



Improvement in Manpower Request Process

Katherine Tay, HR
Afiza Bte Hashim, HR
Tang Chee How, HR
Lim Yien Leng, HR
Yeo Shuan Khiag, SOC Admin
Subijanto Teddy, IHIS



Singapore General Hospital
SingHealth

Introduction

In SGH, all manpower requests are formalized through a Manpower Request Form (MCF) signed off by several levels of approvers. The hardcopy MCF could take up to one month (32.5 days) to complete the approval process, resulting in delays in manpower hiring. It is important that SGH has an efficient and effective manpower request process so that the departments can recruit staff in a timely manner in order to provide the best healthcare to our patients.

Aim

Reduce approval turnaround time by 45% within 3 months.

Methodology

Data Collection

The team ploughed through historical data to determine current turnaround time.

Root Cause Analysis

Root causes of the problems are identified.

☹️ *Illegible Handwriting*

Justifications (please attach the relevant documents eg approved workplan, justification paper or service agreement etc)

Insufficient clinical instructors at ward level to provide guidance and supervision to nursing students and other trainees in the clinical setting. The aim is to fill each ward with a clinical instructor.

☹️ *Different Approvers for Different Requests*

☹️ *No Tracking System*

☹️ *Too many sources of information*

☹️ *Space Constraints*



Serendipity and brainstorming

Various solutions were developed to solve the root causes and further evaluated using the Decision Matrix Table.

An online manpower requisition system was chosen as the final solution that could meet all the evaluation criteria. The system was piloted in a few departments for 3 months.

Manpower Change Request

Save Submit Back Attach

Funding Type: SGH Funded Requisition No. []

Post Type: Non-Nursing/Non-Medical

Division: Divisions/Depts under Medical Board

Requisition Type: Change in Budgeted Post(s)

Reason: Increase Post

There are no documents attached.

Post Details Change Estab Change Staffing Justification Approval

Details of Job Position

Job: []

New Job Title: []

Cost Centre: []

Employment Type: []

No to Hire / Release: [] Account No. []

Effective Date: [] Period Required: []

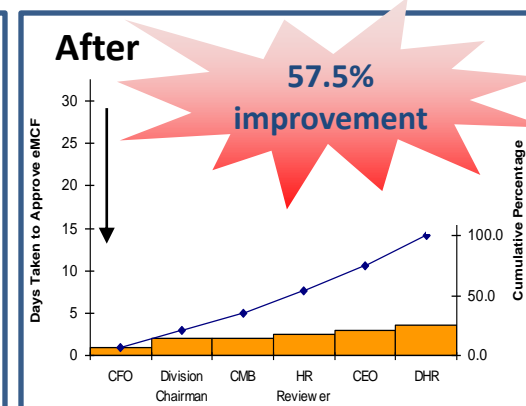
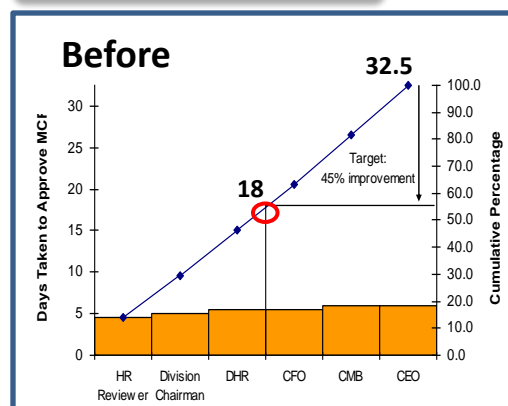
Weekly Working Hours: [] Work Pattern: []

Shift Pattern: []

Contact No. [] Contact Person []

NOTE: Please attach JD for all posts

Result



Conclusion

The online MCF greatly improves the approval turnaround time with prompt email notification to the requestor and approvers. It has allowed HR and departments to hire new staff in time.

