

# STAFF DEVELOPMENT IN SINGHEALTH POLYCLINICS – A TOTAL APPROACH

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## Introduction

Staff development is a systematic and continual process of improving employees.

Our key purpose of staff development is to facilitate personal and professional development enabling individuals and groups to achieve their full potential and contribute to the provision of excellent teaching, research and service.

The whole process of staff development is a clear and logical approach- encourage self development, providing training where appropriate and assessing employees to see that the full potential can be achieved.

## Aim

The aim of staff development in SingHealth Polyclinics is to:

- Help staff members to learn about job responsibilities.
- Develop required skills and competencies necessary to accomplish institutional and departmental goals, and job purpose.
- Provide opportunity to grow personally and professionally to prepare themselves for advancement within the institution.

## Method

Identification of high potential staff for development to take on next higher job level.

Individual Development Plan for high potential staff:

- Professional development/ qualification
- Exposure to higher job responsibilities
- Projects/ assignments
- Coaching

### Annual Staff Performance Appraisal:

Supervisor provides feedback on job performance and potential for the next higher job level. The process of feedback is an open discussion between the supervisor and the high potential staff. Thereafter, the potential for the next higher job level is openly communicated as part of career planning:

- Qualified and competent to perform at the next higher level
- Need training and development at next higher level. Should be ready to perform at next higher level in \_\_\_ years
- To keep in view for longer term development possibilities depending on staff's readiness to assume higher level responsibilities
- Not ready at the moment

Is the high potential staff assessed as qualified and competent ?

NO

YES

Supervisor puts up recommendation for promotion of high potential staff.

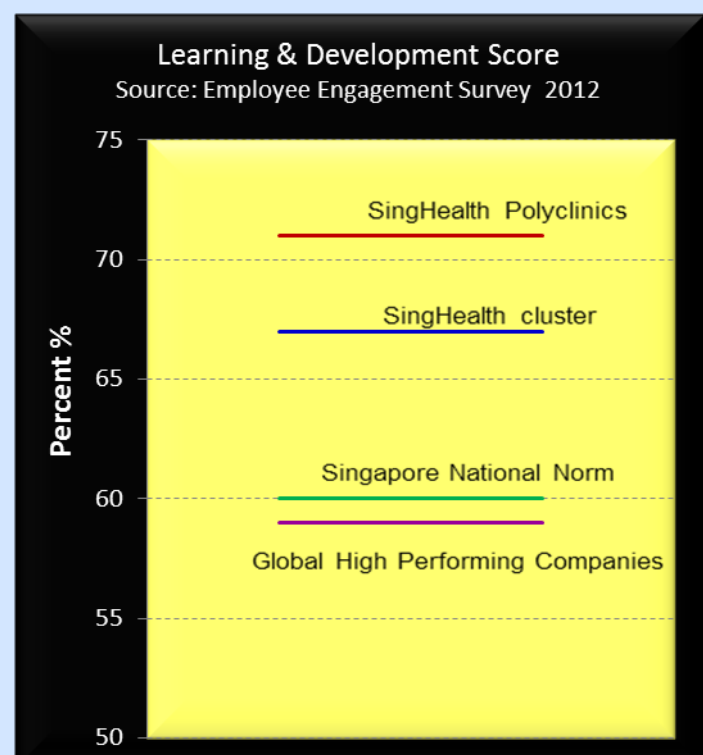
## Results

SingHealth Polyclinics takes on this open discussion of career planning between the supervisors and the high potential staff during annual staff performance appraisal. Subsequently, the staff potential for the next job level is openly communicated.

Through this process, a total of 277 employees have successfully been coached, developed and assessed to be qualified and competent to perform at the next higher job level from the year 2010 to 2012. This makes up 29% of SingHealth Polyclinics' staff population.

As a result of this unique systematic staff development process, SingHealth Polyclinics attained a 71% satisfaction score in the SingHealth Survey 2012 under the category of *Training and Development*.

- Compare to the entire SingHealth cluster, SingHealth Polyclinics has shown a positive 4% statistical significance.
- Compare to the Global High Performing Companies norm, SingHealth Polyclinics shown a positive 12% statistical significance.
- Compare to Singapore National Norm, SingHealth Polyclinics shown a positive 11% statistical significance.



## Conclusion

Staff development is an integral part of the employment of all staff and offers a systematic achievement of people excellence not just for individual staff members of the organization but also organizational excellence through its people.