The GROW 2.0 Package
For Education Officers
In 2006...

"(The GROW Package) represents our commitment to:
the Growth of Education Officers, both professionally and personally;
better Recognition and rewards; more Opportunities for development in your careers; and seeing to your Well-being as individuals."

- Minister for Education, Mr Tharman Shanmugaratnam
Teachers' Mass Lecture 2006
- Encouraging Work Life Harmony
- Enhancements to Part-time Teaching Scheme

- Learning & Development Scheme
- Enhancements to Professional Development Leave
- Sabbatical for Levels 3 & 4 SSTs
- School Staff Developer

- New Career Grade, GEO 1A3/2A3
- More Options for Senior Teachers
- Master Teachers Level 2
- Promotion to SEO1A1 for More HODs
- Online Career Management Portal

- Reaffirm the Purpose of Teaching
- Develop Pride in the Profession
- Increase CONNECT Plan Deposits
- Enhance Outstanding Contribution Award
In 2008...

"Our teachers are simply the most important asset we have. Their commitment to excellence, their caring eye and the passion they put into nurturing their students are what allow us to provide the best possible education to every young Singaporean. The GROW 2.0 Package affirms the good work of our teachers and our commitment to building a first class teaching service."

- Minister for Finance and Minister for Education, Mr Tharman Shanmugaratnam
10th Appointment Ceremony for Principals, 2007
Building on the foundation of the GROW package last year, MOE is introducing a new "GROW 2.0" package to ensure that teaching remains an attractive career choice:

- **Growth** - better support for professional development and upgrading

- **Recognition** - more attractive pay, a revised CONNECT Plan and additional Outstanding Contribution Awards

- **Opportunities** - an enhanced Senior Specialist Track, more re-employment opportunities and a new programme to identify and develop teachers with high potential

- **Well-being** - greater flexibility and better support for part-time teaching and enhancements to no-pay leave

This package is about giving teachers more recognition for excellence and commitment to their calling, more career and professional development options as well as greater flexibility in managing their career and personal lives.

It was put together following a comprehensive review and consultation with 3,500 teachers from across the Education Service from Aug 2007 to Nov 2007.

For more details of the package, do visit the MOE website at [http://intranet.moe.gov.sg/grow2](http://intranet.moe.gov.sg/grow2)
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Teachers need time and opportunities to learn and grow as persons and professionals, throughout their careers. We are committed to investing resources and time to support your professional and personal growth.

**Professional Development Packages**

To help our teachers realise their aspirations to grow and upgrade themselves academically, we will enhance the existing financial support schemes and leave schemes to enable more teachers to pursue undergraduate and postgraduate studies.

We have developed five different Professional Development Packages (PDPs) which are designed to meet the different needs and aspirations of teachers. The following table shows the various PDPs. Package A can be offered together with packages C or D.
<table>
<thead>
<tr>
<th>Package</th>
<th>Degree Programmes</th>
<th>Financial Support and Leave Provisions</th>
<th>For Officers With</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Bachelor/Masters Full-time/Part-time Local/Overseas</td>
<td>- Interest-free study loans ranging from $3,500-$9,000 per annum&lt;br&gt;- No-pay undergraduate/Masters study leave for full-time studies</td>
<td>Good performance and confirmed in service</td>
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<td>B</td>
<td>Masters Part-time Local</td>
<td>- Reimbursement of up to 80% of compulsory course fees, subject to cap of $6,000</td>
<td>At least 2 years of trained service and good performance</td>
</tr>
<tr>
<td>C</td>
<td>Bachelor/Masters/PhD Full-time Local/Overseas</td>
<td>- Study grants of $9,000 - $12,000 per annum&lt;br&gt;- No-pay undergraduate/Masters/Doctoral study leave</td>
<td>At least 2 years of trained service, very good performance and showing promise of holding middle management positions in schools (or equivalent in HQ)</td>
</tr>
<tr>
<td>D</td>
<td>Bachelor Full-time Local/Overseas</td>
<td>- Study Award&lt;br&gt;- Full sponsorship of compulsory course fees and allowances&lt;br&gt;- Full-pay and no-pay undergraduate study leave</td>
<td>At least 3 years of trained service, very good performance and pursuing courses in high-priority areas</td>
</tr>
<tr>
<td>E</td>
<td>Masters/PhD Full-time/Part-time Local/Overseas</td>
<td>- Postgraduate Scholarship&lt;br&gt;- Full sponsorship of compulsory course fees and allowances&lt;br&gt;- Full-pay Masters/Doctoral study leave</td>
<td>At least 3 years of trained service, very good performance and having the potential to assume leadership position on any career track</td>
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Greater Support for Postgraduate Studies

