



Digital HR – Improving the Employee Experience

SingHealth
Defining Tomorrow's Medicine
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1. INTRODUCTION

In the past...

32,000 pieces of paper were used annually in various HR processes like recruitment, benefits administration and performance management. Corporate HR (CHR) staff spent approximately 2,175 man-hours to print, file and dispose hardcopy documents used for recruitment interviews and promotion exercises.

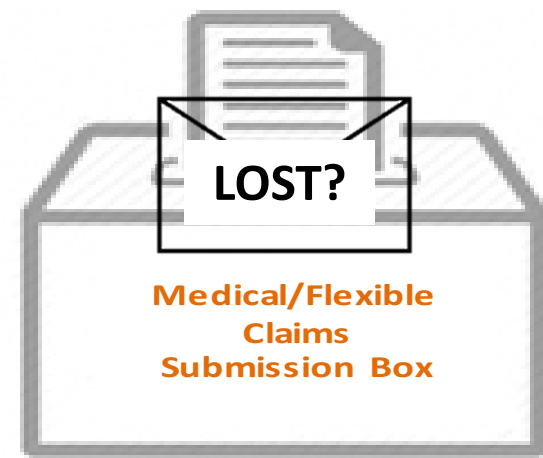
Hardcopy files containing printed confidential information such as candidate's CV were also at risk of being accessed by unauthorised personnel in the event of inappropriate storage and disposal of such documents.



Estimated total of **7,644** claims processed per year!

In the area of benefits administration, claims submission process require employee to dispatch hardcopy documentation for HR's verification.

This was cumbersome to our employees and documents might also be lost in transit. Upon receiving the documents from staff, CHR also had to spend time to file and dispose these supporting documents.



On the whole, significant amount of man hours were spent by CHR staff to ensure that paper documents were properly managed. At the same time, these laborious tasks resulted in low job satisfaction and challenges in staff retention.

3. SOLUTION

To tackle the root cause of the problem, the current processes were reviewed and digitalized. CHR aims to use digitalization to:

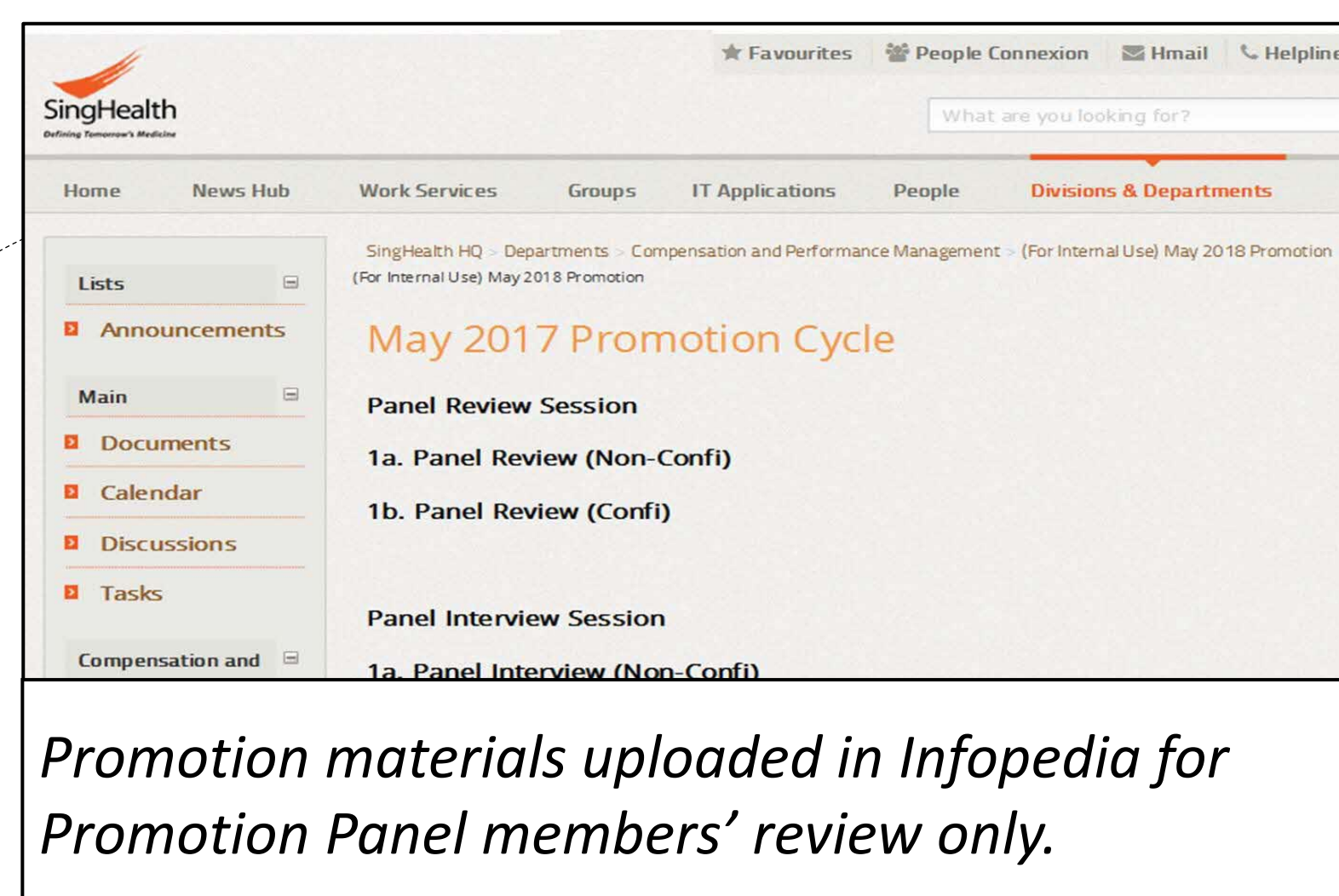
- ✓ **Increase productivity**
- ✓ **Reduce costs**
- ✓ **Improve turnaround time**
- ✓ **Control access to confidential information**

