

**GUIDELINE**

**TALENT GROOMING PROGRAMME  
FOR TECHNICAL HEALTHCARE  
PROFESSIONALS**

For Technical Healthcare Professionals

SECOND EDITION

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Ministry of Health, Malaysia

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For Technical Healthcare Professionals

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# TGP

For Technical Healthcare Professionals

*Transforming Great Potentials*

## FOREWORD DIRECTOR GENERAL OF HEALTH



A successful organization needs to harness and develop its talents for continual growth and renewal. This is particularly so in the health sector which requires strong leadership to manage in a very challenging and dynamic environment.

The Ministry of Health is the guardian for health for its population, as well as a major healthcare provider. It needs to provide leadership to ensure high quality, affordable and accessible healthcare for its people. Talent grooming is essential to ensure a continual stream of effective leaders who are knowledgeable, confident, courageous and resilient to lead the way in a globalised world. As John C. Maxwell said, “A leader is one who knows the way, goes the way and shows the way”.

The Talent Grooming Programme for Technical Healthcare Professionals (TGP) is one of the initiatives of the Ministry for succession planning and developing good future healthcare leaders. It provides a framework for an organized and progressive way of identifying, developing and mentoring future healthcare leaders for the country. I am confident that with this programme in place, talents will be unlocked and nurtured into polished jewels to bring greater health for the nation.

Finally, I would like to congratulate everyone who are directly involved in the successful development of the TGP. This first step will bring about changes that augur well for the Ministry of Health in particular, and the healthcare sector in general. Let us continue to work for the success of the programme.

A handwritten signature in black ink, appearing to read 'Hisham'.

**YBhg. Datuk Dr. Noor Hisham bin Abdullah**  
Director General of Health  
Malaysia

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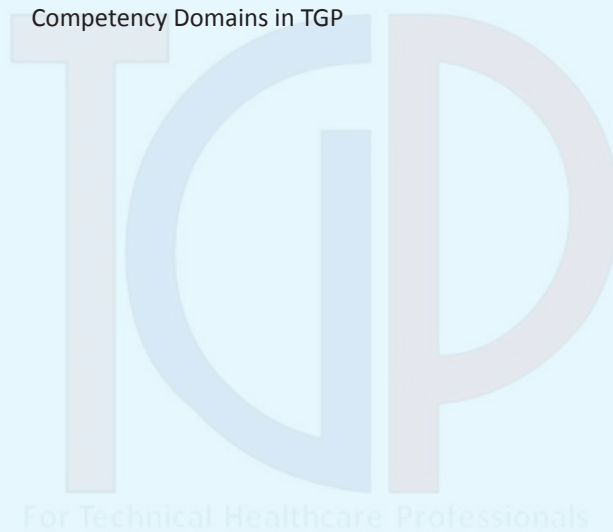
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## ABBREVIATIONS

<i>CPD</i>	Continuous Professional Development
<i>CV</i>	Curriculum Vitae
<i>ICT</i>	Information and Communication Technology
<i>JPA</i>	<i>Jabatan Perkhidmatan Awam</i>
<i>LNPT</i>	<i>Laporan Nilai Prestasi Tahunan</i>
<i>MOH</i>	Ministry of Health Malaysia
<i>TGP</i>	Talent Grooming Programme for Technical Healthcare Professionals
<i>TM</i>	Talent Management

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## DEFINITIONS

Term	Definition
Applicant	Potential Technical Healthcare Professionals to enter TGP
Competency Matrix	The assessment tools consist of 5 domains <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Communication and Relationships</li> <li>• Organisational Governance</li> <li>• Professional Values</li> <li>• Personal Values</li> </ul>
Supervisor	Technical Healthcare Professional who is assigned to facilitate talent under his supervision
Proposer	Technical Healthcare Professional who advances a suggestion for potential talent
Referee	Technical Healthcare Professional who is willing to testify to the character or capabilities of an applicant
Technical Healthcare Professional	Professionals working at various level in technical programmes within Ministry of Health Malaysia (at Grade 41 and above) as examples below: <ul style="list-style-type: none"> <li>• Medical Officers</li> <li>• Dental Officers</li> <li>• Pharmacists</li> <li>• Allied Health Professionals</li> </ul>
TGP Level	Represent level of competency based on the competency matrix assessment

# *Chapter 1*

## INTRODUCTION

For Technical Healthcare Professionals

## INTRODUCTION

### 1.1 Talent Management

Talent management (TM) is a process of attracting the best people through recruitment and grooming them to be successors. They will be equipped with various skills to meet current and future needs<sup>1-10</sup>. There are five primary areas of TM strategies as listed in most literatures - attracting, selecting, engaging, developing and retaining<sup>2,6,7,9,11</sup>.

TM and leadership development are related to each other. Using a consistent TM program to develop effective leadership at all levels within an organization will definitely benefit the organization in long-term. Many companies and organisations use the 70-20-10 model as their blueprint for leadership training. As its name suggest, this models comprises of 70% on the job training (challenging assignments), supplemented with 20% of coaching and mentoring (developmental relationships) and 10% of formal training (coursework and training)<sup>11</sup>. Through this approach, the best talent will be cultivated according to identified organizational needs. Each candidate has a customised development plan to follow<sup>11</sup>.

Another element under the TM umbrella is succession planning. Succession planning is defined as a means of identifying critical management positions, starting from middle level, extending up to the highest position in the organization<sup>1</sup>. Succession plan usually involves identifying a talent to be considered for promotion. Therefore, an integrated approach to TM, leadership development and succession planning offers a pathway towards sustainability of outstanding performance for an organization.

TM and succession planning in Malaysia is largely practiced by the private sector. According to a survey done by Development Dimensions International, most organizations have succession plans for Functional Heads, CEO and Direct Reports Positions. Malaysia Productivity Corporation (MPC) in 2010, reported that Proton identifies at least 15% of the staff to be in the Accelerated/Talent Development Pool. Similar situation goes to the Ministry of Education (MOE). To create their own talent pool, for more than 10 years, this ministry also has an established National Professional Qualification for Educational Leaders

(NPQEL) to prepare the right talent among teachers to become headmaster or school principals.

