Nursing Department of QSMH: A Suitable Timeframe for Transitioning to Higher Positions

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Abstract

This case study examines the Nursing Department of Queen Savang Vadhana Memorial Hospital (QSMH) and focuses on the suitable timeframe for transitioning to higher positions. The case examines the existing practice of promoting nurses based on seniority and the difficulties it presents for the career progression of skilled nurses in terms of career development. This study aims to stimulate the development of an evaluation system that offers fair opportunities for career advancement based on merit and competence.

The case study presents the rationale for transitioning to a performance-based evaluation system and its potential benefits in a large-scale hospital setting. It discusses the importance of effective performance management and career development initiatives in the nursing department. Additionally, the case study explores the factors contributing to the high turnover rate among nurses, such as inadequate retirement pension, lower compensation and benefits, and unclear employee development opportunities.

To address these issues, the case study proposes a phased approach for transitioning to performance-based evaluations. It outlines the steps involved in the new development planning system, including self-assessment, reality check, goal setting, and action planning.

Overall, this case study provides insights into the challenges faced by the Nursing Department of QSMH in terms of career advancement and offers recommendations for implementing a performance-based evaluation system. It offers valuable lessons for healthcare organizations seeking to enhance career development opportunities and create a more sustainable and rewarding work environment for their nursing staff.

Keywords: Career Development, Performance-Based Evaluation System, Development Planning System

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แผนกพยาบาลของโรงพยาบาลสมเด็จพระบรมราชเทวี ณ ศรีราชา: กรอบเวลาที่เหมาะสมสำหรับการปรับเลื่อนตำแหน่งงาน

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บทคัดย่อ

งานวิจัยนี้ศึกษาแผนกพยาบาลของโรงพยาบาลสมเด็จพระบรมราชเทวี ณ ศรีราชา และมุ่งเน้น เรื่องกรอบเวลาที่เหมาะสมสำหรับการปรับเลื่อนตำแหน่งงาน โดยศึกษาวิธีปฏิบัติที่ใช้อยู่ในปัจจุบัน ว่าด้วย การปรับเลื่อนตำแหน่งงานให้พยาบาล ตามความอาวุโสและความซับซ้อนของงาน อีกทั้ง นำเสนอแนวทางความก้าวหน้าทางอาชีพของพยาบาลที่มีประสบการณ์ ทั้งนี้งานวิจัยมุ่งเน้นกระตุ้น การพัฒนาระบบประเมิน ซึ่งส่งผลให้เกิดโอกาสด้านความก้าวหน้าทางอาชีพ ตามความสมควรและ ตามความสามารถ

งานวิจัยนำเสนอเหตุผลในการปรับเลื่อนตำแหน่งด้วยระบบการประเมินผลงานประกอบกับผลประโยชน์ ของระบบดังกล่าว ในบริบทของโรงพยาบาลขนาดใหญ่ โดยการอภิปรายความสำคัญของการจัดการ ความสามารถที่มีประสิทธิภาพและการริเริ่มความก้าวหน้าทางอาชีพของแผนกพยาบาล นอกจากนี้ งานวิจัยยังศึกษาปัจจัยอันก่อให้เกิดอัตราการลาออกระดับสูงของพยาบาล เช่น เงินบำนาญที่ไม่เพียงพอ เงินชดเชยที่น้อยกว่า สวัสดิการและโอกาสในการพัฒนาที่ไม่ชัดเจน

เพื่อยกประเด็นดังกล่าว งานวิจัยนำเสนอกระบวนการปรับเลื่อนตำแหน่งเป็นระยะ ภายใต้ระบบการประเมินผลงานโดยแจกแจงขั้นตอนระบบวางแผนการพัฒนาอันประกอบด้วยการประเมินตนเอง การตรวจสอบ ความเป็นจริง การตั้งเป้าหมายและการวางแผนการลงมือปฏิบัติ

ในภาพรวม งานวิจัยได้นำเสนอรายละเอียดเกี่ยวกับความท้าทาย ที่แผนกพยาบาลของโรงพยาบาลฯ เผชิญในเรื่องของความก้าวหน้าทางอาชีพ และได้เสนอคำแนะนำด้านการดำเนินการระบบประเมิน ความสามารถ อีกทั้งบทเรียนสำคัญสำหรับองค์กรด้านการดูแลสุขภาพ ที่แสวงหาการเพิ่มโอกาส ด้านความก้าวหน้าทางอาชีพและ สร้างสภาพแวดล้อมการทำงานที่ยั่งยืนและมีคุณค่าต่อพนักงาน พยาบาล

คำสำคัญ: ความก้าวหน้าด้านอาชีพ ระบบประเมินความสามารถ ระบบวางแผนการพัฒนา

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1. Introduction

In mid-2023, Mrs. Pornpen Methajittiphun, head of the nursing department, faced the challenge of transitioning personnel to higher positions within her department, which consists of approximately 1,000 individuals and encompasses over 34 subunits. The nursing department faces human resource management (HRM) challenges, specifically related to career advancement or career programs for executives and managers. The department encounters difficulties in facilitating upward career progression for its employees, including roles such as ward managers, nurse supervisors, assistant head of the nursing department, and head of the nursing department. The prevailing organizational culture has traditionally focused on seniority-based promotion, lacking adequate measures to prepare individuals for middle and high-level managerial positions.

