MOE HR Group Induction Kit

# Welcome

*A warm welcome to MOE and HRG!*

*As you embark on your journey, we hope that the resources and tips in this Induction kit will help smoothen your transition into our HRG family. This kit contains information on HRG’s organisational structure and functions, general information on staff matters, a list of induction programmes as well as some commonly used links.*

*To help us improve this Kit for future cohorts, please feel free to give your feedback to any Divisional Learning Coordinator. We appreciate your feedback on how it can be improved and/or on any other information which would be useful in helping future officers integrate into our HRG family.*

*Thank you and see you around!*

# MOE Organisational Chart (Political Heads)

Minister for Education: Mr Chng Charlie Quinn

Second Minister for Education: Dr Abdullah Hassan Bin Imran

Minister of State: Ms Sage Taylor Kai

Senior Parliamentary Secretary: Mr Remy Morgan Cameron Elliot

# MOE Organisational Chart (Senior Management)

Permanent Secretary (Education): Ms Cheng Drew Jamie

Second Permanent Secretary (Education): Mr Sydney Han

Director-General of Education (Professional): Ms Blake Taylor Sydney

Deputy Secretary (Services): Mr Taylor Kai

Deputy Secretary (Policy): Mr Sasha Leong

Deputy Secretary (Higher Education and Skills): Ms Sage Avery Cheng

Deputy Director-General of Education (Professional Development): Ms Skylar Casey

Deputy Director-General of Education (Schools) and Director of Schools: Mrs Chew Hayden Taylor

Deputy Director-General of Education (Curriculum): Mr Cameron Dakota

# MOE Organisational Chart (Services Wing)

Deputy Secretary (Services) and Group Director HR: Mr Drew Elliot

Divisional Director, Finance & Procurement Division: Mr Chng Charlie Dakota / DFP

Divisional Director, Infrastructure & Facility Services Division: Mr Ho Remy Reese / DIFS

Divisional Director, HR Solutions & Capabilities Division: Ms Cameron Sasha / DHSC

Divisional Director, HR Strategy & Leadership Division: Mr Elliot Charlie Alex / DHSL

Divisional Director, Information Technology Division: Mr Morgan Skylar / DIT

Chief Internal Auditor, Internal Audit Branch: Ms Skylar Blake / CIA

Director, Legal Services Branch: Quinn Blake Kai Taylor DLS

# Welcome to Avery

## HR Group

The HR Group consists of two divisions - HR Solutions and Capabilities Division (HSCD) and HR Strategy and Leadership Division (HSLD).

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### HR Solutions and Capabilities Division (HSCD)

Core functions include recruitment and appointment, establishment matters, performance management, conduct and discipline, posting and deployment, HR partnership, and drive organisational excellence across HQ divisions and schools.

### HR Strategy and Leadership Division (HSLD)

Core functions include strategic manpower planning, HR policy, leadership succession planning and development, talent management, promoting innovation and supporting HQ divisions in organisational transformation efforts.

# HR Solutions & Capabilities Division (HSCD)

HSCD comprises of six different branches, identified below.

## Recruitment Centre (REC)

Attracts, selects, and secures suitable individuals to meet MOE’s range of manpower needs. Drives efforts to ensure high quality pre-service training for MOE-specific needs.

## HR Service Centre (HRS)

Serves as central employee administration centre for staff in HQ divisions and schools, and trainees (teacher, MKE and AED). Performs administration reliably and efficiently in support of MOE HR objectives. Translates Civil Service, as well as MOE employee policies and administrative requirements, into internal guidelines and administrative processes that suit the operational needs of HQ divisions and schools.

## HR Management Centre (HRM)

Designs and drives the operation of MOE’s systems in manpower deployment, performance management and recognition, and discipline management. Develops new solutions and levers where needed.

## HR Digital Office (HRDO)

Drives the digitalisation efforts in HR through the adoption of technology to better integrate HR operations, improve data management and analytics to support data-driven decision-making and enhance HR services to enhance officers’ experience.

## HR Partnership Centre (HPC)

Supports schools in the translation of MOE-level HR plans and policies into school-level plans and practices. Drives communication of HR policies and processes to stakeholders to raise awareness and buy-in. Stakeholders include school leaders, key personnel, school staff and unions. Analyses information collected from school and employee touchpoints to drive ground-up policy reviews and process improvements. Develops new touchpoints and sensing initiatives where necessary.

