



A STRATEGIC FRAMEWORK FOR STAFF PROMOTION (MANAGERS AND ABOVE)

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AIM

A strategic framework for staff promotion (for managers and above) is essential to ensure that staff are promoted to perform higher-level positions that are in line with the institution's strategic goals and priorities.

OBJECTIVES



To develop a promotion framework that is aligned to SNEC's organisational needs, strategic and operational goals.



To raise staff's awareness in taking charge of their career development and understanding Senior Management's expectations when assuming leadership roles in the institution.



To educate staff and create a paradigm shift from vertical promotion within respective functional area to cross functional promotion.

METHODOLOGY



ENHANCING

BEFORE

Promotion focused on staff's excellent work performance, contribution to the institution and years of experience within the same function.

NOW

A strategic framework for staff promotion is introduced. It reviews and evaluates promotions based on the following criteria:

PRE-REQUISITE CRITERIA

- Harmonise with SingHealth promotion eligibility criteria
- Harmonise with SingHealth career development plan (CDP) requirements

THE NEXT LEVEL JOB

- Determine the new job description greater responsibilities
- Assess if there is an organisation need for the higher level role

THE INDIVIDUAL STAFF

- Demonstrated performance and potential
- Demonstrated competencies for the next level job
- Demonstrated leadership competencies for managerial and leadership promotions



SIMPLIFYING

BEFORE

Promotion templates and guidelines were communicated to Heads of Departments (HODs) via email.

NOW

A visually engaging promotion information deck is created for HODs to understand the processes, evaluation criteria and timeline for promotions.



RE-BRANDING

BEFORE

Promotion panel interview focused on knowing the staff and assessing staff's suitability for higher-level position.

NOW

- Promotion panel interview has been rebranded as career plan discussion where senior management sets expectations for leadership roles and drives the leadership beliefs and behaviours within SNEC.
- Staff are required to present a work plan and initiate interactive exchange of ideas, work processes and service improvements with Senior Management.
- Senior Management offers suggestions, and establishes strategic direction and goals to strengthen staff's commitment.
- HODs are invited to listen and understand the areas of improvement for their staff and influence objectively.

RESULTS

From our observations and feedback from staff who attended the career plan discussion with Senior Management, we had engaged them positively and created a meaningful and emotional impact. We also achieved our goals of raising the bar in promoting qualified staff for the right job role.