Furthermore, in the previous era before she became the head of the nursing department, there was an issue where the managers of the nursing department were reaching retirement age at the same time.

Complaints from registered nurses regarding unfair and unclear career advancement opportunities and a lack of clear career development (CD) or employee development in the nursing profession have started to arise. She has realized that QSMH is a 100-year-old organization, and if they continue to manage operations in the same traditional manner without adapting to the VUCA world (Baran & Woznyj, 2020), they will fall behind. As a result, she called for a brainstorming session with the nursing department's managers and other relevant personnel in her department to find solutions to address the issues at hand.

Ms. Pornpen realized that the nursing department was facing challenges in retaining talent within the organization due to inappropriate promotions to higher positions. She actively sought input and solutions from stakeholders of all departments to address this issue. Subsequently, she consulted with the hospital director to apprise him of the problem and collaboratively find solutions in conjunction with the Human Resources department.

Historical of Organization

Queen Savang Vadhana Memorial Hospital (QSMH) is a unit of the Thai Red Cross Society located in Si Racha District, Chonburi. (Queen Savang Vadhana Memorial Hospital, 2022) It was founded by Her Majesty Queen Savang Vadhana (Sri Savarindira, the Queen Grandmother) by Her Majesty Queen Sirikit in honor of her grandmother, Queen Savang Vadhana, who was known for her contributions to public health and welfare. The hospital has been developed progressively over time, with the construction of patient buildings and staff accommodation. This development has been made possible through the gracious support of His Majesty King Bhumibol Adulyadej, Her Majesty Queen Sirikit, members of the royal family, government officials, merchants, and citizens, as well as through royal property grants and donations. Originally known as Somdej Hospital at Si Racha or Si Racha Hospital, it was later renamed Somdej Phra Boromratchawang Thewi Hospital at Si Racha in 1997, in commemoration of the royal benefactors.

It is one of the oldest hospitals in Thailand. Established on September 10th, 1902, the hospital currently operates with 500 beds and offers comprehensive medical care. It is known for its high-quality management system and commitment to meeting the healthcare needs of the community. The hospital strives to deliver excellent services that adhere to professional standards and ensure the highest level of customer satisfaction. With a team of experienced specialists, doctors, and nurses, the hospital provides clinical services with expertise in medical care.

- Vision, Missions of hospital
    - o Vision: The Queen Savang Vadhana Memorial Hospital, located in Si Racha, Chonburi, is a prominent healthcare facility in the Eastern region of Thailand. It serves as a vital healthcare provider for the local community, adhering to the principles of human dignity and ethical standards. The hospital is internationally recognized for its modern, high-quality, and efficient medical services. Additionally, it is an esteemed institution that contributes to the medical education and training of physicians, enjoying nationwide recognition.

- Mission:
  - Delivering healthcare services, rehabilitation, disease prevention, and health promotion with a focus on quality, efficiency, and ethics.
  - Continuously improving the quality of services and fostering a learning organization.
  - Serving as a collaborative institution for medical education and producing expert physicians in 8 specialties.
  - Practicing governance with transparency, utilizing resources for maximum benefit, ensuring sustainability, and enhancing the quality of life for the personnel.

