



Lean 6-Sigma Program



Hiring Process Time and Efficiency Project

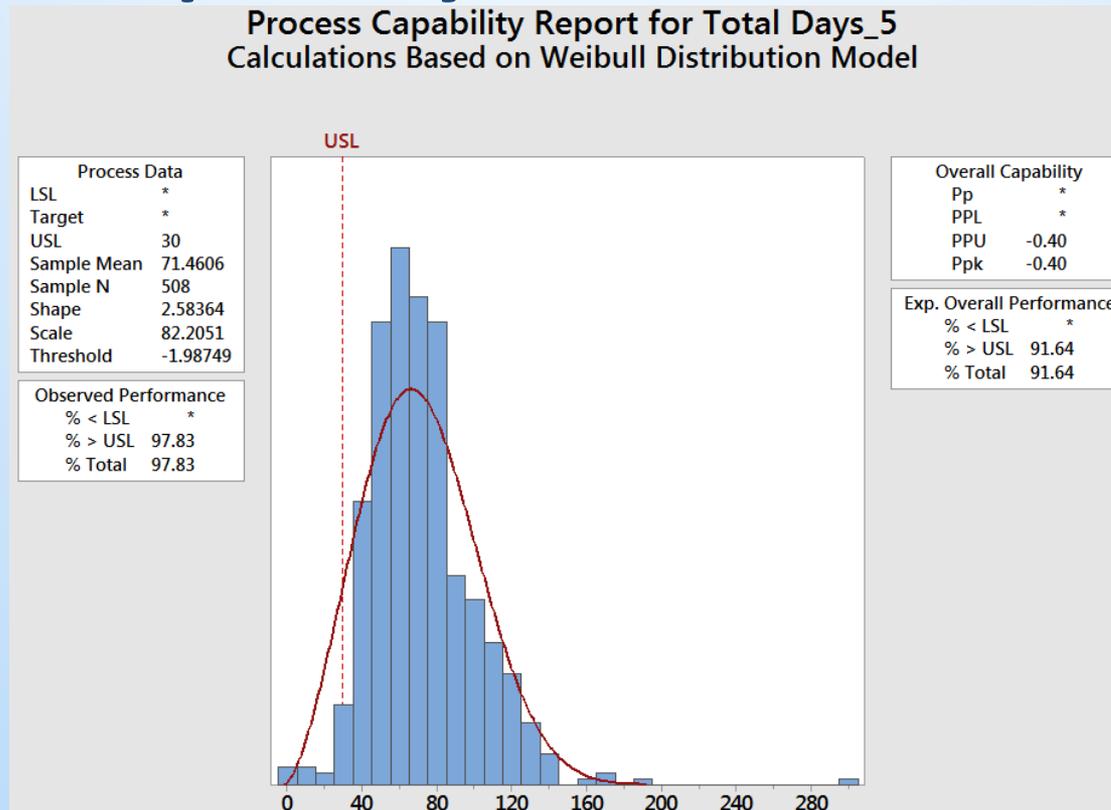
Tom Hunt
(Project Greenbelt)

Doug Hoffner
(Executive Sponsor
Project Champion)

