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Improved Efficiency of the External Appointment (EA) Application Process for the Collaborative Programmes of SMU-SingHealth Graduate Diploma in Healthcare Management & Leadership (GDHM) and SMU-SingHealth Health Economics & Management (HEM)



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Introduction

To improve efficiency and reduce administration of the current EA application process for SingHealth-appointed faculty in the GDHM and HEM programmes, Talent Management and Leadership Development (TMLD) under Strategic HR (SHR) has implemented a new streamlined process, which has reduced the cumulative time and effort required to complete the EA application process.

Methodology

Why implement a new process?

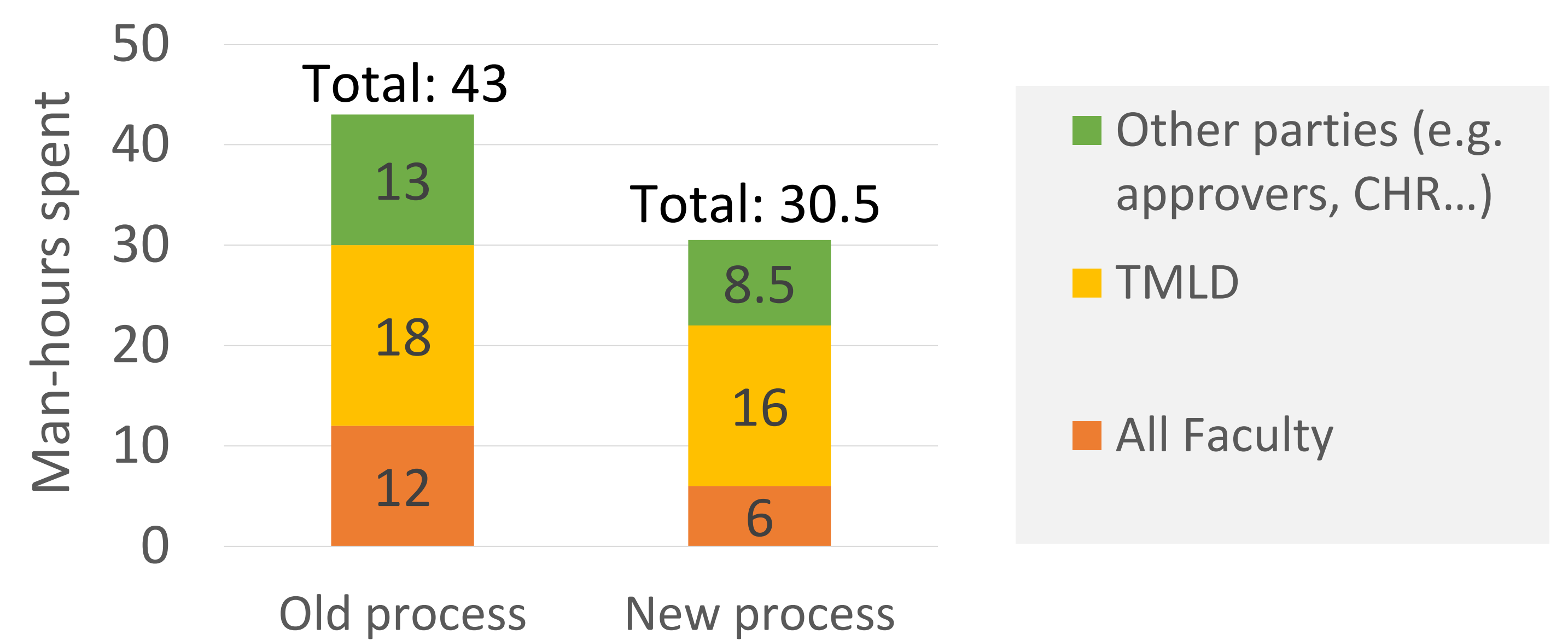
In accordance with the SingHealth policies on External Appointment (EA) and Engagement, SingHealth-appointed faculty are required to submit an EA application for each external engagement. This is also required for recurring faculty members of GDHM and HEM, translating into repetitive administrative work for faculty members, supporting staff, and the approving authority. TMLD staff also need to constantly prompt faculty members on timely submission of their EA applications as any delays in EA submission and approval would result in downstream delays in disbursement of honorarium to all the faculty.

