1.8.6 Recommend to wear face shield but not mandatory.

1.9 Instrument

- 1.9.1 Small class size of 5 excluding the instructor
- 1.9.2 Maintaining safe distancing guidelines
- 1.9.3 No inter-mingling among students
- 1.9.4 All will wear face mask during lesson. Instructor will wear additional face shield
- 1.9.5 Students are encouraged to bring their own instruments. In case a student doesn't own an instrument, SIFAS shall provide instruments from its large inventory ensuring low effective usage and sufficient time between first and second use.
- 1.9.6 Wind instruments must be fully intact and no sharing of instruments such as mouthpiece/ reeds
- 1.9.7 The instruments shared will be cleaned and sanitised by the instructor after every lesson

2.0 Visual Arts

- 2.0.1 Small class size of 5 excluding the instructor
- 2.0.2 Maintaining safe distancing guidelines
- 2.0.3 No inter-mingling among students
- 2.0.4 All will wear face mask during lesson. Instructor will wear additional face shield
- 2.0.5 Tools and equipment will be cleaned and sanitised by the instructor after every lesson.

2.1 Infographic Reminders

Infographic posters by MOH are displayed visibly at all levels in SIFAS to serve as a reminder to students and staff to maintain vigilant, be safe and practise good personal hygiene.

2.2 Process Management Flow

- 2.2.1 **Step 1** – Principal to brief all the tutors and staff of SIFAS about the Safe Management Practices and share the manual for reference purposes.
- 2.2.2 **Step 2** – The Safe Management Practices and guidelines to be shared via email to all students, parents, guardians and members of SIFAS

Standard Operating Policies and Processes

- 2.2.3 **Step 3** – Prior to the reopening date, SMO and team to ensure 100% readiness of the campus, instructors and staff in terms of practising the safe measures.
- 2.2.4 **Step 4** – From the day 1 of reopening of SIFAS, minimum 3 floor walks and checks to be conducted each day by the SMO and deputies' floor wise ensuring 100% compliance of this manual
- 2.2.5 **Step 5** – On the spot corrective actions to be taken in the case of non-conformity by any member and ensure sufficient and continuous availability of all resources such as sanitizers etc
- 2.2.6 **Step 6** – Day wise incident log to be created and updated by the SMO

3.0 Accountability & Responsibility

- 3.1 It is the responsibility of the SMO and his deputies to ensure conformity of all guidelines and processes mentioned.
- 3.2 Any deviation from the above process to be notified to the SMO on immediate basis and corrective actions to be taken on priority.

4.0 Authorisation & Escalation

- 4.1 **Authorisation** –Principal of SIFAS can propose temporary changes to the process in consultation with the Management Committee of SIFAS and National Arts Council.
- 4.2 **Escalation** – Any escalations to be notified to the Vice President - Administration

5.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
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Standard Operating Policies and Processes

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Standard Operating Policies & Processes

Branding Guidelines for Internal Practice



SIFAS Art
Characterises
Civilisation

Index	
Department	Publicity
Date of Issue	01-07-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 **Purpose** - To provide guidelines for the management of SIFAS' corporate identity and branding; and to maintain continuity and consistency in all applications of the corporate identity and branding.

1.2 **Applicability** – This policy applies to all forms of external representation of SIFAS.

1.3 General

- 1.3.1 Prior approval from the principal of SIFAS to be obtained in order to use any of the official branding collaterals of SIFAS
- 1.3.2 Branding collaterals includes Logo of SIFAS, wordmark, biography of SIFAS and mention of names of any individual related to SIFAS or SIFAS as a whole etc. Refer to annexure for the entire list.
- 1.3.3 The Logo and wordmark are required on all official external communications.
- 1.3.4 Logo colours and brand elements must appear prominently on all approved communication and marketing materials.
- 1.3.5 Use of taglines, icons or graphics as logos or in logos is prohibited.
- 1.3.6 Use of branding collaterals in print and electronic materials including email and social media must conform to branding guidelines.
- 1.3.7 Branding collaterals may be used on commercial merchandise only by persons and entities approved by the Principal of SIFAS.
- 1.3.8 No individual tutor, staff, student, or group may use any SIFAS branding collaterals or the official web template, header and footer, or refer to their affiliation with SIFAS, to indicate support or endorsement of anything that is not official SIFAS business.
- 1.3.9 Neither the name of SIFAS nor any branding collateral may be used in any manner that could adversely affect the image of SIFAS or would for any other reason be inappropriate.
- 1.3.10 Any deviations from the approved branding collaterals must be approved by the Principal of SIFAS in consultation with the management committee, as appropriate.

1.4 Process

- 1.4.1 An event could be of any of the following types - A teacher performing privately outside of SIFAS, a student performing privately outside of SIFAS, an alumnus performing privately outside of SIFAS or any organization partnering with SIFAS. In any of the case, the concerned member or the organizer needs to fill up the application form.
- 1.4.2 The application form (Refer annexure) to be duly filed in and submitted to the principal of SIFAS minimum 2 weeks – 1 month prior to the date of the event, depending on the nature, scale of the program and engagement required.
- 1.4.3 Application form for the same to be made as a downloadable format in SIFAS website
- 1.4.4 Upon submission of application, the approval committee consisting of VP – Publicity, Vice Principal and _____ to review the same.

Standard Operating Policies & Processes

- 1.4.5 Within 3 working days from the submission of the form, the approval committee to share the decision (approved/rejected) to the principal who will then communicate the same to the applicant
- 1.4.6 If approved, Principal to share the approval confirmation via email mentioned in the application form, to the applicant along with the external branding checklist (Refer annexure).
- 1.4.7 In case of a rejection, Principal to communicate the same to the applicant via an email stating the reasons for rejection.
- 1.4.8 The marketing content created by the applicant, to include all suitable elements mentioned in the branding checklist.
- 1.4.9 The original marketing material, thus created by the applicant to be shared with the Principal of SIFAS over an email for review at least 1 week before the event date.
- 1.4.10 The approval committee to review the conformity of the branding guidelines and approve/reject the same via email within 1 working day from the receipt of the same.
- 1.4.11 Upon approval, the marketing material can be made public by the applicant. In case of a rejection, Principal to clearly point out the non-conformity elements and seek appropriate changes.
- 1.4.12 Vice Principal to maintain a list of all applications received and the approval status.

1.4 Mention of SIFAS:

- 1.5.1 In case of a student performing privately, a deliberate mention should be made of the following – the performer is a current student of SIFAS, discipline learnt, name of the guru and a short biography of SIFAS.
- 1.5.2 In case of an alumnus performing privately, a deliberate mention should be made of the following – the performer is an alumnus of SIFAS, discipline learnt and a short biography of SIFAS.
- 1.5.3 In case of a teacher performing privately, a deliberate mention should be made of the following – the performer is a teacher of SIFAS, number of years associated with SIFAS, discipline(s) taught by the teacher and a short biography of SIFAS. The biography (of SIFAS as well as tutors) provided should be in conformity with the official SIFAS website.

1.6 Additional Information:

Print or digital communications that are improperly branded as well as prohibited or incorrect use of the logos, wordmarks and other collaterals on print or digital communications, apparel, gift item, and other materials will be considered as a serious offence and should be brought to the attention of the Principal of SIFAS.

2.0 Authorisation & Escalation

- 2.1 **Authorisation** – In case of any deviations or special scenarios, Principal of SIFAS may propose temporary changes to the process.
- 2.2 **Escalation** – In case of any issues, the point of escalation is the VP – Publicity.

Standard Operating Policies & Processes

3.0 Accountability & Responsibility

- 3.1 **Approval of Application Form** – Principal of SIFAS to review each application within the defined time limits and communicate to the applicant.
- 3.2 **Approval of Marketing material** – Principal may appoint any of the secretariat staff to review the marketing materials prepared by the applicant. However, Principal of SIFAS is to take the final decision and communicate the same to the applicant.
- 3.3 **Tracking, filing and review** - Principal may appoint any of the secretariat staff to track and file the applications and its status. However, Principal of SIFAS is accountable for reporting the same to the Management committee when required.