Hiring Process Time and Efficiency Project

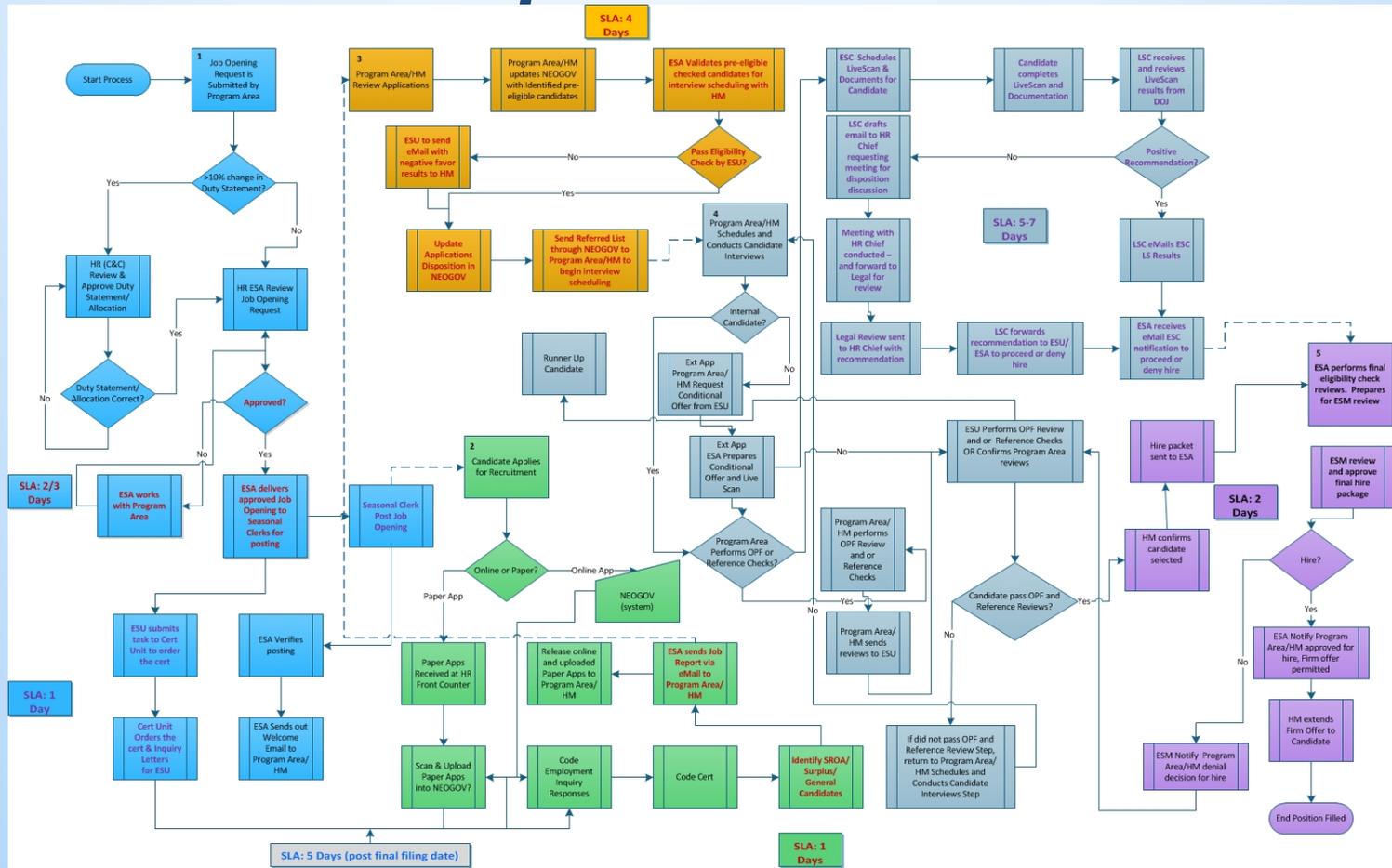
- ❖ **Problem Statement:** *It takes an average of 75 days to fill a vacant CalPERS position and has 18 touch points. This creates a high level of dissatisfaction by hiring managers and candidates.*
- ❖ **Objective:** *To reduce the amount of time to fill vacant positions so that 95% of the time a firm offer is made within 30 days.*
- ❖ **Project Team:**
 - ❖ *Doug Hoffner – Champion*
 - ❖ *Tom Hunt – Green Belt*
 - ❖ *Karen VanAmerogen - Team Member*
 - ❖ *Marianne Noble – Team Member*
 - ❖ *Marc Yap – Team Member*
 - ❖ *Tracy Bueghly – Team Member*
 - ❖ *Julie Arcolino – Team Member*
 - ❖ *Anessa Garcia – Team Member*
 - ❖ *Paul Cobb- Team Member*
 - ❖ *Natalia Torres – Team Member*
 - ❖ *Deborah Olenlager – Team Member*
 - ❖ *Kathryn Polster – Team Member*

Baseline Capability



- ❖ From the hiring program (customer) perspective a 75 day average is too long to hire.
- ❖ 98% of the time above goal of 30 days.

Initial Process Map



❖ 2/3 non-value added and 1/3 value added steps.

