



















The management trainee funnelling process

	 DBS MANAGEMENT ASSOCIATE PROGRAMME	 INTERCONTINENTAL HOTEL GROUP'S HOTEL OPERATIONS SUPERVISORY TRAINING PROGRAMME (I-HOST)	 STANDARD CHARTERED INTERNATIONAL GRADUATE PROGRAMME	 NATIONAL HEALTHCARE GROUP-TAN TOCK SENG HOSPITAL MANAGEMENT ASSOCIATE PROGRAMME
Average number of applicants each year	1,500-2,000	250	1,300	800
Selection process after the initial CV screening	 1st stage – Games to gain insights to personality  2nd stage – Online cognitive reasoning test  3rd stage – Video interview  4th stage – 12-hour hackathon challenge, called MACKathon.  5th stage – Interview with senior leadership team	 1st stage – Day of activities and games to assess teamwork, attitude, drive and interpersonal skills  2nd stage – Interview with senior leadership team	 1st stage – Online strengths assessment  2nd stage – Numerical and abstract reasoning tests  3rd stage – Video interview  4th stage – HR interview  5th stage – Interview with senior leadership team	 1st stage – Experiential activities at assessment centre to assess for attributes, values and skill sets.  2nd stage – Interview with senior leadership team
Average successful candidates	20	12-18	35	20-30
Programme structure	2-year programme consisting of: <ul style="list-style-type: none"> ■ Six-week course on fundamentals ■ Four five-month rotations ■ Three-week classroom training 	1-year programme consisting of: <ul style="list-style-type: none"> ■ Three months of rotations through 32 departments ■ Detailed blended learning in the function of their choice for nine months 	1-year programme consisting of: <ul style="list-style-type: none"> ■ Seven weeks of training in central location such as Shanghai ■ Three rotations – two front office and one business infrastructure department (risk or operations) 	2-year programme consisting of: <ul style="list-style-type: none"> ■ One-month orientation ■ Three rotations for seven to eight months in patient operations, support operations & facilities, and administration