Up to 5 more teacher posts will be given to each school cluster. The additional posts will provide further support to schools with teachers who are away pursuing full-time postgraduate studies.

More In-service Upgrading Opportunities for Non-Graduate Teachers

Today, teachers who pursue one of the 27 SIM University (UniSIM) part-time undergraduate degrees can be emplaced on the graduate salary scale upon successful completion of their course and if they meet the other prevailing emplacement criteria.

Moving forward, the list of undergraduate degrees that can be considered for emplacement will be expanded to include all the current part-time on-campus degrees offered by the National University of Singapore (NUS), Nanyang Technological University (NTU) and UniSIM.
Recognition

We value the good work and commitment of our teachers. We will enhance the pay and recognition for teachers to ensure that you are duly recognised and rewarded.

New Education Scheme of Service

A new Education Scheme of Service, EDUN (2008), will be implemented from 1 Apr 2008. The scheme provides a more attractive remuneration package that will be responsive to market changes and more closely linked with individual performance.

The components of the EDUN (2008) are:

- **Salary Ranges** - You will move from the current salary scales system to a salary range system. You can look forward to better progression on longer salary ranges on the new scheme.

- **Merit Increment** - You will enjoy a variable Merit Increment instead of the current fixed increment. The quantum of increment will vary with your performance, potential and market conditions. There will be greater differentiation to reward better performers.
Higher Performance Bonus - To strengthen the link between performance and pay, there will be greater differentiation in the performance bonus. Good performers can receive up to 1 additional month of performance bonus. Very good and outstanding performers can look forward to larger increases of up to 1.75 months and 2.25 months of performance bonus respectively.

Other Annual Bonuses – You will continue to be eligible for the annual bonuses which all civil servants are eligible for (i.e. the Non-Pensionable Annual Allowance (NPAA) and the Annual Variable Component) and the new performance-based Growth Bonus which was earlier announced by the government.

One-off Salary Increment – A one-off salary increment of up to 4% will be made in Apr 2008 for eligible teachers who are on the EDUN 2008 scheme.

What's in the EDUN (2008) scheme?

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>EDUN 2008 (Wef 1 Apr 2008)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Salary</td>
<td>• Fixed Salary Scales</td>
<td>• Salary Ranges</td>
</tr>
<tr>
<td>Annual Increment</td>
<td>• Fixed Increment</td>
<td>• Variable Increment based on performance, potential and market condition</td>
</tr>
<tr>
<td>Performance Bonus</td>
<td>• Some differentiation</td>
<td>• Greater differentiation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Higher performance bonus</td>
</tr>
<tr>
<td>Other Annual Bonuses</td>
<td>• Non-Pensionable Annual Allowance</td>
<td>• Non-Pensionable Annual Allowance</td>
</tr>
<tr>
<td></td>
<td>• Annual Variable Component</td>
<td>• Annual Variable Component</td>
</tr>
<tr>
<td></td>
<td>• Growth Bonus</td>
<td>• Growth Bonus</td>
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</table>

Prior to the introduction of EDUN (2008) from Apr 2008, a Performance Bonus Top-Up will be given to all Education Officers in Mar 2008. The quantum will be 1.25 months, 1.0 month and 0.5 month for outstanding, very good and good performers respectively.
Revision to CONNECT Plan

The CONNECT Plan will be enhanced to better meet the personal needs and aspirations of our teachers. The total career deposits will be increased by about 6%. In addition, the CONNECT Plan will be shortened from a 40-year to a 30-year plan. You can look forward to drawing out all your CONNECT Plan deposits of $124,000 – $168,000 earlier, at the end of 30 years of service.