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
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Standard Operating Policies & Processes

5.0 Annexure

5.1 Branding Collateral Checklist

Below mentioned is the checklist to be shared to the applicant whose application is approved. Applicant to use all the mandatory elements listed below and can choose the other elements basis the medium of branding. The designs of the same is appended in the annexure.

5.1.1 Mandatory elements to be incorporated:

- ❖ High Definition SIFAS Logo – Black, white and Colour
- ❖ High Definition SIFAS Wordmark
- ❖ Short Biography of SIFAS
- ❖ SIFAS Website

5.1.2 Other elements to be incorporated

- ❖ Full name of the Guru along with the discipline
- ❖ High definition image of the Guru
- ❖ Full name of the student along with the discipline
- ❖ High definition image of the student
- ❖ Full name of the alumnus along with the discipline learnt at SIFAS
- ❖ High definition image of the alumnus
- ❖ In case of a collaboration with SIFAS, a clear mention of the phrase to be made in the collateral - 'In collaboration with Singapore Indian Fine Arts Society' or ' In Collaboration with <SIFAS Logo>'
- ❖ In case of social media branding, SIFAS to be tagged in the post
- ❖ SIFAS' Flyers/Information brochures.

5.2 Application Form format for external representation of SIFAS

- ❖ Full Name of the applicant
- ❖ Date of filing the application form
- ❖ Relationship with SIFAS – Student, Teacher, alumnus or others
- ❖ If student, mention guru name, year and date of joining
- ❖ If teacher, mention the disciplines handled
- ❖ If alumnus, mention the disciplines learnt, year of joining and year of withdrawal, Guru name
- ❖ Residential address, contact number, email ID for communication
- ❖ Date, venue, time of event
- ❖ Number of audiences expected
- ❖ Title of the event
- ❖ Type of event – Solo Performance, Group performance, Fund raiser, Others
- ❖ Support required from SIFAS (In case of collaboration)
- ❖ Types of marketing materials planned by the applicant – Hard copy Posters, Social media posters, Flyers, Others
- ❖ Payment Terms
- ❖ Signature, date and declaration of the applicant

5.3 Branding Designs

BRANDING GUIDELINES

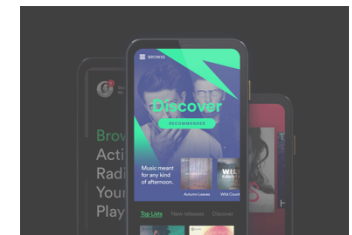
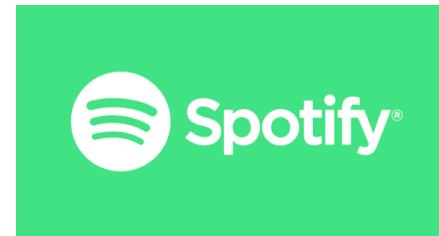
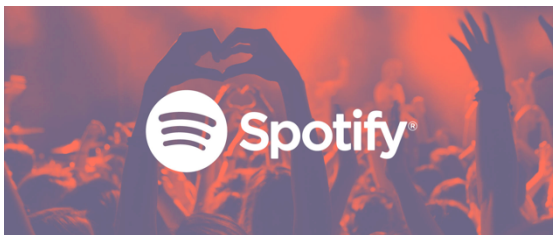


Brand Identity | Corporate Logo & Colours | Formats

Developing a branding guide

If applied **consistently**, a branding guide provides a **strong visual link** and recognition across various print and digital collaterals

Reliable | Cohesive | Focused message | Increases perceived value



Our logo

A **symbolic representation** of our brand

The most important graphic element

Provides viewers **instant brand recognition**

Distinctive & quickly identifiable

Portrays the **values** of our brand



Current logo



SIFAS
SINGAPORE INDIAN FINE ARTS SOCIETY

A banal red shade

Not distinctive

Outdated typefaces that appear rigid

Repetition of the words
'Singapore Indian Fine Arts Society'

Lack of versatility: This logo would not be
suitable on some platforms

Lack of dynamism

Why revamp?

Feature **corporate colours** more visibly

Ensure all words are **legible** at relevant sizes

Keep up with typography **trends**

Modern, clean and professional

Why revamp?

Create **different versions** to suit **various platforms**

To avoid the risk of anyone altering or distorting the logo which can weaken SIFAS's visual identity

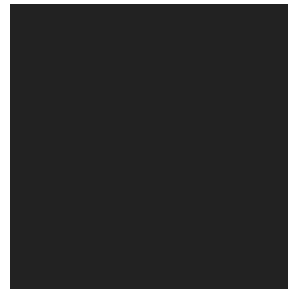
Opportunity to draw up **branding guidelines**

To maintain a consistent SIFAS brand, both online and offline

Corporate colours



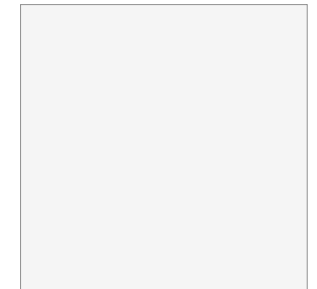
Vermillion
RGB: 132, 0, 0



Subtle Black
RGB: 26, 26, 26



Active Grey
RGB: 77, 77, 77



Smoky White
RGB: 242, 242, 242

2 main versions



Primary Logo (Unstacked)

For more official use (E.g. letter head)

Secondary Logo (Stacked)

For marketing use
(E.g. posters)

Primary Logo





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S I F A S

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Primary Logo



S I F A S

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The iconic emblem embossed on a vector representation of an **ancient wax seal**

SIFAS motto replacing the words 'Singapore Indian Fine Arts Society'

Change of font families (Rift, Europa)

Secondary Logo

The ancient wax seal is evocative of a **sense of tradition** and indicates **authority**

The iconic emblem is **accentuated** by the **vermillion** shade of the wax seal

Reflects SIFAS's adherence to **heritage, richness** and **rigour**

The modern typefaces highlight the contemporary, progressive spirit of SIFAS

All corporate colours present in the full colour logos



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Secondary Logo

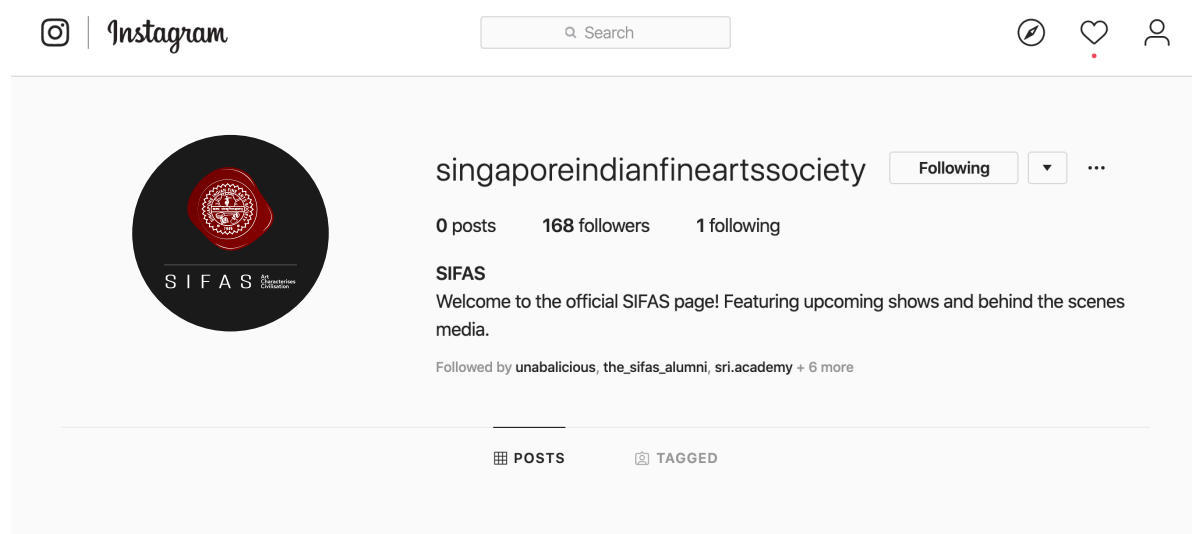
- Display picture on official Facebook, Instagram, YouTube and LinkedIn profiles
- Business cards
- Corporate polo tees



