Collaboration as One SingHealth HR: Elevating the Use of Analytics in HR

BACKGROUND
The Planning Team in Strategic Human Resource (SRH) supports SingHealth’s HR domain as the main liaison for manpower reporting and HR analytics, interfacing with SingHealth’s 12 institutions. SingHealth Cluster workforce reports are prepared by SHR Planning Team on a regular basis for SingHealth Senior Management for monitoring of key HR metrics. SHR Planning Team also acts as the main liaison with MOH/ MOHH for HR data related matters and handles Cluster HR data requests within SingHealth.

Previously, there was no central repository of manpower data. To support cluster HR data reporting and analysis, the SHR Planning Team had to send out data collection templates to institutions’ HR team, collate and verify the data before submission to the data requestor. This leads to long turn-around-time of weeks or even a month for each data request. Information collated is also prone to error and/or inconsistency as institutions may interpret the data request differently. With the Planning Team and institution HR colleagues being loaded with collation and compilation of data, there was no bandwidth for further analysis of data or advanced analytics work.

ANALYSIS
Fishbone (cause and effect) diagram was used to analyze the root causes of the problem. Using criterion scoring, two top root causes were identified:
1. Differing data interpretation and data entry practices across institutions
2. Lack of Cluster HR database system to facilitate trend analysis of historical data and predictive analytics to guide decision making

SYSTEM
- Lack of Analytic System for trend and predictive analysis
  SAP HRMS is a transactional system, not for analytics
- Lack of interactive dashboard
  Lag time in sensing of HR information
- Inconsistent data interpretation
  Data residing with different HR partners
  Duplications of work by all 12 institutions’ HR

COMMUNICATION
- Inefficiency
  Data entry practices
- Varied data entry practices
  Data inconsistency

PROBLEM
- Slow turn-around time for cluster level reporting and lack of time for data analysis

SOLUTION
One HR Approach to Data Analytics

With the support from GCHRO and Institution HR Heads, Cluster HR Data Analytics Workgroup was formed in March 2018, with the aim to harmonise data processes and build analytics capabilities in HR.

The workgroup consisted of representatives from all the 12 SingHealth Institutions.

HR Analytics Workgroup identified 3 action plans to embark on to build up Cluster HR Analytics Capability

1. Align Data Terminology & Reporting Methodology
   - Alignment of data terminology is central to data accuracy and crucial to improving data quality.
   - Identified 2 regular reports, i.e. Monthly Medical Resignation Report and MOH Biannual Manpower Returns (BMR), to be prepared centrally by SHR Planning Team. This was achieved through aligning data definition and entry across SingHealth Institution HRs.

2. Build HR Analytical Platform
   - eHint5 identified as platform for Cluster HR Data Mart, with development to be carried out in 2 phases:
     - Phase 1 – focus on fields required for regular HR reports
     - Phase 2 – other domain areas in SAP to be included in eHint5 eg. training, leave records, appraisal data etc.

3. Build an Interactive Dashboard
   - Tableau identified as the tool to adopt to build HR interactive dashboards
     - By tapping on Tableau as a visualisation tool, there will be time savings from data processing and charting to focus on higher level analytics
     - Allow common HR data queries to be addressed with shorter turnaround time

CONCLUSION
- The formation of Cluster Data Analytics Workgroup brought about the One HR approach to Data Analytics, improving productivity and synergy among institution HR teams to support Senior Management in People Decisions.
- This is a cluster project that requires support from senior leadership and all stakeholders. With the strong support, resources provided and co-operation from all, the Cluster Data Analytics Workgroup successfully embarked on the journey to elevate use of analytics in HR.