With the shortening of the plan duration, you can also expect to receive bigger CONNECT payouts every 3-5 years of service. The CONNECT payouts are higher in the first 20 years of a teacher’s career, when he/she has higher financial commitments, like setting up a new home or raising a family. A new teacher with 10 years of service can look forward to receiving between $51,000 - $72,000 in CONNECT payouts, compared with $35,000 - $50,000 currently.

Transitional provisions will be made for serving teachers so that you too will benefit from the shorter CONNECT Plan.

The current and new CONNECT Plan deposits from 2008 are shown in the table below.

<table>
<thead>
<tr>
<th>CONNECT YEAR</th>
<th>GEO 1/1A1/1A2/1A3 and SEO*</th>
<th>GEO 2/2A1/2A2/2A3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current Annual Deposit ($)</td>
<td>New Annual Deposits ($)</td>
</tr>
<tr>
<td>1 - 4</td>
<td>4,200</td>
<td>6,320</td>
</tr>
<tr>
<td>5 - 7</td>
<td>5,200</td>
<td>7,320</td>
</tr>
<tr>
<td>8 - 10</td>
<td>6,000</td>
<td>8,120</td>
</tr>
<tr>
<td>11 - 14</td>
<td>6,200</td>
<td>8,320</td>
</tr>
<tr>
<td>15 - 20</td>
<td>3,200</td>
<td>5,320</td>
</tr>
<tr>
<td>21 - 30</td>
<td>3,200</td>
<td>3,200</td>
</tr>
<tr>
<td>31 - 40</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Career Deposits</td>
<td>158,400</td>
<td>168,800</td>
</tr>
</tbody>
</table>

* Excludes Superscale Officers who are not eligible for the plan.
Additional Outstanding Contribution Awards

Introduced in 2001, the Outstanding Contribution Award (OCA) recognises significant contributions made by individual staff and teams in schools. The current OCA quantum ranges from $3,000 to $10,000 a year, depending on the school’s staff strength.

From 2008, the OCA quantum for individual awards will be increased to a flat rate of $3,000 for all schools. This is to give schools the flexibility to reward more individuals who have made value-added contributions. With this increase in OCA quantum, schools can reward up to 3 individuals.

The existing cap of $10,000 on the OCA will also be removed and the OCA quantum for team awards will be based on the school’s staff strength. This will allow schools to distribute more as team awards.
Further to the enhancements made to the teaching and leadership tracks in 2006 under GROW package, we will enhance the Senior Specialist Track and provide more re-employment opportunities for good and experienced teachers to continue serving in the teaching profession. At the same time, high-potential teachers can look forward to more challenging assignments and greater exposure.

**Enhanced Senior Specialist Track**

Our Senior Specialists (SSTs) play a critical role of bringing research in the field to bear on educational policies and school practices.

There will be more opportunities for teachers to progress on the Senior Specialist Track as the number of SST posts in MOE HQ will be increased from 168 to 310. A new SST Level 5 position of Chief Specialist will be created. The Chief Specialist will provide leadership to the SSTs, harness research from both within and outside MOE and translate important research findings into policies and school initiatives. SST Levels 1-4 will also be redesignated to better recognise their professional status. The next table shows the current and new SST designations.
To enable SSTs to develop deep expertise in their area of specialisation, MOE will set aside $1.5 million annually to support the research projects of SSTs. We will also allow Senior Specialists to devote up to 20% of their time to research-related work like presentation of papers at conferences, attachments at NIE and other research organisations, attachments to clusters to conduct school-based research and completion of doctoral research.