## 1.2 Rationale of the Programme

The idea of Talent Grooming Programme for Technical Healthcare Professionals (TGP) was mooted by The Director General of Health as he was concerned about succession planning among the technical officers in Ministry of Health Malaysia (MOH). Talent grooming is not only grooming the talents with technical support and skills but more importantly to create a high performance, sustainable organization that meets out Ministry's strategic goal and objective. As there was no formal framework for talent grooming, Institute for Health Management (IHM) was given the task by the Deputy Director General of Health (Research and Technical Support) to develop a maiden framework for grooming new talent. The intention was to have a grooming plan that can be carried out at the different level of programmes which include Medical, Public Health, Dental, Pharmacy, Research and Technical Support and Food Safety and Quality.

The initial proposal framework was presented by the IHM Director during *Mesyuarat Pembentangan Kertas Cadangan/Dasar kepada Ketua Pengarah Kesihatan* which was held at Holiday Inn Glenmarie, Shah Alam on 1<sup>st</sup> December 2013. The Deputy Director General of Health (Research and Technical Support) is responsible for running the programme. It was also endorsed then that IHM would be the secretariat for TGP for MOH.

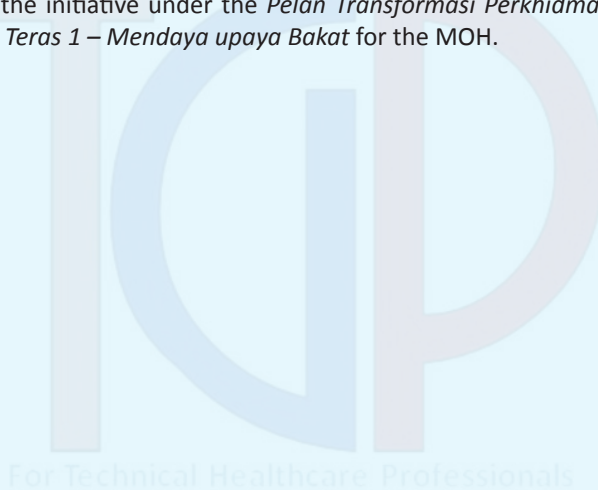
This programme is also developed as part of the *Pekeliling Perkhidmatan Bil. 3/2006: Panduan Mewujudkan Search Committee dan Proses Pelaksanaan Pelan Penggantian* which was circulated by *Jabatan Perkhidmatan Awam (JPA)*.

The establishment of this programme was approved through several meetings as below:

- *Mesyuarat Pembentangan Kertas Dasar/Cadangan Kepada Ketua Pengarah Kesihatan* on 1<sup>st</sup> December 2013 which was attended by all Head of Technical Programmes of MOH

- *Mesyuarat Khas Ketua Pengarah Kesihatan Bil. 1/2014* on 10<sup>th</sup> February 2014 which was attended by Head of Programmes, State Health Directors, MOH Institution and MOH Division Directors
- *Mesyuarat Jawatankuasa Perancangan Kementerian Kesihatan* (previously known as *Jawatankuasa Dasar dan Polisi Kementerian Kesihatan*) which was co-chaired by Secretary General of Ministry and the Director General of Health Malaysia on 2<sup>nd</sup> of April 2014.

In 2015, TGP has been included as an index in the Star Rating System for MOH in accordance with *Pekeliling Perkhidmatan Bil. 03/2006: Panduan Mewujudkan Search Committee dan Proses Pelaksanaan Pelan Penggantian*. TGP has been chosen as the initiative under the *Pelan Transformasi Perkhidmatan Awam KKM (JPA): Teras 1 – Mendaya upaya Bakat* for the MOH.



# *Chapter 2*

## OBJECTIVE, VALUES AND SCOPE

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## OBJECTIVE, VALUES AND SCOPE

### 2.1 Objective

The objective of TGP is to enhance the process of building leadership capability and inculcate other qualities among potential Technical Healthcare Professionals. The ultimate aim is to improve health system performance and the health status of the population through effective healthcare leadership.

### 2.2 Values

Values for TGP are;

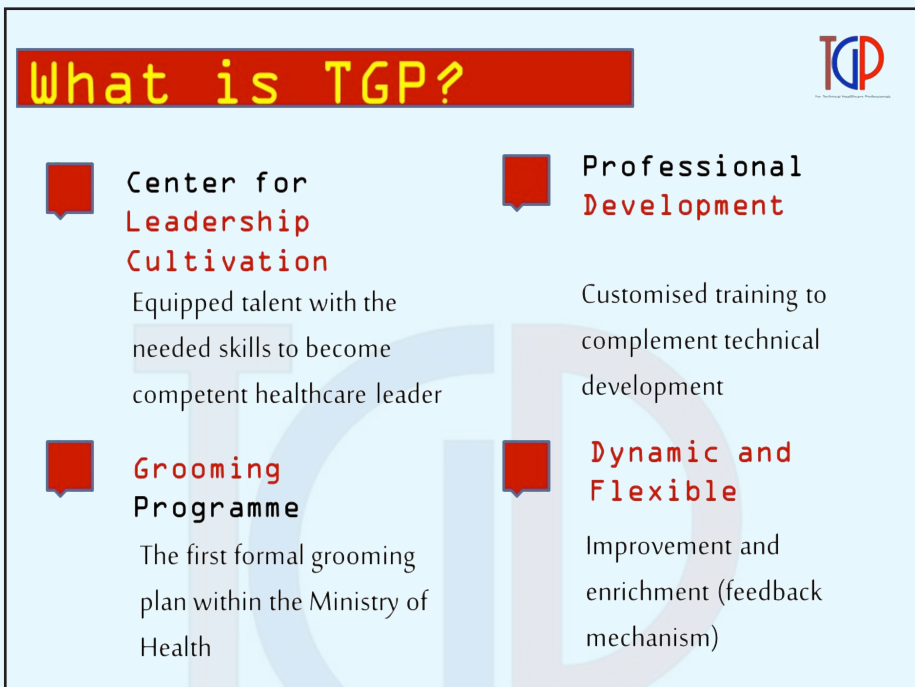
- Well-defined process
- Transparent
- Leadership excellence
- Dynamic and flexible
- Feedback-rich environment

