Project Title

Forging Ahead – Growing a Future-Ready Workforce

Project Lead and Members

- Keith Yeo
- Sophia Yeo

Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group(s) Involved in this Project

Healthcare Administration

Applicable Specialty or Discipline

Learning & Career Development, Future Workforce Development

Aims

Learning & Career Development (LCD) team saw an emerging need for new skills and competency, hence the team set out to find out the following:

- Was the 'Grow my T.R.E.E.' framework really helpful?
- How would staff respond to the SSG GSCs?
- Coming up with New Framework to guide our staff.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project (Human Resource Category)

Project Category

Organisational Leadership, Human Resource, Staff Development

Keywords

Future-ready Workforce, Grow my T.R.E.E. framework, Rocket Framework, SSG GSC

Name and Email of Project Contact Person(s)

Name: Keith Yeo

Email: singaporehealthcaremanagement@singhealth.com.sg

Forging Ahead – Growing a Future-Ready Workforce

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Co-Authors:
Keith Yeo, Learning & Career Development
Sophia Yeo, Future Workforce Development

Singapore General Hospital
SingHealth

BACKGROUND

With patients at the heart of all we do, our diverse healthcare workforce requires both technical and people skills and competencies. A good skills and competency framework enables the workforce to identify both current and future learning needs in order to be self proficient, effective team players and impactful leaders.

SGH 'Grow my T.R.E.E.' framework first implemented in 2013 has seen several updates. A comparison with SkillsFuture Singapore's Generic Skills Competency framework (SSG GSCs) reveals a need to incorporate emerging skills. The skills and competencies highlighted in red are identified as gaps.

Grow my T.R.E.E. Competencies (2019 version)

Competency Branch	Personal Effectiveness	Communication & Relationship Management	Leadership	Data Management
Sub-competencies	Adaptability	Communication & Collaboration	Lead Organisational Change	Data Analysis
	Emotional Intelligence	Service Orientation	Build Positive Relationship	Digital Literacy
	Problem Solving	Influencing & Negotiation	Provide Stewardship	
			Personal Empowerment	

AIM

1. LCD saw an emerging need for new skills and competency, hence the team set out to find out the following:
   - Was the 'Grow my T.R.E.E.' framework really helpful?
   - How would staff respond to the SSG GSCs?
   - Coming up with New Framework to guide our staff.

The aims are expounded respectively below.

SkillsFuture Singapore Generic Skills and Competencies (2018 version)

|			
Communication	Digital Literacy	Managing Diversity	Teamwork
Computational Thinking	Global Mindset	Problem Solving	Transdisciplinary Thinking
Creative Thinking	Interpersonal Skills	Resource Management	Virtual Collaboration
Decision Making	Leadership	Sense Making	Developing People
Service Orientation	Lifelong Learning		

Each GSC has 3 proficiency levels – Basic, Intermediate and Advanced.
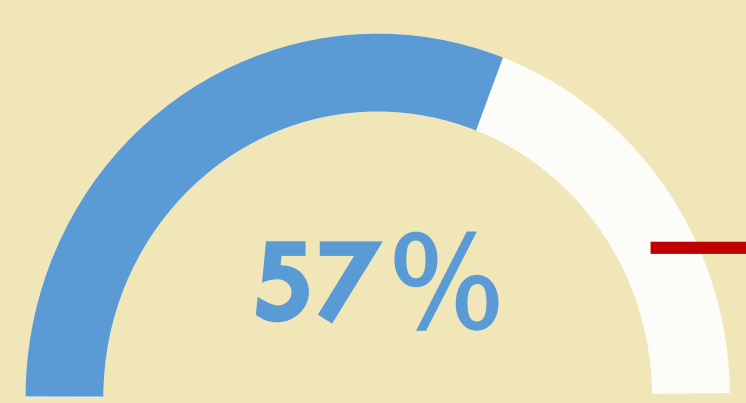
METHODOLOGY P1

