

# PDSD Recruiting Process

Lean Six Sigma Green Belt Presentation

August 12, 2014

# Benefits of effective recruiting

- Minimizes missed opportunity costs of unfilled positions
- Improves productivity, morale and longevity
- Drives organizational improvements, productivity, and results

# DMAIC

- Define
  - Customers and requirements, problem statement, resources, key organizational support, as-is process
- Measure
  - Collect data, validate measurements, report results
- Analyze
  - Root causes, waste, variables, defects and opportunities
- Improve
  - Set goals and objectives; develop, test and implement solutions; refine to-be process and performance targets
- Control
  - Training, measure customer satisfaction, monitor performance, report results

# Define: Overview

## Takt Time

$\frac{250 \text{ available recruiting days}}{150 \text{ hires in FY15}} = 1.67 \text{ days/hire}$

## Cycle Time

127 days on average

## Workforce

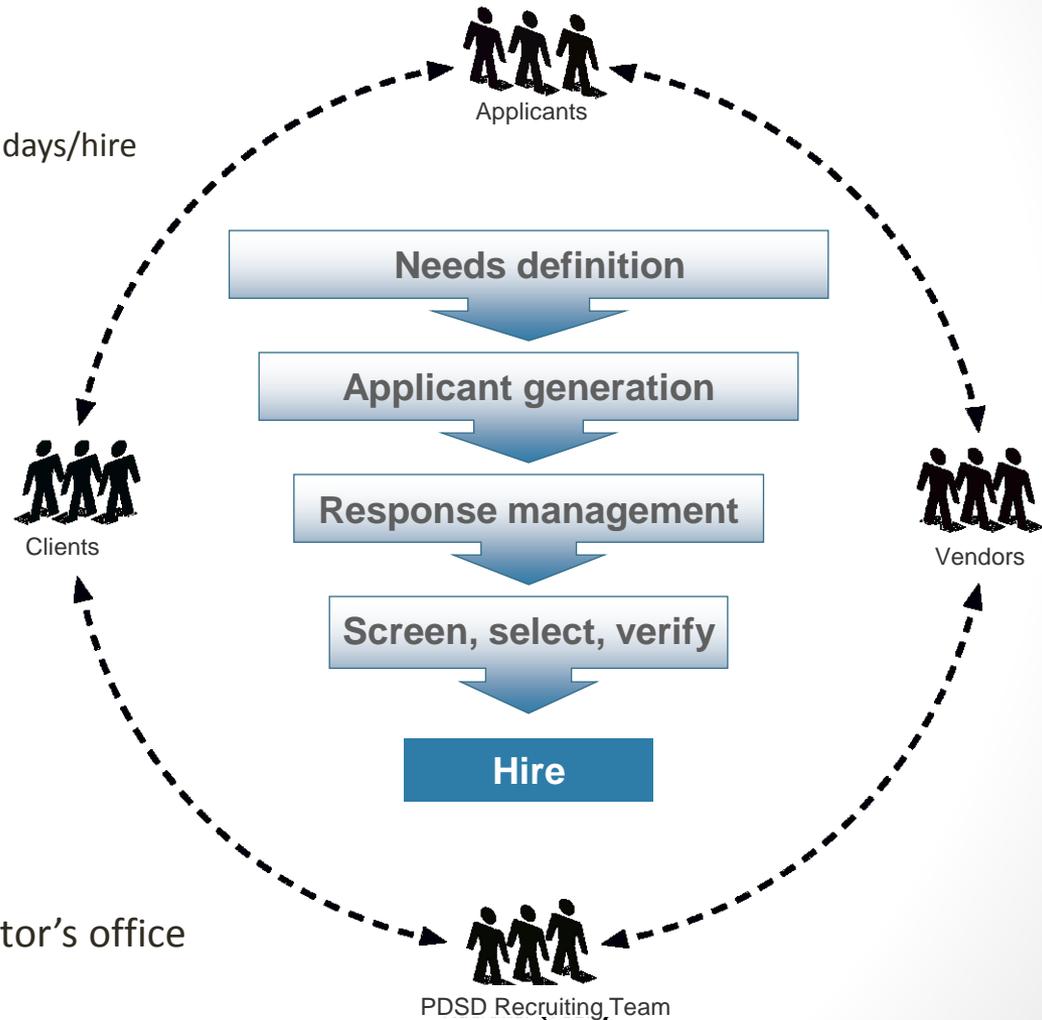
741 FTE in 72 classifications

## Clientele

55 hiring managers in 5 branches

## Key Organizational Support

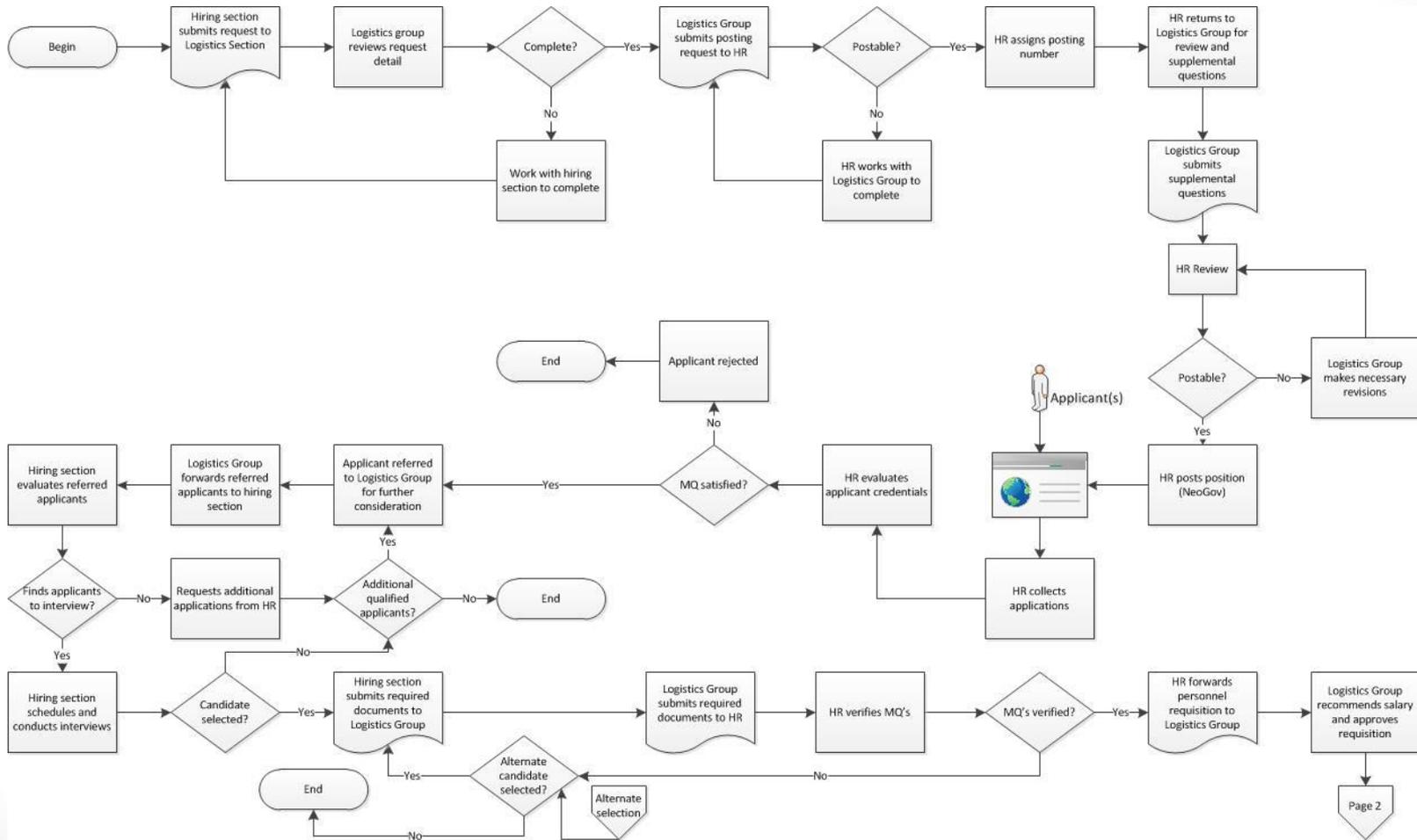
Human Resources staff, PWE Director's office