S I F A S

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Display picture on Facebook & Instagram



Front of business card



Polo tee



Primary Logo (On light backgrounds)

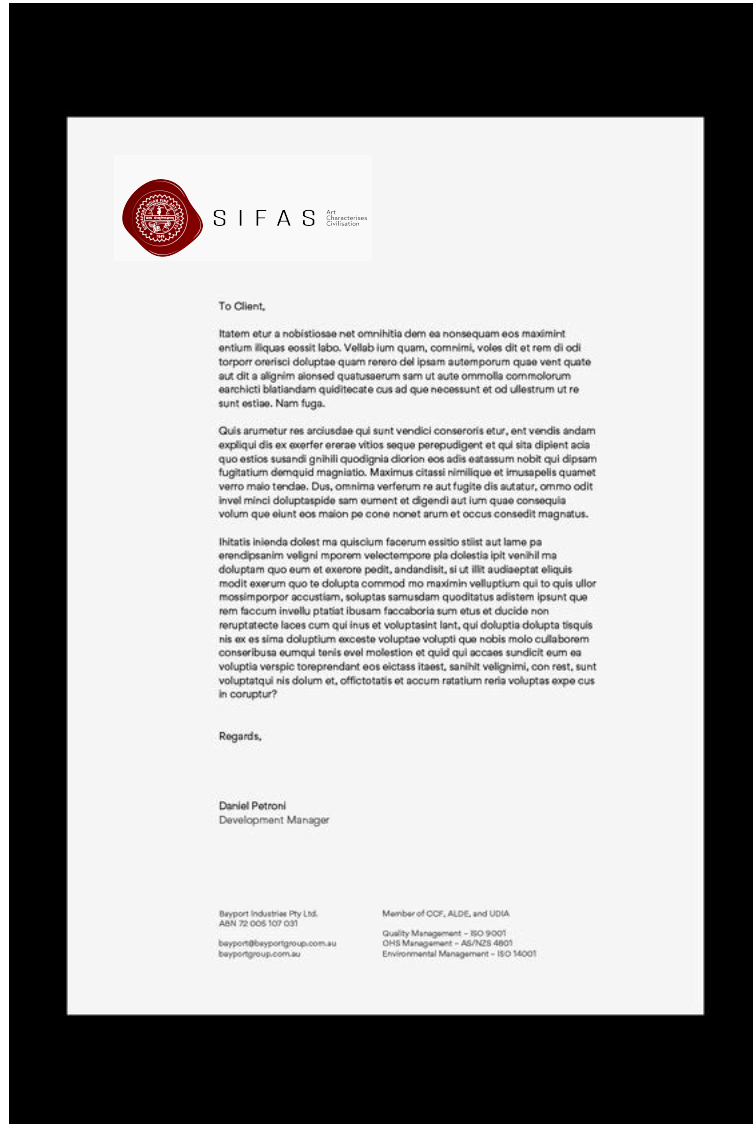


S I F A S

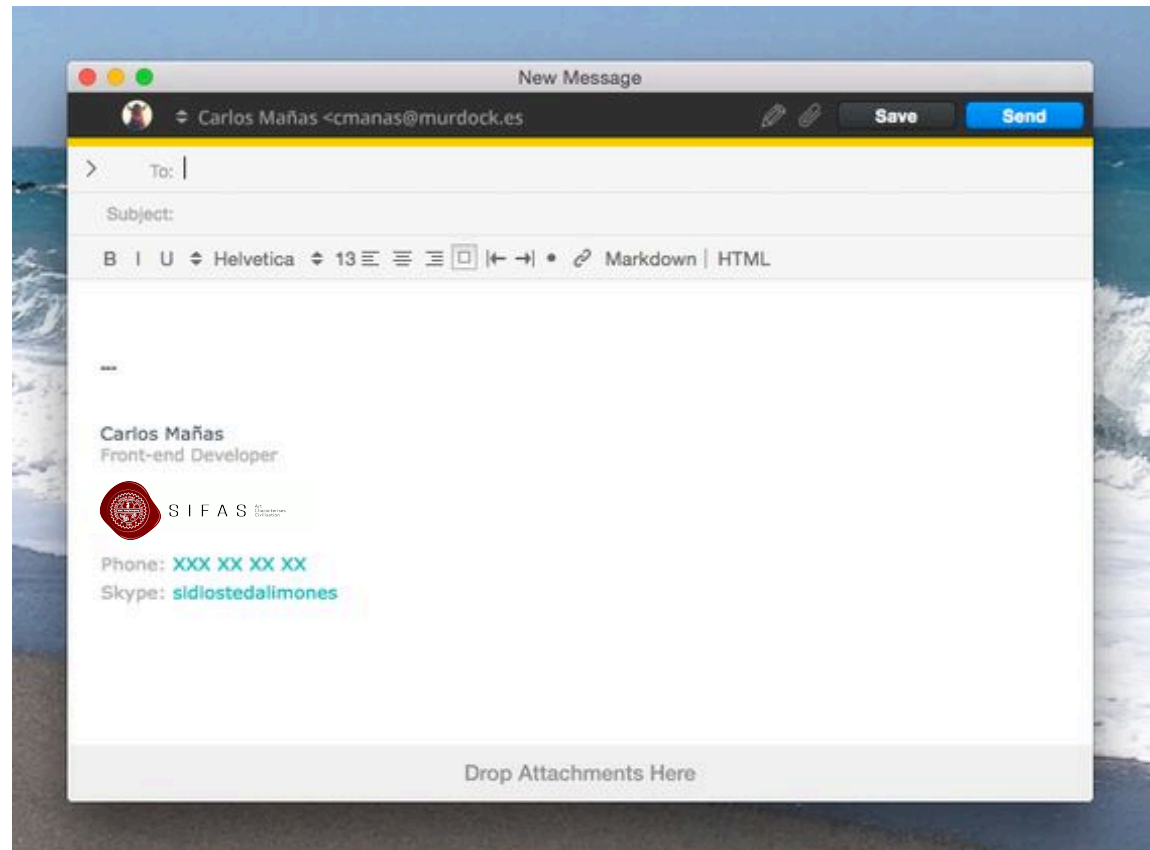
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- Letter heads
- Email signatures
- Official physical collaterals

Letter head



Email signature



Primary Logo (On dark backgrounds)

