

Project Title

Enhance the efficiency of Senior Grade Fee (SGF) administration with e-SGF Process

Project Lead and Members

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Project members: Dorothy Kwok, Janet Lim, Paul Lau

Organisation(s) Involved

SingHealth

Project Period

Start date: Jun 2016

Completed date: Jun 2017

Aims

- 1) Enable an e-SGF process to support Finance and Human Resource in the computation of direct payment and pooled SGF based on stipulated distribution logic and auto general ledger (GL) posting to the different pools.
- 2) Enable downloadable reports by Payroll for monthly verification and payment to staff.
- 3) Improve turnaround time for data extraction, variance analysis, monitoring of SGF workload trend and preparation of information for management's review.

Project Category

Process Improvement, Productivity, Technology & Automation

Keywords

Singapore General Hospital, Process Improvement, Productivity, Technology & Automation, Finance, Human Resource, Administration, System Enhancements, Payroll Processing, , Cost Saving, Reduce Man-hour, e-Senior Grade Fee, , , Computation of Direct Payment, Turnaround Time, Computation Algorithm, Data Extraction

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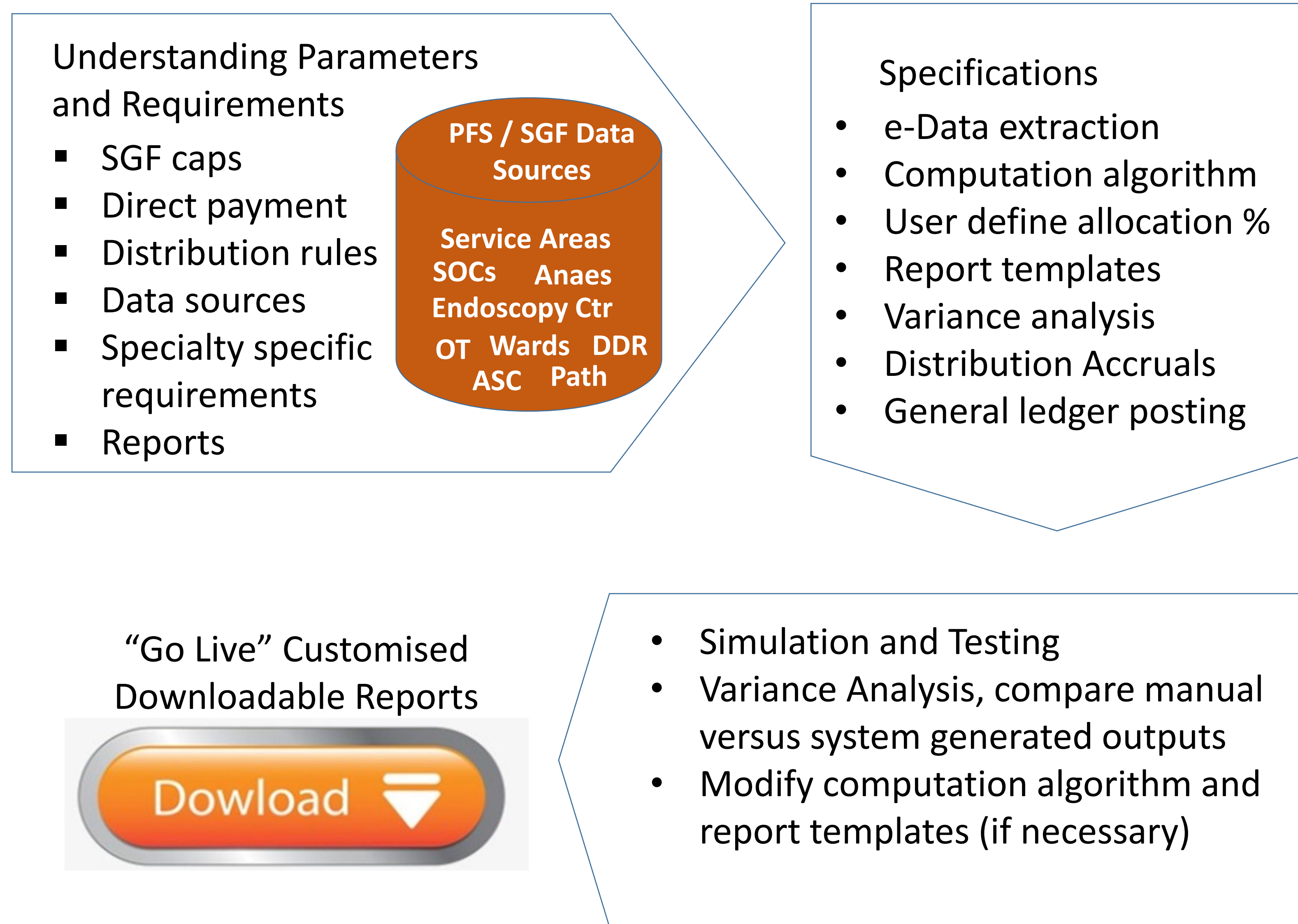
INTRODUCTION

A significant increase in the number of records for payroll processing was anticipated effective from 1 January 2017. Manual process would be time consuming and prone to human errors. This project aims to:

1. Enable an e-SGF process to support Finance and Human Resource (HR) in the computation of direct payment and pooled SGF based on stipulated distribution logic and auto general ledger (GL) posting to the different pools;
2. Enable downloadable reports by Payroll for monthly verification and payment to staff; and
3. Improve turnaround time for data extraction, variance analysis, monitoring of SGF workload trend and preparation of information for management's review.