Organization Chart of the Nursing Department

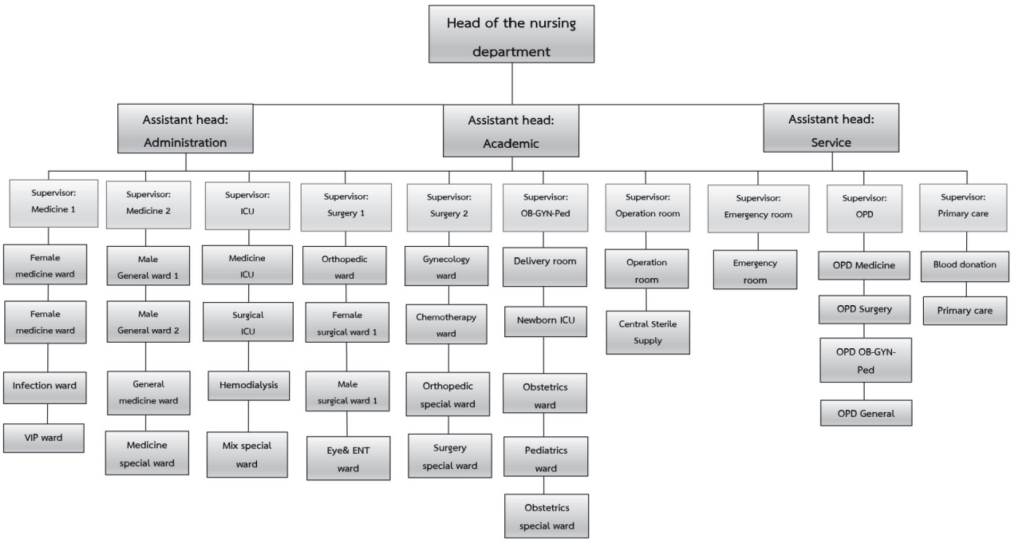


Figure 1: Organization Chart of Nursing Department

The organizational chart of the nursing department follows a hierarchical organizational structure. This structure establishes a clear chain of command and authority within the department. At the top of the hierarchy is the head of the nursing department, who holds the highest level of authority and responsibility. Below the head, there are various levels of management, including three assistant heads,

ten supervisors, and 34 ward managers, each overseeing a specific group or unit within the department.

This hierarchical structure ensures a clear flow of communication, decision-making, and accountability within the nursing department. It allows for efficient coordination and allocation of resources, as well as effective supervision and guidance of nursing staff. However, it is important to note that this structure may also result in a more traditional and rigid organizational culture, with limited flexibility and autonomy for individual nurses.

Overall, the hierarchical organizational structure of the nursing department plays a vital role in maintaining order, defining roles and responsibilities, and facilitating effective management within the department.

The nursing department is supported by three assistant heads who oversee three distinct modules: administration, service, and academic. These modules are responsible for managing different aspects of the department's operations. Additionally, ten nurse supervisors are assigned based on the functional departments of the hospital. Each nurse supervisor is tasked with supervising two to five ward managers, ensuring effective coordination and management within their assigned areas.

The three assistant heads play a crucial role in providing leadership and guidance within their respective modules. The administration module focuses on managing administrative tasks, such as human resource allocation and scheduling. The service module is responsible for overseeing patient care and ensuring high-quality service delivery. Lastly, the academic module focuses on educational and research development initiatives for nursing staff. It is dedicated to enhancing the knowledge, skills, and competencies of the nursing professionals within the department. This module recognizes the importance of continuous learning and staying abreast of the latest advancements in the field of nursing.

The nurse supervisors, on the other hand, work closely with ward managers to ensure smooth workflow, adherence to protocols and policies, and the provision

of quality patient care. They serve as a bridge between the assistant heads and the ward managers, facilitating effective communication and coordination.

This organizational structure allows for efficient division of responsibilities and promotes effective management and supervision within the nursing department. It enables the department to deliver comprehensive care, maintain high standards of service, and foster continuous professional development among nursing staff.

2. Objectives

1) To develop and build career programs for executives and managers.
2) To investigate the perspectives on the development and establishment of career programs for executives and managers