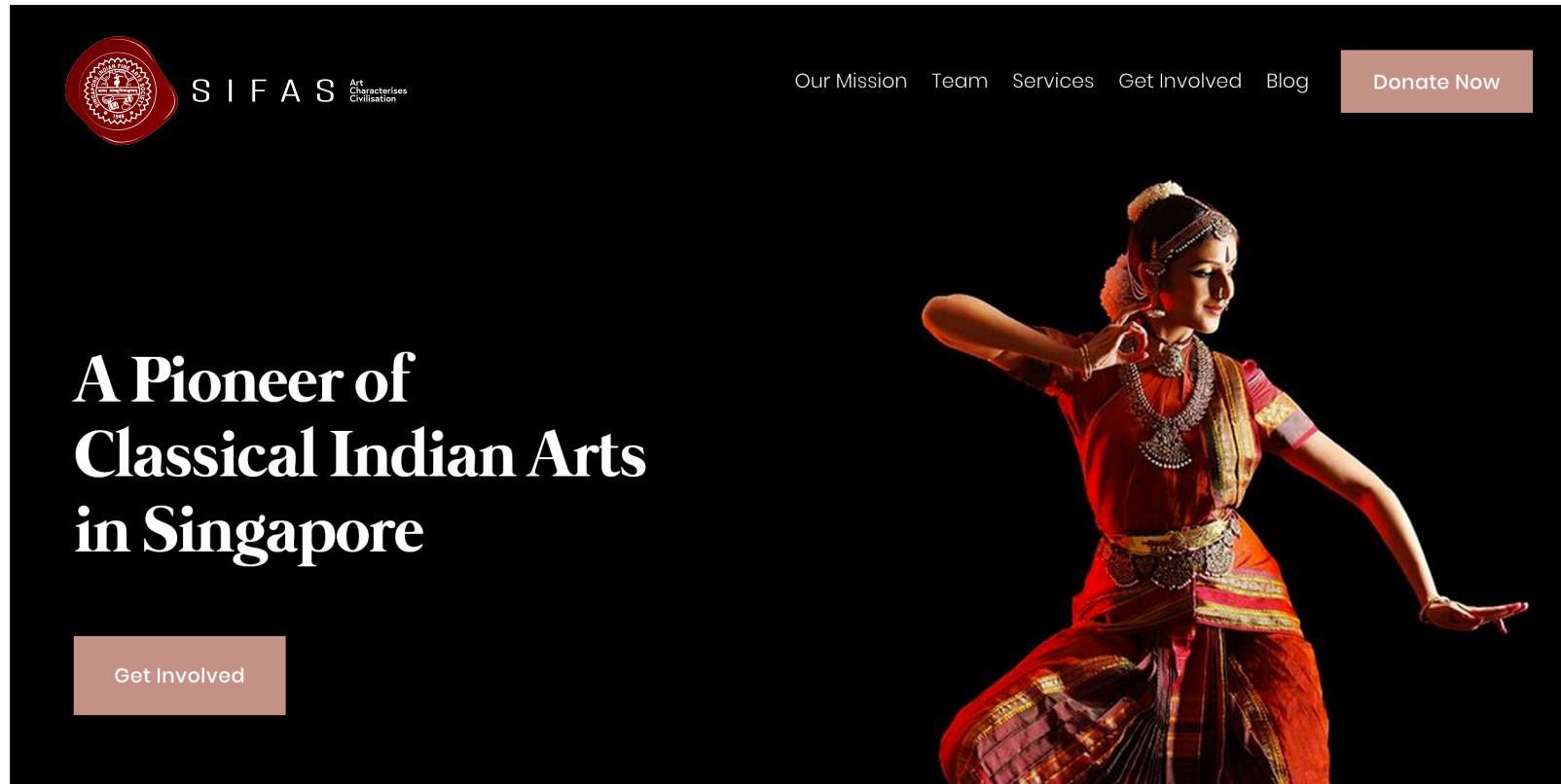


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- Home button on website navigation bar
- Digital marketing collaterals

Website's navigation bar



Event poster



Secondary Logo: Black (For light backgrounds)



Secondary Logo: White (For dark backgrounds)



Logo without the wax seal

An **alternative** to the proposed logos
in the event the vector representation of the
wax seal **may not be relevant**

E.g. Watermarks, Trophies

Retains the typography of
the acronym 'SIFAS' and the motto

Logo w/o wax seal: Black (On light backgrounds)



Logo w/o wax seal: White (On dark backgrounds)



Standard Operating Policies and Processes

Creative Initiatives



S I F A S Art Characterises Civilisation

Index	
Department	
Date of Issue	01-07-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 **Purpose:** Many initiatives are considered by the management committee and these thought processes cannot be taken up at the same time. Hence there is a need to create a process and provide guidelines to any organiser (internal or external) who would like to propose an initiative or a project. These include new initiatives, marketing campaigns, programmes, partnerships, Fund raisers etc.

1.2 **Eligibility:** Any organiser internal or external to SIFAS.

Process for creative initiatives: -

1.3 Application phase

- 1.3.1 The organiser to fill up the Proposal application form (Refer annexure for internal and external initiatives forms) which is available in a google docs format on official SIFAS website or to write officially to Vice Principal on interest of proposal.
- 1.3.2 The filled in form to be submitted at least one to six months for external initiatives and at least 20 days to one month for internal initiatives, prior to the initiative kick off based on the nature and scale of initiative.
- 1.3.3 In the case of large-scale initiative, the submitted forms shall be reviewed by the Project review committee comprising of staff in-charge, relevant Vice President and select management committee members. The choice of involving the management committee members is up to the discretion of the respective VPs.
- 1.3.4 In the case of a small-scale initiative, relevant Vice President shall review the submitted forms.
- 1.3.5 The reviewer to revert back on the status of application within 3 working days from the receipt of application.
- 1.3.6 The content, quality, brand positioning, budget, timeline, bandwidth and resources available must be discussed with the organiser before approval.
- 1.3.7 For the purpose of internal SIFAS record, the initiative to be given a unique name (Eg- Dusk to Dawn) for identification and reporting purposes.
- 1.3.8 In the event if the organiser approaches a tutor/student/alumnus/MC member directly, they are to be redirected to the Vice Principal of SIFAS.
- 1.3.9 Prior to the approval, tutor/student of SIFAS are not encouraged to have a direct discussion with the organiser.
- 1.3.10 **Blackout period** - 'Blackout' periods are times during which no new creative initiatives will be undertaken. These Blackout periods would mainly be during certain important annual programmes such as Festival, as the secretariat staff will be very busy and bandwidth to undertake new Initiatives will be very less.

1.4 Approval phase

- 1.4.1 Once the project review committee approves the application, the Vice Principal of SIFAS will call for a discussion with the organiser on implementation and resource management.
- 1.4.2 In the case of an internal SIFAS initiative, budget allocation and grants may be applied prior to commencement of the same.

Standard Operating Policies and Processes

- 1.4.3 If the initiative is external to SIFAS, details to be keyed into SARVAM and a quotation to be shared with the organizer through an email.
- 1.4.4 The quotation to be signed by the organizer before proceeding with the implementation phase.

- 1.4.5 Organisers will be briefed on branding guidelines for marketing purposes. Refer to the SOPP – Branding guidelines for internal practice on the guidelines of branding to be done during such projects.

1.5 Implementation phase

- 1.5.1 Upon commencement of the initiative, staff in-charge to review the progress on content and marketing production.
- 1.5.2 Resources will be supervised by Principal and Vice Principal for implementation of project.
- 1.5.3 All marketing collaterals to be shared with SIFAS and approved by SIFAS prior to publication.
- 1.5.4 In the event of a fund raiser, the organiser must share periodic updates with SIFAS.
- 1.5.5 In the event of productions, SIFAS must be informed of rehearsals.
- 1.5.6 Once approved, the same can be deployed as per the agreement with SIFAS.

1.6 Final review

- 1.6.1 The project review committee to view the final draft of the completed initiative before the release date and approve the same, after which the initiative shall go live for public.
- 1.6.2 In the case of an event or production, members of the project review committee to be a part of the rehearsals before it is open to public.

1.7 Post event activities

- 1.7.1 The quotation and invoice need to be amended in case the organizer's company has a policy of processing for payment within 30 days credit term after event.
- 1.7.2 Payment can be made directly to SIFAS over the counter / Payment gateway within 30 days from the date of event.
- 1.7.3 In case the organizer is a student of SIFAS, the payment can be made through their SARVAM login as well.
- 1.7.4 The payment for the performing tutor is calculated accordingly and deposited into their account along with the next salary cycle.
- 1.7.5 Within 3 days from the date of event, the organizer needs to share high definition pictures/videos of the program/event with SIFAS.
- 1.7.6 Upon completion of initiative, post project review to be completed by project review committee.

2 Accountability & Responsibility

2.1 Review - It is the responsibility of the Project review committee to monitor and review the status of the project as per the timelines and guidelines.

2.2 Maintain – It is the responsibility of the staff in charge to maintain all the project details, to follow up and monitor the project timelines and govern the process. Any deviations to be immediately reported to the other committee members.

2.3 Annual Review – The list and information on the initiatives undertaken, to be submitted to the chairman and board of SIFAS as and when needed by concerned staff.

Standard Operating Policies and Processes

3 Authorisation & Escalation

3.1 Authorisation – Project review committee to have complete authorisation and ownership of the project.

3.2 Escalation – Matter to be escalated to the relevant Vice Presidents, if needed.

4 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
					Add/delete / modify		

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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5 Annexure

Application Form for Internal Initiatives



Application Form
for Internal Initiative

Application Form for External Initiatives



Application Form
for External Initiative

Standard Operating Policies and Processes

Creative Projects



S I F A S Art
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Index	
Department	
Date of Issue	01-07-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 **Purpose:** To provide guidelines to any organiser who would like to do a project with SIFAS. These Projects include new initiatives, marketing campaigns, programmes, partnerships, Fund raisers etc.

1.2 **Eligibility:** Any organiser internal or external to SIFAS.

