



Singapore Healthcare  
Management 2019

# INTEGRATED STAFF PROMOTION & CAREER DEVELOPMENT FRAMEWORK

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## AIM

The key aim of this project is to develop an integrated staff promotion and career development framework by aligning staff promotion review framework to SingHealth harmonised career development paths, domain competencies for next level job and leadership competencies.

## INTRODUCTION

### 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<sup>3</sup> staff.

#### Leveraged on SingHealth's e-Promotion module

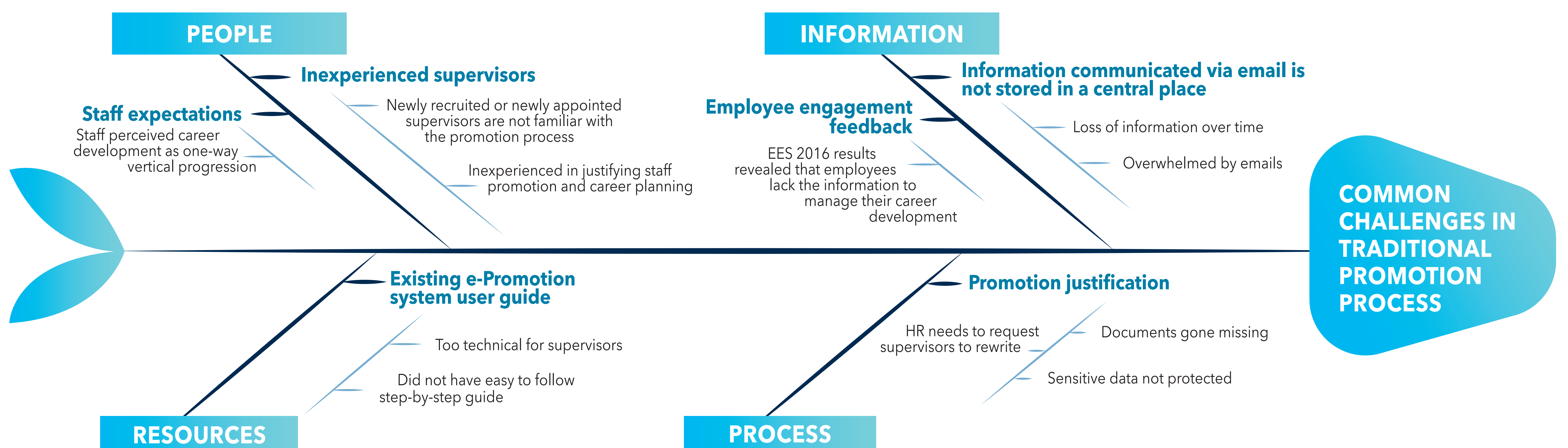
- consolidate promotion recommendations, supporting documents and approval in one central place (minimize manual paperwork)
- tighten sensitive data protection through authorised system access
- easy access to harmonised career development paths via e-Promotion link

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



## METHODOLOGY



### EASE OF ASSESS 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.



### EFFECTIVE TRANSITION FROM MANUAL TO ONLINE PROMOTION

To achieve successful transition, we developed a systematic step by step user guide for e-Promotion system and conducted sessions to train all users on e-Promotion process, key system features and available user reports.



### 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.