A qualitative interview was conducted with 17 SGH staff representing different divisions, staff categories and job roles.
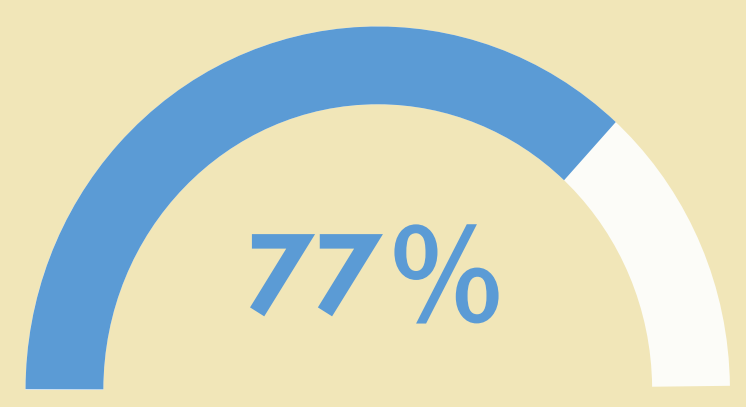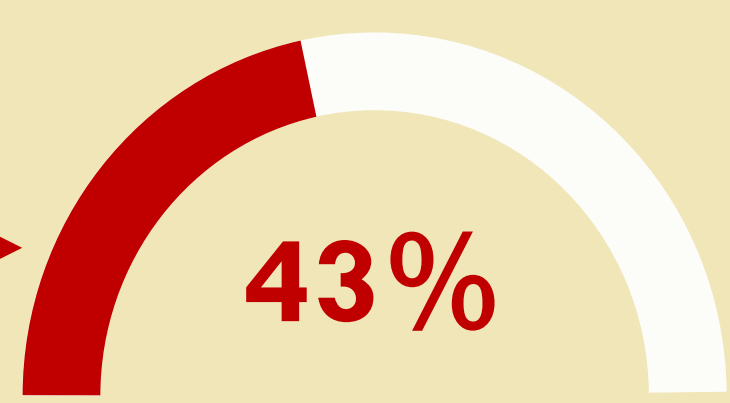
77% Believes a framework is important in choosing the right course to develop their area of growth.
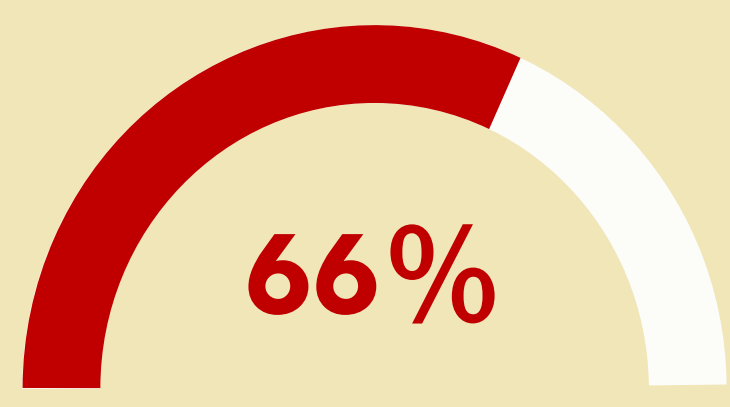
66% Either does not find the Grow my T.R.E.E. is helpful or have referenced it when choosing a course.

57% Agrees that the SSG GSC helps narrow theirs areas of growth better than Grow my T.R.E.E..

43% The remaining found it challenging to decipher the SSG GSC 18 terms and the 3 levels for each term.

Conclusions from the survey:
- 18 competencies is too much. There is a need to consolidate and merge some competencies.
- We should limit the use of levels for each skill and competency.
- There should be a clear process on how to use the framework.

METHODOLOGY P2

From the survey conclusions, we took the following 4 steps to finalise the new framework:

