



## Service Priorities and Programmes Electronic Presentations

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### **Enhancing Human Resources Management by a Fair & Transparent Leave Administration System**

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#### **Introduction**

Problems of leave management of medical staff, like conflicts, competition for festive seasons and fairness of leave approval, were often encountered in our department. A project was conducted from late 2011 to 2015 to set up a fair and transparent leave administration system to enhance human resources management.

#### **Objectives**

Our aims were to ensure procedural and distributive justice, satisfy staff needs and to maximize effective manpower in the department by evening out the number of staff on leave at any one time to maintain a quality service.

#### **Methodology**

A transparent leave planning and approval mechanism was created. I prepared a fair leave policy including clearly defined daily leave quota at each staff level. A master annual leave planner for the purpose of leave request was put up in our Department share folder. There are monthly Excel worksheets so that staff can mark their leave requests in advance in their office computers. Formulae at each column to add up the total number of requests at each staff level on each day, and at each row to add up the total number of requests from each staff in each month were installed so that staff will know immediately whether the leave quota on a certain day is exceeded and also his or her own leave balance in any month. Conflicts can be avoided by early negotiation among colleagues. Consistent rules were used for leave approval. The leave taking situation in the department is reviewed periodically to ensure that everyone will plan their leave early and that there is an even distribution of leave taking throughout the year. Reminder would be sent to staff with excessive balance half yearly. The system was communicated to the whole department and consensus was reached and the new system was implemented in February 2012. The running of the system was reviewed and refinements were made. The average annual leave balance of Medical Staff at year end was monitored and compared with those before implementation.

#### **Result**

Compared with the year 2010 and 2011, the annual leave balance of medical staff

showed a decreasing trend since the implementation in 2012. It further dropped by 20% in 2014. Our latest figure at 2015 year end was 12.6 days, which is way below the 19.6 days of HA average. Staff survey also showed high level of satisfaction.