Moving forward, Digitalization! →

CHR leveraged on IT capabilities to replace hardcopy documents such as CVs, job application forms and promotion recommendations forms with digital copies, which can be transmitted securely and instantly.



Laptops replaced physical files and hardcopy CVs during interviews.

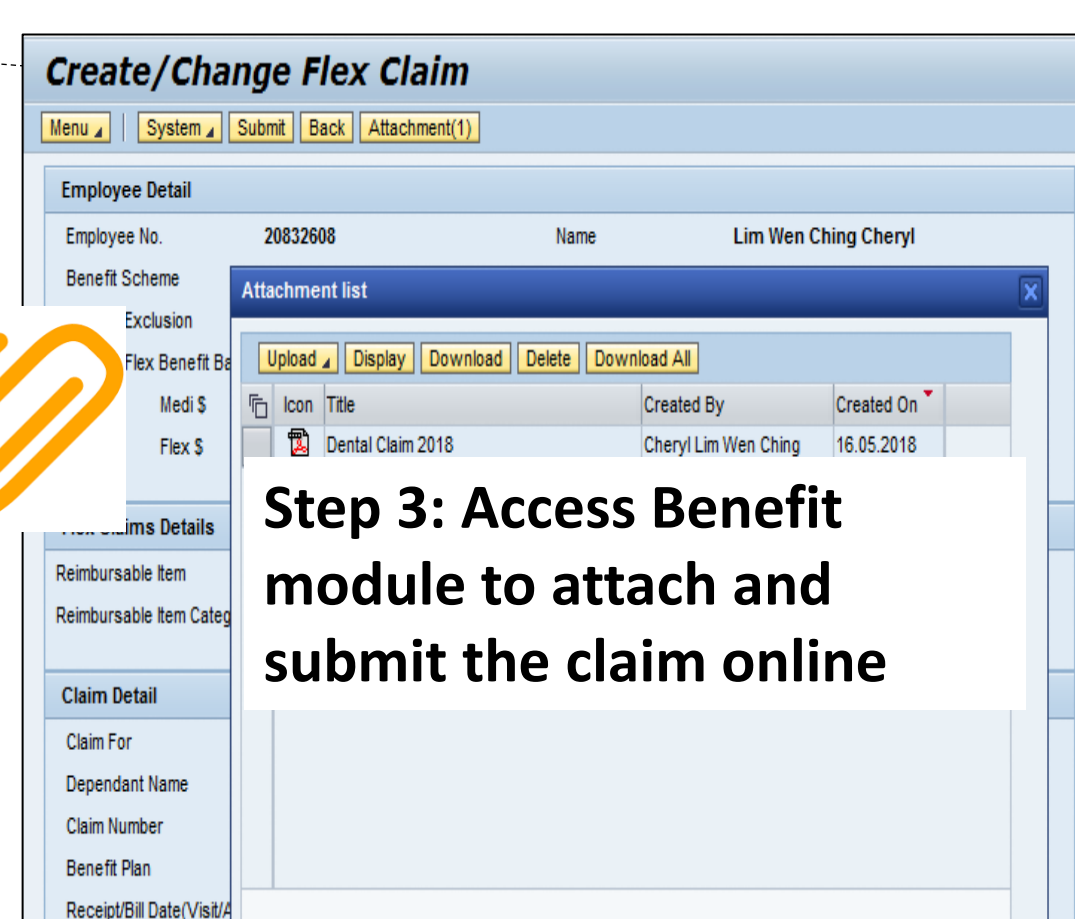


Promotion materials uploaded in Infopedia for Promotion Panel members' review only.