### 2.3 Scope

The programme is broad and generic. It focuses on leadership and governance development for Technical Healthcare Professionals in the MOH. This programme runs parallel to the existing technical development programmes. It is a programme designed to fulfill several roles (As in Figure 1):

- **Center for Leadership Cultivation:** To equip Talent with the needed skills to become competent healthcare leader.
- **Professional Development:** To provide customized professional development to complement of technical competency development.
- **Dynamic and flexible:** Allows the Talent to constantly going through efforts for improvement and enrichment, thus the programme relying heavily on feedback mechanism of every party involved.





**Figure 1:** Scopes of TGP

# *Chapter 3*

## ROLES AND RESPONSIBILITIES

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## 3

**ROLES AND RESPONSIBILITIES****3.1 Responsibilities of TGP Steering Committee**

A high-level committee within the MOH formed to oversee the progress and success of the programme.

Advisor	: Director General of Health
Chairperson	: Deputy Director General of Health (Research & Technical Support)
Secretary	: Director, Institute for Health Management
Members	: Deputy Director General of Health (Medical) Deputy Director General of Health (Public Health) Senior Director (Pharmaceutical Services) Senior Director (Oral Health) Senior Director (Food Safety & Quality) All State Health Directors

The TGP Steering Committee is responsible to determine the policy direction of the programme, endorsement and certification of Talents.

**3.2 Responsibilities of Fellows**

TGP Fellows are the expert from various programmes within the Ministry of Health Malaysia. They were appointed directly by the Director General of Health Malaysia since the beginning of the programmes. The Fellows are responsible for;

- i. preparation and reviews of the policy documents for TGP
- ii. suggestion on inputs for improvement of the programme
- iii. evaluation of the programme at the stipulated time

### 3.3 Responsibilities of Panel

The Panel consists of Selection Panel and Assessment Panel. Panel members are appointed by Director General of Health with representations from all technical programmes within MOH namely Medical programme, Public Health programme, Research and Technical Support, Pharmaceutical Services, Oral Health Services and Food Safety and Quality.

#### 3.3.1 Selection Panel

The Selection Panel is responsible for discussing and deciding on talent based on pre-set criteria. Their responsibilities include:

- i. Review documents for the selection of candidates who have fulfilled the entry criteria: The documents that will need to be reviewed are
  - a. TGP applicant profile
  - b. Referee recommendation report
  - c. Curriculum Vitae (CV)
  - d. *Laporan Nilaian Prestasi Tahunan (LNPT)* for 3 consecutive years
  - e. Continuing Professional Development (CPD) logbook report
  - f. Personality Test report
  - g. TGP Competency Assessment report
- ii. Prepare Panel Selection Form report based on item 3.3.1 (i).
- iii. Attend scheduled TGP Talent Selection meeting at least twice a year.
- iv. Conduct discussion with other Selection Panel members from the same programme prior to the selection of Talents.
- v. Suggest suitable candidates to their respective Head of Programme for approval, if needed.

- vi. Provide technical input to identify professional development needs in order to achieve programme objectives.
- vii. Put forth suggestions on improving the TGP Professional Development module, where necessary.
- viii. Provide input to TGP Secretariat in identifying candidates from Talents to attend courses organized by other agencies/ international, if necessary.
- ix. Provide technical input regarding the direction and content of the TGP programme to be discussed in the TGP Steering Committee, if required.
- x. Inform of any changes of Selection Panel members from each programme to the TGP Secretariat, if necessary.

### 3.3.2 Assessment Panel

The Assessment Panel is responsible for identifying needs for talent progression based on talent performance, evaluating the performance of talent for graduation of TGP and forwarding recommendations on further actions to the Committee for endorsement. Their responsibilities include:

- i. Review documents for Talents achievements for those who have fulfilled the criteria for completion of programme. Among the documents that needs to be reviewed are:
  - Updated CV
  - LNPT for 2 consecutive years
  - Talent Progress Update Report
  - CPD logbook report for 2 consecutive years
  - Talent Competency Matrix Assessment Report (Pre and Post)
  - Talent's TGP Project Report
- ii. Prepare the necessary Panel Assessment Form for the TGP Secretariat.
- iii. Attend the TGP Talent Assessment meeting at least twice a year.

- iv. Assess Talents for completion of the programme based on individual achievements (refer to item 3.3.2 (i)).
- v. Suggest ways of improvement for the assessment process and further actions.
- vi. Provide input and way forward for the programme.

### **3.4 Responsibilities of Secretariat**

The Director of IHM is the Secretary for the TGP Steering Committee. As the Secretariat, IHM is responsible for:-

- Developing guideline, assessment and monitoring tools
- Organising Selection and Assessment Panel and TGP Steering Committee meeting (when needed)
- Coordinating and monitoring the entire programme
- Maintaining the registry/database of Talents
- Provide the progress report of the programme to stakeholders (when necessary)

### **3.5 Responsibilities of Supervisor**

The identified talents will be guided and facilitated by his/her supervisors. The supervisors are expected to;

- Be experienced in his technical field
- Be willing to supervise and mentor
- Have good attitude
- Commit to TGP and its activities
- Be free from disciplinary issues
- Facilitate the development of the Talent

### 3.6 Responsibilities of Talent

Each Talent is responsible to give full commitment within the programme once selected. Commitment and Agreement will be signed by each talent covering the following areas; The Talents

- Has the responsibility of communicating with supervisor and secretariat
- Are compulsory to attend 80% of TGP Professional Development schedule
- Need to adhere to postings recommended by the TGP Steering Committee or by the Head of Programme, be it a transfer or attachment for the purpose of gaining appropriate experience
- Will undergo self- assessment using competency matrix assessment form upon completion of programme
- Is required to complete TGP Project assigned to them
- Is required to submit TGP Project Progress Update, updated CPD logbook, LNPT and CV annually
- Need to complete the programme in stipulated time (2-3 years)

However, Talents are made aware that being in the programme, does not guarantee a higher post or any monetary reward. Disclaimer will be endorsed during enrolment.