Analysis Tools

Analytical tools used to determine critical x's include:

- ❖ Fishbone diagram
- ❖ Capability analysis
- ❖ Pareto chart
- ❖ Failure Mode Effects Analysis
- ❖ Time Studies
- ❖ Job Shadowing



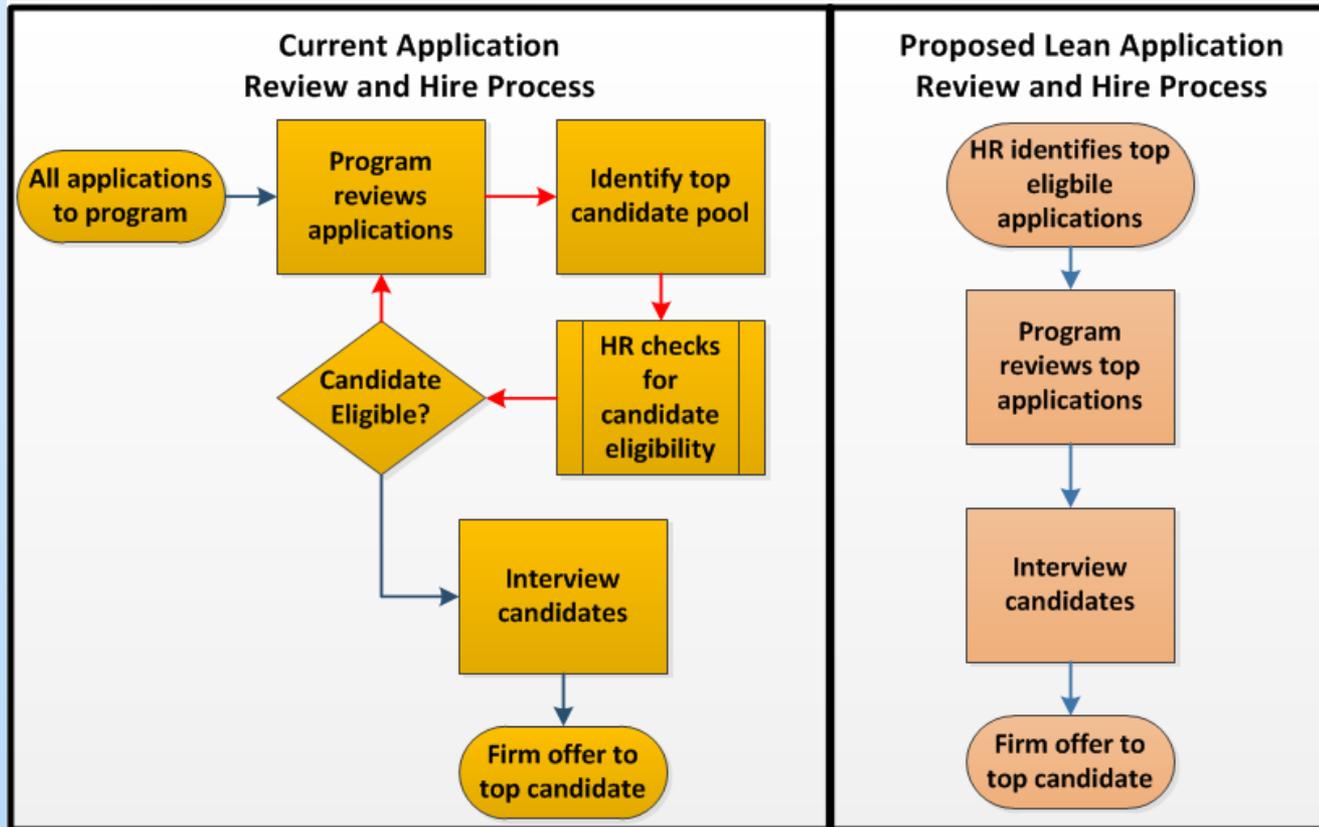
Key Analytical Finding 1

Stage	1	2	3	4	5
Time Period	Program initiates recruitment → HR recruitment process begins	<i>HR recruitment process begins → Program receives applications</i>	Program receives applications → Program request top candidate eligibility	Program request top candidate eligibility → Results to program	Results to program → Firm offer
Average Days	6	20	18.2	7.8	26.7
			 52.7		
Activity	<ul style="list-style-type: none"> Review duty statement. Align to class specifications 	<ul style="list-style-type: none"> <i>Advertisement time and receipt of applications (electronic and mailed).</i> 	<ul style="list-style-type: none"> Program reviews all applications Identifies top candidates 	<ul style="list-style-type: none"> HR performs eligibility checks 	<ul style="list-style-type: none"> Interviews Top candidate reference checks LiveScan

- ❖ Stages 3 - 5 have a combined average of 52.7 days. These stages contain looping processes and high RPN scores, therefore these areas were analyzed for lean opportunities with a proposed top tier application delivery to programs.
- ❖ Anticipated time is now 25 days.