Process for creative projects: -

1.3 Application phase

- 1.3.1 The organiser to fill up the Proposal application form (Refer annexure) which is available in a google docs format on official SIFAS website or to write officially to Vice Principal on interest of proposal.
- 1.3.2 The filled in form to be submitted at least one to six months prior to the project based on the nature and scale of project.
- 1.3.3 The submitted forms shall be reviewed by the Project review committee comprising of staff in-charge, relevant Vice Presidents and select Management Committee members.
- 1.3.4 The project review committee to revert back on the status of application within 3 working days from the receipt of application.
- 1.3.5 The content, quality, brand positioning, budget, timeline and resources available must be discussed with the organiser before approval.
- 1.3.6 For the purpose of internal SIFAS record, the project to be given a unique name (Eg- SARVAM) for identification and reporting purposes.
- 1.3.7 In the event if the organiser approaches a tutor/student/alumnus/MC member directly, they are to be redirected to the Vice Principal of SIFAS.
- 1.3.8 Prior to the approval from the Project Review committee, tutor/student of SIFAS are not encouraged to have a direct discussion with the organiser.

1.4 Approval phase

- 1.4.1 Once the project review committee approves the application, the Vice Principal of SIFAS will call for a discussion with the organiser on implementation and resource management.
- 1.4.2 In the case of an internal SIFAS Project, budget allocation and grants may be applied prior to commencement of the project.
- 1.4.3 If the project is external to SIFAS, details to be keyed into SARVAM and a quotation to be shared with the organizer through an email.
- 1.4.4 The quotation to be signed by the organizer before proceeding with the implementation phase.
- 1.4.5 Organisers will be briefed on branding guidelines for marketing purposes. Refer to the SOPP – Branding guidelines for internal practice on the guidelines of branding to be done during such projects.

Standard Operating Policies and Processes

1.5 Implementation phase

- 1.5.1 Upon commencement of project, staff in-charge to review the progress on content and marketing production.
- 1.5.2 Resources will be supervised by Principal and Vice Principal for implementation of project.
- 1.5.3 All marketing collaterals to be shared with SIFAS and approved by SIFAS prior to publication.
- 1.5.4 In the event of a fund raiser, the organiser must share periodic updates with SIFAS.
- 1.5.5 In the event of productions, SIFAS must be informed of rehearsals.
- 1.5.6 Once approved, the same can be deployed as per the agreement with SIFAS.

1.6 Final review

- 1.6.1 The project review committee to view the final draft of the completed project before the release date and approve the same, after which the project shall go live for public.
- 1.6.2 In the case of an event or production, members of the project review committee to be a part of the rehearsals before it is open to public.

1.7 Post event activities

- 1.7.1 The quotation and invoice need to be amended in case the organizer's company has a policy of processing for payment within 30 days credit term after event.
- 1.7.2 Payment can be made directly to SIFAS over the counter / Payment gateway within 30 days from the date of event.
- 1.7.3 In case the organizer is a student of SIFAS, the payment can be made through their SARVAM login as well.
- 1.7.4 The payment for the performing tutor is calculated accordingly and deposited into their account along with the next salary cycle.
- 1.7.5 Within 3 days from the date of event, the organizer needs to share high definition pictures/videos of the program/event with SIFAS.
- 1.7.6 Upon completion of project, post project review to be completed by project review committee.

2 Accountability & Responsibility

2.1 Review - It is the responsibility of the Project review committee to monitor and review the status of the project as per the timelines and guidelines.

2.2 Maintain – It is the responsibility of the staff in charge to maintain all the project details, to follow up and monitor the project timelines and govern the process. Any deviations to be immediately reported to the other committee members.

2.3 Annual Review – The list and information on the projects done, to be submitted to the chairman and board of SIFAS as and when needed by project staff.

Standard Operating Policies and Processes

3 Authorisation & Escalation

3.1 Authorisation – Project review committee to have complete authorisation and ownership of the project.

3.2 Escalation – Matter to be escalated to the relevant Vice Presidents, if needed.

4 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by
					Add/delete / modify		

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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5 Annexure

Proposal Application Form.



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Projects – Application Form (To be in google forms)

Please refer to the Application Guidelines before completing the form. Complete this form on your computer. The form will take approximately 30 minutes to complete.

Your application will require the following:

1. Applicant and Project Details

Synopsis and a write-up of the project, stating the objectives and a list of key artists (max 800 words). Information on the target audiences and how the project will engage and connect audiences should be included. Translations in English should be provided for non-English projects.

2. Completed Budget Form

Estimated income and expenditure of the project. All potential sources of funding from government and/or other organizations must be included as well. *All budget projections should be as accurate and realistic as possible.*

For Official Use:

Ref. No.:

Date of Receipt:

I. TYPE OF APPLICATION

Type	<input type="checkbox"/> Individual <input type="checkbox"/> Organization
Category	<input type="checkbox"/> Partnership <input type="checkbox"/> Fund Raiser <input type="checkbox"/> Performance <input type="checkbox"/> Visual Arts <input type="checkbox"/> New Initiatives <input type="checkbox"/> Others _____
Are you a student or alumni of SIFAS	<input type="checkbox"/> Yes <input type="checkbox"/> No If Student, mention Discipline and name of the Guru _____ If Alumni, mention the discipline and duration of studentship at SIFAS _____

II. APPLICANT INFORMATION**A. For Individuals**

Full Name (as in NRIC)	Salutation Please Select	Gender Nationality
Mobile Number Home / Office Number	Mailing Address:	
Email Address		

B. For Organization

Name of Organization (As in ACRA/ROS)	Mailing Address	
Organization Type (e.g. CLG, Society, Association, etc.)		
Registration Number (UEN/PRN)		
Name of Contact Person	Salutation Please Select	Designation of Contact Person
Office Number Mobile	Email Address	
Office Number Mobile		

III. PROJECT DETAILS

Title of Project	Venue
Date(s)	
Time(s) if applicable	Projected Number of Audiences

A. BUDGET SUMMARY

Total Projected Expenditure (\$)	Total Projected Income (\$)
Have you received grants from any institution? <input type="checkbox"/> Yes <input type="checkbox"/> No	If so, mention the name of the institution and the Value of Grant received (\$)

B. WRITE-UP OF PROJECT (INCLUDING SYNOPSIS)

What would you like to do?

- What is the objective(s) of your project?
- How would you describe your project? (Program, synopsis, concept etc.)

C. PARTNERSHIP WITH SIFAS IN THE PROJECT

- Please include a brief profile of main artists involved in your project. For example, who are the artists and other main people involved in your project?
- How and why do you want to partner with SIFAS?
- Who are the other partners (apart from SIFAS) and platforms you plan to collaborate with? How and what will they contribute to the execution of your project?

D. CLEAR OUTREACH OUTCOMES

- What are your marketing and publicity plans to reach the audience/participants identified?
- Is it a ticketed event? If yes, share the ticket rate slabs and how the ticket sale is planned
- If it is a fund raiser, please share the fund-raising plans and where will the funds be allocated to.

E. RESOURCES REQUIRED FROM SIFAS

Mention the resources/support needed from SIFAS for the implementation of the project.

F. BUDGET DETAILS

Breakdown of main budget items and how do you plan to fund your project.

IV. DECLARATION BY APPLICANT

I declare that the facts stated in this application and the supporting documents (if any) are true and correct to the best of my knowledge and that I have not suppressed any information wilfully. I understand that if I obtain the approval by providing false or misleading statements or information, SIFAS, at its discretion can withdraw the partnership and recover immediately any amount spent towards the event.

I agree for SIFAS to use any of the information I have provided, for the purpose of assessing my application. I acknowledge that this may include making the information available to an appointed committee, who will be bound by a Non-Disclosure Agreement.

Submitted by:

Designation:

Signature:

Company Stamp:

Date:

END OF APPLICATION FORM

Standard Operating Policies and Processes

Financial aspects of Fund raising



S I F A S Art
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Civilisation

Index	
Department	Finance
Date of Issue	01-09-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 Purpose: To outline the process to be followed when dealing with financial aspects of fundraising and related activities.

