PUTTING THE RIGHT TALENT IN THE PLACE AT THE TIME

Singapore Healthcare Management 2016

SingHealth

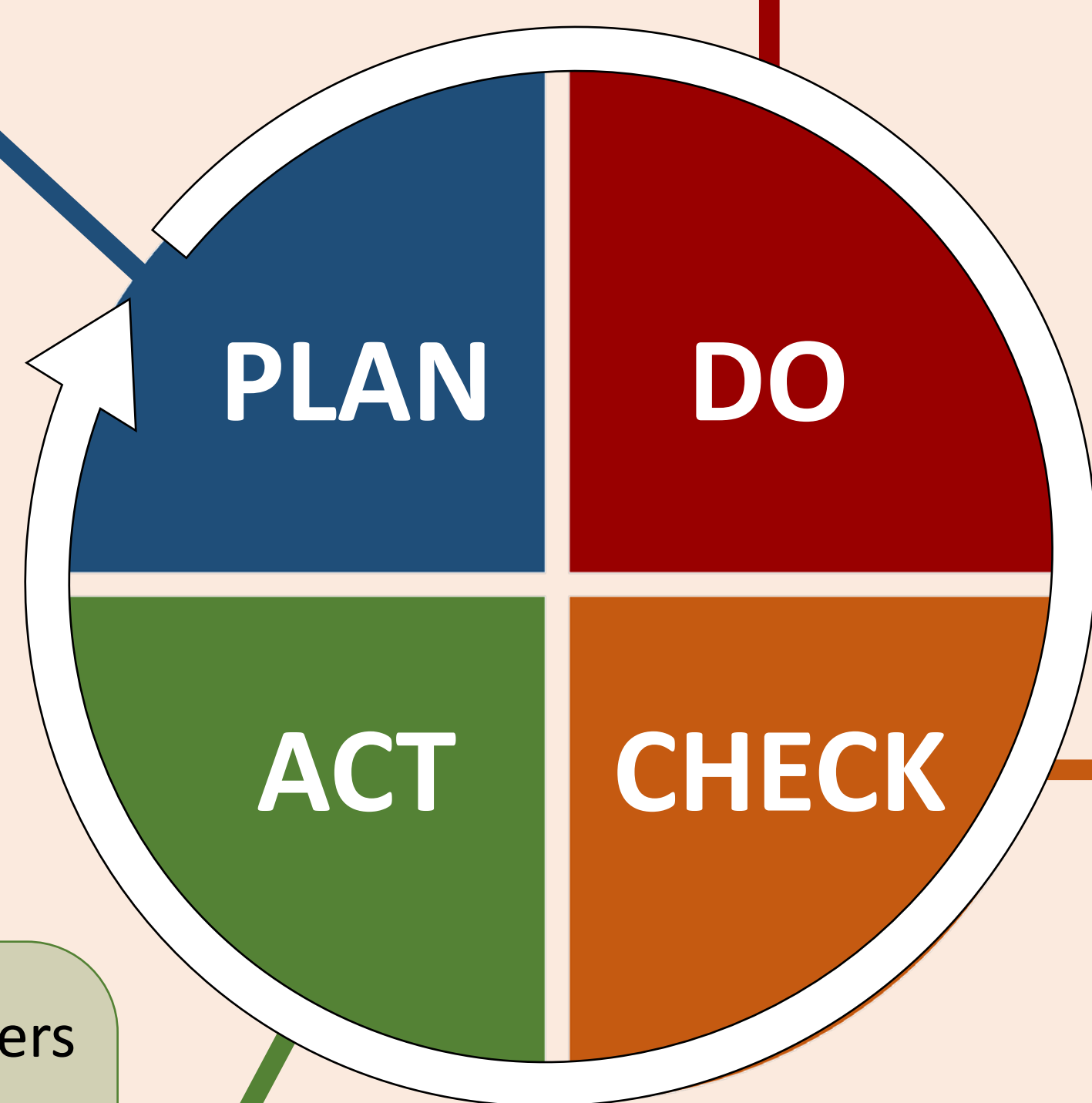Irene Wee | Jillian Liew | Tu Wen Lung

INTRODUCTION

The Talent Management & Succession Planning (TMSP) department collaborates with various other departments to implement rigorous appointment and approval processes to ensure that SingHealth has competent leaders to provide the best possible healthcare for our patients. Different types of leadership positions involve different appointment and approval processes. These processes were reviewed and deliberated, and the roles and responsibilities of all stakeholders were clarified to achieve optimal efficiency and effectiveness.

METHODOLOGY

Since we were seeking to improve our present appointment and approval processes, we decided to follow the Kaizen (Continuous Improvement) methodology – Plan, Do, Check and Act.