1. We mapped Grow my T.R.E.E. competencies to the SSG GSCs and grouped the based on common descriptors. **(See Diagram 1)**
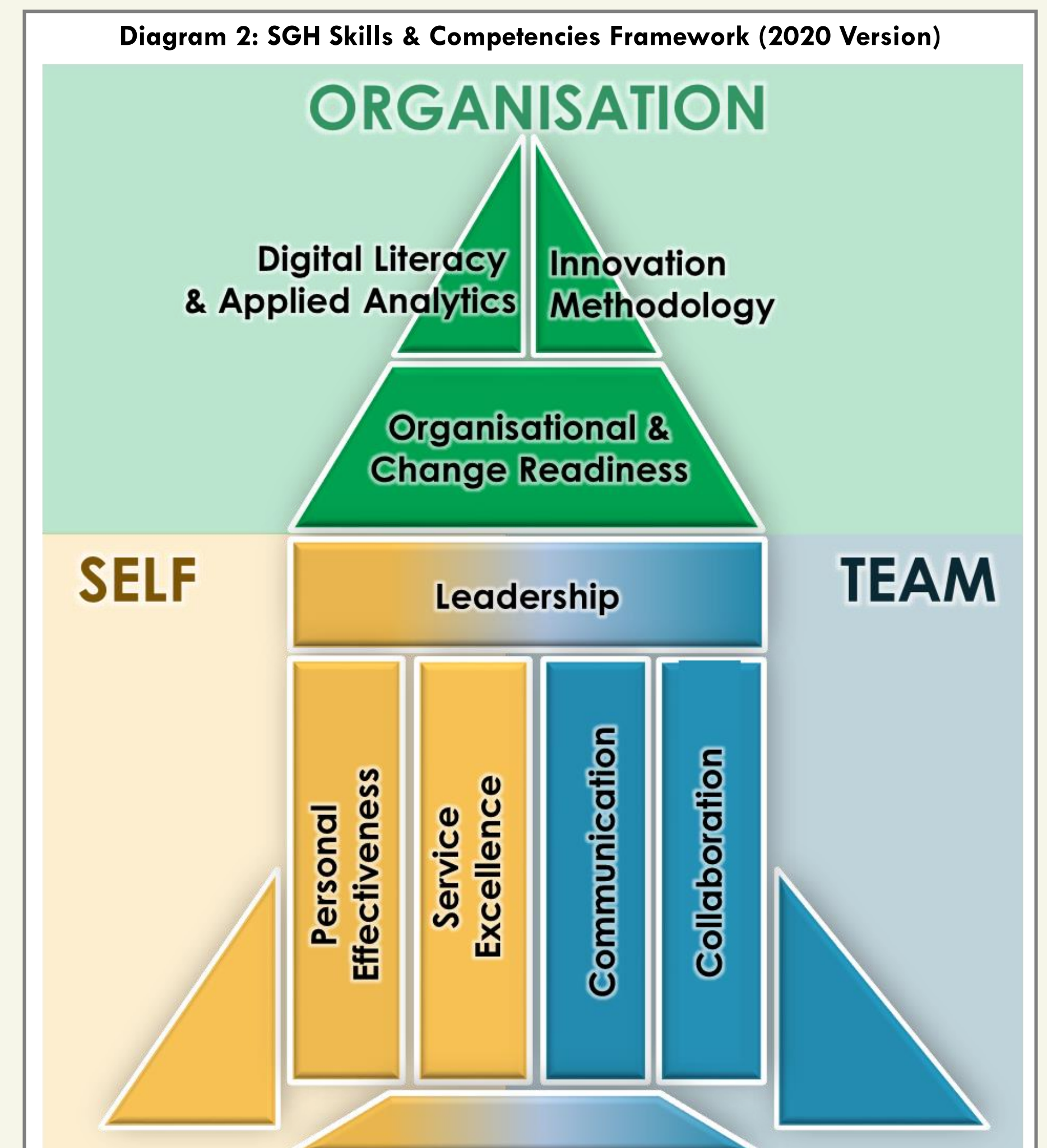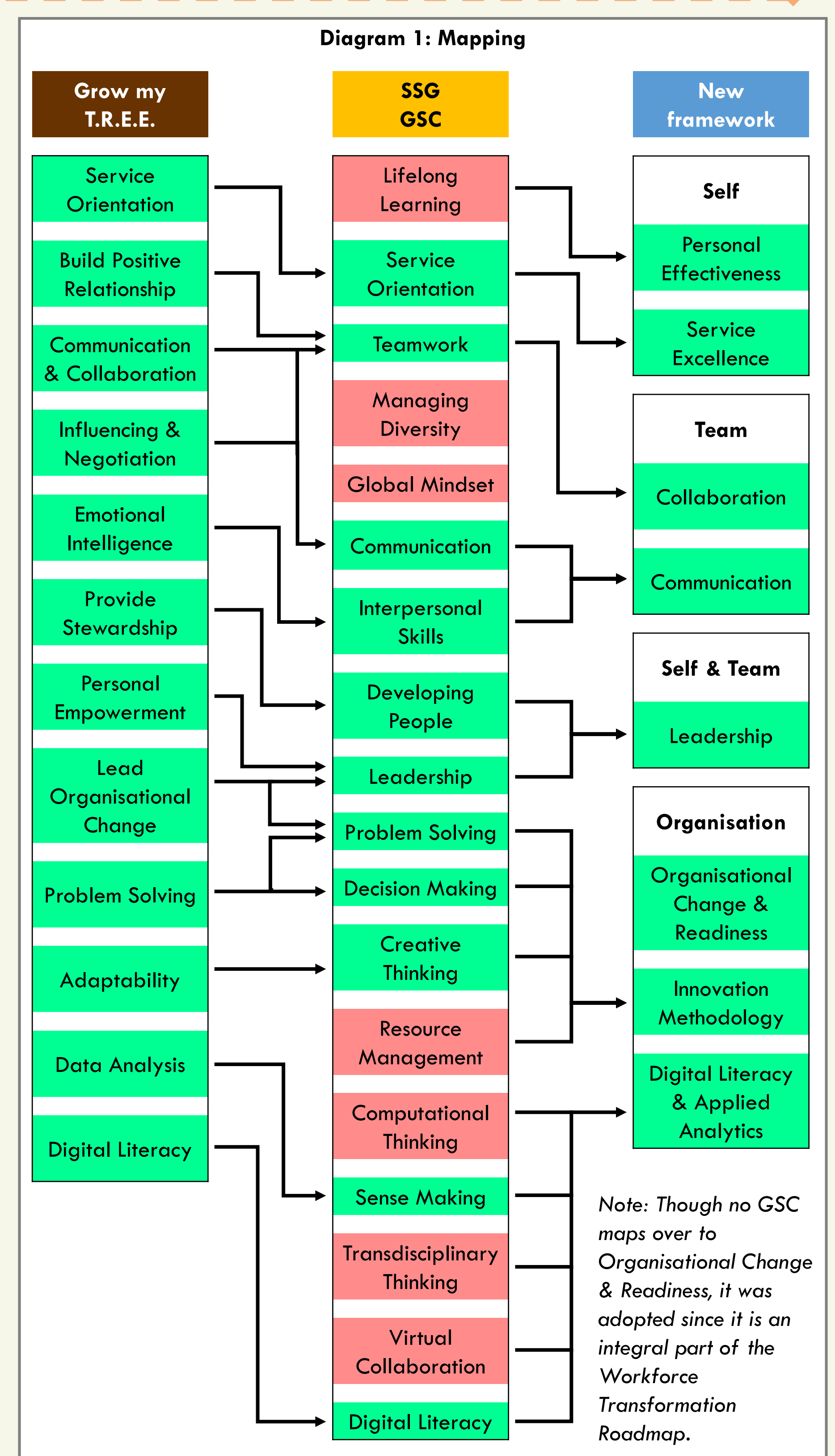
2. We then incorporated overlapping competencies found in the Workforce Transformation Roadmap by Future Workforce Development (FWD) department.

