Project Title

Reinventing Training for e-Performance Appraisal System – the 24/7 Way

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Organisation(s) Involved

KK Women's and Children's Hospital, SingHealth Academy

Aims

- To increase training efficiency
- To increase HR productivity

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

Based on the survey feedback, we could enhance some of the videos by further breaking them down into sub-links to increase focus and cater to users of different needs in terms of pace and duration.

Conclusion

See poster appended/ below

Project Category

Healthcare Training and Education

Keywords

Healthcare Training and Education, Productivity, Human Resource, KK Women's and Children's Hospital, SingHealth Academy, Demonstration Videos, Electronic Performance Appraisal

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Reinventing Training for e-Performance Appraisal System – the 24/7 Way

Singapore Healthcare Management 2018

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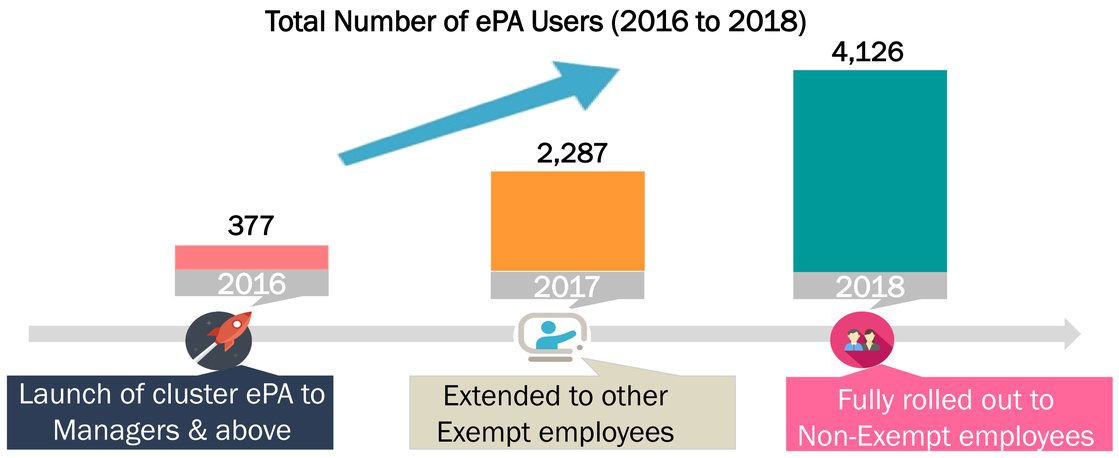
KK Women's and Children's Hospital
SingHealth

Background

KK Women's and Children's Hospital (KKH) had started our electronic performance appraisal (ePA) journey using an in-house system for exempt employees way back in 2007. From 2016 onwards, KKH began our transition from the old system to the Singhealth Cluster ePA system by rolling it out in phases to all Nursing, Pharmacist, Allied Health, Administrative and Ancillary employees:



In 2016 and 2017, Human Resources (HR) conducted training and refresher training sessions at the Auditorium for new and existing users respectively. However, the training attendance was low and we could not reach out to all the users due to limited resources. Employees contacted HR for assistance as and when required during the annual performance appraisal exercise.

Problems and Root Causes

Problem: Low attendance in the Auditorium training sessions.
Root causes: Employees were unable to attend due to work, away on leave or rest day, shift schedule, off-site work locations, etc.

Problem: HR was **unable to meet ad-hoc requests** for additional training
Root causes: Limited manpower resources to prepare and conduct training. Limited venue availability as well.

Problem: HR was **over-whelmed by employees' enquiries.**
Root causes: Employees did not attend training or forgot how to use the system. They did not have other sources of help.