In the streamlined process, SingHealth-appointed faculty for GDHM or HEM do not need to submit individual EA applications. Instead, they obtain email approval from their supervisors for the EA and forward this to TMLD for record. TMLD then prepares and submits a combined EA application on behalf of all SingHealth-appointed faculty for approval.

Results

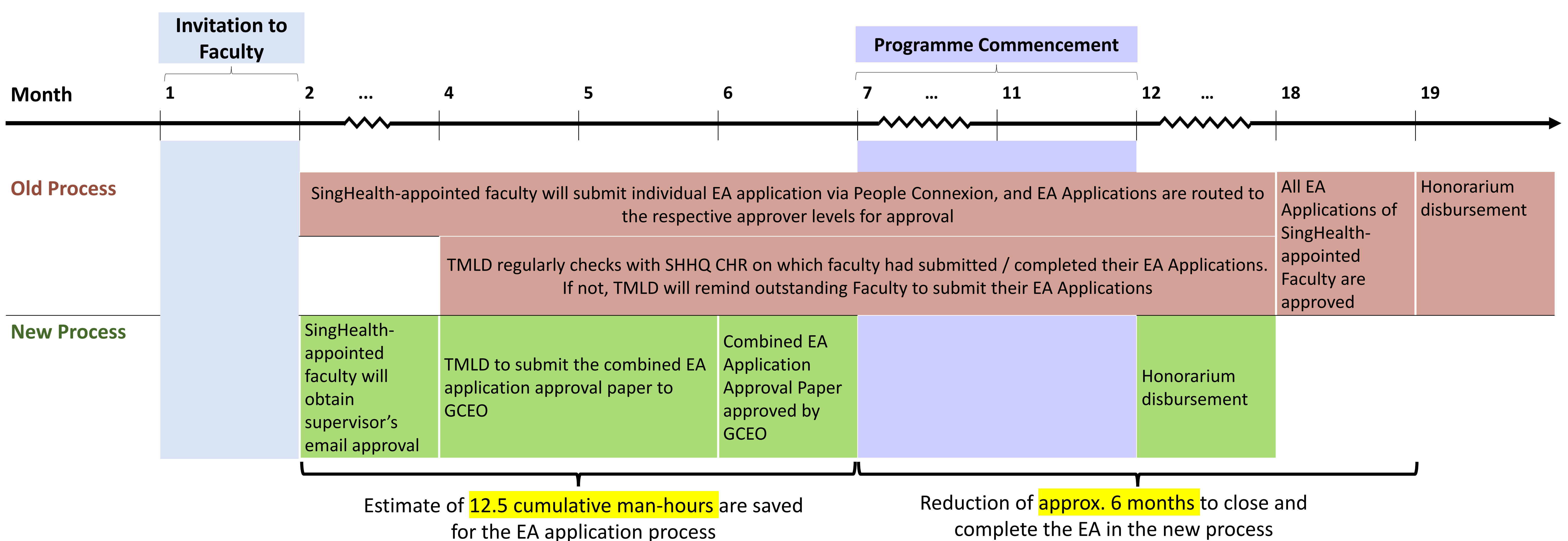
A comparative study of the total number of man-hours spent on the EA application process before and after the implementation of the streamlined process showed a saving of an estimated 12.5 cumulative man-hours, with the most significant man-hour savings for the faculty.

Estimated Cumulative Man-hours Spent on EA Application for one run of HEM and GDHM



The new process allows EA application approval to be obtained prior to programme commencement, which in turn allows for timely honorarium disbursement. This contrasts with the previous process, where it was not uncommon for the EA application process to drag on well beyond programme completion date.

The new process is highly simplified and is more convenient and accessible to all parties as it is effected via email. This eliminates the need for TMLD to liaise with SHR Corporate Human Resource (CHR) for status updates on individual EA applications (effected via People Connexion) and has reduced the administrative steps for faculty members and their supervisors.



Conclusion

The new streamlined process has effectively simplified and lessened the administrative activity for SingHealth-appointed faculty for GDHM / HEM and SHR staff supporting these programmes, and reduced the overall activity timeline by approximately 6 months. The new process has also mitigated the downstream impact and facilitated the timely disbursement of honorarium.