3. Thereafter, we grouped competencies based on common themes – Self, Team, Organisation. The finalised version is dubbed the 'SGH Skills & Competencies Framework'. **(See Diagram 2)**
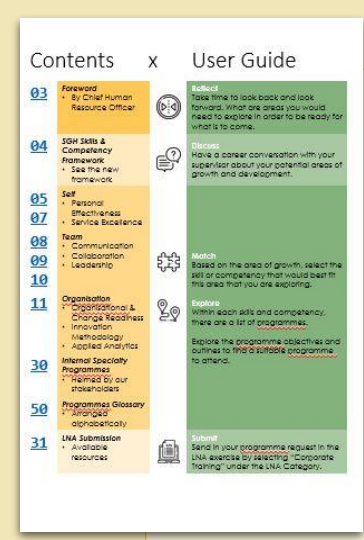
4. Finally, we developed a user guide that will bring our staff through the process of using the Rocket Framework to be featured in the FY21 Corporate Training Catalogue for the next learning needs analysis cycle.

Diagram 1: Mapping

Grow my T.R.E.E.	SSG GSC	New framework
Service Orientation	Lifelong Learning	**Self**
Build Positive Relationship	Service Orientation	Personal Effectiveness
Communication & Collaboration	Teamwork	Service Excellence
Influencing & Negotiation	Managing Diversity	**Team**
Emotional Intelligence	Global Mindset	Collaboration
Provide Stewardship	Communication	Communication
Personal Empowerment	Interpersonal Skills	**Self & Team**
Lead Organisational Change	Developing People	Leadership
Problem Solving	Leadership	**Organisation**
Adaptability	Problem Solving	Organisational Change & Readiness
Data Analysis	Decision Making	Innovation Methodology
Digital Literacy	Creative Thinking	Digital Literacy & Applied Analytics
	Resource Management	
	Computational Thinking	
	Sense Making	
	Transdisciplinary Thinking	
	Virtual Collaboration	
	Digital Literacy	

Note: Though no GSC maps over to Organisational Change & Readiness, it was adopted since it is an integral part of the Workforce Transformation Roadmap.

RESULTS

We are proud to introduce the our newly developed the SGH Skills & Competencies Framework. **(See Diagram 2)**

The framework has been well received by senior management. We look forward to the full implementation of the framework to propel our workforce to the future.

CONCLUSIONS

Focusing on future needs, the Rocket Framework enables LCD to identify gaps in learning needs as well as provide staff a better understand and plan their growth. It would be guiding tool for us to develop an agile and future-ready workforce.

However, we recognise that there are ongoing challenges in ensuring that our staff utilise the framework to consider their learning journey. We will focus on educating the use of the framework and incorporation of feedback. We will also encourage the use of the framework in career development conversations, with which we hope that the framework would eventually become a tool to trigger and guide growth for our staff.

Diagram 2: SGH Skills & Competencies Framework (2020 Version)

ORGANISATION
- Digital Literacy & Applied Analytics
- Innovation Methodology
- Organisational & Change Readiness

SELF | TEAM
- Leadership
- Personal Effectiveness
- Service Excellence
- Communication
- Collaboration

References:
- SkillsFuture Singapore Skills Framework for Healthcare — skillsfuture.gov.sg/skills-framework/hc
- Critical Core Skills (Formerly Generic Skills Competency) — skillsfuture.gov.sg/skills-framework/criticalcoreskills