



**Singapore Healthcare Management 2017**

# INTEGRATED HR RESEARCH MANPOWER COSTING AND ANALYTICS



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## INTRODUCTION

The Singapore Eye Research Institute (SERI) is the research arm of the Singapore National Eye Centre (SNEC), where almost all research projects and manpower are funded by grants.

Accurate and timely manpower costs projection and monitoring are integral for a project's success and SERI's overall financial sustainability. This information is also critical to relevant stakeholders to make decisions regarding grant utilisation and budget.

## VOICES OF OUR KEY STAKEHOLDERS



Prof Roger Beurman  
Senior Scientific Director, SERI

"The Grant Management effort has allowed me to have a complete picture of where personnel costs are structured and planned much better. In addition, the team has these costs at their finger tips and so updates and information for new grants is readily available. Thank you very much for your excellent organisation."



Sharmila Kannan  
Director, Administration, Research Affairs & Support Services, SERI

"The advent of this system has paved the way for more timely, pertinent and better customised research manpower data and report generation for key stakeholder including the various funding bodies, PIs, as well as senior management for strategic planning."

"Having a database allows one the ability to identify savings in certain areas and move resources to other areas as the research work is progressing. It also allows one to plan ahead, especially when the grant is coming to an end, to plan for other applications, to maintain a smooth transition in workflow from one grant to the next."



Assoc Prof Jadhbir Mehta  
Director, Clinical Translational Research, SERI



Prof Dan Milea  
Head, Visual Neuroscience, SERI

"The new measures implemented by the SERI HR department have been instrumental to achieve better outcomes in the management of my current CS-IRG, and I am very thankful for that. Your rapid and efficient support has become a great asset for an optimal grant management and for future grant applications."

"The team met me and detailed the status of the grant well in advance. This has given me adequate time so that I look for other funding opportunities within the time frame and minimise the loss of well-trained manpower."



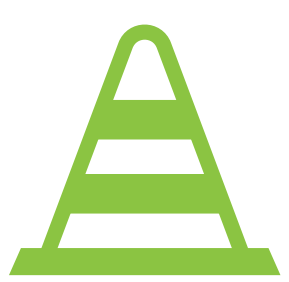
Asst Prof Lakshminarayanan Rajamani  
Principal Investigator II, Biomarkers & Anti-Infectives Groups, SERI



Dr Marcus Ang,  
Consultant, Corneal & External Eye Disease Department, SNEC

"The Research Manpower Costing and Grant Management system has enabled the clinician researchers to benefit on the ground by providing efficient and timely information on manpower resource management, projections for future planning in research, and optimisation of the grant funds."

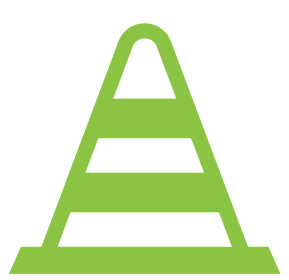
## CHALLENGES



MANPOWER BUDGET DEFICITS



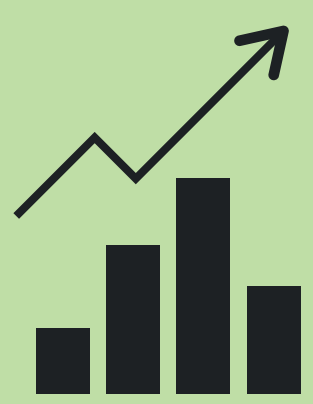
INCORRECT COST CENTRES



UNCERTAINTY

## METHODOLOGY

### Consolidate Data



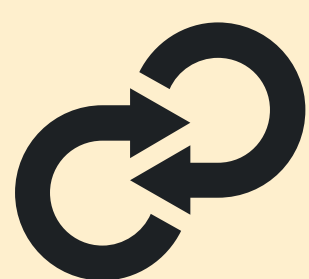
- Shared database
- To store and maintain grant information and manpower costs