As easy as 1, 2, 3!

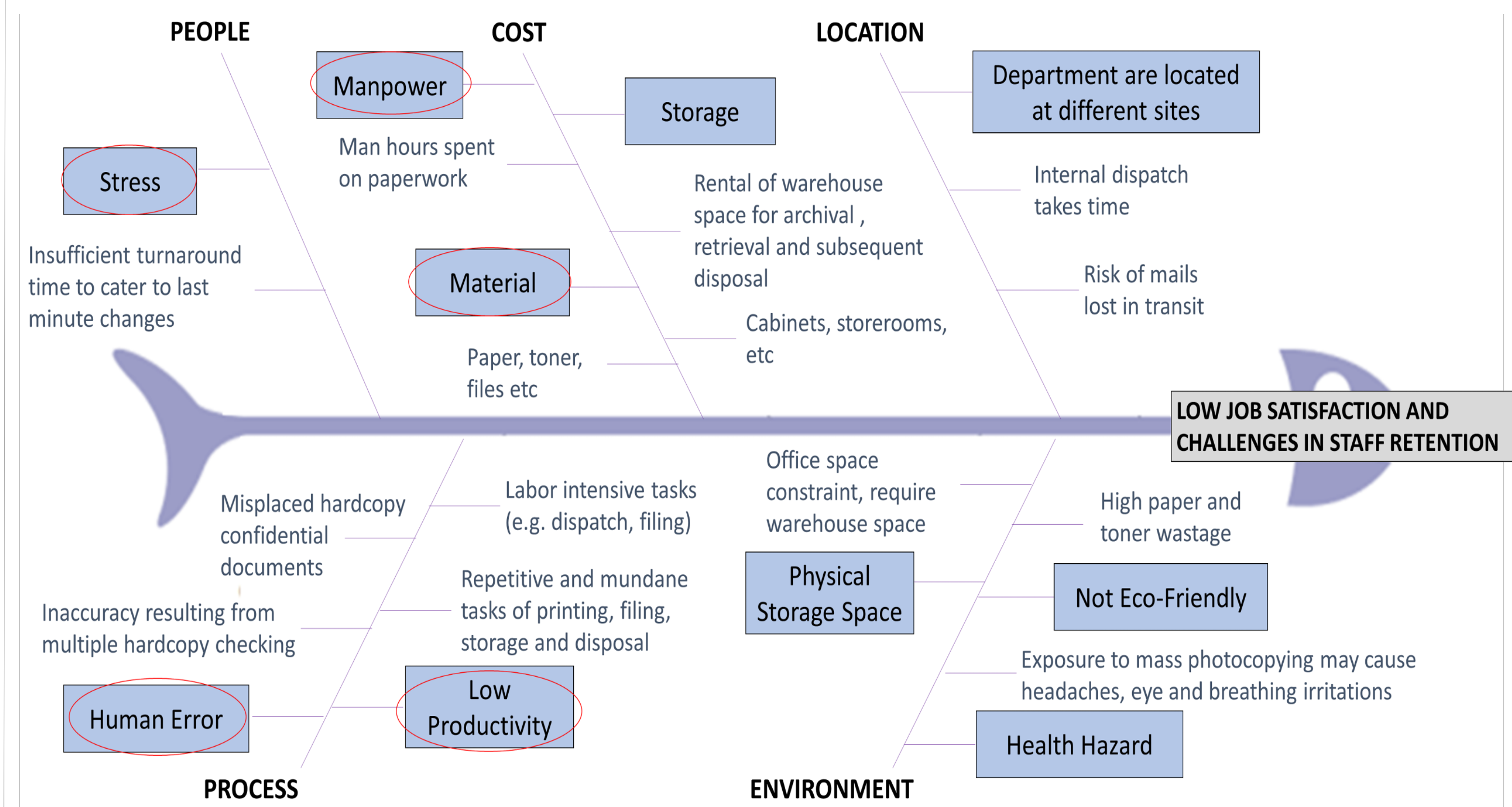
The Benefit module in our staff portal, People Connexion, was also enhanced so that employees only need to submit their receipts or supporting documents online.

