

Project Title

Automation of the Healthcare Management Executive (HME) Recruitment Process

Project Lead and Members

Project members: Chiew Geok Fen, Wang Qianying

With the support of: Ms Koh Li Hoon, Ms Sheryl Choo, Ms Lim Shin Yi

Organisation(s) Involved

Singapore Health Services

Healthcare Family Group Involved in this Project

Healthcare Administration

Applicable Specialty or Discipline

Human Resources

Aims

This project aims to leverage on technology as an enabler to automate and simplify work, while enhancing the candidates' recruitment and selection experience and Human Resource (HR) workforce performance outcomes at the same time.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project
(Human Resource Category)

Project Category

Technology, Digital Health, Care & Process Redesign, Quality Improvement, Workflow
Redesign, Lean Methodology

Keywords

Healthcare Management Executive Programme, UiPath, Productivity Improvement

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Singapore Healthcare Management 2021



Automation of the HME Recruitment Process

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Wang Qianying
With the support of Ms Koh Li Hoon
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Corporate Human Resource, SingHealth

1. BACKGROUND

At SingHealth, in our bid to continue offering excellent patient care services, we seek talented graduates to join us via the **SingHealth Healthcare Management Executive (HME) Programme** on an annual basis.

Corporate Human Resource (CHR) – Staffing department supports the HME unit in the recruitment process which comprises of 4 selection stages:

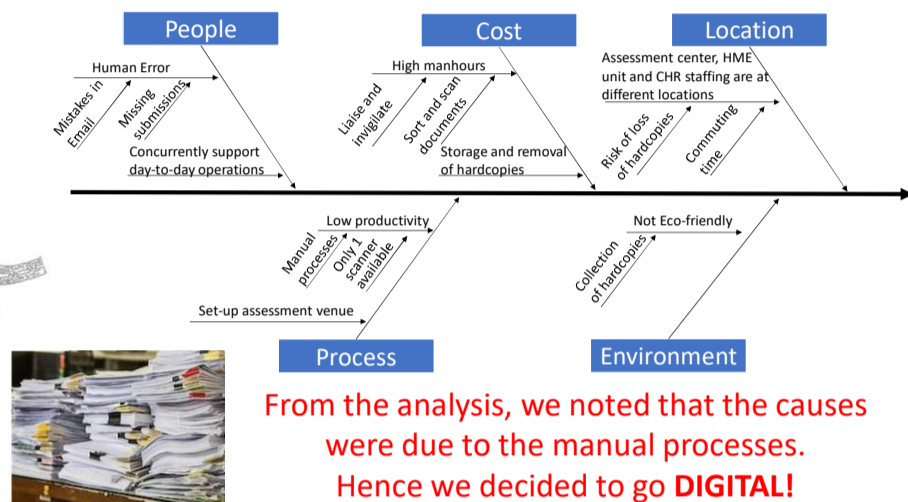


52.3 hours were spent on the facilitation of the written assessment for 128 candidates. These included **64 minutes** to craft and send out individual emails to 128 candidates on the written assessment details and, **51.2 hours** to invigilate the written assessment conducted onsite, collect and verify the documents submitted by the candidates.

Another **7 hours** were spent on the preparation and scanning of candidates' documents for the 1st level Interviews.

2. PROBLEM IDENTIFICATION

CHR Staffing embark on the journey to streamline the processes, with an end goal to **INNOVATE** and **RAISE PRODUCTIVITY**. A problem statement was defined and a meeting with the HME unit was arranged. The fishbone diagram analysis was then applied to identify the root cause.



PROBLEM STATEMENT
CHR staff spent at least **59.3 hours** on the first two selection stages to email, invigilate, collect and verify the documents for 128 candidates and scan the documents subsequently

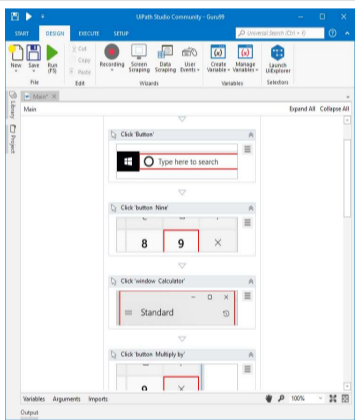
From the analysis, we noted that the causes were due to the manual processes. Hence we decided to go **DIGITAL!**

3. SOLUTIONS

Leveraging on technology as an enabler to automate and simplify work, while enhancing the candidates' recruitment and selection experience and HR workforce performance outcomes at the same time.

