Streamline Notification Process on Special Handling of Payment(s) and Reduction of Paper Wastage

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BACKGROUND

As part of the recruitment process, Staffing would inform Remuneration & Rewards (R&R) cases requiring special handling during the Performance Bonus (PB), Salary Increment (SI) and Annual Wage Supplement (AWS) pay cycles. Prior to this process review, notification was via a photocopy of the relevant documents such as letter of offers. The workflow is illustrated in Diagram 1.

The average number of cases received per year is over 450 cases. The actual number of cases processed in 2016 was 484 cases (see diagram 2 on the case type). Upon receipt of the document, there is data entry into the system for tracking and pick up by the relevant program, filing of hardcopies of document, need for regular housekeeping to discard obsolete documents and free up storage space for filing of new documents received. It was an unproductive, time consuming and environmentally unfriendly process with paper wastage.

Diagram 1 – Notification Workflow (before the process improvement)
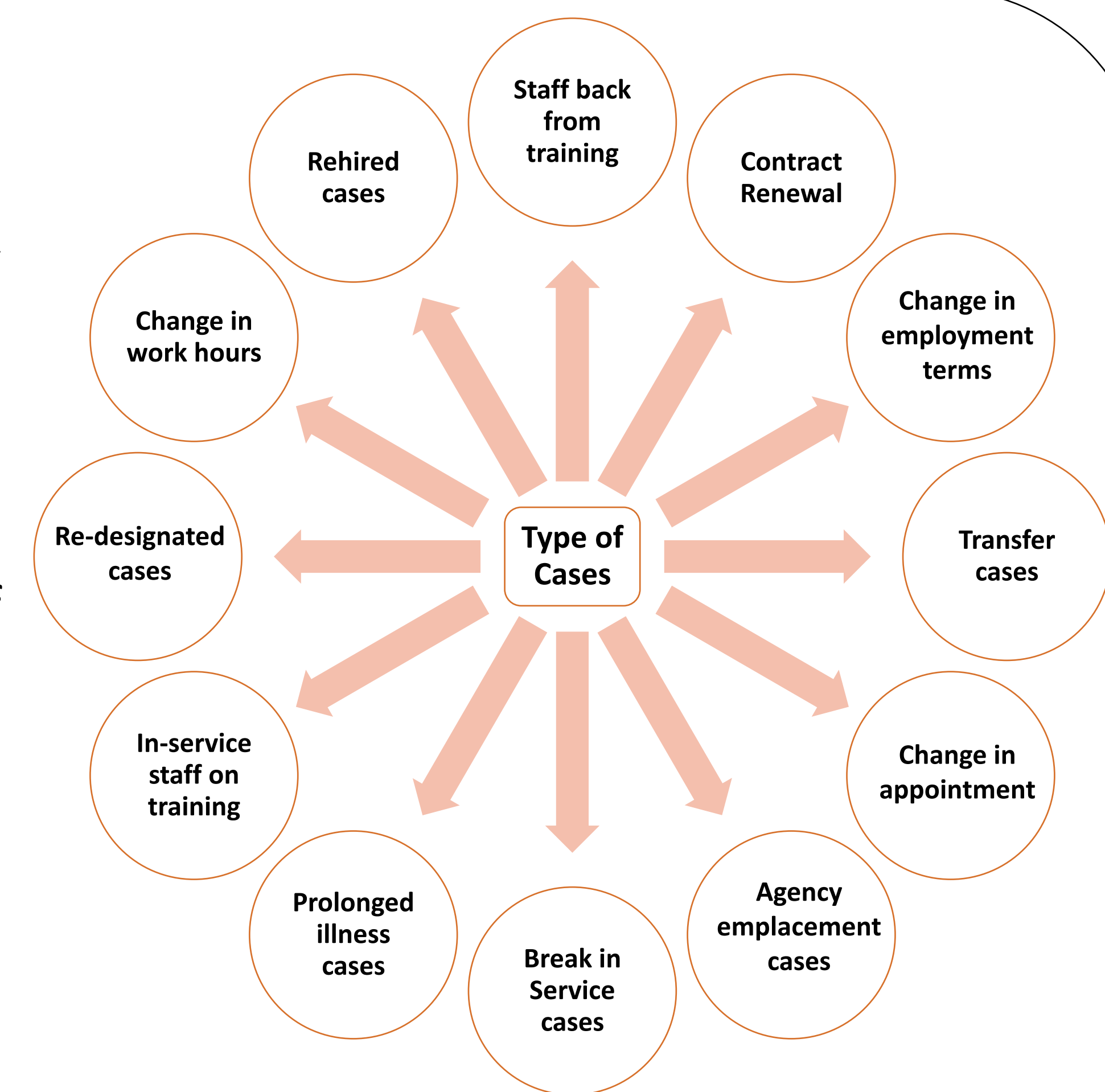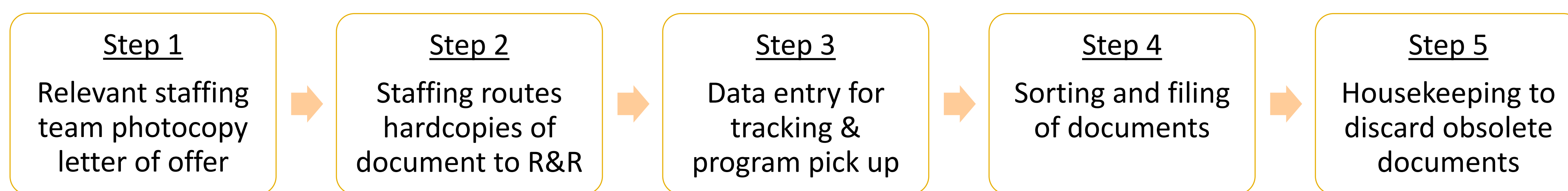
Step 1	Step 2	Step 3	Step 4	Step 5
Relevant staffing team photocopy letter of offer	Staffing routes hardcopies of document to R&R	Data entry for tracking & program pick up	Sorting and filing of documents	Housekeeping to discard obsolete documents

Diagram 2 – Type of cases

(Type of Cases: Rehired cases, Staff back from training, Contract Renewal, Change in employment terms, Transfer cases, Change in appointment, Agency emplacement cases, Break in Service cases, Prolonged illness cases, In-service staff on training, Re-designated cases, Change in work hours)

OBJECTIVES

1. Streamline the Staffing notification process without compromising the information flow from Staffing to R&R on payment instructions for special handling during the PB, SI and AWS pay cycles.