- Step 1: Take picture or scan a copy of claim
- Step 2: Transfer or upload soft copy into computer
- Step 3: Access Benefit module to attach and submit the claim online



2. PROBLEM IDENTIFICATION

A focus group comprising of our CHR staff was formed to solicit feedback on HR processes and identify ways to improve the employee experience at work. The Fish-Bone diagram analysis was also applied to identify the root cause of low job satisfaction and challenges in CHR staff retention.



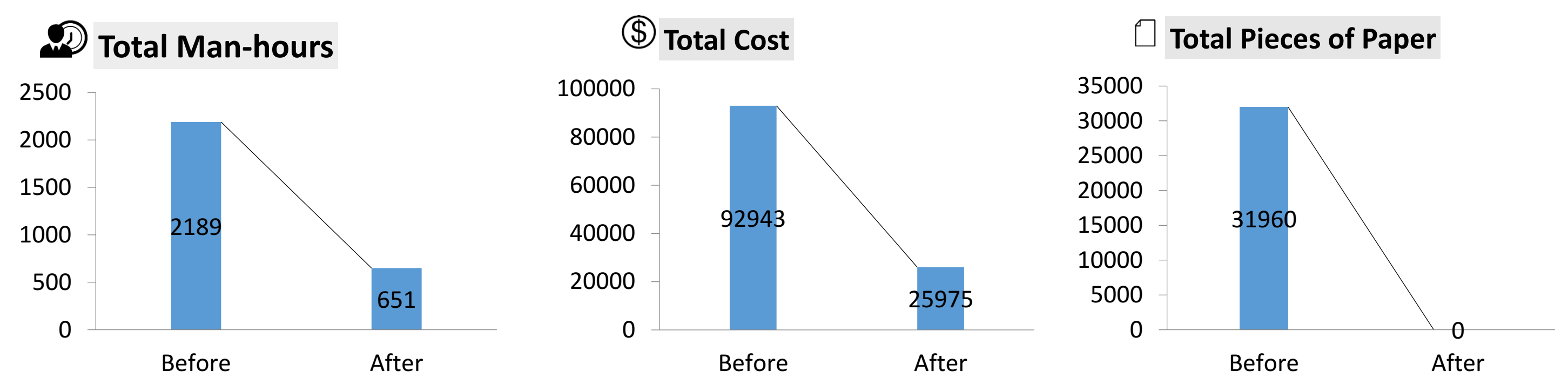
The key contributing factor was low productivity as a result of laborious, repetitive and mundane tasks of handling large volumes of hardcopy HR documents. Other factors identified were high cost (i.e. manpower and material costs), stress level (due to short turnaround time to react to last minute changes) and human error caused by misplacement of hardcopy confidential documents.

4. RESULT

Increased productivity and cost savings

Since the implementation of these initiatives, there has been an increase in overall productivity and cost savings. With the time savings, CHR staff can channel time and resources to provide more value-adding services to our employees.

- ★ **ANNUAL SAVINGS OF 1,538 MAN-HOURS**
- ★ **TOTAL COST SAVINGS OF \$66,968**
- ★ **31,960 PIECES OF PAPER REDUCED YEARLY**



Better job satisfaction and higher productivity

The elimination of hardcopy documents used in various HR processes has also resulted in better job satisfaction and higher productivity within the CHR team.

Positive Feedback Received!

"Sending us softcopies prior to interviews is good in that it gives us opportunities to go through the information, be prepared and seek clarification on areas that are not available from the forms during the interviews."
– Ms Ng Mee Yoke, Office of Risk Services

"It does help to cut down paper waste as I don't usually print them. Printing them will mean I need to shred these confidential documents after interviews."
– Ms Josephine Ng, Office of Research

"It was a good move, agree no need hard copies for promotion panel meetings in future."
– Mr Sia Kheng Hong, Governance and Finance

"The new attachment feature is convenient. Staff are not required to submit original receipts and we do not need to worry that receipts will be lost in transit."
– Ms Ng Swee Leng, Community Partnership

5. CONCLUSION

Digitalization has significantly improved efficiency and provided cost-savings to CHR. It allows CHR staff to respond more readily to last minute changes as digital copies can be updated instantly and can be transmitted more securely to the intended recipients without the need for time and manpower to re-print, file or dispatch documents whenever there are last minutes changes to the information. It is also more environmentally-friendly and is aligned to Singapore's goal of becoming a smart nation.