Aims

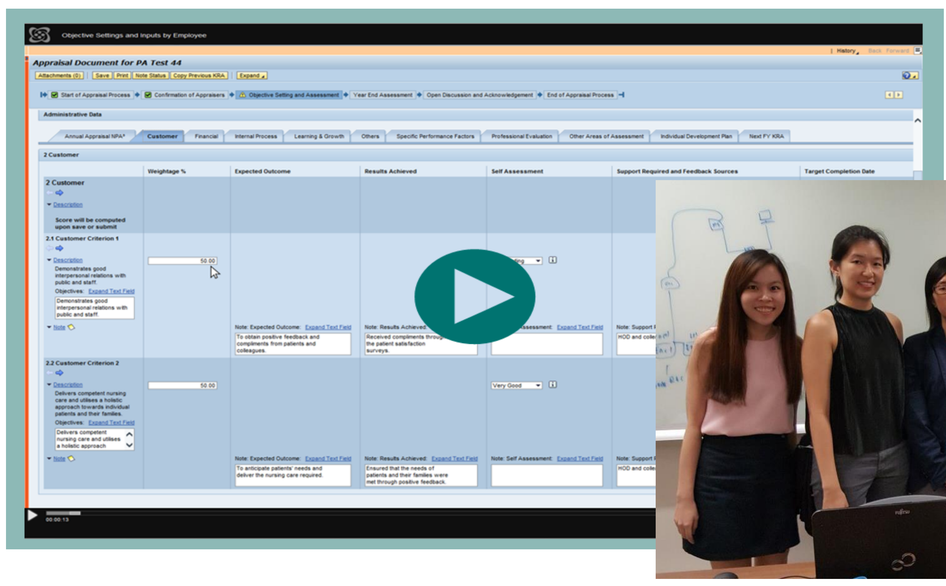
To increase training efficiency
i.e. train more employees with limited time and resources

To increase HR productivity
i.e. to provide alternative source of help to employees

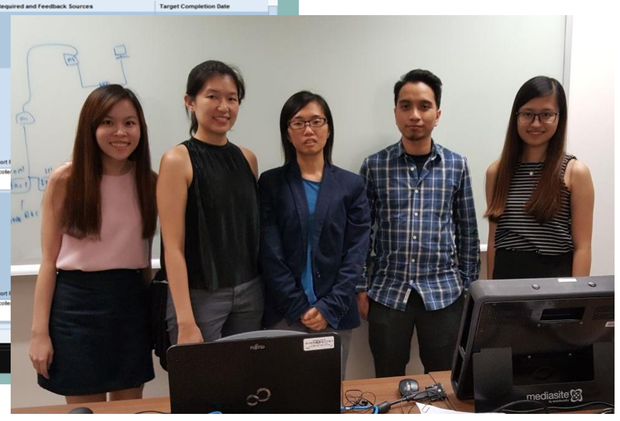
Solution

In collaboration with SingHealth Academy, KKH HR recorded a total of nine **Cluster ePA system demonstration videos** and rolled them out for the annual performance appraisal exercise in 2018 i.e. when the ePA system is extended to 1,839 non-exempt employees. These videos were made available online in SingHealth MediaSite and categorised by the ePA actions required:

S/N	Subject	Target Audience	Duration
1.	Objective Settings and Inputs by Employee (how to submit self-appraisal)	Appraisee	6 m 48 s
2.	Self-Assign Professional Evaluation (PE) Appraiser	Appraisee whose PE is assessed via 360 degree	2 m 20 s
3.	Submit Professional Evaluation (PE) Assessment	Assigned PE Appraisers	3 m 18 s
4.	Review and Top-Up Professional Evaluation (PE) Appraiser by Primary Appraiser	Primary Appraiser	2 m 40 s
5.	Assessment by Primary Appraiser	Primary Appraiser	4 m 37 s
6.	Assessment by Next Level Appraiser	Next Level Appraiser	2 m 23 s
7.	Open Appraisal with Employee	Primary Appraiser	3 m
8.	Acknowledgement by Employee	Appraisee	2 m 31 s
9.	Download Function (offline document)	All users	3 m 24 s



(Clockwise from left): 1. List of available videos by ePA action; 2. Sample video screenshot and 3. Project recording team from HR and SingHealth Academy.