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# *Chapter 4*

## STRUCTURE OF TGP

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## STRUCTURE OF TGP

The framework of this programme involves six major steps, as shown in Figure 2:

Step 1: Talent Identification

Step 2: Selection and Categorization

Step 3: Professional Development

Step 4: Assessment and Evaluation for Completion of the Programme

Step 5: Talent Registry

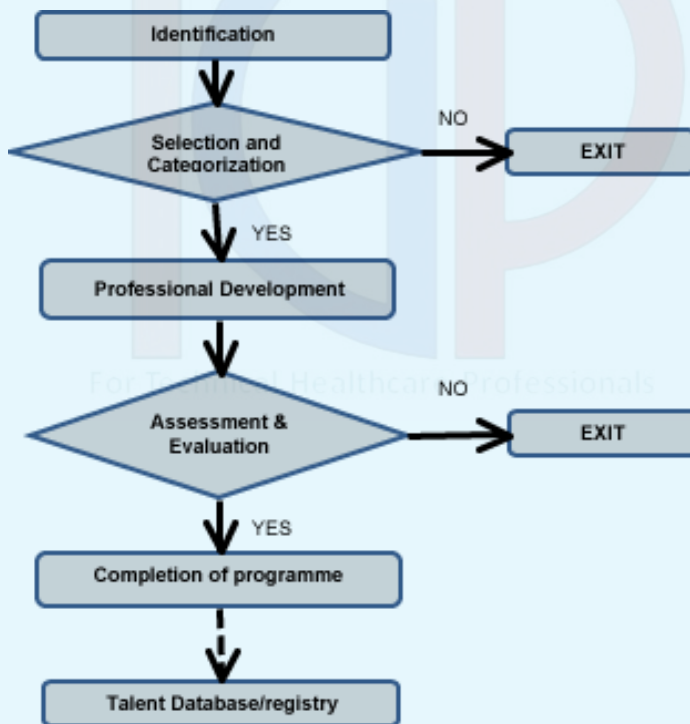


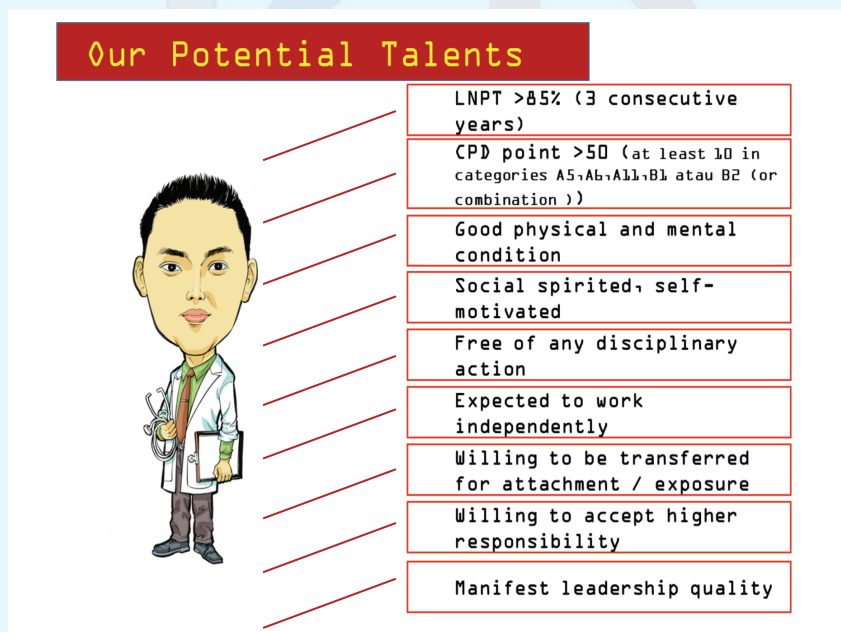
Figure 2: Framework of TGP

## 4.1 TALENT IDENTIFICATION

Talent can be identified among Technical Healthcare Professionals, from any organisational level of the MOH. It should be part of the job function of the Head of Department to identify talents and potential leaders within their department. Talents may also be identified by others in the course of interaction during meetings, courses, seminars, workshops and conferences.

### 4.1.1 Criteria for Identification/Selection

On top of the above mechanism, Technical Healthcare Professionals who fulfill the above criteria can apply to join the programme through TGP advertisement (self-application). Refer to Figure 3.



**Figure 3:** Criteria for Eligible Candidates

#### **4.1.2 Application Process**

The application form can be accessed online and downloaded through TGP link at IHM website ([www.ihm.moh.gov.my](http://www.ihm.moh.gov.my)). The completed form with current year CPD log book and latest CV is required to complete the application. The complete documents of eligible candidates will be forwarded for the Selection Panel review. Successful applicants will be informed by the Secretariat. Applicant who does not receive any response from the Secretariat within six months of application should consider their application unsuccessful. New application can be considered by the unsuccessful applicants after six month of the letter. All documents are kept confidential and will be used for TGP purposes only.

#### **4.1.3 Proposers and Referees**

These are among Technical Healthcare Professionals who have knowledge on the applicant's personality and/or his ability. Applicant is required to suggest two proposers or referees together with application form. One of the proposer/referees should be his/her immediate supervisor.

#### **4.1.4 Competency Matrix Assessment and Personality Test**

Once the application is accepted by the Secretariat, the applicants are notified by the Secretariat. Successful applicants are required to carry out competency matrix assessment and personality test, which will be provided online by the Secretariat.

