



Harmonisation of SingHealth Scholarship & Sponsorship Terms and Practices for Seamless Management

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With the support of all Institutions' HR

INTRODUCTION

As Singapore's largest public healthcare cluster, SingHealth offers various fellowships, scholarships and sponsorships for In-Service staff and for Pre-Service Health Science students.

Institutions had raised concerns on inconsistent benefits and different interpretations of clauses, resulting in different practices across the SingHealth institutions. The differing approaches and practices across institutions had not only created parity issues among the awardees/students, but also created additional work for supervisors and HR staff who had to address the staff's concerns/queries. To mitigate the issue, the project teams formed workgroups comprising Institutions' representatives to embark on a project to harmonise the terms of the various in-service and pre-service fellowship/scholarship/sponsorship schemes across all SingHealth institutions.

Through the project, the team was able to identify areas for improvement, eliminated parity issues and ultimately to strengthen the "One SingHealth" family culture.

METHODOLOGY

Using the Fish Bone Diagram (Diagram 1), the project team identified 2 areas for harmonisation:-

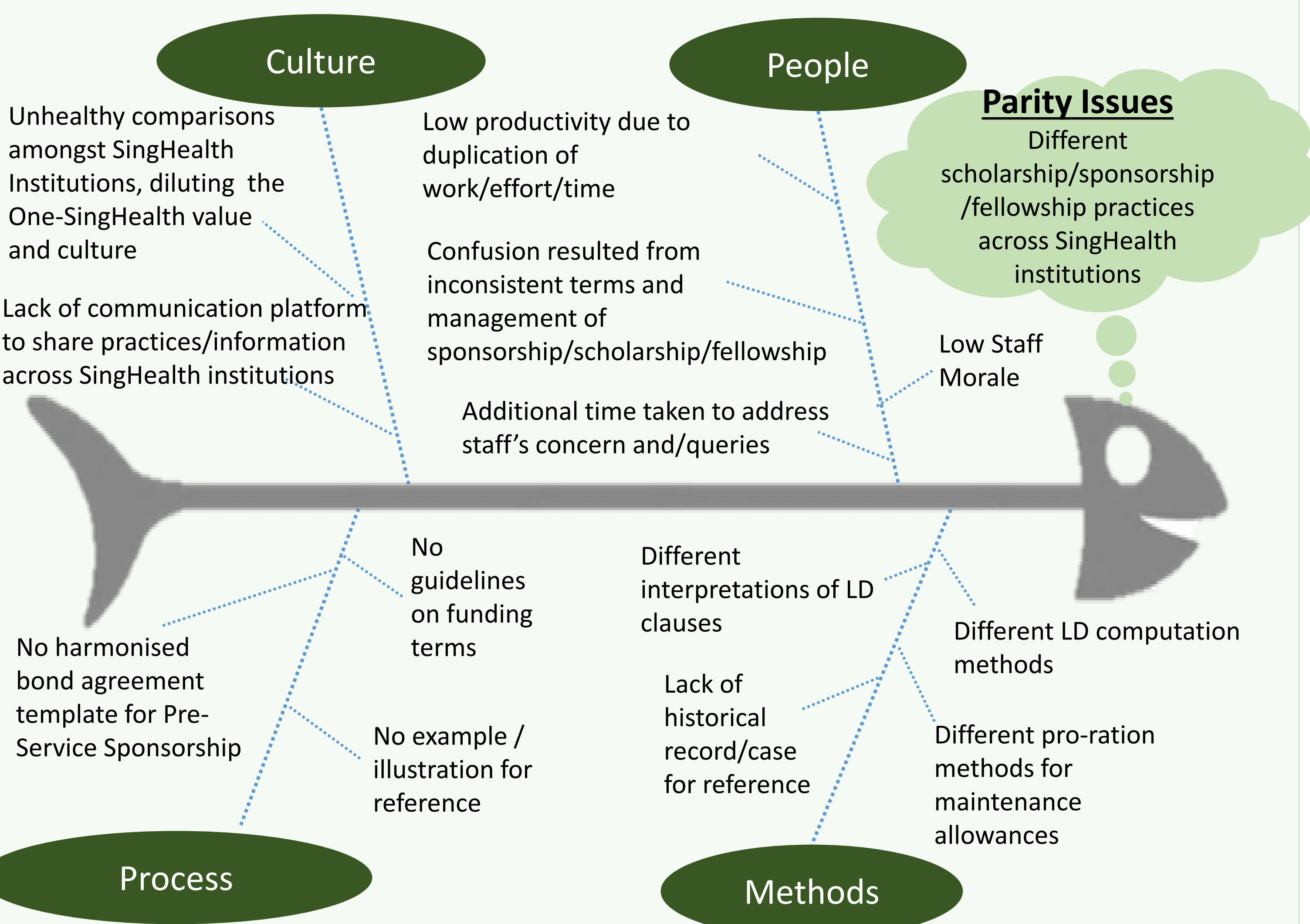
i. Harmonised Terms & Practices for :

- Pre-Service Sponsorship
- In-Service Formal Programme Scholarship / Sponsorship
- In-Service Overseas Fellowship

ii. Harmonised Bond Agreements and Established Bond Templates for Pre-Service and In-Service Staff

Workgroups which comprised of Institutions' HR representatives were formed to brainstorm on the proposal/areas for improvement, so as to achieve the objectives of this project.