Key Features and Benefits :

Bite-sized videos | Available anytime | Self-service | Secure platform | One-time effort

Results

Measure:

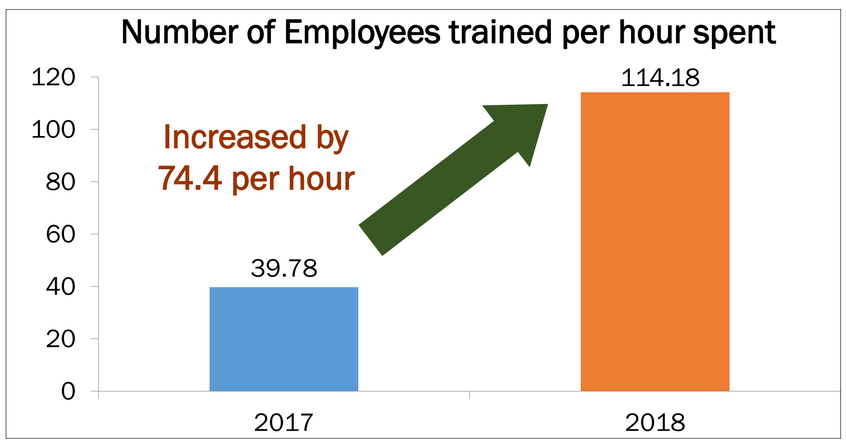
$$\textit{Training Efficiency Rate} = \frac{\textit{Number of Employees attended Cluster ePA training}}{\textit{Hours spent by HR in training preparation and delivery}}$$

Key outcomes in 2018:

More employees trained in Cluster ePA

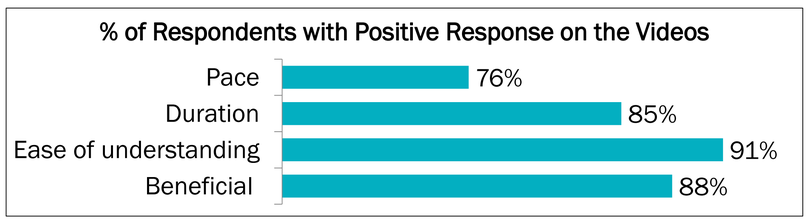
Reduced time spent by HR in training

	2017	2018	
	Roadshow	Roadshow	Online
Hours spent by HR	18	10	1
Number of Employees Trained	716	1,256	
Training Efficiency Rate	39.78	114.18	



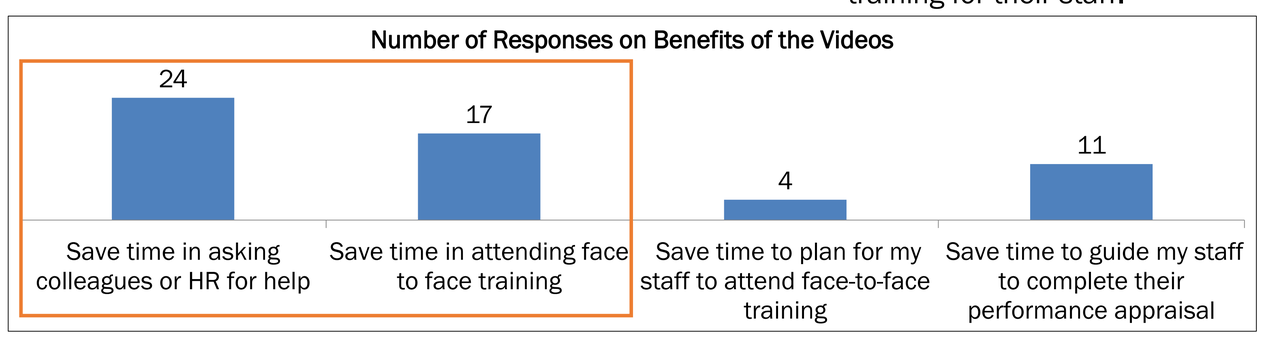
Using z-test at 95% confidence level, there is a **strong evidence of a significantly higher training efficiency ($p < 0.01$)** of 114.18 employees trained per hour in 2018 as compared to 2017.

Post-Implementation Survey Findings:



❖ 89% of respondents prefer the training style in 2018 using online videos compared to the past.

❖ Supervisors had used the online videos for internal training for their staff.



Conclusion

We have achieved our project aims by reaching out to more employees with less resources (higher training efficiency) and providing an alternative source for employees to self-help (other than contacting HR).

Based on the survey feedback, we could enhance some of the videos by further breaking them down into sub-links to increase focus and cater to users of different needs in terms of pace and duration.