This was done through **UiPath** to automate high-volume, repetitive rules-base tasks to free up time and allow HR to focus on more value-added work. A script was written to automate the sending of email notifications to the candidates on the arrangement of written assessment.

Strategically, selected processes were also **administered virtually and electronically** instead of the past practices of arranging physical assessment and collection of hardcopy documents for all the candidates shortlisted at the first selection stage.



4. RESULTS

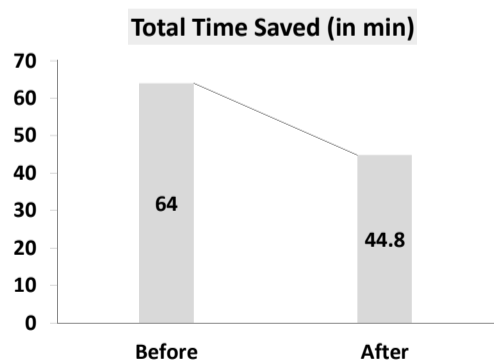
INCREASED PRODUCTIVITY AND REDUCED CARBON FOOTPRINT

With the implementation of these initiatives, there had been an increase in the overall productivity and reduced carbon footprint. The time and resources previously spent on the manual and laborious processes could now be better channelled towards providing more value-adding services to our employees.

- ★ **SAVINGS OF 55 MAN-HOURS**
- ★ **1,860 PIECES OF PAPER REDUCED**
- ★ **TOTAL COST SAVINGS OF \$2,338**

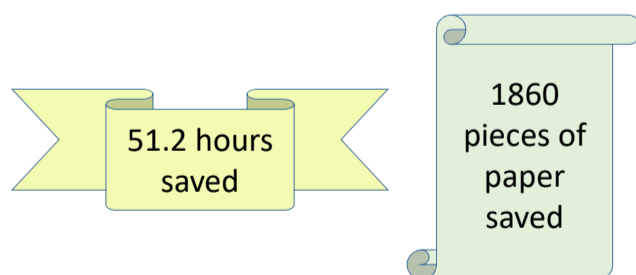
➔ **Per HME recruitment cycle**

Notifying candidates on the confirmation of Written Assessment



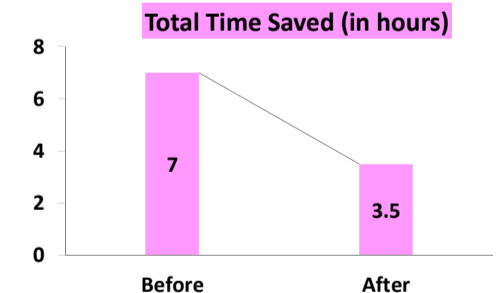
With the use of UiPath to automate the email notification to candidates on the confirmation of the written assessment schedule for 128 candidates.

Administration of Written Assessment



As the written assessments were conducted at stipulated session via online mode, 51.2 hours were saved on the need for physical facilitation and administration of the written assessments for 128 candidates typically conducted over a month.

Documents preparation for interviews



As the documents were sent by the candidates to HR via email, CHR staff was able save 3.5 hours of time on the scanning of candidates' documents to be sent the interviewers.

Documents were also transmitted to the interviewers via uploading on the intranet which eliminated the need to send the files in multiple emails due to file size restrictions. The use of intranet with assigned restricted user rights also provided a more efficient and secure platform for confidential document sharing by ensuring that there was no unauthorized access.

AS A RESULT, THERE IS IMPROVED EFFICIENCY AND QUALITY OF WORK WHILE COST, PHYSICAL RESOURCES AND MANPOWER NEEDS HAS BEEN REDUCED

5. CONCLUSION

Embracing on the use of right technologies and streamlining of work processors has significantly improved work efficiency, provided cost-savings (manpower and physical resources) and enhanced candidates' experience with SingHealth. This also allowed HR to re-channel their efforts towards other areas of work that provides greater value to both the candidates and the interviewers.

It is also a sustainable and environmentally-friendly approach and aligned to Singapore's goal of becoming a smart nation.

