

# Revised Re-appointment Process for Enhanced Efficiency, Robustness and Comprehensiveness



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## a) Introduction



To **improve efficiency** and **enhance the robustness and comprehensiveness** of the **first-to-second term re-appointment process** of Key Leadership Positions (KLPs), the Talent Management and Leadership Development (TMLD) team under Strategic HR (SHR) has revised and refined the re-appointment process, leading to a **reduction in man-hours and administrative workload** and **more comprehensive inputs for re-appointment** consideration and decision.

## b) Methodology

### Background of Second-Term Re-appointment of KLPs

In accordance with the SingHealth policy on Search and Appointment Process for KLPs, the approval process for re-appointment of first-term KLP appointees to a second term requires institutions to submit **approval papers with the incumbents' first-term achievements and justifications for appointment renewal** for endorsement by SingHealth senior management. This process requires **substantial man-hours for approval preparation**, relying heavily on the respective Institution HR to painstakingly and conscientiously collate information from various sources to properly prepare and present re-appointment papers for approval.

#### 1. PLAN

Using a **fishbone diagram**, several **key areas** were highlighted for improvement:

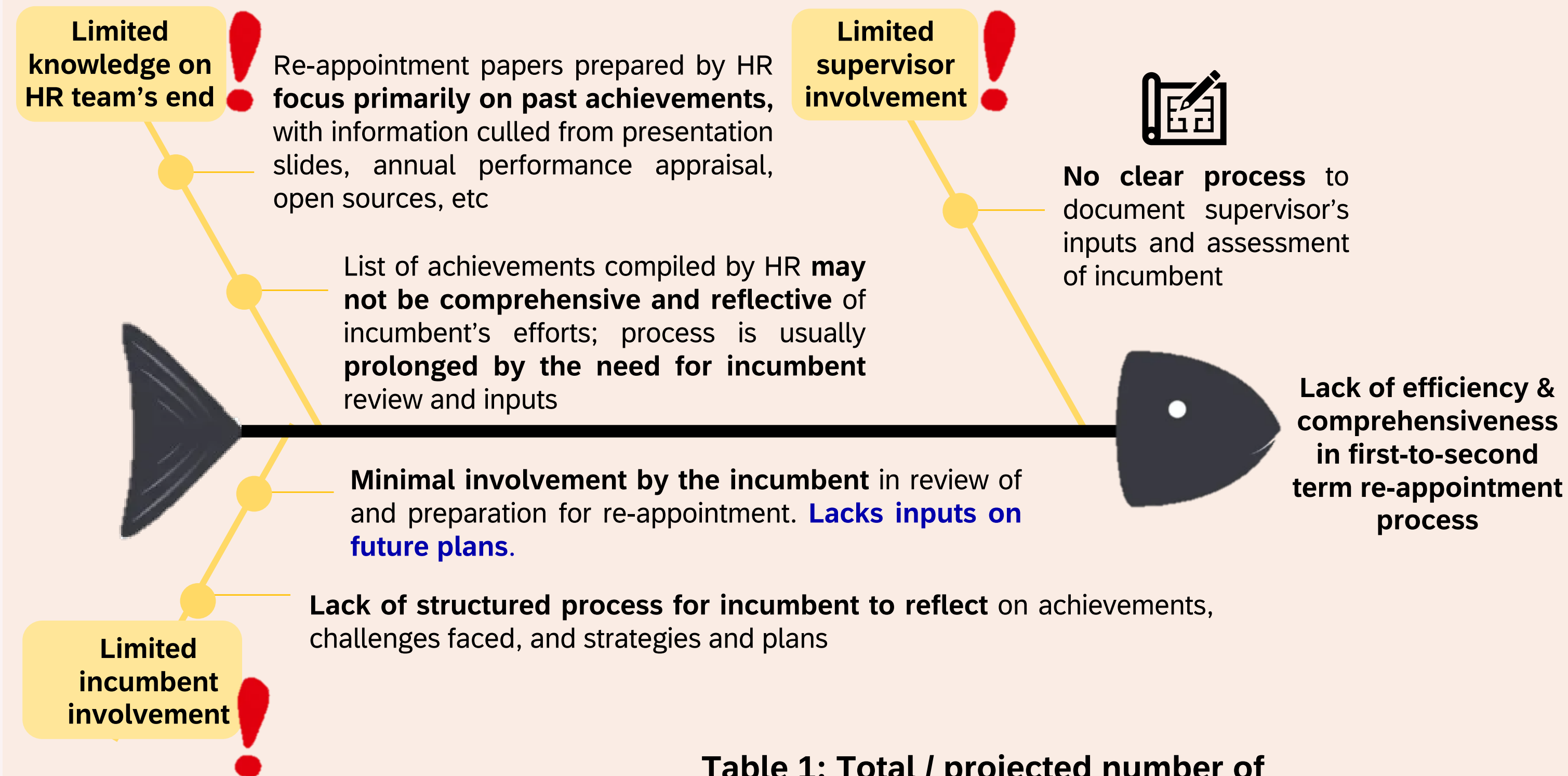
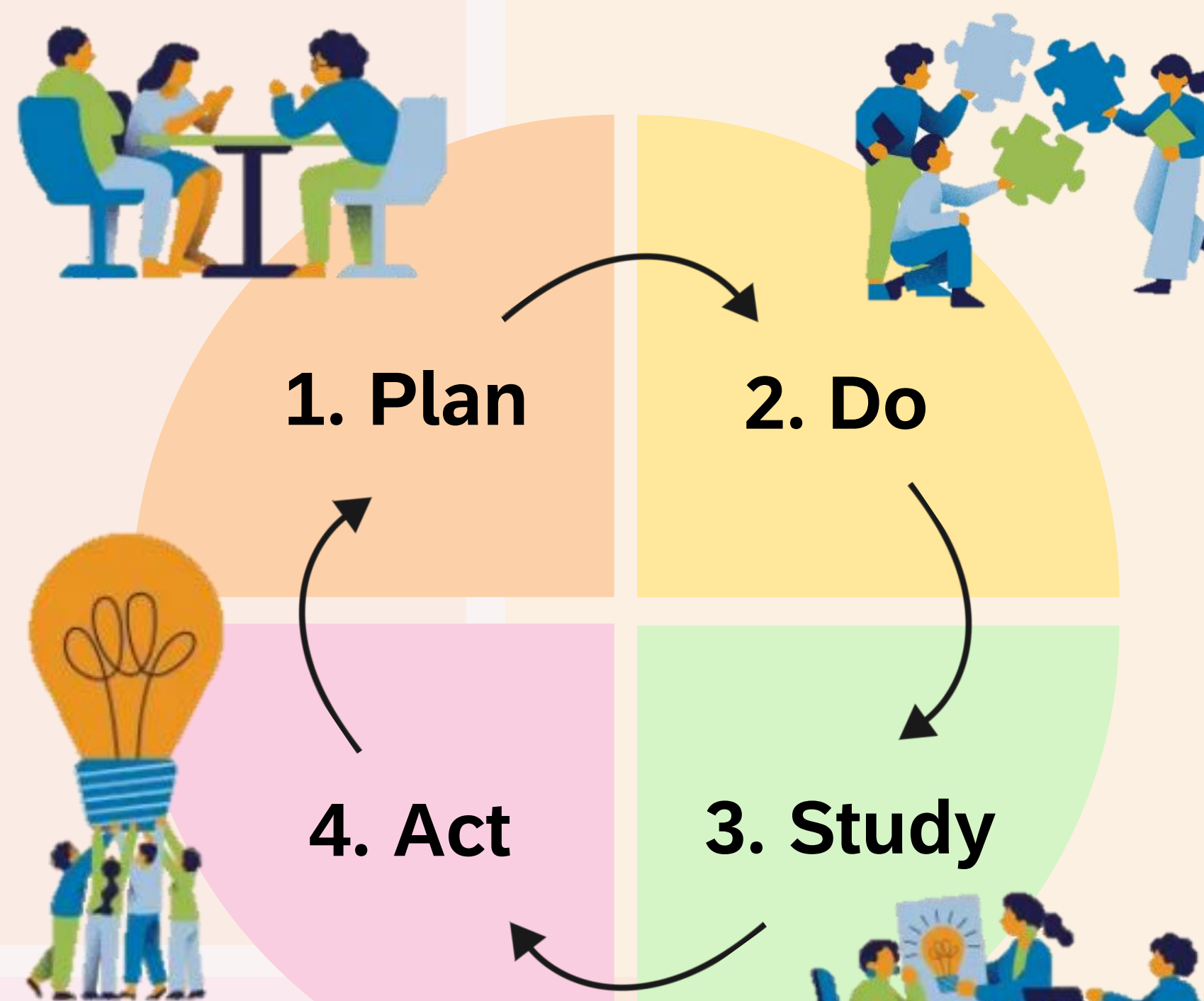