## 4.2 TALENT SELECTION AND CATEGORIZATION

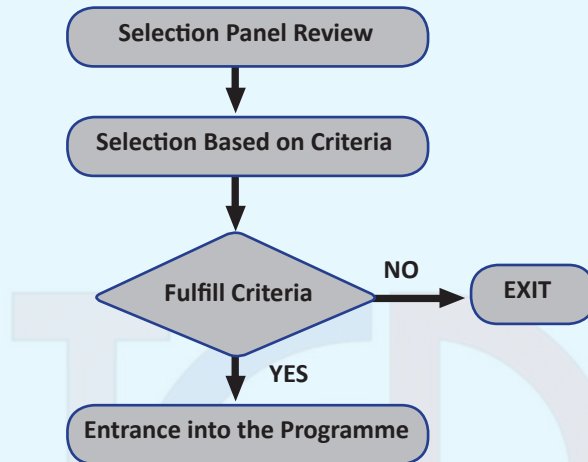
Talent application will be reviewed by the Selection Panel based on selection criteria and values. Various tools will be used for the selection based on few criteria. Among those are:

- Confirmed as public service employee.
- Average LNPT for 3 consecutive years must be above 85%.
- More than 50 CPD points in previous year; with at least 10 points from section A5, A6, A11, B1 or B2 (or combination of these sections).
- Free from any disciplinary issues.
- Recommendation from proposers/referees.
- Involvement in other committees and volunteer task force.
- Outstanding personal achievement.
- Social-spirited and visionary.

The detail of selection process is shown in Figure 4.

Report of personality assessment which is available online will be provided by the *Bahagian Pengurusan Psikologi*, JPA which will then be used as input for selection of Talent.

Based on the review, Talent will be selected and categorised into TGP Level 1, 2 and 3. Selection Panel will discuss and determine the TGP level towards preparation for professional development of the Talent.



**Figure 4:** Process of Talent Selection and Categorization

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### 4.3 TGP PROFESSIONAL DEVELOPMENT

TGP is developed based on five competency domains which are part of the determinants of what future leaders should be equipped with. Leadership is the main domain supported by 4 others. Each domain consists of several sub-domains. Based on the assessment, the Talent will be categorized into three levels of competency; TGP Level 1, 2 and 3. The type and path of training is tailored to the individual based partly on the Talent's level of competency. The 5 domains are as illustrated in Figure 5.



**Figure 5:** Competency Domains in TGP

TGP Professional Development is aimed to enhance the professional development of Talent to meet the present and future challenges in healthcare. TGP Talent Professional Development Calendar is prepared annually and customized for each Talent. The modules for each course were designed in accordance to the selected TGP Competency Domains. The valuable learning experience gained from the internal training, external courses and TGP project is meant to empower them to maximize performance and their potential as a competent leader.

TGP Professional Development consists of:

#### **4.3.1 Formal Training and Courses**

Formal training is a structured programme coordinated by IHM based on 3 main competency domains; Leadership, Communication and Relationships and Organizational Governance;

- 12 in-house compulsory courses at IHM with 2 research enhancement courses within 3 years (maximum)
- Courses offered by other government agencies or private sector
- International collaboration courses (Nomination of Talent based on criteria by the organizer and by Talent progress)

#### **4.3.2 Informal Training**

Informal training is an on-the job self-learning development. Talents are expected to be more independent through self-development approach monitored by supervisor.

Talent will be sent out for attachment (cross-fertilization) to the identified institution/organization for exposure purposes. This might involve compulsory attachment at all level (clinics/hospitals/district/state/national), depends on MOH needs. This will be decided by the top management in MOH as part of on the job training.

#### **4.3.3 TGP Project**

TGP Project is a compulsory project to be completed during this programme. The project is mainly to instill the interest and enhance research skills and competency and to encourage technical officers to be more involved in the areas of research and development.

Each Talent must produce a project that is related to his/her core business and also in line with the MOH or Malaysia Plan within 2- 3 years duration of the programme. The scope of the project can be assigned by the Head of Programme through Selection Panel or self-proposed by the talent after discussion with their supervisors.

Talent is also expected to present the findings to the stakeholders or any conference/seminar and also publish TGP Project output such as articles in national or international journals or in form of technical report (Refer Appendix 1).

#### **4.3.4 TGP Inspirational Leadership Podium**

TGP Inspirational Leadership Podium are held quarterly in effort to inspire, encourage and facilitate Talents to become great leaders in the future. It is a platform for well-known, established and prominent public figures to share their experiences and knowledge from their long and illustrious careers.

Talent is given the opportunity to host the Podium in order to learn and enhance their communication skills. This encourages active and passive learning through gaining knowledge from the speech and also having hands on experiences in management and team work.

#### **4.3.5 TGP Cohort Special Task**

Each TGP Cohort is required to carry out special tasks assigned by the top management in MOH when necessary. This task is to further strengthen their leadership qualities and enhancing their governance capability.

### **4.4 EVALUATION FOR COMPLETION OF THE PROGRAMME**

Talent will be assessed at the end of the programme which includes assessment by panel, presentations, TGP project technical report and/or publication.

Talent will be evaluated at regular intervals at least yearly basis, using;

- i. Latest LNPT
- ii. CPD Points
- iii. TGP Project Progress Update
- iv. Updated CV



Talent is eligible for graduation/completion of TGP after fulfilling these criteria:

- i. At least 80% attendance for compulsory courses coordinated by IHM
- ii. Completed TGP Project with presentation and/or publication
- iii. Completed self and supervisor/facilitator competency matrix assessment

Assessment for the graduation/completion involves:

- i. Presentation of TGP Project by Talent to the Assessment Panel
- ii. Self-reflection on learning and training experience throughout TGP
- iii. Talent individual report by the Secretariat consisting of Competency Matrix Assessment, compulsory courses attendance, latest CPD points and CV

Graduation ceremony will be held in major MOH events and Talent will be acknowledged and awarded with a certificate.

What is next for Talent who complete the programme?

