

# 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	<b>20</b>	<b>12-18</b>	<b>35</b>	<b>20-30</b>
Programme structure	<b>2-year programme consisting of:</b> <ul style="list-style-type: none"> <li>■ Six-week course on fundamentals</li> <li>■ Four five-month rotations</li> <li>■ Three-week classroom training</li> </ul>	<b>1-year programme consisting of:</b> <ul style="list-style-type: none"> <li>■ Three months of rotations through 32 departments</li> <li>■ Detailed blended learning in the function of their choice for nine months</li> </ul>	<b>1-year programme consisting of:</b> <ul style="list-style-type: none"> <li>■ Seven weeks of training in central location such as Shanghai</li> <li>■ Three rotations – two front office and one business infrastructure department (risk or operations)</li> </ul>	<b>2-year programme consisting of:</b> <ul style="list-style-type: none"> <li>■ One-month orientation</li> <li>■ Three rotations for seven to eight months in patient operations, support operations &amp; facilities, and administration</li> </ul>