Singapore Healthcare Management 2017

Improvement in the Data Collation Process for Bonus & Salary Increment

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Before 2017

- 2 separate templates to collect data for annual Bonus / Salary Increment exercises and Union's survey questionnaire
- Highly cumbersome and inefficient due to large data collected within a 3 months period
- Institutions using different basis for their data extraction hence making data analysis difficult, inaccurate and inconsistent

2017 Onwards

- Since 2016, SI payout month has been changed from Oct to Jul hence data collection frequency needs to be reviewed
- Template is enhanced to incorporate required information for submission to Union prior to the Bonus / Salary Increment negotiation
- Institutions only need to extract data once instead of 2-3 times
- Enhance quality of data analysis with consistent basis

METHODOLOGY

- Draw out objectives and identify essential fields
- Build in auto-filled fields to reduce calculation errors

Compare current data templates for bonus and SI

Establish guidelines and basis to facilitate clarity



- Post-implementation review and evaluation
- Analyze data and verify based on past years' data results
- Address gaps in the proposed template
- Propose further enhancements to the template to achieve desirable outcome



- Send proposed template to respective end users to gather feedback
- Constant improvement and trial & error
- Present to Group HR Heads to address concerns and garner buy-in
- Plan and inform the HR Heads on the actual implementation





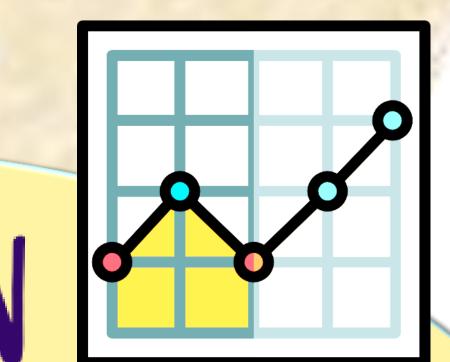
- Pre-implementation communication to all institutions' HR users 3 weeks prior to implementation date
- Constant reminder on the implementation of new template
- Roll out as per planned
- Gather feedback and inform relevant stakeholders of improvements along the way
- Confirm data extracted from spreadsheet with end users for submission to Union



RESULIS

- Time taken in data collection was reduced from 6 weeks to 3 weeks
- Respective institutions only need to liaise with 1 party (SHR) instead of 2 parties (SHR + Union)
- Consistent data, making it useful for data analysis
- Information collected have multiple use (e.g. for Bonus, Salary Increment, Collective Agreement, etc.)





CONCLUSION

- Stakeholders are receptive to change as the time for data collection was significantly reduced
- Template is continuously reviewed and refined in preparation for coming year
- Feedback gathered and gaps are identified for the template to be more robust and userfriendly.