The Current Turnover Rate of Nurses in the Nursing Department of QSMH

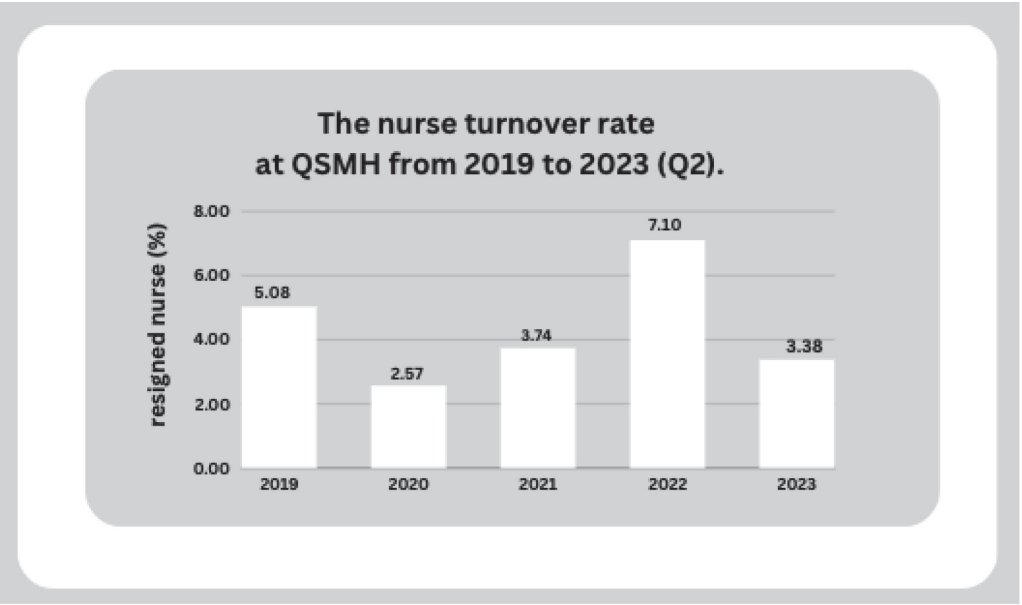


Figure 2: The Nurse Turnover Rate at QSMH from 2019 to 2023 (Q2)

The current turnover rate of nurses in the nursing department of QSMH has experienced a significant increase since 2020. This upward trend can be attributed to various factors that have collectively contributed to the problem. These factors include the absence of a retirement pension scheme, inadequate compensation and benefits packages, and a lack of clarity regarding employee development opportunities. (Queen Savang Vadhana Memorial Hospital, 2023)

Based on the data from the exit interviews, the top 5 reasons for resigning were as follows: obtaining a new job (34.3%), returning to their hometown (22.1%), pursuing further education (17.2%), low salary/compensation (12.6%), and lack of career advancement opportunities (12.1%).

The absence of a retirement pension scheme has emerged as a key concern among nurses. Without a reliable and sustainable retirement plan in place, nurses may feel uncertain about their future financial security. This uncertainty can lead to increased job dissatisfaction and a higher likelihood of seeking employment elsewhere.

In addition to the retirement pension issue, the compensation and benefits provided to nurses have been identified as inadequate. Nurses play a crucial role in providing quality healthcare services, and it is essential to recognize their valuable contributions through competitive compensation packages. Insufficient pay and benefits can demotivate nurses and diminish their sense of value within the organization, ultimately leading to a higher turnover rate.

Moreover, the lack of clarity regarding employee development opportunities has also played a significant role in the increasing turnover rate. Nurses, like any other professionals, seek growth and advancement in their careers. However, if the nursing department fails to provide clear pathways for career development, nurses may feel limited in terms of their professional growth. This ambiguity can cause frustration and dissatisfaction among nurses, prompting them to explore other employment options.

Furthermore, QSMH should prioritize employee development and create clear pathways for career advancement within the nursing department. It can be assumed that the implementation of structured training programs, mentorship opportunities, and performance-based evaluations to identify and nurture talent. By providing nurses with a clear understanding of their career progression opportunities, QSMH can foster a sense of loyalty, job satisfaction, and commitment among its nursing staff.

In conclusion, the increase in the turnover rate of nurses in the nursing department of QSMH since 2020 can be attributed to several factors, including the absence of a retirement pension, inadequate compensation and benefits, and a lack of clarity regarding employee development opportunities. Addressing these concerns through strategic initiatives aimed at improving retirement plans, enhancing compensation packages, and providing clear pathways for career advancement can help mitigate the turnover rate and retain talented nurses within the organization.

Traditional Career Development

The current practice of advancing to higher positions in the nursing department of QSMH is based on seniority, where individuals with more seniority are given priority for promotion. However, this practice has presented certain challenges and obstacles for talented nurses who possess exceptional skills and abilities but lack the required seniority to move up the career ladder.

As a result, some talented nurses find themselves facing difficulties in advancing to higher positions within the department. Despite their competence and potential, their career growth may be hindered by the emphasis placed on seniority rather than their demonstrated abilities and performance.

Table 1: Managerial Positions in Nursing Department

Managerial Positions	Job grade
Registered nurse	3
In charge nurse	4-5
Ward manager	6
Nurse supervisors	6-7
Assistant heads	7-8
Head of nurse	7-8

Table 3: Knowledge Worker Positions (K) in Nursing Department

Knowledge Worker Positions (K)	Code
Practitioner Level 1	K1
Practitioner Level 2	K2
Senior Professional Level	K3
Expert Level	K4
Advisory Level	K5

Recognizing the need for a fair and merit-based system of career advancement, the nursing department is considering transitioning from a seniority-based promotion model to a performance-based evaluation approach. This shift would enable talented nurses to be evaluated and promoted based on their individual performance, skills, qualifications, and contributions to the department.

By implementing a performance-based evaluation system, the nursing department aims to provide equal opportunities for career advancement to all qualified nurses, regardless of their seniority. This approach would ensure that nurses who demonstrate exceptional performance and possess the necessary competencies can progress to higher positions, contributing to the overall improvement of the department's workforce and the quality of patient care.