- i. They are expected to be ready to accept and handle bigger responsibilities given by the top management
- ii. They should continue for self and professional development independently to enhance their current capacity and capability to become future leader
- iii. To continue updating the Secretariat with CV, LNPT and CPD points, when necessary

#### **4.5 TGP REGISTRY AND DATABASE**

The Secretariat will maintain a registry of Talents in the TGP. TGP registry will be supported by available system. However, the web-based application can be considered in long-term plan to assist the Talent, Supervisor, Panel, Secretariat and top management managing TGP information using same systems.

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**APPENDIX 1****TGP PROJECT REPORT AND PRESENTATION GUIDELINES**

TGP Project is a compulsory project to be completed within the duration of Talent involvement in the programme. The topic or project area is either related to the current or future direction of the Ministry of Health (MOH). TGP Project Assessment is important for Talent to showcase their competency and evidence of implementation of the 3 core components of TGP; Leadership, Communication and Relationship, and Organizational Governance. The completion, submission and presentation of the TGP project to the TGP Assessment Panel toward the end of TGP is an important graduation requirement for each Talent.

This document aims to guide Talents in the general TGP Project Report and presentation structure for the assessment by the TGP Assessment Panel.

The TGP Project Report and Presentation should be in English and should be submitted in two forms:

- A written report in either as an; article journal or executive summary of the technical report
  - 1 electronic submission to:  
tgpassessment@moh.gov.my
- 3 hard copies to be sent to:  
TGP Secretariat (Assessment)  
Institute for Health Management (IHM),  
Jalan Rumah Sakit, Off Jalan Bangsar,  
59000 Kuala Lumpur
- Presentation of maximum 20 slides.
  - 1 electronic copy of slides to:  
tgpassessment@moh.gov.my

## TGP Project Report and Guidelines

The written report is intended to serve the following purposes:

- To provide a comprehensive component of project:
  - Objective
  - Methodology
  - Results
  - Discussion
  - Intervention
  - Way forward
- To elaborate on any intervention in policy/work place since the initiation of the project.

The written document should contain the following information:

- TGP Project title
- Abstract
- Introduction. This should include:
  - background of title
  - description of project
  - clearly states the objectives of study
- Methodology
- Results
- Discussion
- Recommendations
- Conclusion
- Acknowledgement – coordinator/ co-investigators contact details should be included

The description should be written in a style which is accessible to another technical specialist. The use of technical language, mathematical formulae is encouraged. Acronyms should be defined, if used. If there is also a web based version of the project report, a copy of this would be appreciated.

Other publishable and especially visually valuable illustrations relative to the project would be well received by the TGP Assessment Panel.

Talents are encouraged to publish in either national or international journal. The process of gaining permission to publish from Director General of Health Malaysia for the TGP Project output is the responsibility of each Talent, through existing MOH procedures and guidelines.

### **TGP Project Presentation Guidelines**

All TGP Project Presentations will be done by each Talent in front of the TGP Assessment Panel, representatives from each Programme within the Technical Division on the MOH. The assessment will be done at a scheduled time in the IHM.

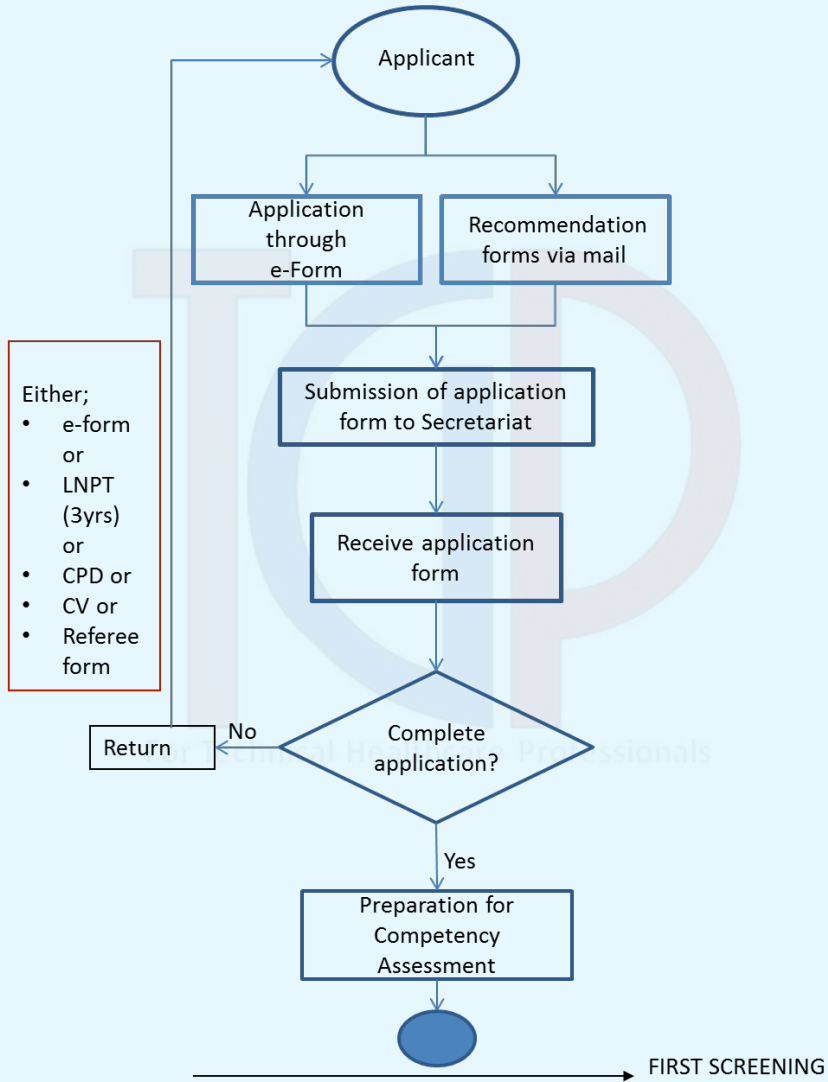
#### ***i. Structure of the slide presentation***

