



# Streamlining Manpower Establishment Management in SHHQ

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## Introduction & Background

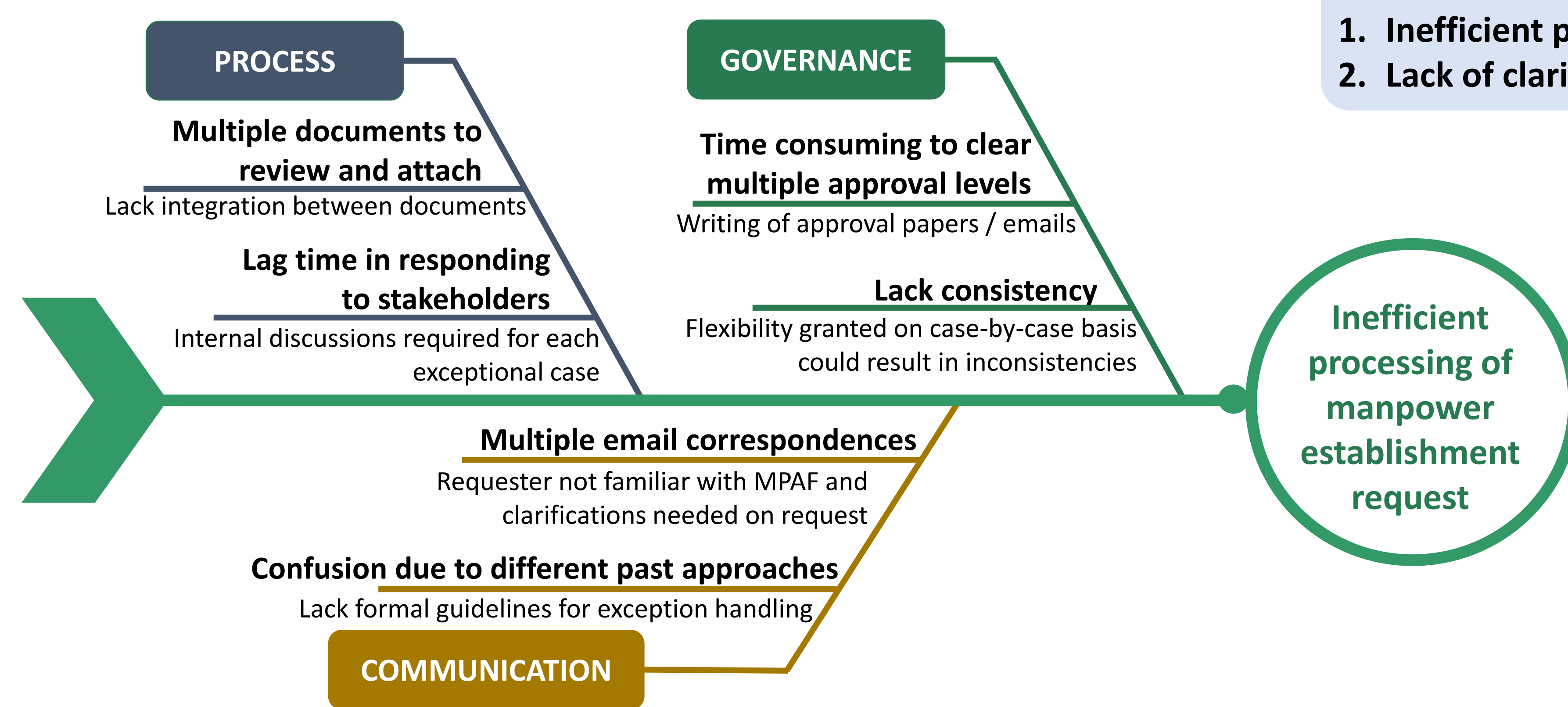
The Policy & Planning (P&P) Team in Strategic Human Resource (SHR) manages SingHealth HQ's (SHHQ) manpower establishment and is also the Secretariat to the SHHQ Manpower Review Committee (SMRC).

Manpower establishment refers to approved manpower posts, which determine the number and type of manpower that can be hired into the department and institution. This means that before recruitment can take place, there must be an available manpower post for the job role.

Requests for change, addition and deletion of manpower posts are subject to various processes for review and approval. For a start, departments requesting for additional manpower / changes to manpower posts are required to submit a set of Manpower Post Request Forms for P&P's review, including the Manpower Post Approval Form (MPAF), which contains essential post information and justifications for the manpower request. Manpower post requests endorsed by the SMRC are submitted for final approval by the Institution Head before the manpower posts may be created.

## Problem Statement & Motivation

Fishbone, a cause and effect diagram, was used to analyze the root cause of the problem.



Based on the fishbone diagram analysis, the two top root causes were identified as:

1. Inefficient processes due to multiple submission, review and approval processes
2. Lack of clarity on principles for exception handling

The current process of manpower establishment management is inefficient due to the multiple administrative steps to attach, review, draft and raise each manpower request for approval, and lack of clear guiding principles to help manage non-standard requests.