The transition from seniority-based promotions to performance-based evaluations requires careful planning, stakeholder engagement, and the establishment

of transparent evaluation criteria. This shift would not only benefit talented nurses by providing them with greater career advancement opportunities but also enhance the overall effectiveness and efficiency of the nursing department.

In conclusion, the current practice of advancing to higher positions based on seniority in the nursing department of QSMH has posed challenges for talented nurses. Recognizing the need for change, the department is considering transitioning to a performance-based evaluation system to provide fairer opportunities for career advancement. This shift would enable nurses to be evaluated and promoted based on their performance and qualifications, ultimately enhancing the department's workforce and the quality of patient care.

Linking Performance Management to New Career Development

Effective performance management (PM) and career development (CD) are closely interconnected in the nursing department of QSMH.

Varma et al. (2023) defined performance management as the processes and strategies implemented to assess, monitor, and improve individual and team performance within an organization. It involves setting clear performance expectations, providing regular feedback, and coaching, conducting performance evaluations, and identifying areas for development and improvement. The goal of performance management is to enhance employee performance, productivity, and overall organizational effectiveness.

Career development, on the other hand, focuses on the ongoing growth and progression of individuals' careers within the organization. It involves identifying career goals, acquiring, and developing the necessary skills and competencies, and accessing opportunities for advancement and career growth. Career development programs and initiatives aim to support employees in their professional journey, enabling them to reach their full potential and achieve their career aspirations (Weng & Zhu, 2020).

In the nursing department of QSMH, effective performance management plays a crucial role in fostering career development. By providing regular performance

feedback and coaching, supervisors can identify employees' strengths, areas for improvement, and development needs. This information can then be used to tailor career development plans and interventions that align with individuals' performance goals and aspirations.

Furthermore, performance evaluations can serve as a basis for identifying high-performing nurses who have the potential for career advancement. By recognizing and rewarding exceptional performance, QSMH can motivate and encourage nurses to strive for excellence and actively pursue career growth opportunities within the organization.

Career development initiatives, such as training programs, mentoring, and job rotations, complement the performance management process by equipping nurses with the necessary skills, knowledge, and experiences to advance in their careers. These initiatives provide opportunities for skill enhancement, professional networking, and exposure to different roles and responsibilities, which are essential for career progression in the nursing field (Sadri McCampbell et al., 1999).

By integrating effective performance management and career development programs, QSMH can create a supportive and conducive environment for nurses to thrive professionally. This holistic approach ensures that performance is continuously evaluated and developed, and career pathways are clear and accessible, ultimately contributing to the overall success and excellence of the nursing department.

3. Methodology

This case study research will employ a mixed-methods approach to gather comprehensive data on the development and implementation of career programs for executives and managers in the nursing department. The following methods will be utilized:

Interviews: Semi-structured interviews will be conducted with head of the nursing department and assist head of nurse. These interviews will provide valuable insights into their perspectives, experiences, and expectations regarding career program development and implementation.

Surveys: Questionnaires will be administered to a sample of registered nurse in the nursing department. For the survey study, I selected a convenience sampling technique. The surveys will collect quantitative data, allowing for the assessment of perceptions, attitudes, and satisfaction levels regarding career programs.

The qualitative data will be analyzed using thematic analysis techniques, while the quantitative data will be analyzed using statistical methods. The results of this research will contribute to a comprehensive understanding of the development and effectiveness of career programs for executives and managers in the nursing department.

To What Extent do Career Advancement Initiatives or Career Programs Cater to the Needs of Executives and Managers?

In the subsequent phase of transitioning from seniority-based promotions to performance-based evaluations in the nursing department, the rationale for advancing toward a high-performance organization was elucidated by the head of the nursing department:

> In the process of advancing to higher positions within the nursing department, various factors are taken into consideration. However, the aspect that I believe is most significant is having a positive mindset or a growth mindset in the workplace. It involves being open to change and willing to adapt, as well as performing tasks that bring more benefits to the organization. It requires us to be aware of what we can do, what we cannot do, and what resources are needed to accomplish tasks. This transformation is not easy, like the need for teamwork, where every member needs to contribute their best. Even if one team member is exceptional or has a high IQ, it will not lead to success if the team is not functioning well. Another factor to consider is performance-based evaluations, which should assess individuals' abilities to perform their tasks effectively.
>
> In another perspective, Assistant Head Nurse, Ms. Pornlada Nanagara, states that

One important factor in terms of leadership is the ability to compromise, which is a key soft skill. Additionally, competency is crucial in performing various roles, encompassing a range of competencies rather than excelling in a single area.