1.2 Receiving funds/donations

- 1.2.1 SIFAS shall go in for fund raising / seeking donations, from patrons, members and public consistent with applicable regulations to support its various programs, activities, bursaries, and events. Surpluses from such fund raising shall be held in reserves, that may be applied for important initiatives, such as Building Project, Capex.
- 1.2.2 Utmost care is to be taken to ensure that any information provided by SIFAS to any governing body (Eg : NAC, MCCY etc) is accurate, and accounted / reported under the correct accounting head.
- 1.2.3 All donations received must be to the account of SIFAS
- 1.2.4 The following details of the transaction and donor must be recorded in a separate ledger for future references – Date of donation, Mode of payment, Full name, Address of residence, contact number, Email ID and amount donated.
- 1.2.5 Information relating to donors must be kept confidential.
- 1.2.6 No information relating to a donor should be given to any third party without the consent of the donor
- 1.2.7 Arrangement to solicit donations must have adequate control measures and safeguards to ensure proper accounting and safe-depositing to prevent any loss or theft.
- 1.2.8 A receipt must be issued to every donation made and SIFAS to retain a copy of it for audit and reference purposes.
- 1.2.9 All Fundraising Activities should comply with the 30% requirement, as per the 30/70 rule (Refer to the link of Charity portal in the annexure for details on 30/70 rule)

1.3 Usage of funds

- 1.3.1 Donations received shall be under a general fund, unless otherwise specially stipulated by the donor or committed at the time of soliciting, that the same are meant for specific use. In the case of the later, proper accounting application mechanism for the usage of such funds must be put in place.
- 1.3.2 Where donations are not tied to a specific purpose, the funds may be utilised from the general fund, on the advice of the Management Committee for purposes covered in 1.2.1.
- 1.3.3 SIFAS to maintain a complete record (in a separate ledger) of the recipients of the funds/donations such as – Date of expenditure, amount, purpose, invoice details, full name of the person or establishment, address of residence/establishment, Contact number and Email ID
- 1.3.4 All accounting records relating to the fund-raising activities must be maintained for a minimum period of 5 years from the end of the financial year.

Standard Operating Policies and Processes

1.4 Disclosure of information after fund raising

- 1.4.1 SIFAS must disclose in their financial statements the consolidated amount of donations received from the fund-raising appeals in the financial year.
- 1.4.2 For each public fund-raising exercise which raises \$1 million or more, SIFAS must disclose the following information online at the end of the financial year: Total funds raised; Fund-raising expenses incurred; and Planned use of the funds raised

2.0 Authorisation & Escalation

Authorisation – VP Finance and Head – Admin & Finance is authorized to make any major decision with respect to grants

Escalation – In case of any escalation, the matter can be taken to VP Finance

3.0 Accountability & Responsibility

Accountability – Accounts team to keep a complete track of the records of donors and recipients of funds

Responsibility - The overall responsibility for ensuring compliance is with Head – Admin & Finance

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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References: <https://www.charities.gov.sg/manage-your-charity/Fund-raising%20and%20Related%20matters/Pages/Fund-Raising%20Matters.aspx>

Standard Operating Policies and Processes

Online Transfer and Daily Reconciliation



SIFAS Art Characterises Civilisation

Index	
Department	Finance
Date of Issue	01-09-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 Purpose: To outline the process of everyday online reconciliation of tuition and membership fees received through online transfer mode.

1.2 Step 1 – Download the transaction dump from DBS

- 1.2.1 Accounts executive to download the transaction dump from DBS at 10AM everyday
- 1.2.2 Any other transactions excluding tuition and membership fees to be removed from the dump
- 1.2.3 Only those tuition and membership fees related transactions to be added to the online transfer excel sheet in the google sheets of feespaid@sifas.org.
- 1.2.4 Average time taken for this activity is 15mins and average number of transactions per day is 40

1.3 Step 2 –Reconciliation process overview

- 1.3.1 The aim of the online transfer staff in charge is to ensure completion of reconciliation on daily basis with minimum spill over to the next day.
- 1.3.2 As a first step, the staff to check the transaction description for students' name. This information is to be keyed in by the payer at the time of money transfer.
- 1.3.3 In case students' name is not mentioned in the description, the staff to check if there was a mail sent to feespaid mailbox by the payer with the student details.
- 1.3.4 Once the student's name is identified, the staff to open the list of invoices in FCS, check and update invoice, generate and share the receipt with the payer as a response to his/her mail.
- 1.3.5 As a last step, the staff to key in the details of the date of reconciliation in the online transfer excel sheet.
- 1.3.6 This cycle completes reconciliation of 1 transaction.
- 1.3.7 Average time taken to complete a straightforward reconciliation end to end (where all information is provided correctly, as mentioned above) is about 10mins.
- 1.3.8 Not all transactions are straightforward with complete information. Some of the transactions falls under one or more of the scenarios and challenges (Refer Annexure)

1.4 Step 3 – Closure of reconciliation and update to Tally

- 1.4.1 The staff is expected to clear all transactions from the dump shared in the morning and update the online transfer excel sheet by end of business hours on that same day.
- 1.4.2 For transactions that haven't been cleared due to lack of information, to be marked in a green colour for identification purpose and the same to be reviewed in-depth once all the straightforward transactions are complete.

Standard Operating Policies and Processes

- 1.4.3 Next day morning, the accounts executive will download the collection details from FCS and upload to Tally. This process would take 2hours on an average.
- 1.4.4 And the accounts executive will also share the fresh dump of transactions at 10AM to be worked on and cleared on that day.

1.5 Overall monitoring of the process and Pending unreconciled transactions

- 1.5.1 A particular lead is to be assigned a task of overseeing the entire process and ensuring daily compliance and maximum completion with minimum backlogs
- 1.5.2 The lead will also act as a first point of contact as well as a liaison between the Head – Admin & Finance and the online recon staff in charge.
- 1.5.3 Any pending unreconciled items for more than 5 days to be brought to the notice of Head – Admin & Finance for further action

1.6 Email Management

- 1.6.1 **Inbox** - At any given point of time, the emails to be acted upon (in fees paid mailbox) on that particular day to be kept in inbox and once acted it is to be moved to corresponding folders as mentioned below
- 1.6.2 **Completed Transactions** - The staff to make sure that the emails once acted upon and closed is to be moved to a folder named 'Completed transactions'
- 1.6.3 **Pending** - Pending transactions which are on hold as a result of one or more scenarios or challenges (Refer annexure) to be moved to 'Pending' folder
- 1.6.4 The staff to target clearance of mails in pending folder on weekly basis.

1.7 Daily Reports to VP Finance and Treasurer

- 1.7.1 **By the online staff:** At the end of each day, a report from FCS to be downloaded and sent to Treasurer and VP Finance (with a copy to the Head – Admin & Finance and Lead) stating the daily collection amounts – Reconciled and unreconciled and number of transactions pending /completed on that particular day
- 1.7.2 **By the online staff** - At the end of each day, a mail to be sent to the VP Finance and Treasurer (with a copy to the Head – Admin & Finance and Lead) stating the number of mails moved to each folder.
- 1.7.3 **By accounts executive** – Every morning before 11AM, accounts executive to send a mail to VP Finance and Treasurer (with a copy to Head- Admin & Finance) the amount uploaded to Tally from FCS based on the updates done by the online staff the previous day.

2.0 Authorisation & Escalation

Authorisation – VP Finance and Head – Admin & Finance is authorized to make any major decision with respect to grants

Escalation – In case of any escalation, the matter can be taken to VP Finance

Standard Operating Policies and Processes

3.0 Accountability & Responsibility

Accountability – It is the end to end accountability of the Lead and staff in charge to continuously monitor, plan and ensure completion of all transactions on daily basis and minimize backlogs

Responsibility - The overall responsibility of online recon lies with the Head – Admin & Finance

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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5.0 Appendix

Online Transfer – Scenarios & Challenges faced by the staff team



Online Transfer -
Scenarios.docx

Standard Operating Policies and Processes

Overseas Expenditure



SIFAS Art Characterises Civilisation

Index	
Department	Finance
Date of Issue	01-10-2020
Valid Up to	31-12-2020
Version	1.0

1.0 Description of the Policy or Process

1.1 Purpose: To outline the process to be followed when carrying out overseas expenditure and related activities.

1.2 General Principles

- 1.2.1 All transactions undertaken to be clean and sound transactions in the best interest of SIFAS
- 1.2.2 SIFAS shall take decisive and preventive action against money laundering and terrorism financing related activities, including that relating to foreign crimes

1.3 Approvals

- 1.3.1 Budget approval to be sought in advance for the planned upcoming overseas expenditure from the Head – Admin and Finance.
- 1.3.2 Complete break up of expenses to be shared for the purpose of approval to the Head of the department/ Principal of SIFAS.
- 1.3.3 Before approval, Head – Admin & Finance, ensure all the details are validated and captured in the claim form.
- 1.3.4 Finance team to keep track of the same and verify the invoices and receipts once the expenses is made.