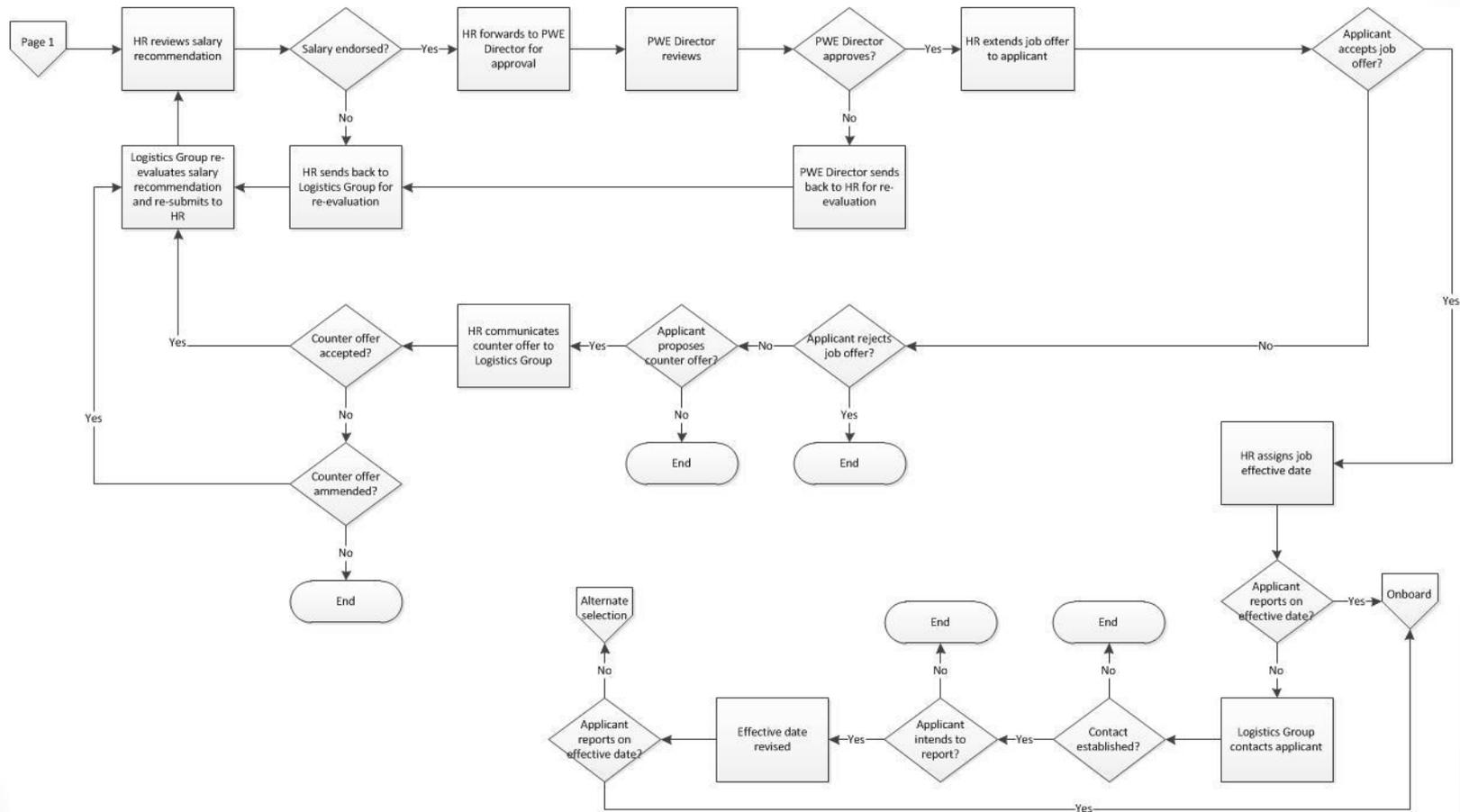
# Define: Problem Statement

- The recruiting process is dysfunctional
  - Overly burdensome procedures
  - Fluctuating requirements
  - Blurred decision rights
  - Inefficient approval mechanisms
  - Unclear communication
- These conditions lead to unacceptably long recruiting cycles and low client satisfaction
  - 127 days from request to start date (on average)
  - Hiring managers and applicants both dissatisfied