Advantages of Implementing Performance-Based Evaluations

The conceptual framework of performance-based evaluations in the context of large-scale hospitals involves assessing employee performance and potential based on objective criteria and measurable outcomes. This approach shifts the focus from seniority-based promotions to evaluating employees' actual performance, skills, and capabilities. Performance-based evaluations aim to identify and reward high-performing individuals, provide opportunities for career advancement, and ensure efficient allocation of resources within the organization.

Implementing performance-based evaluations in large-scale hospitals can bring several benefits. Firstly, it promotes fairness and transparency in the promotion process by basing decisions on merit rather than seniority alone. This encourages a competitive and performance-driven work culture. Secondly, it motivates employees to improve their performance and achieve professional growth, as they are aware that their efforts will be recognized and rewarded. Thirdly, performance-based evaluations enhance talent retention by offering clear career paths and development opportunities to high-performing individuals. This helps in attracting and retaining top talent within the organization.

Moreover, performance-based evaluations support continuous improvement and organizational development (Shet et al., 2019). By regularly assessing and evaluating employee performance, hospitals can identify areas of improvement, provide targeted training and development programs, and align individual goals with organizational objectives. This leads to enhanced overall performance and productivity within the hospital.

In summary, implementing performance-based evaluations in large-scale hospitals promotes fairness, motivates employees, enhances talent retention, and

supports continuous improvement. By adopting this approach, hospitals can effectively align employee performance with organizational goals, resulting in improved quality of care and overall organizational success.

Illustration of Hospitals or other Organizations that Utilize Performance-Based Evaluations for Advancing to Higher Positions

King Chulalongkorn Memorial Hospital (KCMH) is an organization that has adopted performance-based evaluations as a means of advancing employees to higher positions. This approach has been implemented successfully, although it required a significant transitional period spanning several years. Performance-based evaluations have been integrated into the hospital's promotion system to assess employees' performance, skills, and competencies objectively.

The utilization of performance-based evaluations at King Chulalongkorn Memorial Hospital has brought several advantages. Firstly, it has fostered a culture of meritocracy, where promotions are based on individual achievements and capabilities rather than solely on seniority. This has incentivized employees to strive for excellence and continuously improve their performance to advance in their careers. Secondly, performance-based evaluations have facilitated the identification and recognition of high-performing individuals who contribute significantly to the hospital's success. Such recognition motivates employees and enhances their job satisfaction, leading to increased productivity and quality of care.

Moreover, the transitional process in implementing performance-based evaluations involved various stages. It included developing and refining evaluation criteria, establishing a transparent and standardized evaluation process, training evaluators, and communicating the changes to all employees. This comprehensive approach ensured a smooth and effective transition from the previous seniority-based promotion system to a more performance-oriented one.

Although the transitional process took several years, the implementation of performance-based evaluations at King Chulalongkorn Memorial Hospital has proven to be beneficial. It has created a fair and competitive work environment, attracting,

and retaining top talent within the organization. Furthermore, the alignment of employee performance with organizational goals has contributed to the hospital's overall success in delivering quality healthcare services.

In conclusion, King Chulalongkorn Memorial Hospital's adoption of performance-based evaluations for advancing to higher positions has been successful. The transitional process, albeit time-consuming, has paved the way for a merit-based promotion system that rewards individual performance and drives excellence within the organization.

4. Finding

Transitioning from Seniority-Based Promotions to Performance-Based Evaluations in the Nursing Department

Some weeks later, Mrs. Pornpen Methajittiphun convened a meeting with relevant stakeholders to discuss the appropriate time frame for transitioning from seniority-based promotions to performance-based evaluations in the nursing department. The HR department collaborated in conducting an online questionnaire administered to registered nurses to gather their feedback. The results revealed that 56.7% of respondents strongly supported the transition from seniority-based promotions to performance-based evaluations. Additionally, there were interesting suggestions, particularly the desire for enhanced career development opportunities in the academic pathway, along with the availability of a dedicated team to provide academic support for nurses in the department. Anticipated challenges in transitioning career development methods and feedback processes during the pilot study phase, and strategies for addressing them.

The working group has collected in-depth data from both the managerial and operational levels to develop a career development program based on the feedback of practicing nurses.