2. "Go Green" by reducing paper wastage.

3. Enhance the process efficiency and eliminate delays and 'lost in transit' cases.

4. Reduce the total time taken for this HR process.

METHODOLOGY

R&R team brainstormed and the possible areas identified for enhancements were:

- Notification mode
- Activities and time taken at each step of the process
- Dispatching of document
- Delays and cases "lost" in mail
- SAP data entry
- Filing and housekeeping
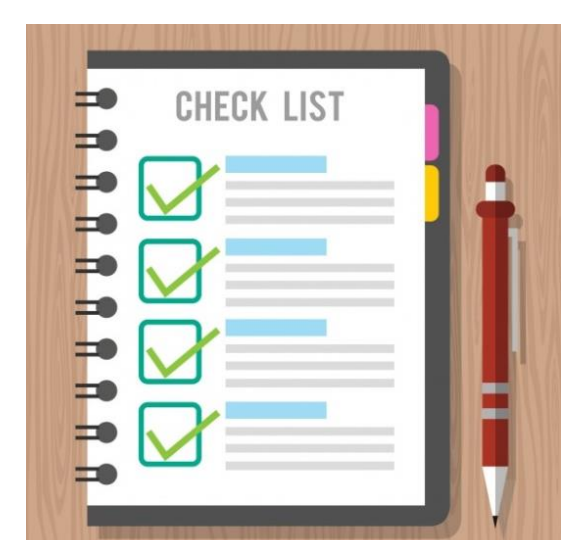
R&R team decided to make use of technology and changed the process to e-notification mode. Under the e-process, it is "paper-less" as staffing would email PDF copy of the document to R&R team. The storage of documents are in softcopies, easily retrievable for verification, tracking and auto inclusion during the SI/PB/AWS program run for computation of the quantum payable to staff.

DIGITAL vs PHYSICAL
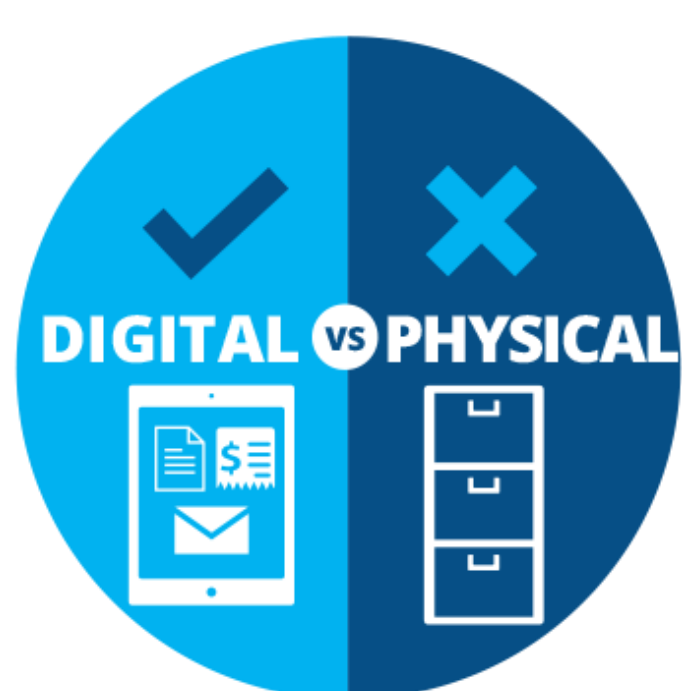
RESULTS

Previous Process	Estimated Time Taken per year	Improved Process	Estimated Time Taken per year
Relevant HR teams to photocopy and send documents to R&R team	6mins X 484 cases = 49hrs	Relevant HR teams to send PDF documents to R&R team via email	2mins X 484 cases = 17hrs
R&R team to key into system	15mins X 484 cases = 121hrs	R&R team to key into system	15mins X 484 cases = 121hrs
Filing & housekeeping of documents by R&R team	5mins X 484 cases + 2hrs = 43hrs		
Total	**About 213hrs**	**Total**	**About 138hrs**

ELIMINATED

✓ Eliminated the laborious tasks of photocopying, dispatching, filing and housekeeping of documents.
✓ Improved HR staff satisfaction.

✓ Streamlined activities in this process.
✓ Total savings of 75 man-hours per year.
✓ Improved productivity.
✓ Time saved in the process can be better use in other HR activities.

PAPERLESS

✓ Reduced paper wastage of about 2,420 sheets of paper, saving $16 per year.
✓ Eliminated lost or delayed cases during dispatch.
✓ Reduced use of envelopes, files.
✓ Storage space saved.

✓ Ease of retrieving data for verification, tracking, system update and housekeeping of outdated cases.

CONCLUSION

This project has streamlined the notification process, improved workflow efficiency, staff productivity and satisfaction. In addition, the paper-less process has reduced wastage and time taken for completion of this process. R&R team will continue to explore new areas for process improvement.