Table 1: Total / projected number of 2<sup>nd</sup> term re-appointment reviews

Year	Total no. of 2 <sup>nd</sup> term re-appointment reviews
2018	67
2019	32
2020	42
2021	44
2022	30
2023	22
2024	75*
2025	67*
2026	45*

\*Projected based on total number of 1<sup>st</sup> term appointments effective from 2021 to 2023

Given the **significant number of second-term KLP re-appointments** every year (Table 1), the prevailing re-appointment process was reviewed to **reduce the administrative workload** on the part of the respective Institution HR.



#### 2. DO

Based on the issues identified, the team brainstormed to review the re-appointment process, focussing on strengthening the involvement of incumbents and supervisors in the re-appointment process.

The revised process requires incumbent appointees to reflect on the major first term achievements and document their future strategies/plans. This provides a **structured process for critical performance self-evaluation**. Supervisors are also required to document their assessment of the incumbents' performance and areas of development. This provides a **structured process for supervisor involvement and commitment to incumbent success**.

The TMLD team sought feedback from the Institution Chief Human Resource Officers (CHROs), and made **refinements** to the re-appointment process and form to allow for **more meaningful inputs**.

1 "Major Achievements" → "Recap of Objective & Plans" and "Key Highlights & Reflections"

This refinement aimed to bring **greater emphasis to the process of reflection and provide greater clarity of the incumbent's contributions**.

2 "Future Plans" → "Future Plans & Challenges"

This refinement aimed for incumbent critical **evaluation of potential challenges and envisaged strategies and plans**, in addition to outlining their vision for the next term appointment.

#### 4. ACT

The TMLD team rolled out the refined re-appointment process and form for incumbents due to be re-appointed for a 2<sup>nd</sup> term.

The final re-appointment form includes:

- Recap of **objectives and plans**
- **Key highlights and reflections** from first term of appointment
- **Future plans and challenges**
- **Comments from immediate Supervisor / Chairman Medical Board (CMB) and Convener / Chief Executive Officer (CEO)** (where applicable)



#### 3. STUDY

The TMLD team rolled out a **pilot re-appointment process and form to SingHealth institutions**. The team reviewed the pilot implementation and **further refined the form** to include a field for the incumbent to specify the start and end date of the re-appointment term.

## c) Results



**Reduction in the administrative workload – estimated reduction of 48 man-hours** – to administer a second-term re-appointment of KLP as compared to the previous workflow. The process has been strengthened with detailed and actionable inputs from incumbents and supervisors, making for a **more robust re-appointment** decision.



## d) Conclusion

With approval of senior management and the support of the Institution CHROs, the revised re-appointment process has been rolled out cluster-wide, leading to **greater administrative efficiency** and **improved re-appointment input and decision**.