Development Planning Systems

The steering team intends to establish a new Development Planning System, which will involve four phases: 1) self-assessment, 2) reality check, 3) goal setting, and 4) action planning. (Noe, 2021)

1. Self-assessment involves employees using information to evaluate their career interests, values, attitudes, and behavioral tendencies. This process is driven by the recognition of gaps between their current skills and/or interests and the requirements of their current work or desired positions.
2. Reality check refers to the information provided to employees regarding how their skills and knowledge are evaluated within the organization and where they stand in relation to the organization's plans. This can include the use of assessment methods such as 360-degree feedback, which involves gathering input from various sources to provide a comprehensive perspective on an employee's performance and development areas.
3. Goal setting entails the process in which employees establish both short-term and long-term development objectives. These goals typically pertain to desired positions, levels of skill application, working environments, or skill acquisition. They are commonly discussed with managers or supervisors and formalized in a development plan. This plan serves as a roadmap for employees to outline their professional aspirations and the steps necessary to achieve them.
4. Action planning involves the formulation of a written strategy that employees utilize to outline the specific steps they will take to accomplish their short-term and long-term career goals. During this process, employees assess their competencies and identify areas of strength. Based on these strengths, they select development activities such as training programs and online resources that will enhance their skill set and support their career objectives. Action planning provides employees with a structured approach to actively pursue their career advancement and professional growth.

Implement Career Programs for Executives and Managers Adapted from ADKAR Change Management Model

Implementing career programs for executives and managers in the Nursing Department, adapted from the ADKAR Change Management Model (Alice et al., 2018; Baran & Woznyj, 2020; Paramitha et al., 2020), can be achieved through the following steps:

1. Create Awareness:
    - Communicate the need for career development programs to address evolving healthcare demands.
    - Highlight the importance of nurturing leadership skills and fostering professional growth among executives and managers.
2. Generate Desire:
    - Engage executives and managers in the change process by illustrating the benefits of participating in career programs.
    - Encourage their active involvement in shaping and implementing these programs to enhance ownership and commitment.
3. Provide Knowledge:
    - Offer comprehensive training sessions and resources to equip executives and managers with the necessary skills and knowledge.
    - Educate them on effective leadership strategies, coaching techniques, and change management principles.
4. Develop Ability:
    - Facilitate practical workshops and hands-on experiences to help executives and managers integrate newly acquired skills into their daily practices.
    - Provide opportunities for them to apply their knowledge in real-world scenarios and encourage continuous improvement.

5. Ensure Reinforcement:

- Establish mechanisms for ongoing support and feedback to reinforce the implementation of career programs.
- Recognize and reward achievements to maintain motivation and sustain a long-term commitment to career development initiatives.

During implementation, it may be necessary to acquire the required resources and anticipate potential challenges that could arise. For instance, seeking external expertise by collaborating with HR consultants or specialists can provide valuable guidance (Stone et al., 2023). Additionally, developing a robust communication plan is essential to ensure employees are well-informed throughout the process and their concerns are addressed, facilitating a smooth transition.

5. Conclusion and Recommendation

The Expected Outcomes Following the Transition of the Promotion Process

The successful implementation of the new career development program is expected to yield several key outcomes and factors (Guan et al., 2020; Ni et al., 2022). Firstly, it is anticipated that there will be a notable reduction in the turnover rate among talented individuals within the organization (Al-Suraihi et al., 2021). This can be attributed to the provision of clear career paths and growth opportunities, which serve as incentives for employees to stay and progress within the organization.

Secondly, the implementation of the career development program is expected to enhance motivation levels among employees, leading to improved job performance (Sugiarti, 2022). By providing employees with a sense of purpose and a clear direction for their career advancement, they are more likely to be motivated and engaged in their work.

Lastly, the new program is anticipated to enhance managerial effectiveness within the organization. By emphasizing career development and providing appropriate support and resources, managers are better equipped to guide and mentor their subordinates. This can lead to improved leadership skills, better employee engagement, and more effective performance management (Chanana & Sangeeta, 2021).

Overall, Aburumman et al. (2020) stated that the successful implementation of the new career development program is expected to have positive impacts on employee retention, motivation, and managerial effectiveness, contributing to the overall success and growth of the organization.

To further enhance the understanding of the suitable timeframe for transitioning to higher positions within the Nursing Department of QSMH, future research should focus on several key areas. Firstly, conducting longitudinal studies to track the long-term effects of the transition to performance-based evaluations would provide valuable insights into the sustainability and effectiveness of the new career development framework over time. Additionally, comparative analysis between QSMH and other healthcare organizations that have implemented similar career development initiatives would enable the identification of best practices and contextual factors that contribute to successful transitions. Evaluating the implementation strategies and assessing the impact of the career development program on organizational performance indicators would also be beneficial (Sugiarti, 2022). By addressing these areas, future research can contribute to evidence-based practices and inform decision-making processes in career advancement within the Nursing Department of QSMH.

Teaching Note

Nursing Department of QSMH:
A Suitable Timeframe for a New Career Development Program

1. Teaching and/or Learning Objectives

Several teaching objectives are covered in this case:

1) To improve students' comprehension of the interconnectedness between career development and performance management.
2) To develop and build career programs for executives and managers.
3) To investigate the perspectives on the development and establishment of career programs for executives and managers

4) To augment students' recognition of the real-world implementation of the theories to be explored in the field of human resource management and development.