1.4 Tracking and Accounting

- 1.4.1 Finance team should maintain a separate ledger (Travel expense account) to record the overseas expenses incurred in any particular month.
- 1.4.2 Basic details of the transaction such as – Date of expenditure, amount, purpose, invoice details, full name of the person or establishment to be recorded in the ledger
- 1.4.3 Address of residence/establishment, contact number and Email ID of the vendor (which is already available in the vendor invoice) has to be attached as a supporting document.
- 1.4.4 The commonly incurred overseas expenditures include – Printing/Purchase of Syllabus, theory and books, annual Tutor's retreat, Partnerships with other art schools/bodies such as Kalakshetra, Music academy etc., audition judge remuneration and advertisements etc.,

1.5 Scenarios that require immediate attention: It is the responsibility of the Head – Finance & Admin to monitor and identify transactions, evaluate them in real time, and flag the ones that are suspicious. Below mentioned scenarios are red flags of suspicious transactions. In case of encountering a suspicious transaction, suspicious transaction report to be filed.

- 1.5.1 Documents that cannot be verified – insufficient or suspicious information
- 1.5.2 Unavailability or reluctance to provide the information regarding the business and money transfer

Standard Operating Policies and Processes

- 1.5.3 Large cash transactions with no history of prior business experience
- 1.5.4 Shielding the identity of the beneficial partners
- 1.5.5 Avoiding record keeping and documentations
- 1.5.6 Inconsistent business activity in terms of different transaction patterns, cash transactions or currency changes.

2.0 Authorisation & Escalation

Authorisation – VP Finance and Head – Admin & Finance is authorized to make any major decision with respect to grants

Escalation – In case of any escalation, the matter can be taken to VP Finance

3.0 Accountability & Responsibility

Accountability – It is the end to end accountability of the staff in charge to continuously monitor, plan and ensure completion of all tasks towards application of a particular grant

Responsibility - The overall responsibility in terms of coaching the staff, reviewing the application and the process lies with Head – Admin & Finance and Vice Principal for their respective departments.

4.0 Version Control

Version no.	Effective Date	Revision Description	Section number	Rationale for change	Change Type	Approved by	Authorized by

Approved By	Name	Designation	Signature	Date
Authorized By	Name	Designation	Signature	Date

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5.0 Appendix

References:

<https://www.mof.gov.sg/resources/Singapores-AML-CFT-Policy-Statement>

Standard Operating Policies and Processes

<https://blog.lowersrisk.com/money-laundering-red-flags/>

Section no: 1	Title: Rental
	Subject: Rental of Auditorium
Rev no :0	Effective date:
Prepared by: Anthony The Principal	Approved by:

1. PURPOSE

To determine the rental price for auditorium for students and business partners.

2. SCOPE

This procedure covers the cost of rental for the auditorium on weekdays (Monday to Friday) and weekends (Saturday/ Sunday/ Public Holiday)

3. STAFF RESPONSIBLE

President/ VP Academy/ Honorary Secretary/ Management Committee/
Principal/ Vice Principal

4. PROCEDURE

4.1 The Principal/ Vice Principal will review all official request submitted by email.

4.2 The Principal/ Vice Principal to check for availability and forward the request to the President if there is a collaboration involved. If no collaboration involved, the Principal/ Vice-Principal have the authority to approve.

4.3 The President may discuss and gives approval in cases where collaboration is involved. In the absence of the President, VP Academy, Honorary Secretary can approve.

4.4 The Principal/ Vice Principal will inform the relevant parties involved of the outcome.

4.5 The President/ Management Committee/ Principal/ Vice-Principal have the authority to give 10% discount on a case by case basis.

4.6 COSTING

- 4.6.1 The cost shall be calculated based on 4-hourly basis at \$400 and subsequent hourly rate of \$120 for weekdays (Monday to Friday) and 4-hourly basis at \$600 and subsequent hourly rate of \$150 for weekends (Saturday, Sunday and Public Holidays) It includes sound system and technician. Block booking of 8 hours on weekdays will be \$800 and weekends will be \$1200 with subsequent hourly rate of \$120 for weekdays and \$150 for weekends.
- 4.6.2 Booking of auditorium for rehearsal with addendum to the main booking will be charged at \$350 for 4 hours on weekdays (Monday to Friday) and subsequent hourly rate of \$100. Weekends rates are \$500 for 4 hours and subsequent hourly rate of \$130. It includes sound system and technician.
- 4.6.3 Cleaning fees will be charged at \$80 for weekdays and \$120 for weekends on a per booking basis.
- 4.6.4 50% of the deposit will be collected upon confirmation.
- 4.6.5 \$100 refundable deposit will be collected in case of damage to property.

4.7 REFUND

- 4.7.1 80% of the deposit will be refunded if cancellation notice is received more than 21 calendar days (Monday to Sunday including Public Holidays)
- 4.7.2 50% of the deposit will be refunded if cancellation notice received 14 to 21 calendar days.
- 4.7.3 No refund of deposit to cancellation made less than 14 calendar days.
- 4.7.4 President can supersede 4.7.1, 4.7.2 and 4.7.3 on a case by case basis.

5. APPENDICES

Nil



SINGAPORE INDIAN FINE ARTS SOCIETY (Est. 1949)

2A Starlight Road, Singapore 217755. Tel: 6299 5929 Fax: 6295 1238

Email: admin@sifas.org Website: www.sifas.org

Patrons: **Mr V. M. Shaw**

Mr Sat Pal Khattar

Mr K. V. Aiyappan



From : Mr Anthony The (Principal)

Date : 19 November 2019

Ref : Proposal on Staff/ Gurus Loan Policy

Objectives

A policy to govern extension of loans to staffs/ gurus.

Current Situation

There are no guidelines for loan to staffs/ gurus.

Staff Involved

President/ Hon Secretary/ VP Academy/ VP Admin/ Treasurer/
MCs/ Principal/ Vice-Principal/ Staffs/ Gurus

Personal Loan

- All confirmed employees (Staffs and Gurus) with at least 1 year of continuous employment service with SIFAS are eligible to apply for an interest free loan up to 2 months of their basic salary less rental for accommodation (if any).
- The maximum repayment period is 10 months or lower, depending on the outcome of approval.
- The application request shall be in an official email addressed to the Principal and Vice-Principal.
- Principal/ Vice Principal shall forward the request to the VP Academy (for Gurus) or VP Admin (for staff) for approval after having done due diligence on the loan request.
- Once approved, the requestor must sign an undertaking letter for the loan before the disbursement of the loan.



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- The 1st repayment will start from the next month after receiving the loan.
- Staff will not be able to apply for repayment period that extends beyond the expiry of their current S-Pass.
- If the loan is not approved, Principal/ Vice-Principal will inform the staff/ guru respectively.
- Principal can approve the loan for \$2000 and below.
- President/ Hon Secretary/ VP Academy/ VP Admin/ Treasurer/ MCs will approve the loan above \$2000.
- The President/ Hon Secretary/ VP Academy/ VP Admin/ Treasurer/ MCs has the final decision for the approval of the loan.
- Principal/ Vice-principal to report any loan taken at the monthly MC meeting.

Consideration for Loan Approval

- The staff/ guru must serve at least 1 year of continuous employment service.
- The staff/ guru must not have any form of disciplinary issue in SIFAS such as warning letters. The warning letter is valid for 1 year.
- The staff/ guru must have good conduct and must be a good team player.
- For loan of less than or equal to \$1000. No bond is required.
- For loan more than \$1000 to \$3500, staff/ guru will have to sign an employment bond of 6 months.
- For loan more than \$3500, staff/ guru will have to sign an employment bond of 1 year.
- The employment bond will run concurrently from the date of loan disbursement.



