Improving Staff Participation at Learning EXCHANGE 2012

Learning for Today • Preparing for Tomorrow

Leader: Belverie Tang, KKH
Advisor: Annie Lim, KKH
Members: Yvonne, Noordiana, Josephine, Jocelyn, Louis, Adeline & Eileen

Background on Learning Exchange

Prior to 2011, HR Talent Development held the Learning Day for staff in conjunction with Quality Day. Other departments also tapped on the Quality Day platform to hold ISO and SQ events. As such, the prominence of the Learning Day as a HR training department's initiative was greatly diminished.

In 2011, our department took a bold step to organise the Learning Day as a standalone event. By doing so, we hoped to emphasise the importance of learning and build a learning community among our staff. The event was rebranded as **'Learning Exchange'** with the tagline --- *Learning for Today. Preparing for Tomorrow.*
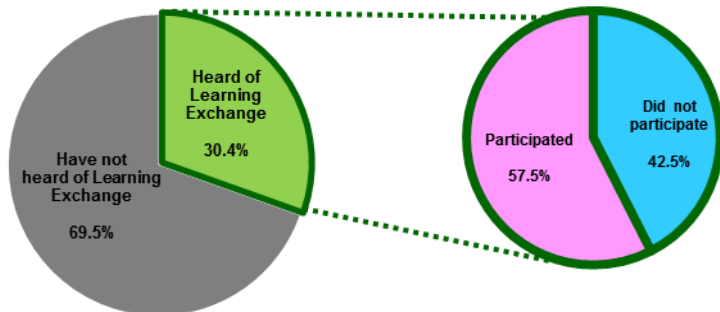
Objectives of this project

In 2011, only 5.8% of KKH staff population participated. For Learning Exchange 2012, our target was to increase the participation rate from 5.8% to 10% of the total staff strength.
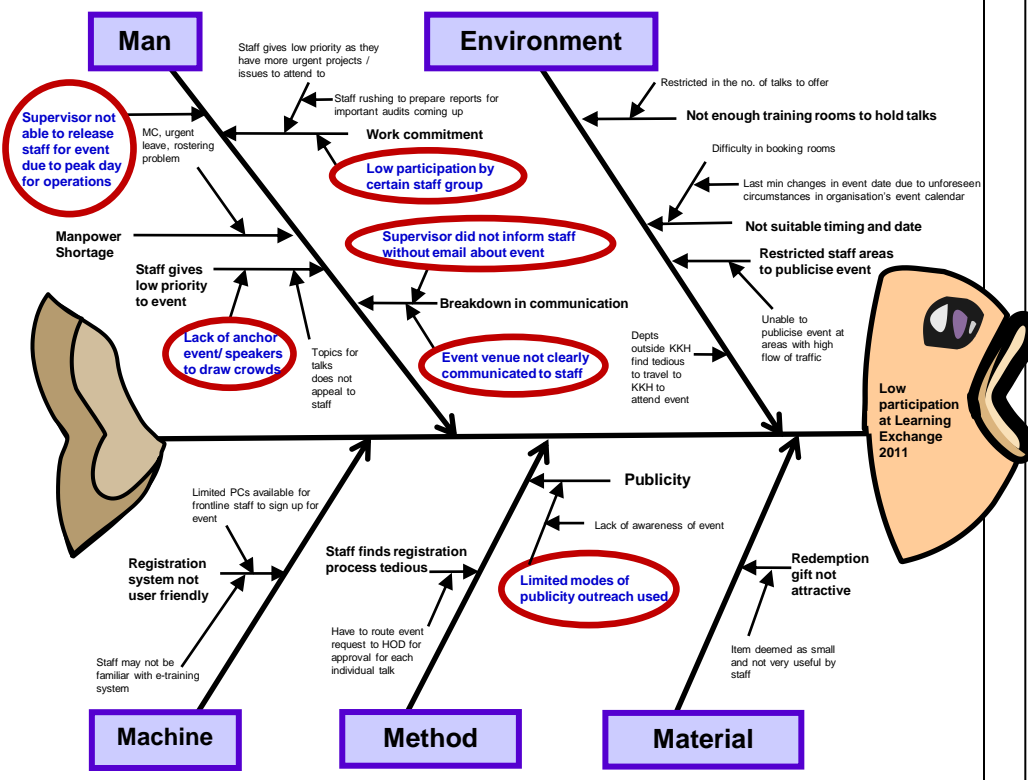
Methodology

A survey was conducted to find out about staff's awareness about the event, the source where they got to know event details and the factors for non-participation. Our survey results showed only 30.4% of staff had heard about the event and of these, 42.5% of them did not participate.