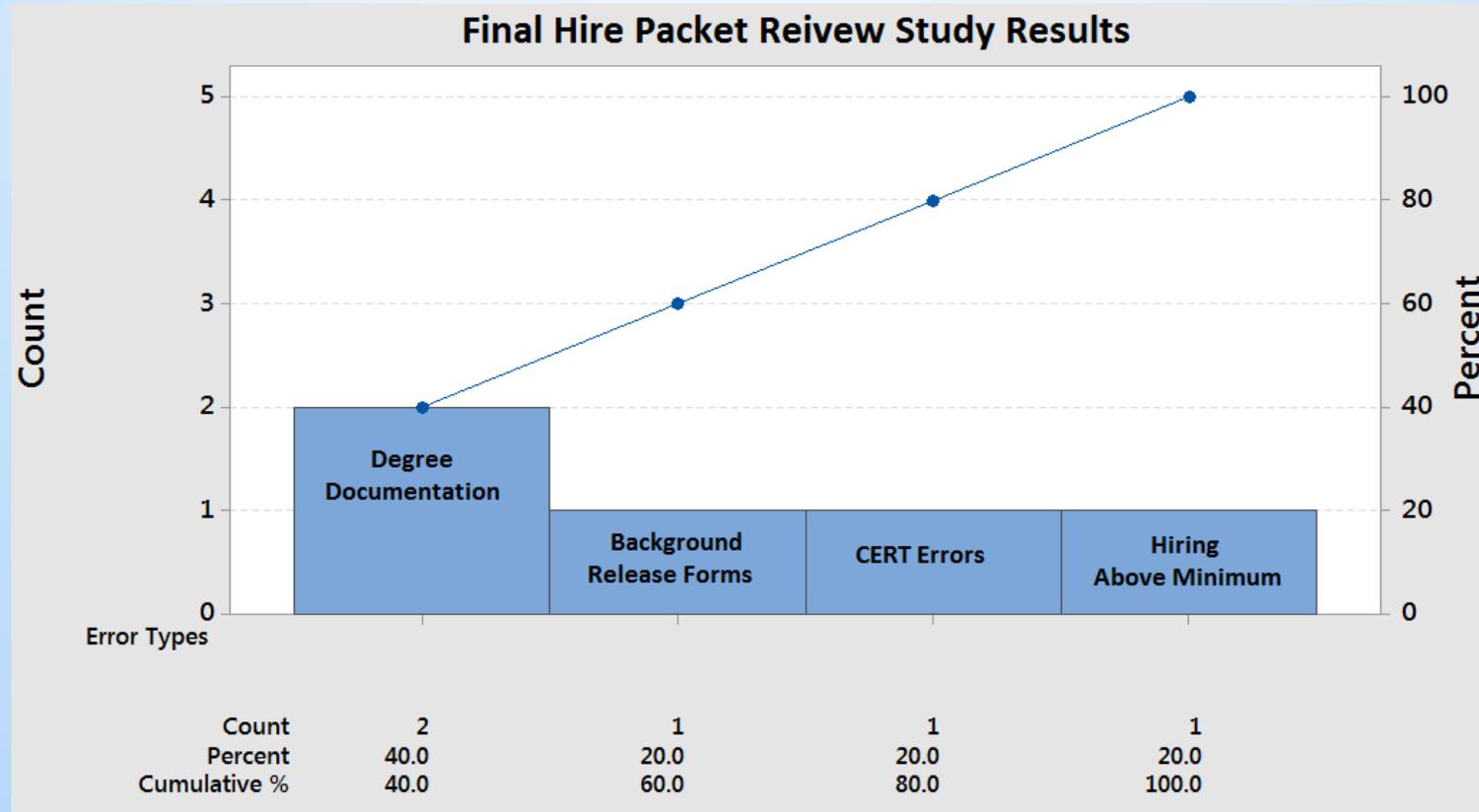


Key Analytical Finding 2



- ❖ Hiring Managers are reviewing applications that have not been checked for eligibility creating a process loop.