A new milestone training programme will be developed for Senior Specialists who demonstrate the potential to be a Lead Specialist and above. This programme will better prepare the officers to assume leadership positions in the future. In addition, we will facilitate more SSTs to undertake research stints at NIE to foster a closer nexus between NIE, MOE HQ and schools.
Further Re-employment Opportunities

In line with the Civil Service’s move to introduce service-wide re-employment policies by 2010, MOE will take the lead to provide further re-employment opportunities for Education Officers beyond the age of 62. A re-employment framework will be piloted from Jun 2008 over the next two years.

All Education Officers above 62 years old who are physically fit to work and have good performance will be offered re-employment as Contract Adjunct Teachers up to age 65. In addition, key personnel and officers holding equivalent positions in HQ may be offered to continue in their existing jobs subject to availability and individual needs of the schools. School leaders and senior officers will be offered work on a project or contract basis.

MOE will review the re-employment framework for Education Officers in 2010, in tandem with the roll-out of the Civil Service wide re-employment framework.

Future Leaders Programme

A Future Leaders Programme (FLP) will be introduced as part of our on-going efforts to identify, develop and recognise teachers with the potential to assume key leadership positions in the Education Service.

Officers on this programme can look forward to more challenging assignments and involvement in projects at the cluster, zonal and HQ level. They can also expect more training and development opportunities.

The FLP has stringent selection and retention criteria. The Ministry will identify, assess and select the officers to be placed on this programme.
We aim to make the working environment in every school conducive and nurturing for our teachers. We will continue to encourage pro-family practices and help teachers achieve better work-life harmony.

**Expansion of Part-Time Teaching Scheme**

The part-time teaching scheme (PTTS) is currently applicable to confirmed GEO classroom teachers who are married with children under 12 years of age or those aged 55 years old and above.

The PTTS will now be extended to Heads of Department, Subject Heads, Level Heads and Senior Teachers in schools.
Greater Support for Part-Time Teaching

Currently, schools receive top-ups in manpower grant to buy services to fill the remaining load of teachers on the PTTS. To provide further support to schools with part-time teachers, up to 5 more teacher posts will be provided to each school cluster.

These additional posts will be over and above the existing manpower grants given to schools, and the 5 additional posts to support schools with teachers on full-time postgraduate studies mentioned earlier.

Enhancements to No-Pay Leave

The no-pay leave policies will be enhanced to facilitate teachers to look after their young children and to accompany their spouse overseas:

• No-Pay Leave for Childcare

Currently, only female teachers can apply for no-pay childcare leave up to the child’s 3rd birthday. In line with the Government’s pro-family policies, both male and female teachers can now apply for no-pay childcare leave. The qualifying age limit will also be raised to the child’s 4th birthday.

• No-Pay Leave to accompany spouse overseas

Teachers can now take no-pay leave to accompany their spouse overseas for study/work for up to 4 years, up from the current 3 years.

To ease the transition of teachers who have been away on no-pay leave back to the working environment, MOE will provide a refresher course for all teachers who resume work after 2 or more years of no-pay leave.
Summary

The GROW 2.0 Package will be implemented in 2008. The details of each initiative will be announced later via separate circulars.

The GROW 2.0 Package

- Expansion of Part-Time Teaching Scheme
- Greater Support for Part-Time Teaching
- Enhancements to No-Pay Leave
- Professional Development Packages
- Greater Support for Postgraduate Studies
- More In-service Upgrading Opportunities for Non-Graduate Teachers
- Enhanced Senior Specialist Track
- Further Re-employment Opportunities
- Future Leaders Programme
- New Education Scheme of Service (2008)
- Revision to CONNECT Plan
- Additional Outstanding Contribution Awards
For the details of the GROW 2.0 package, do visit the MOE website at http://intranet.moe.gov.sg/grow2