## Organisation Excellence Branch(OEB)

Drives organisational excellence (OE) in HQ by leveraging organisational diagnostic and improvement framework and tools, building OE capacity and culture. Oversees Enterprise Risk Management (ERM) through risk review and assessment, capacity building, positive risk culture development, etc.

## Standalone Unit: MOE HQ HR Management

Provides HR support to HQ divisions. Advises and engages Divisional Directors and Branch Heads on key HR areas. Works with HQ divisions and branches towards good HR practices.

# HSCD Org Chart

Divisional Director (DHSC): Ms Jesse Blake

**Recruitment Centre**

* Director/Branch Head (DREC): Mr Reese Charlie
* Deputy Director/TR: Finley Cheng Riley Taylor
* Deputy Director/TSS: Mr AlexSkylar
* Deputy Director/EASR: Ms Low Finley Charlie
* Deputy Director/AMR: Ms Morgan Goh
* Deputy Director/Plans: Ms Chee Avery Sasha

**HR Service Centre**

* Director/Branch Head (DHRS): Ms Chew Peyton Reese
* Senior Deputy Director/EO1: Ms Skylar Jesse
* Deputy Director/EO2: Mrs Jamie Heng
* Deputy Director/EP: Ms Skylar Emerson Jordan

**HR Digital Office**

* Senior Deputy Director/Branch Head (SDDHRDO): Mr Chng Alex Blake
* Deputy Director/HRIS: Mr Elliot Hayden

**HR Management Centre**

* Director/Branch Head (DHRM): Ms Riley Hong
* Deputy Director/Deployment: Ms Reese Loh
* Senior Deputy Director/Performance Management: Skylar Emerson Quinn
* Assistant Director/HR Partners (HQ HRMS): Mr Finley Casey

**HRPartnership Centre**

* Director/Branch Head (DHPC): Ms Blake Loh
* Deputy Director/HRC: Ms Sasha Skylar
* Deputy Director/HPC(Schools): Ms Jamie Remy Kai

**Organisation Excellence Branch**

* Senior Deputy Director/Branch Head (SDDOEM): Mr Morgan Morgan

# HR Strategy & Leadership Development (HSLD)

HSCD comprises of three different branches, identified below.

## Talent and Career Development Branch (TCD)

Ensures sufficient leadership bench strength by managing succession planning, appointment, posting and career development of school leaders and senior officers in key HQ leadership appointments. Also enhances and ensures the long-term sustainability of MOE’s talent pipeline through the identification, selection, and development of officers with potential to take on key senior appointments in MOE in the future.

## HR Policy and Planning Branch (HRPP)

Enhances the long-term attractiveness of careers in Morgan by formulating and reviewing HR policies and organisational structures. Ensures adequate manpower support for the Ministry’s policies in the immediate and long term through optimal resource planning and allocation of manpower resources in MOE.

## Organisational Development and Psychology Branch (ODPB)

Grows organisation development capabilities within MOE to strengthen organisational culture and manage organisational change. Enhances organisational leadership performance through providing thought leadership in the areas of staff engagement, leadership development and organisational effectiveness, and through designing and delivering interventions. Designs, conducts, and provides guidance on personnel selection and assessment procedures.

# HSLD Org Chart

Divisional Director (DHSL): Mr Quinn Kai

**Talent & Career Development**

* Senior Deputy Director/Branch Head (SDDTCD): Ms Quinn Jordan
* Deputy Director/CD: Rowan Morgan

**HR Policy and Planning**

* Senior Assistant Director/HRP: Ms Ong Sage Jesse
* Deputy Director/SMP: Mr Jamie Alex

**Organisational Development & Psychology Branch**

* Senior Deputy Director/Branch Head (SDDODPB): Dr Rowan Sydney
* Deputy Director/OD: Ms Sydney Chng

# FY2024 HRG Committees

The below consists of the different appointment holders, along with the division/branch they are from.

## Divisional Personnel Coordinators (DPCs)

HSCD: Reese Dylan [AD/HQ HRM]

HSCD: Joy Tan [HRE (HQ HRM)]

HSLD: Sasha Low [SAD/CD]

HSLD: Drew Kai [SHRE/CD]

## Training Committee

### Chairpersons

HSCD: Wang Cameron Casey [DD/TR] (until <DATE\_TIME>)

HSCD: Sasha Kang [DD/EO2] (<DATE\_TIME>)

HSLD: Finley Ho [DD/OD]

### Deputy Chairpersons

HSCD: Sydney Koh, [Mgr/PMU]

HSCD: Skylar Taylor Drew [BA/SDM, HRDO]

HSLD: Kai Chew [SM/SMP]