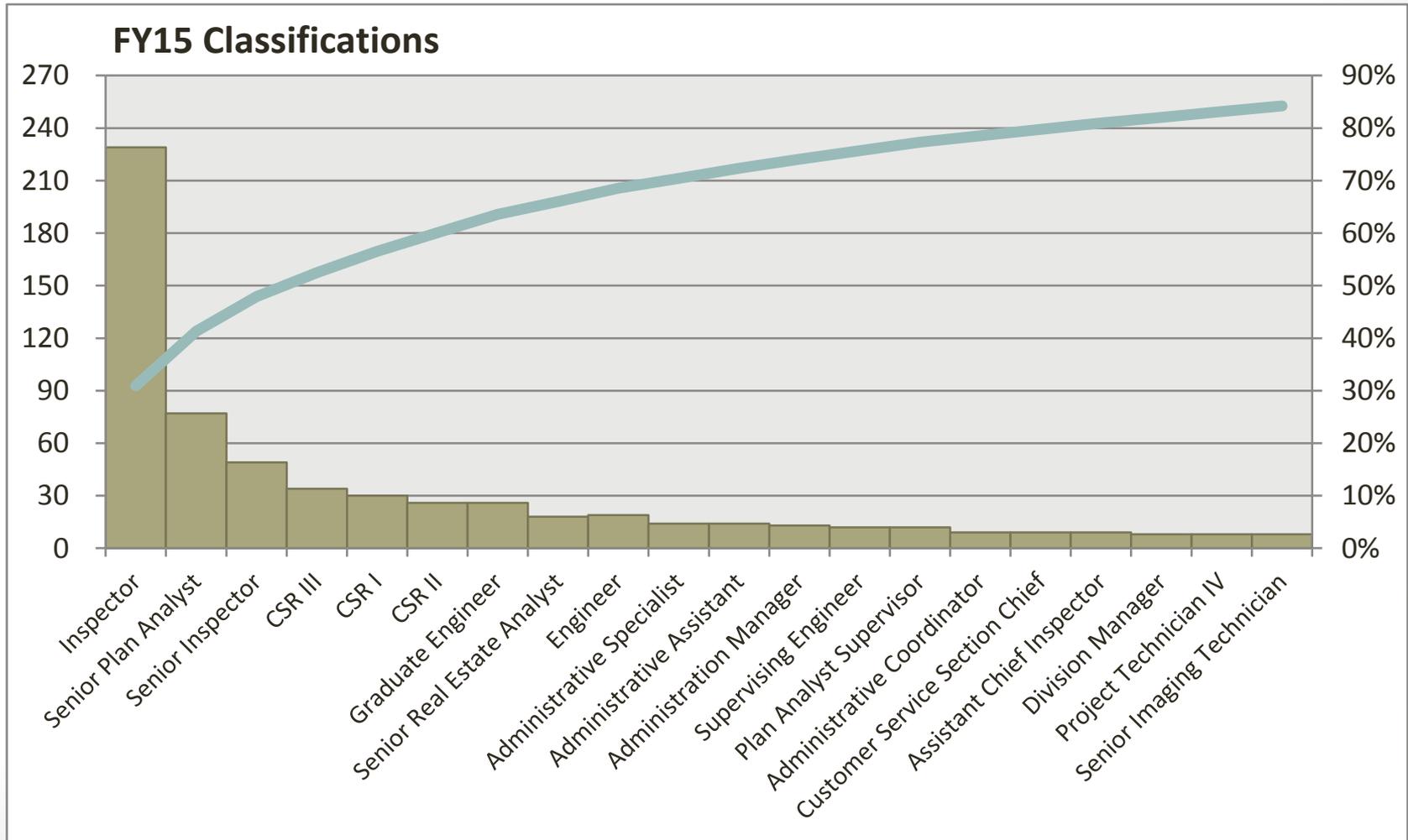
# Define: As-is Process



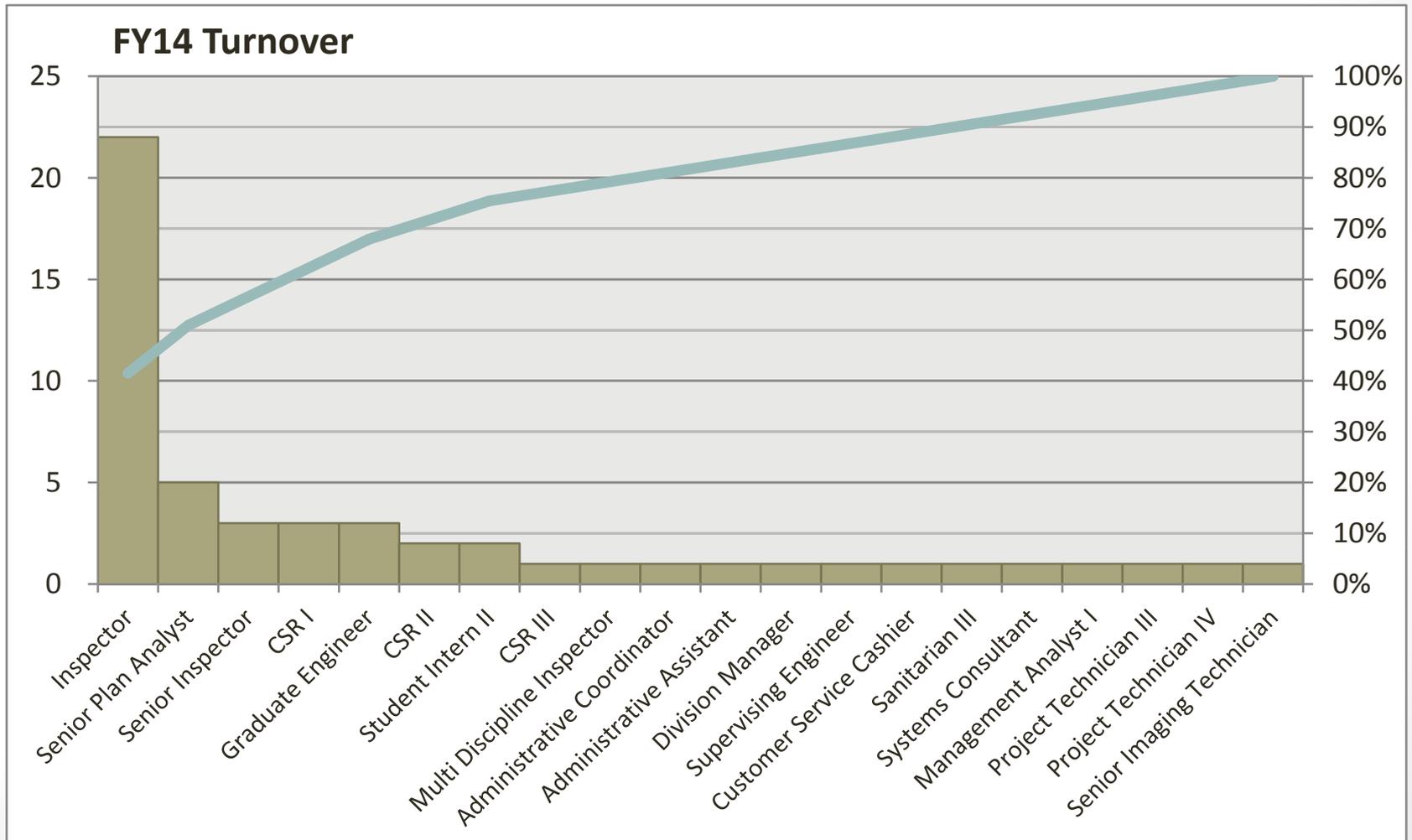
# Define: As-is Process (cont.)



# Measure: Workforce Pareto



# Measure: Turnover Pareto



# Measure: Performance

Process Stage (Handoff)	Avg	90 <sup>th</sup> %	Max
Time between received recruiting request and sent recruiting request	11.4	29	84
Time between sent recruiting request and actual posting	15.1	8	50
Time between actual posting and received 1st set of referrals	14.9	22	47
Time between received 1st set of referrals and received 1st selection	33.4	75	97
Time between received 1st selection and received 1st personnel requisition	9.8	18	87
Time between received selections & sent selections	0.3	1	15
Time between received personnel requisitions & sent personnel requisitions	1.7	5	20
Time between sent personnel requisitions & effective date	40.8	54	128
<b>TOTAL</b>	<b>127.4</b>		

7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14
123	117	114	112	120	122	134	104	151	153	187	177

# Analyze: Voice of the Customer

## VOC – Hiring Manager/Supervisor Priorities – 5 Votes Total Requested \*

### 1. Faster Turnaround

- Faster recruiting and hiring process: posting to start date
- Expedite referrals to managers/supervisors
- Faster promotions and pay adjustments
- After interviews and selections are made, it takes months before the person is hired. Is there any way of reducing this time, can we as managers do something to help?
- No more "piggy-backing" of job postings - each job posting should be done for a specific section

### 2. Process Consistency

- A consistent process that does not change constantly
- A defined/updated hiring process map (the process seems to change regularly)
- A consistency in service – generally the steps within PDS HR support should take about the same amount of time each time (currently the same step may take 48 hours or weeks)
- Simple user-friendly forms & guidelines

### 3. Clear Division of Labor

- Ensure candidates are screened thoroughly and meet all Minimum Qualifications before being referred
- The HR functions **should** be handled by HR. Hiring managers are responsible for selecting/interviewing and for collecting data, work history, degrees, DL, SS cards adding an additional responsibility and potential exposure of confidential information. (Note: Change will add more time to start date which is understood.)
- Define responsibilities of the hiring manager, HR, etc.

### 4. Better Communication

- Better communication between hiring managers and HR, including clear instructions
- Timely and accurate responses to emails and phone calls regarding hiring process status
- Clear, consistent communication of the process stating what is required of hiring manager/supervisor and how long each step should take without hick-ups (not the fastest it can be done, but when it should be reasonably done)
- Increased communication post-selection. Has an offer been made? Did the candidate accept? Is the candidate eligible for employment? What, if any issues are holding the process up?

