

# Reviewing the SingHealth Corporate HQ Manpower Post Approval Process

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## BACKGROUND

Since 2011, SingHealth Corporate HQ has been growing rapidly due to the centralisation of Finance Shared Services (FSS) and Group Procurement Office (GPO), and the expansion of Research and Education services. For additional manpower, the requesting department will raise the Manpower Post Approval (MPA) form and submit to Group CEO (GCEO) for approval through Group Director, Strategic HR (GD, SHR). This ad-hoc approval process required a lot of time and manpower resources to verify and better understand the department's requirements.



## AIM

In preparation for the FY14 Workplan and Budgeting Process, SHR identified that there was a need to review the SingHealth Corporate HQ Manpower Post Approval Process in order to shorten the time required to approve new posts and to improve the quality of the approval decisions so as to make those more relevant to organisation needs.

## METHODOLOGY

The Business Process Reengineering (BPR) methodology was used to fundamentally rethink and redesign the manpower post approval process to reduce the time taken to approve new posts and improve the quality of the approval decisions to make them more relevant to organisation needs. The basic root of the problem was examined and the process reconfigured. The BPR methodology consists of four activities: (1) Identify Processes; (2) Mapping and Analysing the As-Is Process; (3) Design To-Be Process; and (4) Implement Reengineered Process.



Diagram 1: Business Process Reengineering (BPR) Methodology

As-Is	To-Be
<ul style="list-style-type: none"> <li>Ad-Hoc Request</li> <li>Single Reviewer</li> <li>Separate from Workplan</li> <li>Not Budgeted</li> <li>Isolated View</li> </ul>	<ul style="list-style-type: none"> <li>Planned Request</li> <li>Review Committee</li> <li>Align with Workplan</li> <li>Budgeted</li> <li>Holistic View</li> </ul>

Table 1: As-is versus To-Be Process

## REVISED PROCESS

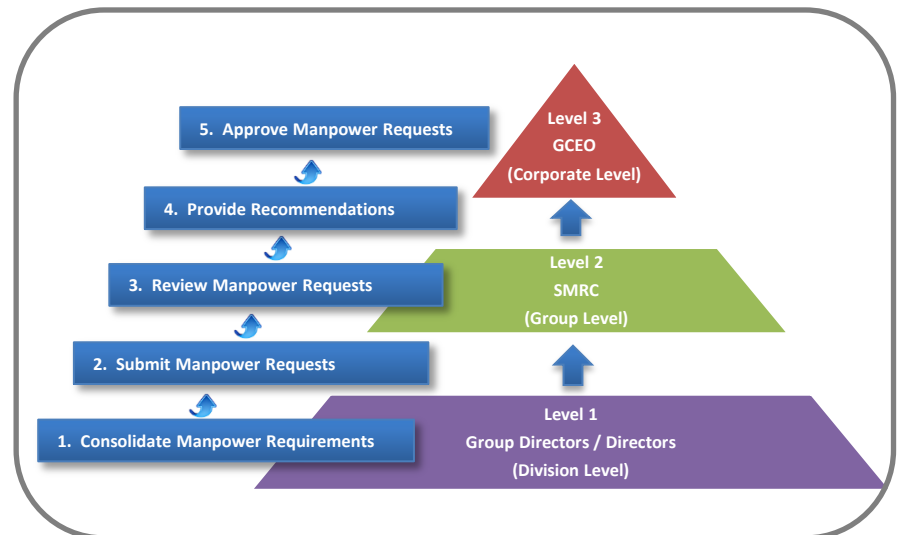


Diagram 2: Revised SingHealth Corporate HQ Manpower Post Approval Process

## RESULTS

PRIOR TO BPR		
Evaluation Criteria	Attainment	Remarks
Approval Duration	3 – 4 months	<ul style="list-style-type: none"> <li>Manpower post approved disseminated only after workplan budgets have been approved</li> <li>Long lead time due to piece-meal submissions</li> </ul>
Number of Ad-hoc Requests	Frequent	<ul style="list-style-type: none"> <li>Requests triggered by submission of the Manpower Post Approval Form and on a case-by-case basis</li> </ul>
Alignment with Workplan	Weak	<ul style="list-style-type: none"> <li>Requests looked at in isolation to the workplan objectives</li> </ul>
Number of Forms Required	2	<ul style="list-style-type: none"> <li>The requirement for Manpower Post Approval Form and Manpower Hiring Requisition Form generated confusion for managers submitting requests</li> </ul>

Table 2: Pre-BPR Results

AFTER BPR		
Evaluation Criteria	Attainment	Remarks
Approval Duration	1 month	<ul style="list-style-type: none"> <li>New manpower posts could be disseminated to the departments at the start of the workyear</li> <li>Departments could hire as soon as the workyear started to fulfil their workplan objectives</li> </ul>
Number of Ad-hoc Requests	Reduced	<ul style="list-style-type: none"> <li>Approval cycles aligned with workplan timelines plus one mid-term cycle</li> </ul>
Alignment with Workplan	Strong	<ul style="list-style-type: none"> <li>Manpower requests looked at together with what the department hoped to achieve in the workplan</li> <li>SMRC reviewed requests to ensure alignment with workplan before GCEO approval</li> </ul>
Number of Forms Required	1	<ul style="list-style-type: none"> <li>Number of forms required reduced from two to one</li> <li>Eliminated confusion as to the correct form to submit</li> </ul>

Table 3: Post BPR Results

## CONCLUSION

The BPR of the Manpower Post Approval Process was successful in reducing the time to approve posts during the annual workplan cycle and allowed the departments to embark on their hires as soon as the work year started. In addition, the posts approved were also more aligned to the organisation's strategic priorities for the upcoming work year.