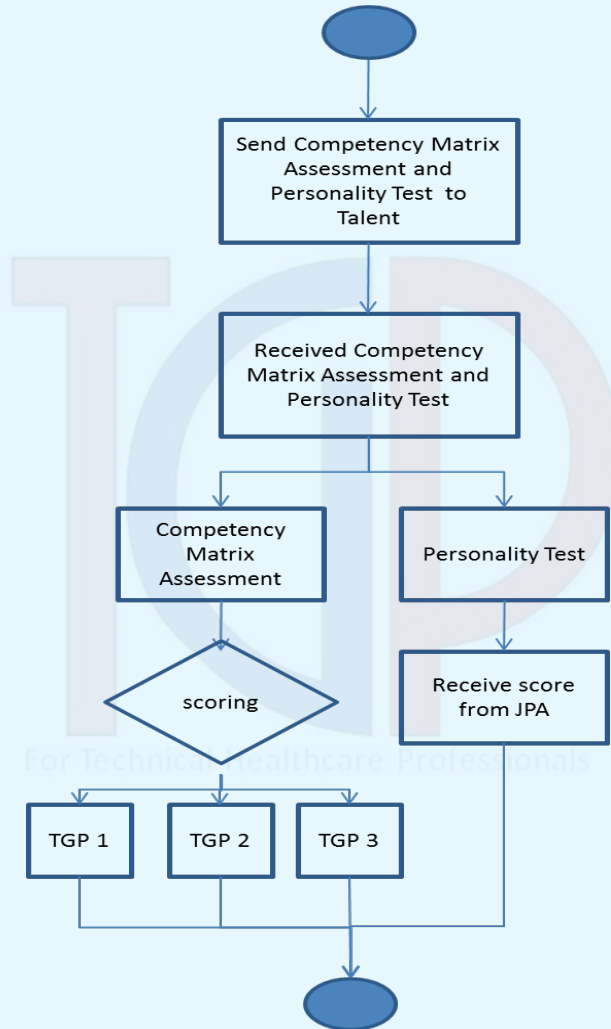
- There should be not more than 20 slides
- The following should be shown on all slides (as footnote):
  - The TGP Project Title
  - Talent's name as principal investigator
- The second slide should summarize the Talent (organisation name, position), total cost of project, any source of grants given for the project, the project start date and duration (months), facilitators/supervisors, as well as the talent's contact details
- Photos, diagrams and other illustrative material are highly appreciated
- Electronic submission of presentation slides to TGP secretariat prior to date of presentation would be appreciated

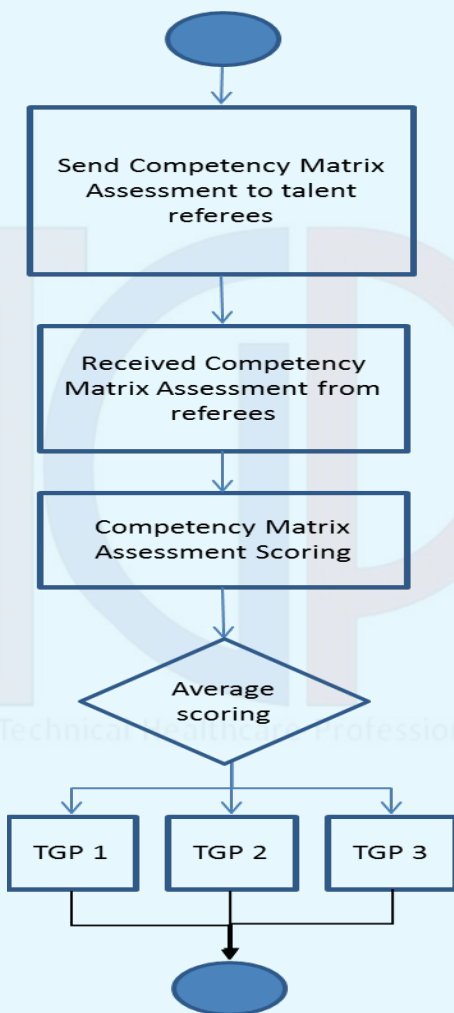
#### ***ii. When is the Project Presentation to be submitted?***

The deliverable is normally foreseen within the 2 years of TGP by the latest 2 weeks before the date of Assessment Panel. Should major changes occur or when significant results have been reached, the Talent is encouraged to submit an updated Project Presentation.