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- For loan of upto 2 months of salary (less any accommodation, if any) and full repayment in the following month, no employment bond is necessary;
- Staff/ guru can only apply for 1 loan in a twelve-month period.

Terms and Condition for Letter of Undertaking of Loan >\$1000 <=\$3500 and >\$3500

- You shall not resign from SIFAS until you have made the full settlement;
- Your employment bond period is from _____ to _____
- Early settlement of the full amount is welcome;
- You shall remain committed in your work performance;
- If you are terminated during your course of work, you shall immediately pay in full the amount outstanding without demand;
- SIFAS reserves its rights to seek legal financial recourse from you.

Terms and Condition for Letter of Undertaking of Loan <=\$1000

- You shall not resign from SIFAS until you have made the full settlement;
- Early settlement of the full amount is welcome;
- You shall remain committed in your work performance;
- If you are terminated during your course of work, you shall immediately pay in full the amount outstanding without demand;



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- SIFAS reserves its rights to seek legal financial recourse from you

For your approval.



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Patrons: Mr V. M. Shaw

Mr Sat Pal Khattar

Mr K. V. Aiyappan



From : Mr Anthony The (Principal)

Date : 19 November 2019

Ref : Team Bonding Allowance

: Approved a budget of \$1000 for 1 year in Sept MC Meeting

Objectives

SIFAS should encourage its administrative staff to foster team spirit through regular bonding.

Current Situation

There is no budget set for team bonding activity.

Proposal

- A budget of \$1000 yearly to be set aside for administrative staffs bonding activity.
- Activity can be organised for every 6 months or shorter period, capped at approximately \$350 per activity.
- If over-budget, administrative staff(s) will have to top up the excess amount by themselves. SIFAS will not be liable for the excess amount.
- If any MC members wish to join the bonding session by invitation, MC member(s) have to pay for their share.
- A staff member has to pay the bill first and claim from SIFAS with attendance list and receipt(s).
- Principal/ Vice Principal will have the authority to authorise such approval.

Approved at MC meeting on September 28, 2019.



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Patrons: **Mr V. M. Shaw**

Mr Sat Pal Khattar

Mr K. V. Aiyappan



From : Mr Anthony The (Principal)

Date : 1 November 2019

Ref : Professional Development Leave (PDL)

Objectives

SIFAS should encourage the Employee to undertake continuous training and education to enhance his/her skill and knowledge.

Current Situation

The Gurus are entitled to 7 days of Professional Development Leave whereas the office employees do not enjoy such benefits.

Proposal

- An office employee will be eligible to three (3) days of Professional Development leave after 1 year of service and five (5) days of Professional Development leave after 2 years of service with the organisation.
- Training must be from a recognised institution locally or overseas.
- The training program must be directly relevant to his/her position and job scope and potentially lead to professional qualification/ certification.
- The office employee applying for Professional Development Leave must justify how they can better contribute to the organisation after the completion of their course.



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- An office employee needs to produce proof of examination.
- An office employee who has tendered resignation will not be eligible for such leave.

For your kind approval.



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Application Form for Internal Initiatives (To be in google forms)

I. TYPE OF APPLICATION

Department Administration Academy Publicity Performing Arts Building & Logistics Internal IT

II. APPLICANT INFORMATION

Full Name

Date of Submission

III. INITIATIVE DETAILS

Title of Initiative

Date if applicable

A. WRITE-UP OF INITIATIVE (INCLUDING SYNOPSIS)

What would you like to do?

- What is the objective(s) of your initiative?
- How would you describe your initiative? (Program, synopsis, concept etc.)
- Please include a brief profile of main artists involved in your initiative. For example, who are the artists and other main people involved?

B. CLEAR OUTREACH OUTCOMES

- What are your marketing and publicity plans to reach the audience/participants identified?
- Is it a ticketed event? If yes, share the ticket rate slabs and how the ticket sale is planned
- If it is a fund raiser, please share the fund-raising plans and where will the funds be allocated to.

C. RESOURCES REQUIRED

Mention the resources/support needed for the implementation.

D. BUDGET DETAILS

Estimated income and expenditure of the project

END OF APPLICATION FORM



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Application Form for External Initiatives (To be in google forms)

Please refer to the Application Guidelines before completing the form. Complete this form on your computer. The form will take approximately 30 minutes to complete.

Your application will require the following:

1. Applicant and Initiative Details

Synopsis and a write-up of the project, stating the objectives and a list of key artists (max 800 words). Information on the target audiences and how the project will engage and connect audiences should be included. Translations in English should be provided for non-English projects.

2. Completed Budget Form

Estimated income and expenditure of the project. All potential sources of funding from government and/or other organizations must be included as well. *All budget projections should be as accurate and realistic as possible.*

For Official Use:

Ref. No.:

Date of Receipt:

I. TYPE OF APPLICATION

Type	<input type="checkbox"/> Individual <input type="checkbox"/> Organization
Category	<input type="checkbox"/> Partnership <input type="checkbox"/> Fund Raiser <input type="checkbox"/> Performance <input type="checkbox"/> Visual Arts <input type="checkbox"/> New Initiatives <input type="checkbox"/> Others _____
Are you a student or alumni of SIFAS	<input type="checkbox"/> Yes <input type="checkbox"/> No If Student, mention Discipline and name of the Guru _____ If Alumni, mention the discipline and duration of studentship at SIFAS _____

II. APPLICANT INFORMATION**A. For Individuals**

Full Name (as in NRIC)	Salutation Please Select	Gender Nationality
Mobile Number Home / Office Number	Mailing Address:	
Email Address		

B. For Organization

Name of Organization (As in ACRA/ROS)	Mailing Address	
Organization Type (e.g. CLG, Society, Association, etc.)		
Registration Number (UEN/PRN)		
Name of Contact Person	Salutation Please Select	Designation of Contact Person
Office Number Mobile	Email Address	
Office Number Mobile		

III. INITIATIVE DETAILS

Title of Initiative	Venue
Date(s) if applicable	
Time(s) if applicable	Projected Number of Audiences

A. BUDGET SUMMARY

Total Projected Expenditure (\$)	Total Projected Income (\$)
Have you received grants from any institution? <input type="checkbox"/> Yes <input type="checkbox"/> No	If so, mention the name of the institution and the Value of Grant received (\$)

B. WRITE-UP OF THE INITIATIVE (INCLUDING SYNOPSIS)

What would you like to do?

- What is the objective(s) of your initiative?
- How would you describe your initiative? (Program, synopsis, concept etc.)

C. PARTNERSHIP WITH SIFAS IN THE INITIATIVE

- Please include a brief profile of main artists involved in your initiative. For example, who are the artists and other main people involved?
- How and why do you want to partner with SIFAS?
- Who are the other partners (apart from SIFAS) and platforms you plan to collaborate with? How and what will they contribute to the execution of your initiative?

D. CLEAR OUTREACH OUTCOMES

- What are your marketing and publicity plans to reach the audience/participants identified?
- Is it a ticketed event? If yes, share the ticket rate slabs and how the ticket sale is planned
- If it is a fund raiser, please share the fund-raising plans and where will the funds be allocated to.

E. RESOURCES REQUIRED FROM SIFAS

Mention the resources/support needed from SIFAS for the implementation.

F. BUDGET DETAILS

Breakdown of main budget items and how do you plan to fund your initiative.

IV. DECLARATION BY APPLICANT

I declare that the facts stated in this application and the supporting documents (if any) are true and correct to the best of my knowledge and that I have not suppressed any information wilfully. I understand that if I obtain the approval by providing false or misleading statements or information, SIFAS, at its discretion can withdraw the partnership and recover immediately any amount spent towards the event.

I agree for SIFAS to use any of the information I have provided, for the purpose of assessing my application. I acknowledge that this may include making the information available to an appointed committee, who will be bound by a Non-Disclosure Agreement.

Submitted by:

Designation:

Signature:

Company Stamp:

Date:

END OF APPLICATION FORM