### 5. Transparency

- Increased input on salary negotiation and outcome... to ensure candidates are being offered the appropriate salary based on experience, education and other qualifications
- More transparency with salary analysis
- More input on developing alternative solutions to process roadblocks
- More training and explanation of specific challenges

\*Your 5 votes may be allocated in any combination.

Example of a possible allocation is below:

1. Faster Turnaround	3
2. Process Consistency	1
3. Clear Division of Labor	-
4. Better Communication	1
5. Transparency	-

\*Total for all categories should not exceed 5.

# Analyze: Voice of the Customer

## Hiring Managers

<u>Rank</u>	<u>Votes</u>	<u>Category</u>
1	29	Faster turnaround
2	10	Better communication
3	9	Process consistency
4	9	Transparency

## New Hires

<u>Rank</u>	<u>Votes</u>	<u>Category</u>
1	16	Better communication
2	13	Conditions of employment
3	9	Process clarity
4	9	Training and development

# Analyze: Root Cause (5 Whys)

## General Problem: Protracted recruiting cycle

- Why 1: Too many handoffs
- Why 2: Multiple approvals needed for the same action
- Why 3: Process ownership is fragmented
- Why 4: Decision rights are tightly controlled
- Why 5: HR operates in a silo with little understanding of operations

## Specific Problem: Protracted interview and selection process

- Why 1: Conducting interviews is inconvenient
- Why 2: Reviewing applications and selecting a panel is tedious
- Why 3: Not enough time to dedicate to the process
- Why 4: Regular work load is overwhelming
- Why 5: Staff shortages result in more work load

# Analyze: Waste

## 8 Wastes: TIM WOODS

- Transport – Moving people, products & information
  - Migrate workflows online, online interviewing and screening
- Inventory – Storing parts or documentation ahead of requirements
- Motion – Bending, turning, reaching, lifting
  - Reduce handoffs
- Waiting – For parts, information, instructions, equipment
  - Automate approval process, standardize work week, empower back-ups
- Over production – Making more than is IMMEDIATELY required
- Over processing – Tighter tolerances or higher grade materials than necessary
  - Delegate responsibility for hiring to division level, HR audits and consults
- Defects – Rework, scrap, incorrect documentation
  - Automate forms, define entry selections, eliminate memos
- Skills – Under utilizing capabilities, delegating tasks with inadequate training
  - Train and develop staff, delegate responsibility to lowest feasible level