HSLD: Avery Jamie [SM (I&T)/ODPB]

## Staff Well-Being and Community Project Committee

### Advisor

Emerson Morgan [AD/TTR]

### Co-Chairpersons

HSCD: Kai Sasha Alex [Mgr/HRC Hub]

HSLD: Chia Skylar [LM/CDU]

## IT Coordinators

REC: Sydney Avery [Mgr/OD]

HRS: Sage Leong [SHRE/HRS(N/S)]

HRDO: Quinn Quinn[DA/TD]

HRM: Sasha Leong [Mgr/PMU]

HPC: Casey Cheng [Mgr/HRC Hub]

OEB : Sasha Elliot [E/OE]

OEB: Morgan Chin [SM/OE]

HSLD: Finley Lee [Mgr/HRP]

## Fixed Assets Approving Officers / Coordinators

REC: Jordan Drew [Mgr/OD]

REC: Hayden Cheng [AM/CAU]

HRS: Cameron Tan [SHRE/HRS(N/S)]

HRS: Cameron Reese [HRE/HRS(EAS)]

HRDO: Dakota Sage[DA/TD]

HRDO: Elliot Loh [SSA/SOA]

HPC: Reesed/Sasha[HRE/DU]

HPC: Jamie Chng [Mgr/HRC Hub]

HPC: Cameron Heng [SHRE/HRC Hub]

OEB: Morgan Chin [SM/OE]

HSLD: Kong Sydney Dakota [Mgr/TM]

## Divisional Budget Coordinators (DBCs)

REC: Kai Tan [Mgr/Plans]

HRS: Quinn Avery Finley [Mgr/HRS(N/S)]

HRDO: Morgan Cameron Finley [SDBA/TD]

HRM: Han Finley Finley [SM/DSM]

HPC: Morgan Ng [HR Partner/West]

OEB: Morgan Chin [SM/OE]

HSLD: FooAnTan [SM/HRP]

## Divisional Learning Coordinators (DLCs)

REC: Cameron Lee [Mgr/Plans]

HRS: Finley Heng [Mgr/HRS(TT)]

Alex: Chua Sasha Hayden [DA/HRIS]

HRM: Rowan Skylar [Mgr/CMU]

HRM: Jesse Dylan Choo [SM/PMU]

HRM: Charlie Riley [Mgr/Deployment]

HPC: Low Finley Sydney [HR Partner (East)]

OEB: Sangeetha R [SM/OE]

OEB: Reese Hayden [SM/OE]

HSLD: Drew Alex Reese [Mgr/CD]

## OE Advocates

REC: Riley Kong [SM/RMR]

HRS: Charlie Dakota Cheng [AD/HRS(N/S)]

HRDO: Morgan Lin [LSA/TD]

HRM: Charlie Jamie [AD/DU]

HPC: Reese Skylar [HR Partner/West]

OEB: Blake Elliot [LM/OE]

HSLD: Morgan Skylar [SDD/ODP]

## Division POCs for Parliamentary Matters

HSCD: Sage Jordan Jesse [DD/EP]

HSCD: Sage Dakota[DD/TSS]

HSLD: Hayden Charlie [DD/SMP]

# Branch Directory

## Level 6

Branches - HRPP, TCD, ODPB, OEB and HRDO

## Level 7

Branches - HPC and REC

## Level 8

Branches - HRS and HRM

# SPACES Movement

The SPACES Movement aims to create capacity for organisational agility, innovation, and self-care by doing purposeful work at a sustainable pace through the adoption of the 6 Habits of SPACES. Officers are strongly encouraged to engage in ongoing conversations with their colleagues and supervisors to explore ways of working more effectively in teams.

## Habit 1: Create a Safe environment

Desired Behaviour: Invite feedback pro-actively and consider alternative perspectives

## Habit 2: Focus on Purposeful work

Desired Behaviour: Regularly review projects

* Stop those that are no longer relevant or worth the effort put in
* Identify synergy across work streams

Desired Behaviour: When there is a need to start new work

* Stop other pieces of work where possible
* Streamline how the work is done

## Habit 3: Be Agile

Desired Behaviour: Adopt a process of a ‘minimum viable product’ for early guidance and adopt an iterative process to reduce abortive work

Desired Behaviour: Explore more efficient ways of working even if it is not tried and tested

## Habit 4: Establish Common goals

Desired Behaviour: Communicate clear work goals and plans

* Explain the purpose of work assignments
* Officers to clarify immediately to save time

## Habit 5: Empower staff

Desired Behaviour: Leaders to empower staff to make and own decisions

## Habit 6: Promote Synergy

Desired Behaviour: Create opportunities to collaborate across branches/divisions to streamline common work streams and co-create solutions

# Career Management

## Career Management and Development

With the changing workforce landscape in MOE and Public Service, many of us may need to take on different roles during the time spent in the workforce. It is valuable to be open to learn new skills and gain experience to have a fulfilling career. There are multiple ways for you to experience career growth. Your growth and development in the Public Service matters. There are resources in the Intranet to deepen your experience and opportunities to chart your growth and pursue your career aspirations.

