INTEGRATED STAFF PROMOTION & CAREER DEVELOPMENT FRAMEWORK

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AIM

Continued Adoption of Strategic Staff Promotion Framework

PRE-REQUISITE CRITERIA
Harmonise with SingHealth promotion eligibility criteria and career development plan (CDP) requirements

THE NEXT LEVEL JOB
Determine the new job description (bigger job role) and assess if there is an organisation need

THE INDIVIDUAL STAFF
Demonstrated performance and potential, competencies for the next level job and leadership competencies for managerial promotions

Launch of e-Promotion Exercise

In May 2019, we launched e-Promotion exercise for all SNEC NPA staff.

Leveraged on SingHealth’s e-Promotion module
• Consolidate promotion recommendations, supporting documents and approval in one central place (minimise manual paperwork)
• Tighten sensitive data protection through authorised system access
• Easy access to harmonised career development paths via e-Promotion link

Created a simplified step by step user guide for e-Promotion system to ensure smooth transition for supervisors and HODs

Developed promotion justification guide to provide supervisors with clear guiding principles and coach them to assess staff readiness for promotion

ISSUES

CAUSES AND EFFECT

PEOPLE

Inexperienced supervisors
Newly recruited or newly appointed supervisors are not familiar with the promotion process

Inexperienced in justifying staff promotion and career planning

Staff expectations
Staff perceived career development as one-way, vertical progression

INFORMATION

Employee engagement feedback
ELS 2016 results revealed that employees lack the information to manage their career development

Information communicated via email is not stored in a central place

Loss of information over time

Overwhelmed by emails

RESOURCES

Existing e-Promotion system user guide
Too technical for supervisors

Did not have easy to follow step-by-step guide

PROCESS

Promotion justification
HR needs to request supervisors to review

Documents gone missing

Sensitive data not protected

OFFICE

EASE OF ACCESS TO CAREER PATHS TO FACILITATE EFFECTIVE CAREER PLANNING

In response to staff feedback, we published SingHealth harmonised career paths links on e-Promotion system, making these career paths easily accessible to supervisors and HODs. This empowers them to conduct meaningful career planning conversations with their staff and strengthens their ability to make objective decision on staff career advancement.

CAPABILITY DEVELOPMENT FOR SUPERVISORS

To equip our supervisors with core competencies in developing quantifiable and qualitative KPIs for their staff career progression, we established a promotion justification guide to support them in evaluating staff readiness for promotion and in conducting robust career conversations.

The promotion justification guide provided key guiding principles and specific examples in assessing the readiness, discussing with staff the expected performance and demonstrated competencies for career progression.

RESULT

We aim to empower and build accountability among our supervisors to produce actionable talent development plans. By providing supervisors the career development resources, we support them in engaging their staff in meaningful career conversations. We manage staff expectations that career development can be both horizontal and vertical.

CONCLUSION

Through an integrated staff promotion and career development framework, we offered career development resources that strengthened supervisors’ capabilities in people development, enabled our high performing employees to grow and contributed more to the success of the organisation.