As SingHealth continues to grow, the number and types of key leadership positions have grown substantially. It is increasingly important for robust and efficient appointment processes to be put in place in order to achieve a strong leadership pipeline. This project involved Group Director, SHR and Deputy Group Director (Talent Development and Organisation Development), SHR, as well as the Corporate HR and Talent Management & Succession Planning Departments.

The current appointment process was charted out in consultation with the stakeholders. Past appointment processes and best practices were examined. The team brainstormed to come up with practical and efficient appointment processes for each type of appointment.

Stakeholders evaluated the final allocation of roles to ensure that the processes meet the initial objectives and are aligned with their respective scopes and responsibilities. Once the processes were agreed upon and validated, process flow charts (such as the ones below) were drawn up. TMSP then brought them to familiarise other stakeholders, such as Office of Research / Medical / Education.

TMSP conducted talent meetings with leaders from the Office of Research / Medical / Education to communicate to them the new processes. TMSP became a central point of contact to whom they can turn to for clarification. This provides greater clarity and efficiency to the system.

PLAN | DO | ACT | CHECK
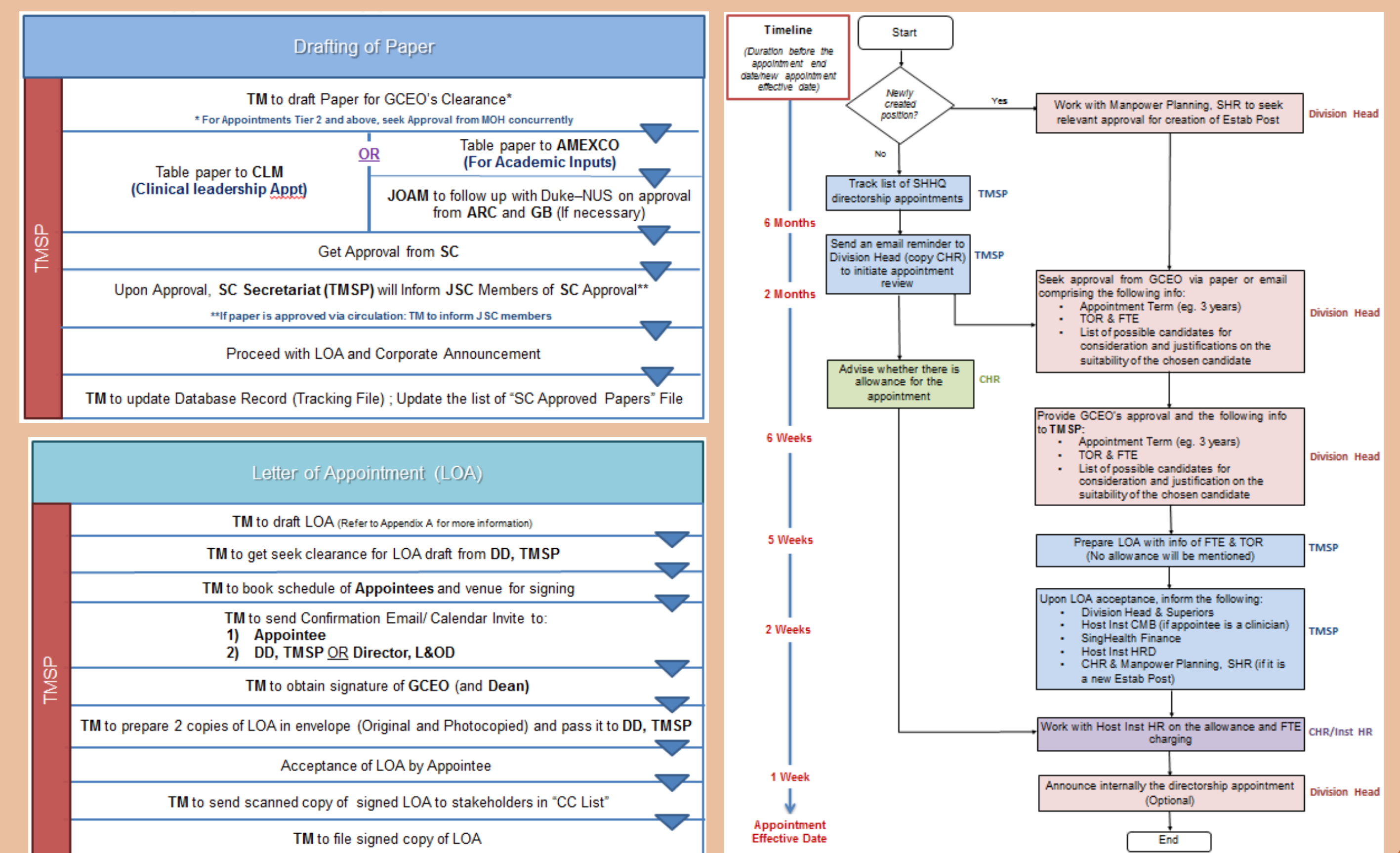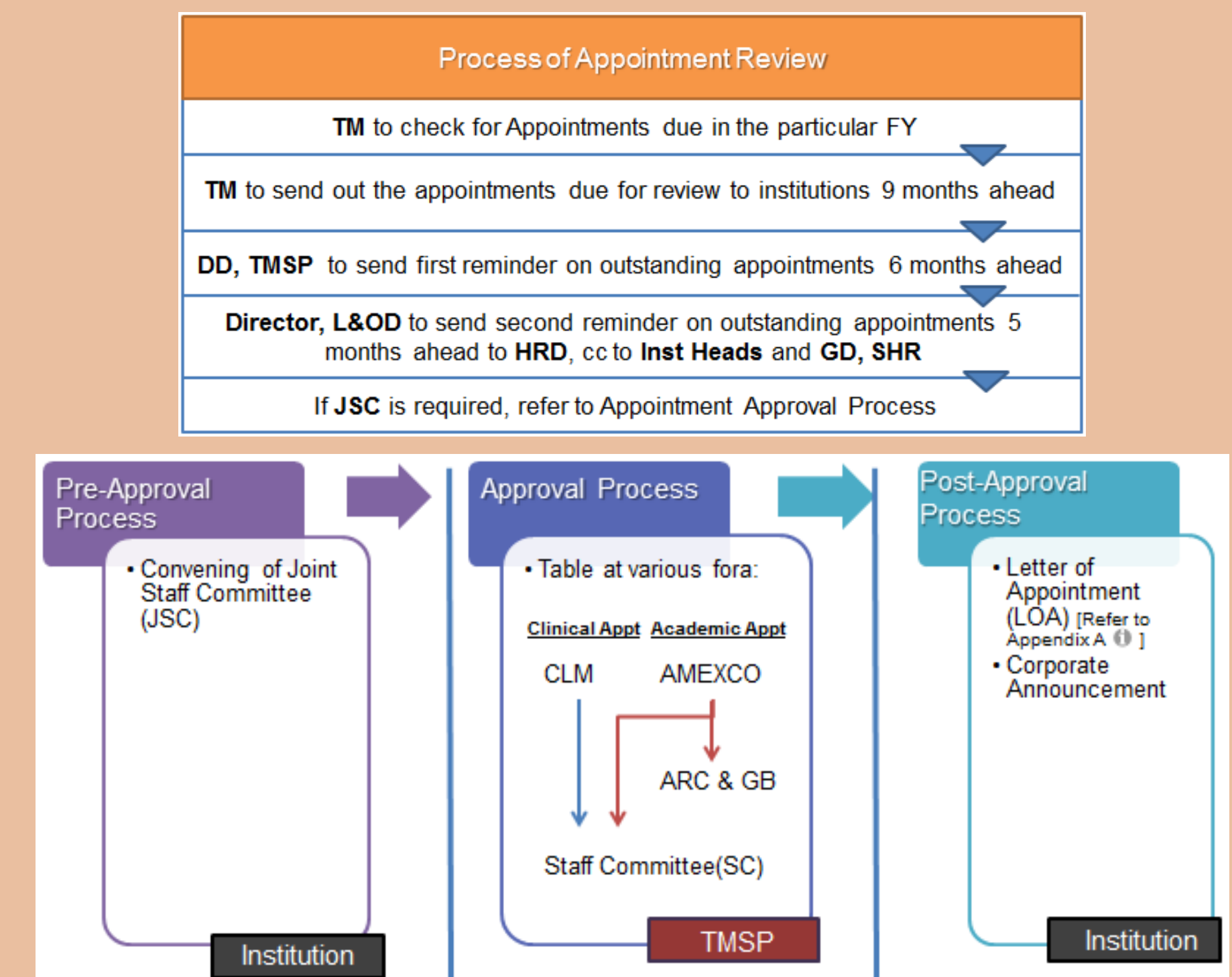
RESULTS

We achieved our objective of creating **clearer** and **more efficient** appointment and approval processes. Through ensuring that all parties involved understand and are accountable for their respective roles, we successfully **reduced errors, overlaps and wastages** and filled in gaps in the appointment and approval processes. This resulted in **time savings**. More importantly, it was observed that there was a **greater level of collaboration** amongst the stakeholders resulting in a **reduction in communication gaps** and better opportunities for future collaboration.

CONCLUSION

This project has improved and clarified the appointment and approval processes of leadership positions to ensure that SingHealth continues to have a robust and sustainable talent pipeline. Evaluating our processes enabled the TMSP team to reflect on our role in the organisation and appreciate the impact of our work on the organisation. It also enabled us to better understand the importance of having clear work processes and transparency in our appointment processes. We also hope that this project help employees understand how key leaders are selected, leading to greater level of confidence and trust in the appointment system and our leaders' capability.