Percentage of participation by staff who heard about Learning Exchange 2011

Have not heard of Learning Exchange 69.5%
Heard of Learning Exchange 30.4%
Participated 57.5%
Did not participate 42.5%

A Cause and Effect Diagram to analyse the possible root causes for the low participation

Man
- Supervisor not able to release staff for event due to peak day for operations
- Manpower Shortage
- Staff gives low priority to event
- MC, urgent leave, rostering problem
- Staff gives low priority as they have more urgent projects / issues to attend to
- Work commitment

Environment
- Staff rushing to prepare reports for important audits coming up
- Restricted in the no. of talks to offer
- Not enough training rooms to hold talks
- Difficulty in booking rooms
- Low participation by certain staff group
- Supervisor did not inform staff without email about event
- Lack of anchor event/ speakers to draw crowds
- Topics for talks does not appeal to staff
- Event venue not clearly communicated to staff
- Breakdown in communication
- Last min changes in event date due to unforeseen circumstances in organisation's event calendar
- Not suitable timing and date
- Restricted staff areas to publicise event
- Unable to publicise event at areas with high flow of traffic
- Depts outside KKH find tedious to travel to KKH to attend event

Machine
- Limited PCs available for frontline staff to sign up for event
- Registration system not user friendly
- Staff may not be familiar with e-training system

Method
- Staff finds registration process tedious
- Have to route event request to HOD for approval for each individual talk

Publicity
- Lack of awareness of event
- Limited modes of publicity outreach used

Material
- Redemption gift not attractive
- Item deemed as small and not very useful by staff

Low participation at Learning Exchange 2011

Solution

The Root Cause Analysis Method was used to analyse the 6 root causes identified. A tree diagram was used to select the solutions that has the highest score in terms of internal customer satisfaction, operational efficiency, ease of implementation and cost savings for each of the root cause.

Criterion		Weightage
A	Internal Customer Satisfaction	[W: 0.3]
B	Operational Efficiency	[W: 0.2]
C	Ease of Implementation	[W: 0.3]
D	Cost savings	[W: 0.2]

Problem: Low participation at Learning Exchange 2011

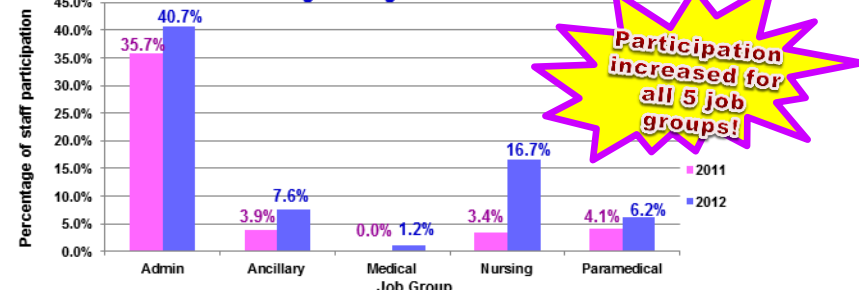| Root Causes	Proposed Solutions	A	B	C	D	Total
Supervisor unable to release staff for event due to peak day for operations	1) Avoid holding the event on a Monday or right after a public holiday. Select a Friday to hold the event.	5	4	5	1	4
	2) Ask Division chairs to encourage HODs to release staff to attend event,	3	2	1	1	1.8
	3) Publicise at CEO/ CMB Forum. CEO to strongly encourage staff to attend the event.	2	1	3	1	1.9
Lack of anchor event/ speakers to draw crowds	1) Invite more internal speakers so that the staff from the department will attend.	4	3	2	5	3.4
	2) Hold the Learning Exchange 2012 anchor talk together with the KK People Developer (KKPD) event at lunch time. Provide lunch.	5	5	4	4	4.5
	3) Provide lucky draw (Eg. Every hour to pick 3 lucky winners)	5	2	1	1	2.4
Low participation by certain staff group	1) Send programme outline for Learning Exchange via internal mail to depts.	4	5	3	1	3.3
	2) Invite divisions with greater staff strength to set up learning booths.	5	4	3	4	4
	3) TD to share at selected division meetings about the event.	3	1	1	1	1.6
Supervisor did not inform staff without email about the event.	1) Conduct roadshows promoting the event at staff lounge.	3	1	2	2	2.1
	2) Put up posters at depts. notice board.	4	3	3	3	3.3
	3) All emails on the event to be sent to all staff in each KKH department. (Eg. KKH-ADMISSION, KKH-FINANCE etc).	5	4	5	5	4.8
Event venue not clearly communicated to staff	1) All emails and posters to have the venue and time of the talks clearly stated to avoid any confusion.	5	5	5	5	5
	2) To have a dedicated noticeboard for training programmes.	4	3	1	1	2.3
	3) To pre-publicise on TV at PEC & Auditorium with the help of Event Management and put poster 2 weeks before the event outside the training room.	4	4	3	3	3.5
Lack of awareness of event	1) To increase the modes of publicity used	5	4	4	3	4.1
	2) TD publicise event at all key meetings (Eg. Ops meeting, Medical Board meeting, CEO/CMB Forum etc).	4	3	2	4	3.2
	3) Conduct roadshows promoting the event at staff lounge.	4	3	1	3	2.7

Results

Our workflow was revised based on the solutions selected. Results achieved surpassed our target.

Staff participation at Learning Exchange 2011 vs 2012

2011: 5.8%
2012: 13.5%
Target at 10%
+7.7%

Overall Participation increased by 7.7%

Staff participation by job group vis-à-vis job group staff strength Learning Exchange 2011 vs 2012

Job Group	2011	2012
Admin	35.7%	40.7%
Ancillary	3.9%	7.6%
Medical	0.0%	1.2%
Nursing	3.4%	16.7%
Paramedical	4.1%	6.2%

Participation increased for all 5 job groups!

Time Savings: 2 Hours
Cost Savings: $600

Conclusion

This project had been a success. It had been well-received by staff as evident from the many positive feedback received. Many were looking forward with much excitement to Learning Exchange 2013. Working together to organise this event had fostered a greater sense of camaraderie among our team. It had also helped us to improve in our communication skills, event management skills, knowledge of PI tools, data analysis skills and teamwork.