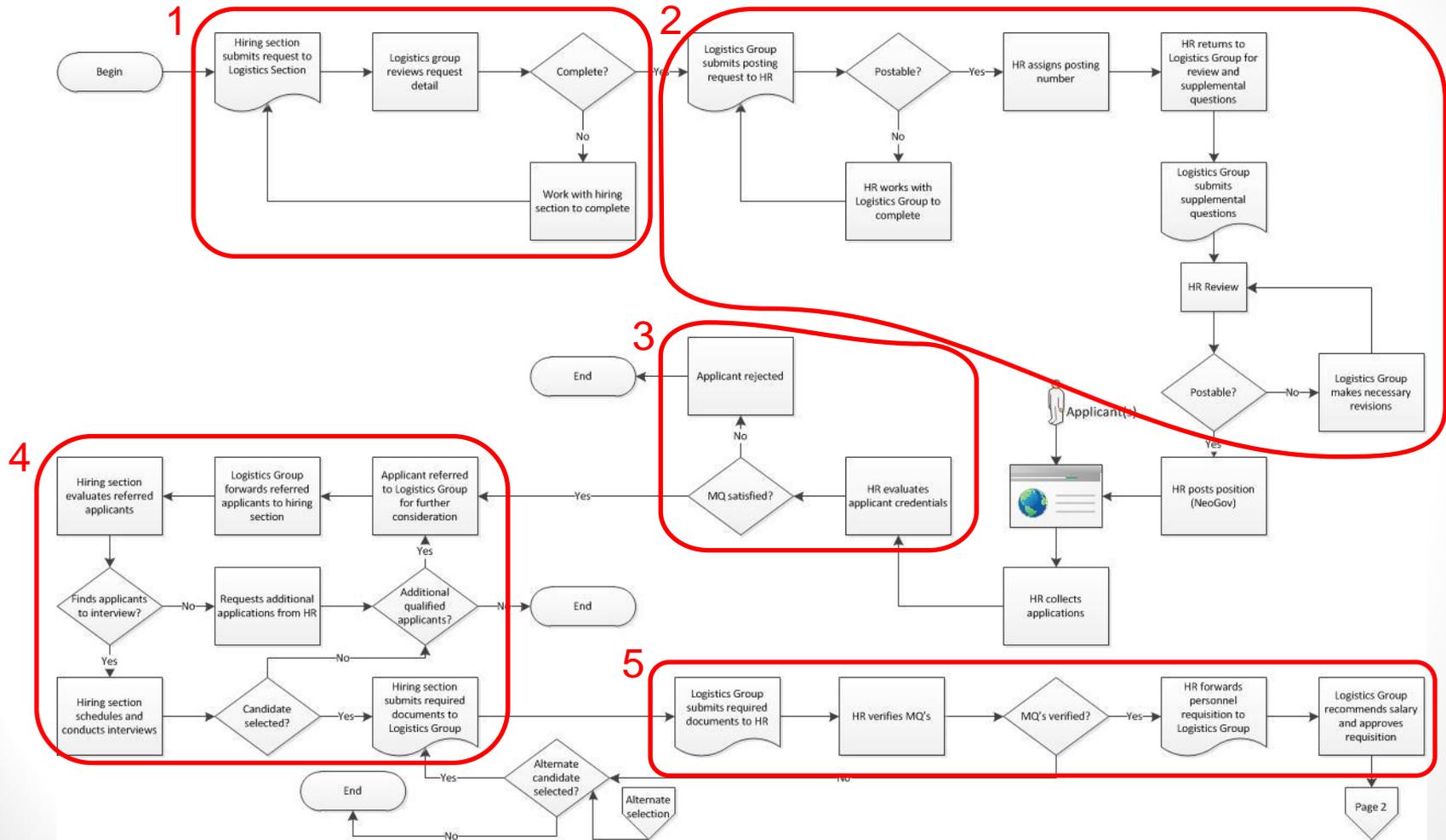
# Improve: Goals and Objectives

- To reduce the average recruiting cycle time by 20%
  - Improve overall process by improving sub processes
  - Ease burdens to entry
  - Eliminate bottlenecks
  - Reduce waste
- Raise client satisfaction
  - Improve communications
  - Measure satisfaction
  - Solicit feedback
  - Set performance goals and meet them

