



**TO INCREASE EFFICIENCY IN MANAGEMENT AND TRACKING OF TRAINING BUDGET AND TRAINING PLACES**

**BACKGROUND**

At the start of each financial year, the training team is required to keep track of the utilization rates on the training budget and places for the following items:

1. Approved learning plans
2. Ad-hoc requests from various departments

The purpose of tracking utilization is to ensure the following process:

- ✓ Reporting of utilization rates to learning committee during year end.
- ✓ Sufficient funds for ad-hoc requests.
- ✓ Timely claim submissions and accruals during financial year end.

**PROBLEMS**

**Utilization Rates Reporting**

- Tedious and manual computation work involved due to ineffective tracking process of existing template.
- Lag time in obtaining real-time records as data entry was done after verification of actual claims.

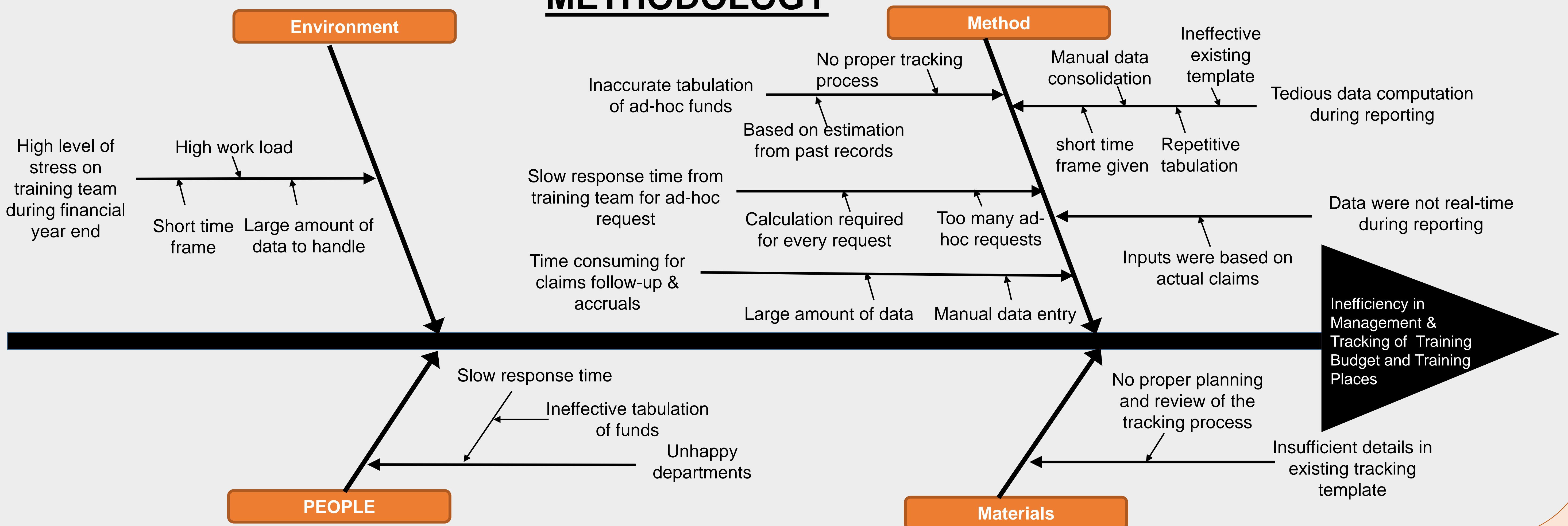
**Ad-Hoc Requests**

- Inaccurate tabulation of ad-hoc funds balance.
- Slow turnaround time from training team.
- No proper system to record ad-hoc requests.

**Claims & accruals during financial year end**

- Manual and time consuming data entry resulting in stress on training team.

**METHODOLOGY**



**IMPROVEMENTS**

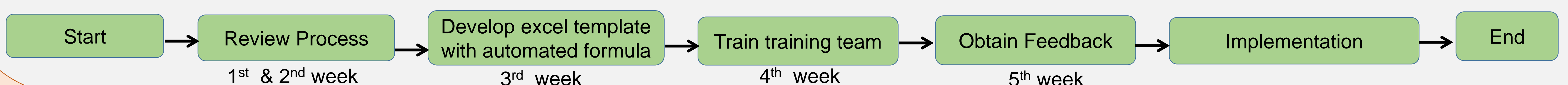
**1. Review and enhance existing excel tracking template:**

- Consolidate all learning plans into 1 file at the start of financial year (ease of tracking)
- Create overview page with automated formula (prevent last minute work during financial year end)
- Add additional columns to capture training application details instead of relying on actual claims (real time information)

**2. Develop a tracking template for ad-hoc requests:**

- Create columns to capture the required details with automated formula (increase accuracy & turnaround time)

**3. Implementation Process:**



1b) Overview page with automated formula

S/N	Programmes	Approved Training Place	Approved Budget	Based on Learning/ Course Request		Based on Actual Claims/ Invoice		
				Estimated amount	Balance	Est Training Place Utilised	Actual Amount Utilised	Balance
Professional Development/Formal Education/Ad-hoc								
1	Local							
2	Overseas							
3	SingHealth Healthcare Management Congress (\$500/ pax)							
Ad-Hoc Requests								
4	Ad-hoc							
	Total							

1a) Consolidated learning plans

2a) Template for ad-hoc requests

Employee Name (as per SAP)	Department	Type of Training (Local, Overseas, Formal)	Course Title	Country	Presenter/ Participant/ Invited Speaker	Start Date (dd.mm.yyyy)	End Date (dd.mm.yyyy)	Est. Course/ Registration Fee
Details of Ad-Hoc Request & Automated Formula								

**RESULTS**

- ✓ Real time and accurate information on training budget and places utilisation.
- ✓ 160 hours savings per year in tracking, reporting and management of approved learning budget, ad-hoc requests and accrual which translates into an estimated savings of \$3,200 per year.
- ✓ Reduced levels of stress during financial year end.

**CONCLUSION**

Automated and efficient excel tracking template enabled man-hour savings, which translates to increased productivity and work efficiency.