Our motivation is to streamline the process with the aim of:

- A. Reducing the overall turnaround time required to process each manpower request
- B. Providing greater clarity and guidance in the management of SHHQ's establishment, which would facilitate timely addressing of related queries

## Methodology & Result

### A. Reducing overall turnaround time required to process each manpower request

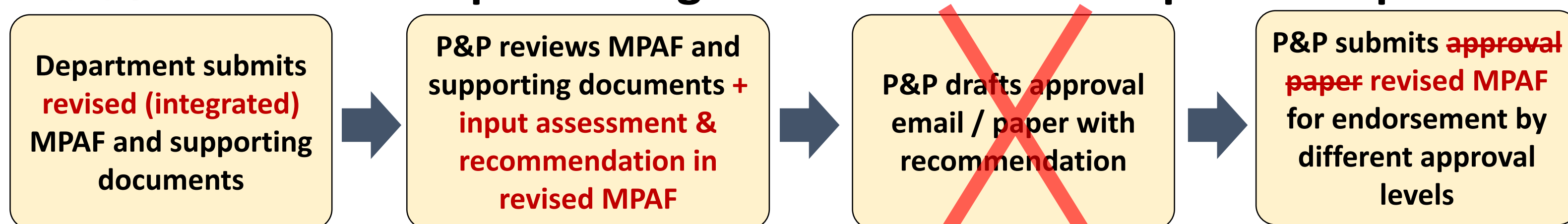
**Methodology:**  
We identified gaps / factors affecting the turnaround time to process each request.

- Multiple fields / documents required for submission
- Lengthy approval paper required for onward submission to approval levels

**Solution:**

- Integrated MPAF as a consolidated form to gather essential information of the manpower request, P&P's assessment and recommendation, and approval
- Created a separate simplified MPAF for fully external-funded manpower request

### 30% reduction in processing time for ad-hoc manpower request!



Note: Amendments in red are part of the new process devised.

**INTEGRATED MPAF**  
Incorporated 'Manpower Requirement Assessment Checklist' into MPAF instead of a separate document to be submitted

Removed non-essential fields and provided more guided fields for ease of completion

Incorporated P&P's assessment and recommendation as well as a section for different approval level's endorsement

Simplified MPAF for fully external-funded manpower request further reduces time required to complete and review the form too!

### B. Providing greater clarity and guidance in the management of SingHealth HQ's establishment, which would facilitate timely addressing of related queries.

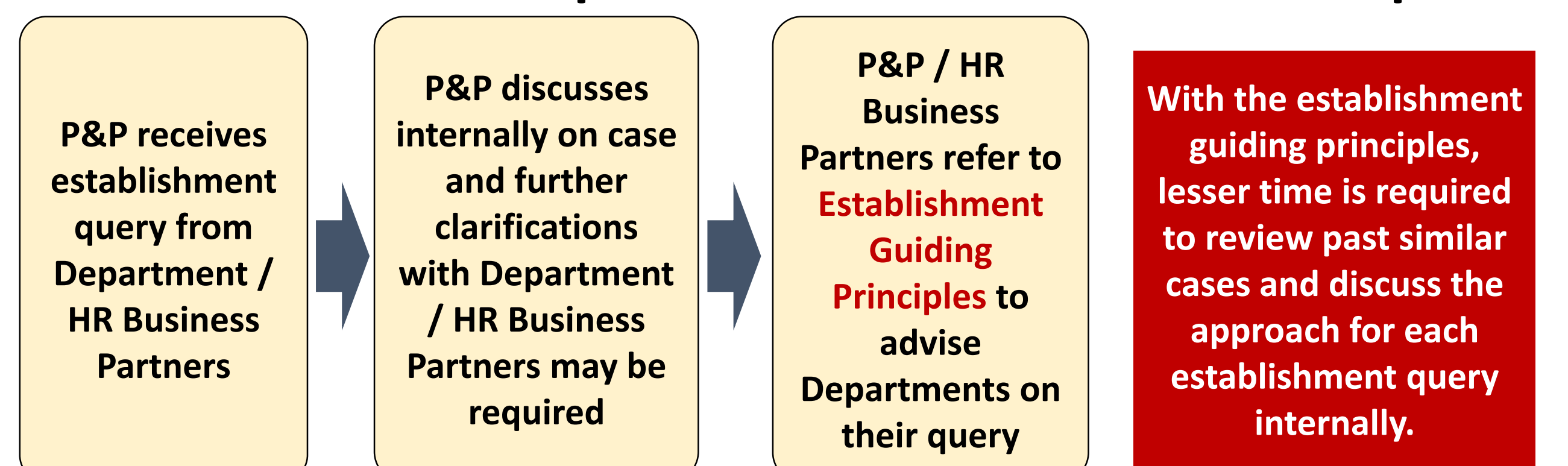
**Methodology:**

- Consolidated and reviewed the various types of exceptional cases, to understand the background and basis of each case
- Discussed and sought inputs from stakeholders on the proposed guiding principles for managing the different types of queries on establishment management (including exceptional cases)

**Solution:**

- Adopted a standardised approach based on an establishment management framework with 3 main guiding principles
- Formulated a list of Frequently Asked Questions (FAQs) to address common queries on establishment management
- Came up with approach for existing and future exceptional cases after seeking inputs from stakeholders / management

### 75% reduction in response time for establishment queries!



**Benefits:**

- Provides greater guidance / clarity for both P&P and HR business partners in addressing departments' manpower queries
- Ensures consistent approach in handling all manpower establishment cases
- Addresses gaps in establishment governance

## Conclusion & Future Works

With the integrated MPAF and guiding principles for establishment management, we create joy at work by reducing the administrative burden for departments and P&P, while increasing our efficiency in processing manpower requests and responding to establishment queries. The time savings can be channelled towards other value added work to enhance SHHQ's establishment governance.

In the longer term, P&P aims to further streamline and integrate the manpower request and approval process with the establishment management process by leveraging the new SingHealth Cloud HR system.