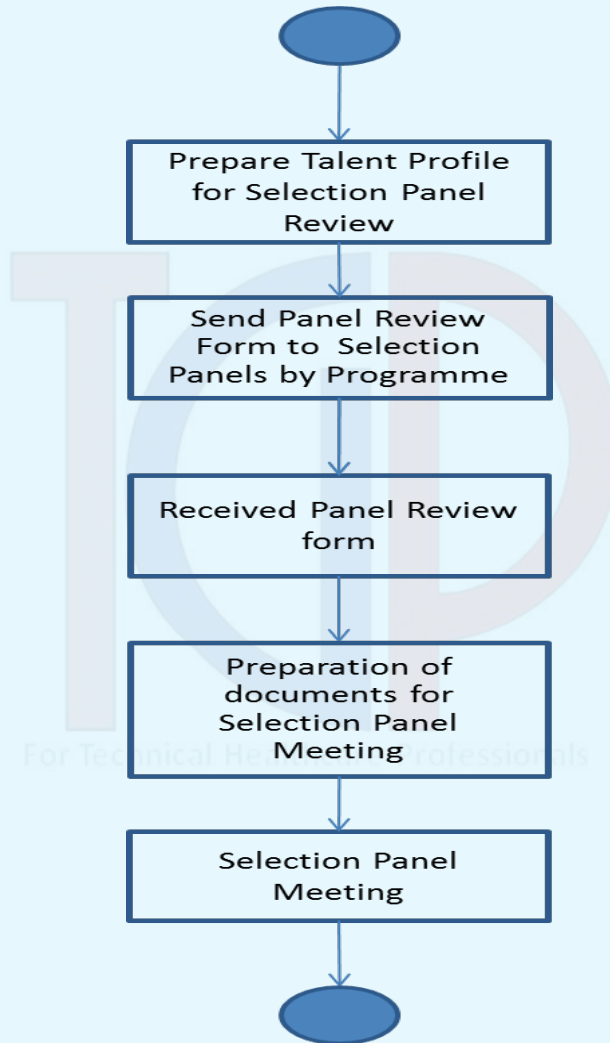
TGP PROTOCOL FLOWCHART

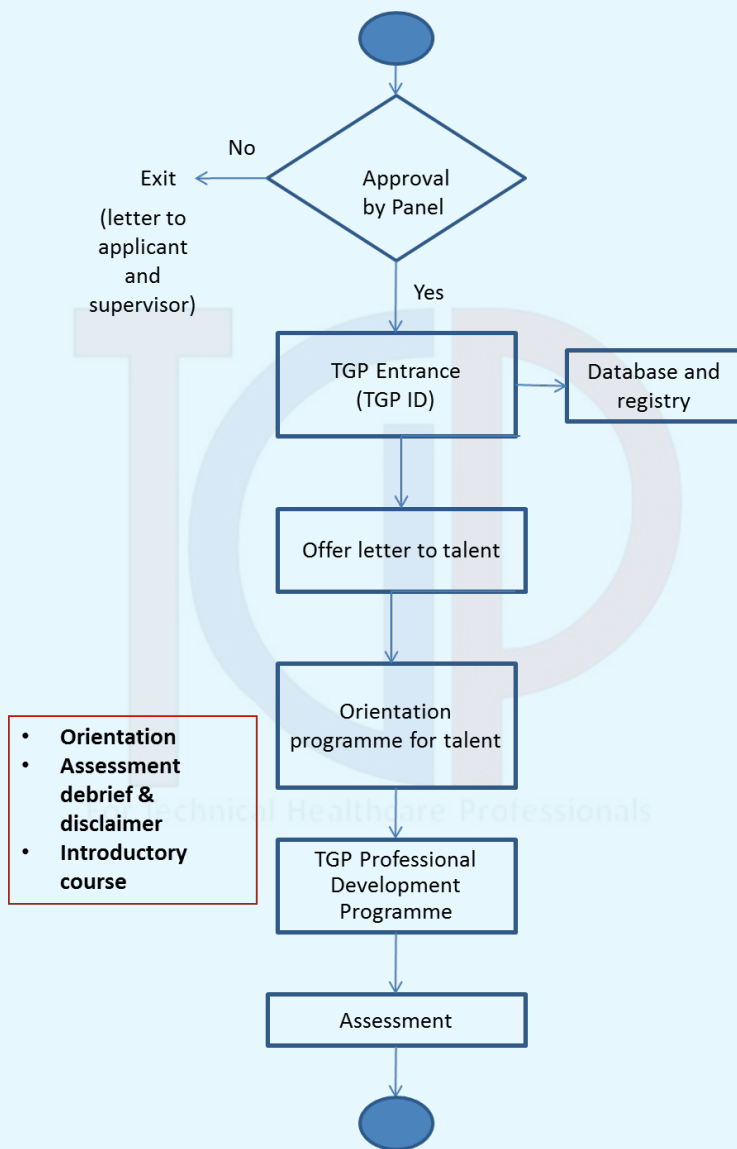


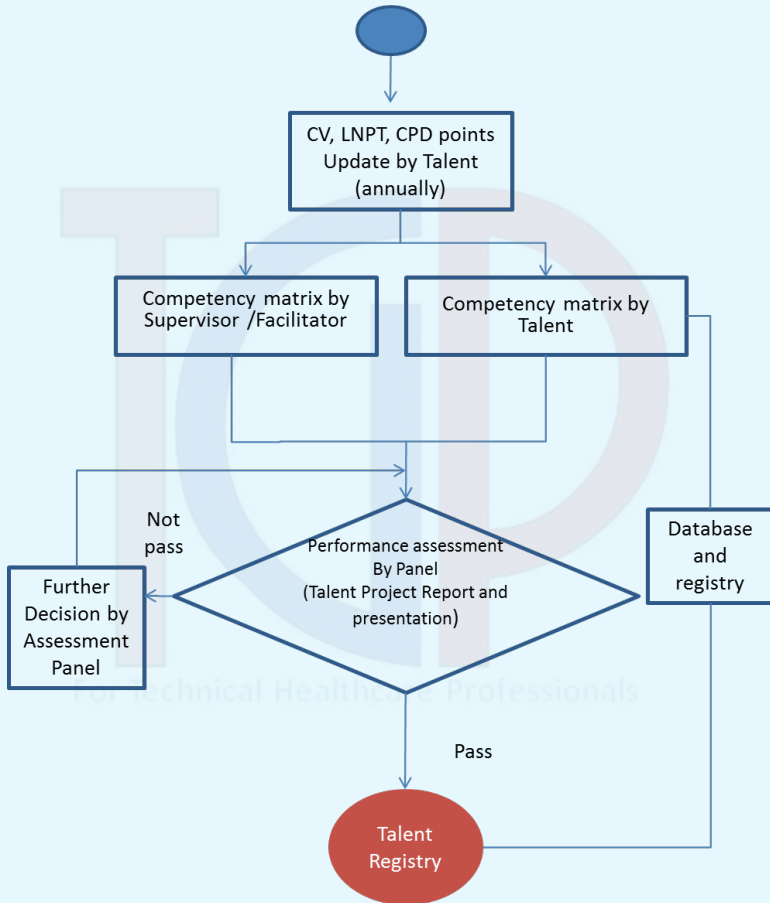












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YBhg. Dato' Dr. Hj. Zamyn Zuki      YBhg. Datin Dr. Hajjah Noriah Bidin  
Mohd Zuki  
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Dr. Nor' Aishah Abu Bakar      Dr. Azahadi Omar  
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