Based on the analysis and examination of the challenges presented in this case, the anticipated learning outcomes are as follows:

- Students will gain insights into designing career development programs within the context of a sizeable non-profit hospital.
- Students will acquire knowledge on resolving HRM issues at the top management level in their organization and gain skills in collaborating with others to facilitate the change process.

2. Intended Courses and Levels

1) Target audience

This case is specifically created for master's and Ph.D. students specializing in human resource management, aiming to deepen their comprehension of various aspects such as transitioning to higher positions, performance management, organizational development/change, and job evaluation in the context of non-profit hospitals.

2) Placement in the curriculum

The case is most effectively utilized after the instructor has delivered an overview of 1) the principles and role of Human Resource Management (HRM) and Human Resource Development (HRD), 2) an approach to problem identification and collaborative problem-solving, and 3) a focus on the career development process.

3) Topic covered in the case

The case includes the following subjects:

- The concept and process of performance management
- Develop a Career development program.
- The significance and relevance of organizational development and change.

- The understanding and application of job evaluation principles

3. Teaching Plan

Typically, instructors will allocate around 60-90 minutes of class time to engage in an in-depth discussion of the principal challenges presented in this case study. However, the duration of the discussion can be adapted based on the achievement of the learning objectives and the extent to which students meet the expected outcomes.

1) Assignment prerequisites: Career development literature review
2) Suggested advance reading assignments.

1. Noe, R. A. (2021). Chapter 8 and 9, "Performance management and Employee development" in **Human resource management: gaining a competitive advantage (Twelfth Edition. ed.)**. New York, NY: McGraw-Hill Education. pp 329-436
2. Barney, J. B. (2015). Chapter 8, "Organizing to implement corporate diversification" in **Strategic management and competitive advantage: concepts and cases (Fifth edition, Global edition. ed.).** Boston: Pearson. pp 240-267
3. DeNisi, A. S. (2020). Chapter 10, "Performance appraisal and career management" in **HR5: human resources**. Boston, MA: Cengage Learning. pp 246-271
4. Dessler, G. (2020). Chapter 9-10, "Performance management & appraisal and Managing careers and retention" in **Human resource management (Sixteenth Edition, Global edition. ed.).** New York: Pearson. pp 313-283

4. Conceptual Analysis and Theoretical Discussion

Conceptual analysis and theoretical discussion of the fundamental concepts crucial for comprehending and dissecting the case revolve around career development,

performance evaluation, and organizational change. To optimize student learning, instructors must possess knowledge of the pertinent literature on these subjects.

1. Career Development: Career development plays a pivotal role in shaping an organization's workforce and fostering employee growth. It encompasses a range of activities, such as skill enhancement, goal setting, and succession planning, aimed at enabling individuals to advance within the organization. The HR department needs to implement structured career development programs that align with employees' aspirations and organizational needs. This entails offering diverse learning opportunities, mentorship, and a clear career path for growth. By empowering employees to attain their career goals, the organization can enhance retention, job satisfaction, and overall productivity.

2. Performance Evaluation: Effective performance evaluation is critical for gauging employees' contributions, identifying areas of improvement, and providing feedback for personal and professional growth. HR must establish a comprehensive performance evaluation system that aligns with the organization's objectives and values. Utilizing performance metrics, feedback mechanisms, and development plans, the HR department can facilitate a fair and transparent evaluation process. Implementing performance-based evaluations can motivate employees to excel and create a culture of continuous improvement within the organization.

3. Organizational Change: As the nursing department seeks to transition from seniority-based promotions to performance-based evaluations, embracing organizational change becomes vital. Change management theories, such as Lewin's Three-Step Model or Kotter's Eight-Step Process (Bakari et al., 2017), can guide the HR department in navigating this transformation. HR professionals must communicate the rationale behind the change, engage employees in the process, and address potential resistance. Emphasizing a culture of adaptability and learning can facilitate a smooth

transition and foster a positive environment where employees embrace the new evaluation system.

In addition to the above concepts, the HR department may also need to consider other HR-related aspects, such as talent acquisition strategies, employee engagement initiatives, and fostering a diverse and inclusive work environment. By incorporating these key HR concepts, the nursing department can pave the way for sustainable growth and success in a dynamic healthcare landscape.

5. Research Methodology

The case study was authored by Narong Jongaramrueng, a Ph.D. student at the NIDA Graduate School of Public Administration. The content of the case was gathered through a series of comprehensive interviews with important individuals, online surveys, and an examination of policy documents.

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