METHODOLOGY

A workgroup comprising Finance (Payroll from SGH and SKH), HR and IHIS staff was set up in June 2016 to look at the system enhancements, an e-process for timely extraction of data from multiple sources inclusive of bill amendments and waiver cases, and customized reports.

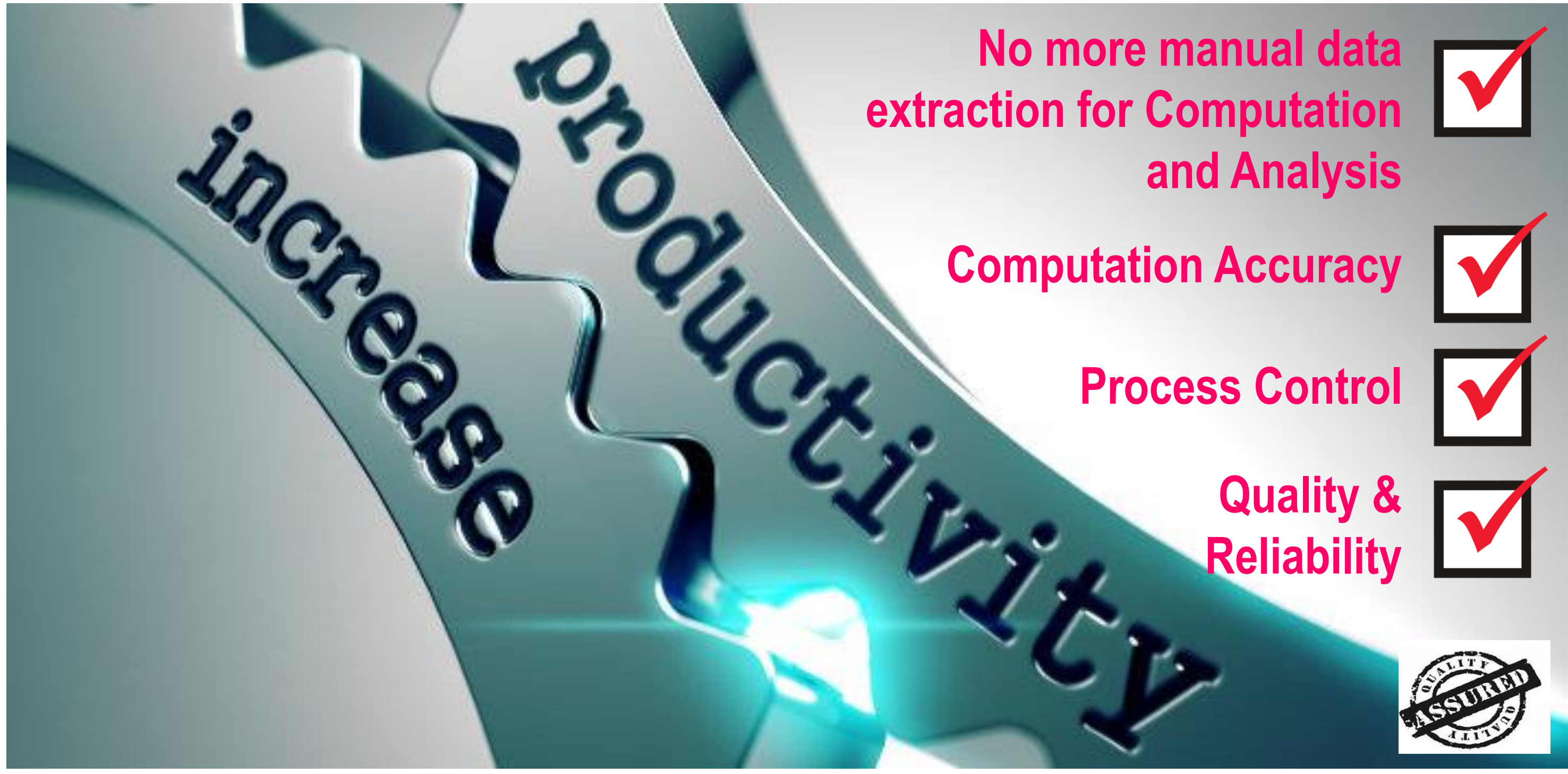


CONCLUSION

This e-SGF process has enhanced staff productivity and satisfaction by eliminating the laborious task of manual data extraction and data analysis. It has reduced significantly the overall SGF payroll processing time by 68%. The e-SGF process and customized reports for payroll processing were adopted by SKH Finance in 2017.

RESULTS

1. **Enhanced staff productivity and satisfaction. The administration process is less laborious.**
2. **There is process control, computation accuracy and reliability is assured**



3. **Achieved cost saving and reduced the time taken for payroll processing.**



New e-SGF Process Activities	Savings in Man-hour Per Year		
	Old Process	e-SGF Process	Savings
System compute the quantum of SGF payable to staff on a monthly basis. Faster turnaround and the number of manual steps in the entire SGF administration process has been reduced.	960 hours	480 hours	480 hours
Payroll is able to draw out the relevant quantum for posting to the different accounts including the accrual of cum amount for individual department pooled distribution at a later date.	280 hours	80 hours	200 hours
Downloadable reports enhance the convenience of checking in a single excel file and enable data accuracy quality check and error rectification	280 hours	24 hours	256 hours
Payroll is able to self-help. No need to raise change request for IHIS to do mega data extraction in response to staff queries, for Management's review and request for information by external parties.	320 hours	4 hours	316 hours
Total	1840 hours	588 hours	1252 hours