### Create Templates for Manpower Costing and Tracking

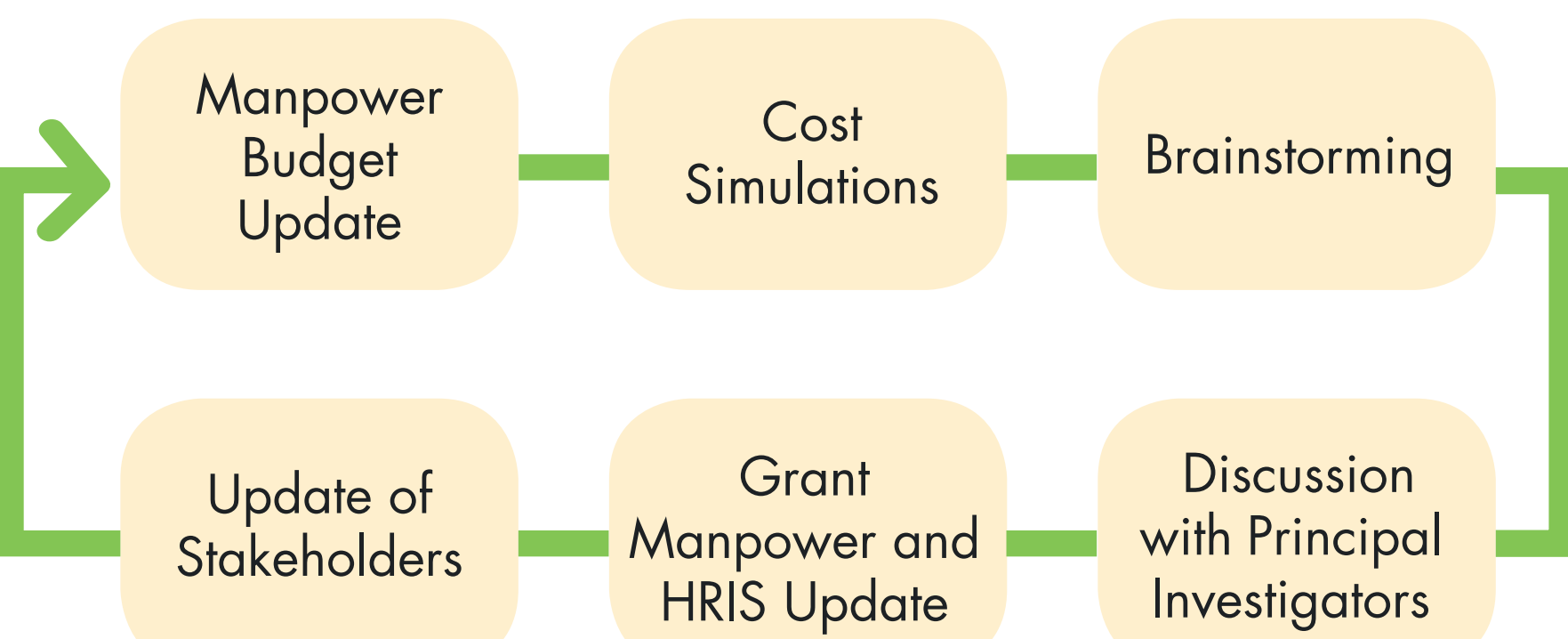


- Formulated templates for standardised computation

### Reorganise HR workflow processes



- Define HR's role in grant management



## OUTCOME

### EFFICIENCY

- Accurate
  - Efficient
  - Projections of Research Manpower Costs
  - Timely
  - Monitor Grant Funds

### STAKEHOLDERS ENGAGEMENT

- Information sharing and engagement with SERI strategic leadership

### PRODUCTIVITY

- Optimised Grant Utilisation
  - Transparent & Holistic view
  - Informed Decision Making
  - Proactive & Effective HR Business Partnering
  - Financial Sustainability
  - Projects' Success
  - Streamline HR Operations
  - Prompt Renewal of Contracts

## CONCLUSION

The new knowledge management system has enabled HR to provide greater value-added support to stakeholders, resulting in timely management and optimisation of manpower costing in research grant funding. Most importantly, it forms the framework to integrate HR related activities.