# Improve: Set Specific Targets

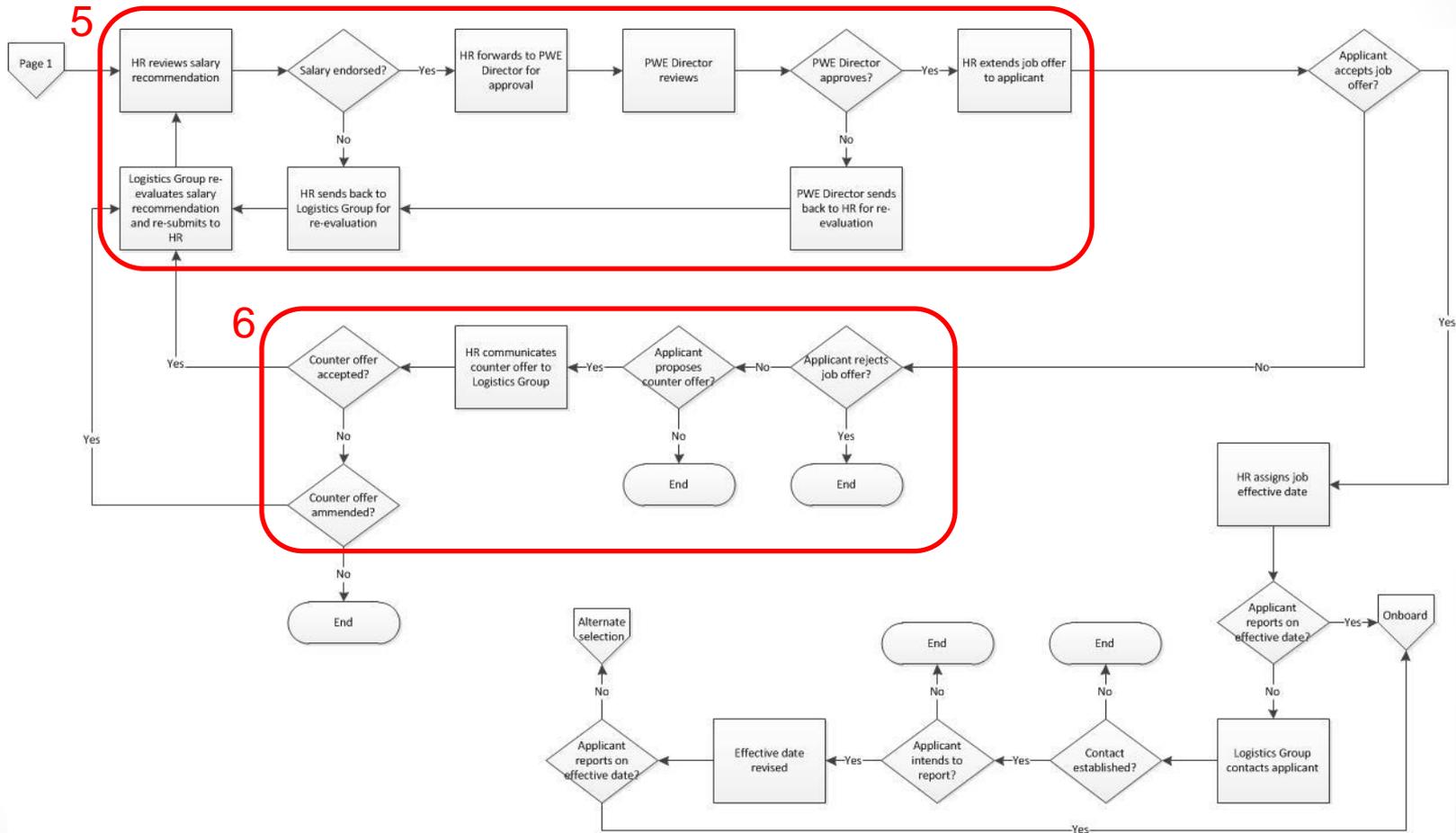
Process Stage (Handoff)	Avg	Target
<b>Time between received recruiting request and sent recruiting request</b>	<b>11.4</b>	<b>7</b>
Time between sent recruiting request and actual posting	15.1	TBD
Time between actual posting and received 1st set of referrals	14.9	TBD
<b>Time between received 1st set of referrals and received 1st selection</b>	<b>33.4</b>	<b>21</b>
Time between received 1st selection and received 1st personnel requisition	9.8	TBD
<b>Time between received selections &amp; sent selections</b>	<b>0.3</b>	<b>1</b>
<b>Time between received personnel requisitions &amp; sent personnel requisitions</b>	<b>1.7</b>	<b>1</b>
Time between sent personnel requisitions & effective date	40.8	TBD
<b>TOTAL</b>	<b>127.4</b>	<b>30+</b>

# Improve overall process



# Improve: Solutions

## Improve overall process



# Improve overall process

## Automate recruiting request

- PDSD Personnel Action Request – Recruiting
- Adds value
  - Shortens time between received recruiting request and sent recruiting request (new target is 7 days)
  - Mistake proofing by prevention, facilitation and detection
  - Enhances communication between clients and team
  - Standardizes work
  - Small learning curve for clients
- Eliminates waste
  - Transport
  - Waiting
  - Defects

# Improve overall process

## Fine-tune interview and selection process

- [PDSD Video Interview Portal](#)
- Adds value
  - Shortens time between received 1st set of referrals and received 1st selection (**new target is 21 days**)
  - Objectively ranks candidates by key success factors
  - Standardizes work
  - Enhances communication between clients and applicants
  - Small learning curve for clients
- Eliminates waste
  - Transport
  - Waiting
  - Over processing

# Improve overall process

## Introduce job-fair style recruiting

- PDSD Recruiting Event
- Adds value
  - Shortens overall recruiting time ([average interview date to start date is 30 days](#))
  - Provides applicants multiple interview opportunities
  - Compresses decision points and approval steps
  - Eliminates conflicts with regular duties for clients
- Eliminates waste
  - Transport
  - Motion
  - Waiting
  - Over processing

# Improve overall process

## Regulate starting pay

- [PDSD Pay Policy](#)
- Adds value
  - Should shorten time between sent personnel requisitions & effective date ([new target TBD](#))
  - Provides applicants with non-negotiable pay rate
  - Provides clients transparency
  - Reduces offers and counter offers
- Eliminates waste
  - Motion
  - Waiting
  - Over processing

# Improve overall process

## Future improvements consideration

- Migrate entire recruiting workflow online
- Eliminate redundant approvals
- Delegate authority for hiring to division
- Implement standard work principles throughout
- Implement a rolling posting cycle

# Control

- Training
  - HR 101
  - How-to guides
- Map new processes
- Adopt new performance targets
  - Client satisfaction
  - Time to hire
  - Quality of hire
  - Cost per hire

# Questions

10 minutes