Key Analytical Finding 3



- ❖ Significant wait time.
- ❖ Minimal review time.
- ❖ Low error rate.

Critical X's Determined

- ❖ Candidates are unclear on how to apply for a state job.
- ❖ Hiring process has no standardized methods for application review stage.
- ❖ Two reviews of all final hire packages.
- ❖ Paper applications cause delays.

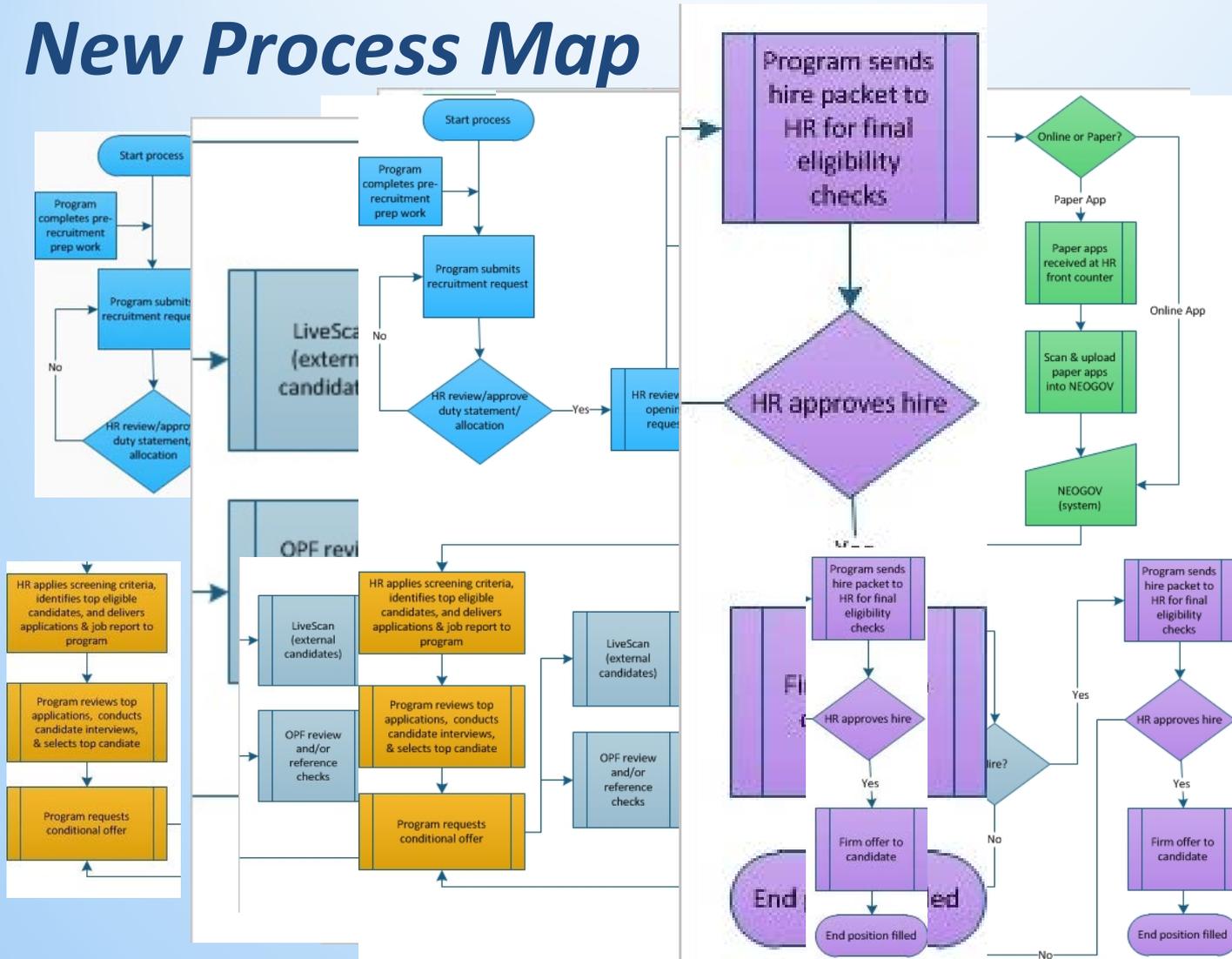


Improvement Techniques

- ❖ Proactive Recruitment Approach
 - ❖ Stronger pre-recruitment preparation work.
 - ❖ Moving HR application review process forward.
 - ❖ Only top tier applications to program.
- ❖ Reduce Looping Activities
 - ❖ Recruitment postings.
 - ❖ Applications eligibility check.
 - ❖ Hiring packet final review.
- ❖ Standardization
 - ❖ Recruitment processes.
 - ❖ Establish and publish service level agreements.