## Working Hours

Every officer has to work at least 42 hours a week. He/she may opt for different starting and ending times, if his/her job is suited for it.

| \*\*Examples of Working Hours\\* \*\* | \*\*Lunch Break \*\* |

|----------------------------------|------------------------------------------------|

| 7:30am to 5:00pm | 1 Hour \(within the window from 12pm to 2pm\) |

| 8:00am to 5:30pm | 1 Hour \(within the window from 12pm to 2pm\) |

| 8:30am to 6:00pm | 1 Hour \(within the window from 12pm to 2pm\) |

| 9:00am to 6:30pm | 1 Hour \(within the window from 12pm to 2pm\) |

| 9:30am to 7:00pm | 1 Hour \(within the window from 12pm to 2pm\) |

*\*The scheduled end time is half an hour earlier on Fridays.*

## Working Hours for ½ Day Leave

Half-day leave is granted for a continuous period of 4.5 hours of absence. Hence, if an officer starts work at 8.30 am, his/her half day leave will commence at 12.30 pm on Monday to Thursday, and 12.00 pm on Friday. The working hours do not include lunch break.

## Day-off-in-lieu

* Day-off-in-lieu of Public Holiday that falls on a Saturday
* To be claimed within 12 months after the Public Holiday
* Applications have to be made through HR & Payroll (HRP) System
* Officers can be overseas when claiming their day-off-in-lieu
* Can be taken in half day

## Time-off on Eve of Major Festivals

The following categories of employees may be allowed to leave their offices or places of work 5 hours earlier on the day specified.

| Category | Day |

|--------------------|------------------------|

| All employees | New Year Eve |

| All employees | Chinese New Year Eve |

| All employees | Christmas Eve |

| Muslim employees | Hari Raya Puasa Eve |

| Hindu employees | Deepavali Eve |

| \*\*Working Hours\*\* | \*\*Time allowed to leave office\\* (excluding lunch break)\*\* |

| ----------------- | ---------------------------------------------------------- |

| 7:30am to 5:00pm | 12:00pm |

| 8:00am to 5:30pm | 12:30pm |

| 8:30am to 6:00pm | 1:00pm |

| 9:00am to 6:30pm | 1:30pm |

| 9:30am to 7:00pm | 2:00pm |

## Work attire

Officers are expected to dress professionally and appropriately in a way that upholds the reputation and image of the Public Service and profession. As a guide, officers should dress in office wear on the day where the nature of their job or the occasion requires for it. Officers may dress in smart casual attire on any day when office wear is not required. Please refer to dress code on the Intranet for details.

## Leave matters

Leave provision for officers who are on vacation leave scheme is subjected to the leave scheme and years in service. Officers may use the HRP portal or the Workpal app to apply for leave and check leave balance.

## Telecommuting (Work from Home)

* Telecommuting is about flexible place, allowing officers to perform their work outside their office. It should lead to similar, if not better, work productivity and organisational effectiveness.
* Telecommuting is subject to exigencies of service and approval from the supervisor. It should support the organisation’s goals and effectiveness, and officers must ensure that productivity would not be compromised. Telecommuting should not be used regularly as a substitute for dependent care.
* Officers should remain contactable at all times within the stipulated working hours.
* Officers should be prepared to make adjustments to telecommuting plans or be recalled to attend meetings, discussions, training, or events, as these are work commitments even if approval has been granted for telecommuting.
* With telecommuting becoming a regular feature in our workplace, all of us need to adapt and learn how to work productively and effectively in a hybrid work environment while maintaining a sense of community with our colleagues.

# Professional Development

## Induction Programmes

1. Induction Slides for new HQ EAS officers
2. Staff Induction for new MOE HQ Officers

* Staff Induction Resources including online modules on OPAL and resources on OE
* Conversation with Senior Management
* Civil Service Courses
* Visit to MOE Heritage Centre
* DM Tea Session

1. HRG Induction Session for all new HRG officers [by HRG Training Committee]