Diagram 1: Fish Bone Diagram to Identify Issues



RESULTS

This project has not only improved staff morale by eliminating parity issues, it has also saved HR's time spent in preparing, consulting with MOH or Legal Department and seeking approval from senior management. Time saved can be dedicated to other areas of work.

Estimated savings of **4,729 man-hour**

Equivalent to cost savings of at least **\$129,918**



Results after the harmonisation for Pre-Service and In-service Scholarships, Sponsorships and Fellowships

- ✓ Standardised practice and formula in computing completed months of service
- ✓ Standardised pro-ration formula to calculate last stipend payment for students who start work before the sponsorship period ends
- ✓ Same eligibility date for Study Award (i.e. students are eligible for study award from the day the students signed the bond agreement)
- ✓ Same eligibility criteria and benefits for overseas internship placement for non-SIT students
- ✓ Standardised method for Liquidated Damages (LD) computation
- ✓ Standardised funding terms & benefits for in-service sponsorship & fellowship
- ✓ Standardised practice to compute prorated maintenance allowance



Harmonised terms and benefits that are fair and relevant



Provides clarity to terminologies in templates



Improves productivity



Eliminates parity issues

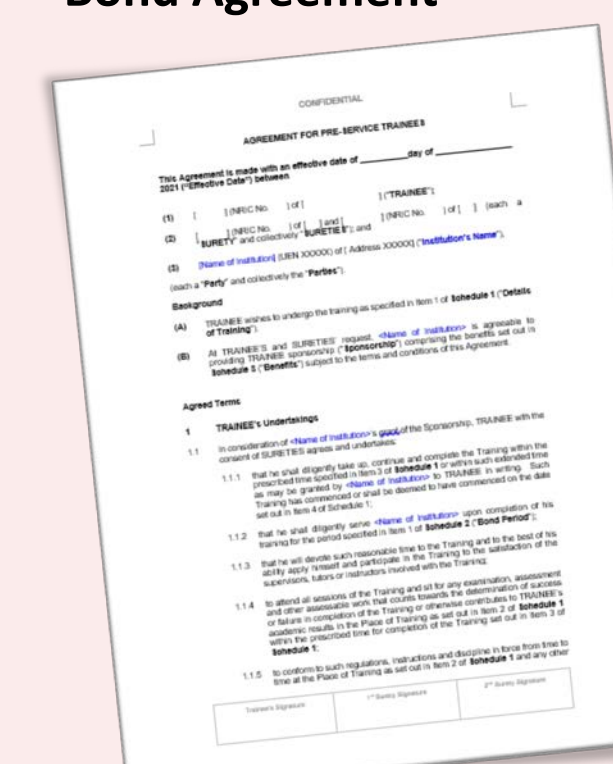


Improves staff morale

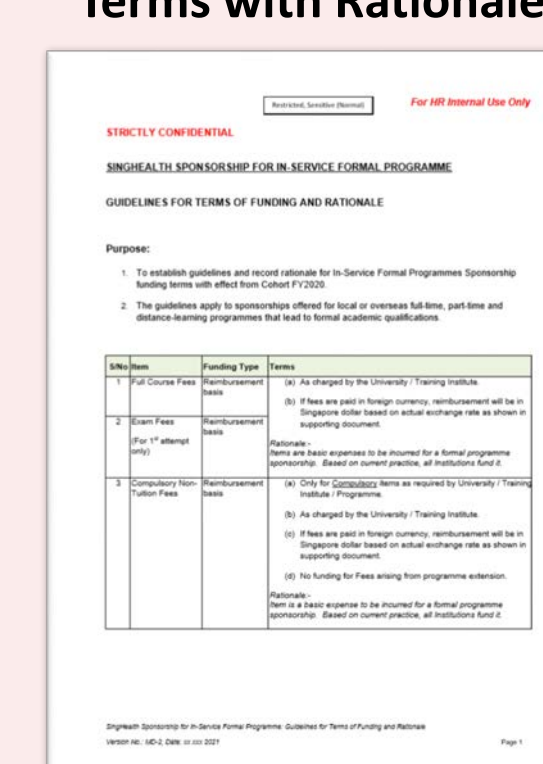


Reinforces One-SingHealth culture