From: People Connection [mailto:peopleconnection@sgsh.com.sg]
Sent: 03 July 2010 9:07 AM
To: Lee Kwei Sim (SGH); Wong Wai Keong (SGH); Ang Chong Lye (SGH); Wong Loong Kim (SGH); Fong Kok Yong (SGH); Eugene Quek Yook Tong (SGH); Grace Lee Pei Zhen (SGH)
Subject: Approved - MCF for 80000

The following manpower change form has been APPROVED by all the approvers.

Funding Type : External Services/Funded
Job Type : Non-Nursing/Non-Medical
Division : Divisions/Depts under Medical Board
Requisition Type : Change in Budgeted Post(s)
Reason : Increase Post
Job Text : Research Associate
Cost Centre : M14067081
Submitted by : Quek Yook Tong Eugene

To view the manpower change form, please click here to log in:
<http://sgmtr3/SGHHR-connection/hrconnection.htm>

If you require technical assistance, please contact the IT Helpdesk at 6321 4986.

This is a system generated message. Please do not reply.

Thank you
SGH HR

Real time update on the location and status of the MCF.

manpower change overview

Create Edit Copy Display Delete

Period From 27/02/2010 To 28/08/2010 Show

Requisition No.	Cost Centre	Job Title	No to Hire/Release	Created On	Status	Pending With	Requested By
M10061365	80500	Clerk	1	24/08/2010	Approval Completed		Pai Qi Yee Samantha
M10061364	80500	Clerk	3	23/08/2010	Approval Completed		Gin Hai Ming Anne
M10061360	80200	ED Programme Prevention Programme De	1	22/08/2010	Approval Completed		Lee Hui Yen
M10061357	80500	Manager	1	21/08/2010	Approval Completed		Ouyang Huiing Clara
M10061356	80500	Administrative Asst	1	21/08/2010	Approval Completed		Ouyang Huiing Clara
M10061350	80200	Dietary Attendant	1	18/08/2010	Approval Completed		Low Siew Seok Maureen
M10061348	80500	Executive Comms	1	18/08/2010	Approval Completed		Seah Chun Ling
M10061342	70202	MedLab Technologist	1	14/08/2010	Approval Completed		Chin Poi Fun Jennifer
M10061341	74500	Physiotherapist	1	14/08/2010	Approval Completed		Chua Kia Hui Lillian
M10061336	73300	MedLab Technologist	1	11/08/2010	Approval Completed		Ng Lai Chun

Pertinent information is auto-populated.

Post Details Change in Post Change Staffing Justification For Finance Approval For HR Use

Section C: Manpower Staffing

Current Budgeted Posts: 14 Filled Nos: 0 As at: []

Changes in Staffing Requirements: [] Number to Hire / Release: 1

YTD Variance for Salary Budget: 100 SGD

Deviation from Salary Budget: Within Budget

List of Hazards: []

Employee No of Suitable Staff: 00000758 Tan Sok Huang

Department: Learning Center

Job Title: HR Dev Executive

Other Suitable Candidates: []

Please attach list of staff names if more than one suitable staff or candidate

Requestors can attach relevant documents such as JD and store them electronically.

Unsaved File Details

File Name	Size	Type
00000758 - Admin Assistant Fundraising Marketing.doc	85,500 KB	doc

Details of Job Position

Job: 200000008

New Job Title: []

Cost Centre: 80500 FUNDRAISING & DEVELOPMENT OFFICE

Employment Type: Regular Full-Time

No to Hire / Release: 1

Effective Date: 01/07/2010

Period Required: 0

Weekly Working Hours: 42

Work Pattern: Non-Shift

Shift Pattern: []

Contact No. 6326 6378 Contact Person: []

NOTE: Please attach JD for all posts

Other benefits:

- Cut waste
- Increase efficiency
- Better management of manpower
- Minimise storage space
- Zero loss of MCF in transit

With the success of the system, eMCF will be implemented in various institutions in the SingHealth cluster.