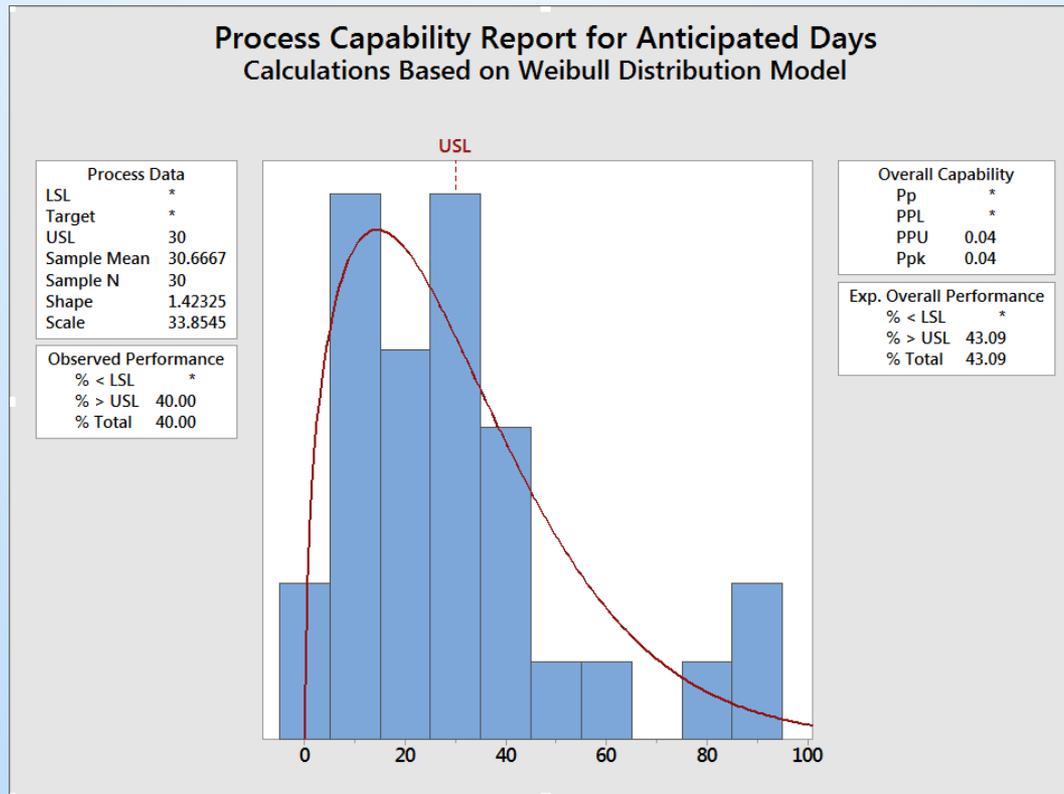


New Process Map



❖ The new process map reflects proactive steps, removes looping, and promotes standardization and efficiencies.

New Capability Analysis



- ❖ Random sample of 30 recruitments from original data.
- ❖ 60% under the 30 day or less goal versus 2% before Lean enhancements.

Control Plan

PHASE 1

- ❖ Process elimination
- ❖ Standardization
- ❖ Uniform checklists
- ❖ Policy and procedures
- ❖ Training
- ❖ Statistical monitoring in NEOGOV

PHASE 2

- ❖ ECOS Statewide automated recruitment process rollout (May 2016)
- ❖ Consider electronic applications only



Additional Benefits

❖ Efficient Work Performance

- ❖ Ensure a quality hire.
- ❖ Allows program focus on program operations.
- ❖ Utilize expertise of HR professionals.

❖ Customer Satisfaction

- ❖ Streamline internal process.
- ❖ Reduce risk of quality candidate moving on to other opportunities or losing interest in CalPERS.



Green Belt Contact Information

- ❖ **Name: Tom Hunt, Assistant Division Chief**
- ❖ **Phone: 916-795-2263**
- ❖ **Email: Tom.Hunt@CalPERS.ca.gov**