Harmonised Template for Bond Agreement



Harmonised Funding Terms with Rationale



Harmonised Terms for Institutions-funded Overseas Fellowships



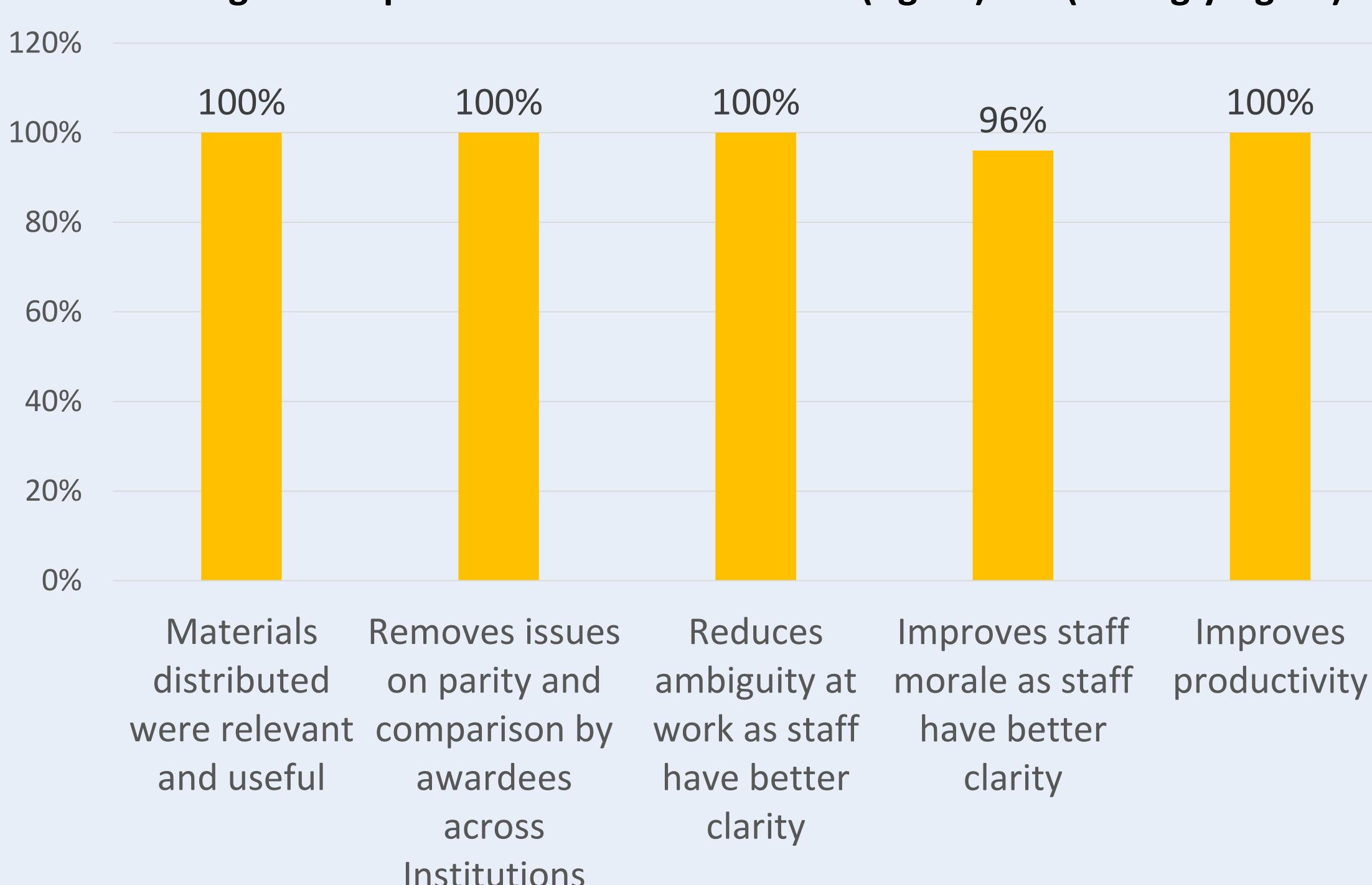
Standardised LD Formulae with Simulations and Q&A



FEEDBACK

After the implementation of the harmonised terms & practices, bond agreement templates, HR representatives' feedback from 11 institutions were obtained to evaluate the effectiveness/usefulness of the project. A 4-point scale was used in the survey.

Percentage of Respondents Rated Scores at 3 (Agree) & 4 (Strongly Agree)



99.4%

Results showed that our colleagues were satisfied with the outcomes from the projects

"The harmonisation exercise sought best practices across the SingHealth institutions" - Dr Thiyagarajan Jayabaskar, SNEC Training & Education (Fellowship)

"The illustrations for the different scenarios under the Excess Baggage Claims and Maintenance Allowance are really useful." - Ms Chua Yan Qin, SGH HR

CONCLUSION

The harmonisation of SingHealth Scholarship & Sponsorship Terms and Practices has provided significant overall improvement on staff morale and has positive impact on operations, finance and productivity.

The project's initiatives were fully supported and approved by all SingHealth institutions' CHROs.

Survey also showed that Institution HR representatives unanimously agreed or strongly agreed that the project had proven to be useful and effective and they looked forward to more future harmonisation projects.