PROCESS IMPROVEMENT EVENT

FTE Hiring Process
January 17-18, 30-31 – 2017
Left-to-right: Janet Meredith, Alicia Bervine, Jennifer McKay, Belinda Ogorek, Joyce Riley, Tonya Johnson, Karin Haile, Gigi Gillespie, Kim Pruitt
• Reduce the number of errors on forms submitted by users initiating FTE hires

• Streamline the information flow and the data collected during the hiring process in order to speed up the cycle time

• More clearly define the FTE hiring process so that the requirements can be communicated to users more effectively.
First step in the process:
HR contact in College/Department initiates an FTE hire by submitting a hiring packet to HR when candidate accepts a job offer

Last step in the process:
New hire is granted access
KEEP CALM AND LEAN ON

LEAN

Customer focus
Process perspective (thinking horizontally)
Optimizing the flow
Eliminating inefficiencies
Preventing problems
Standardization
KEEP CALM AND LEAN ON

KAIZEN
change for the better

KAIZEN BLITZ:
4-5 intense days
Action-focused
Real improvement
# KAIZEN EVENT OVERVIEW

## Discovery
- Goals
- Process walk-around
- Customers
- Current-state process map

## Possibility
- Current-state process map (continued)
- Waste, value-added
- Standardization and other Lean concepts

## Building
- Improvement ideas
- Prioritizing
  - Draft future-state process map

## Planning
- Draft future-state process map
  - Discovery + consensus
  - Future-state process map
  - Planning

## Planning and Presentation
- Planning
- Measures
- Presentation
- Celebration
Seeing the process first-hand
Seeing the process first-hand
Seeing the process first-hand
Hearing from customers
Mapping the current-state process

1. HR contact in College/Department initiates an FTE hire by submitting a hiring packet to HR when candidate accepts a job offer.

2. HR reviews the request to determine if all information has been submitted correctly.

3. HR enters new hire information into appropriate systems.

4. New hire information is passed on to Payroll for processing.

5. New hire information is returned to HR to complete hiring process.

6. New hire is granted access.

END
Mapping the current-state process
Mapping the current-state process
<table>
<thead>
<tr>
<th>Category</th>
<th>Staff Count</th>
<th>Faculty Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steps</td>
<td>104</td>
<td>119</td>
</tr>
<tr>
<td>Handoffs</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Loopbacks</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Decision Points</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Delays</td>
<td>9</td>
<td>10</td>
</tr>
</tbody>
</table>

**Time**

Start-to-finish process time: **10 days**

+ 1 day for access
## Identifying occurrences of waste

<table>
<thead>
<tr>
<th>T</th>
<th>I</th>
<th>M</th>
<th>U</th>
<th>W</th>
<th>O</th>
<th>O</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRANSPORTATION</strong></td>
<td><strong>INFORMATION, INVENTORY</strong></td>
<td><strong>MOTION</strong></td>
<td><strong>UNDERUTILIZATION</strong></td>
<td><strong>WAITING</strong></td>
<td><strong>OVERPRODUCTION</strong></td>
<td><strong>OVERPROCESSING</strong></td>
<td><strong>DEFECTS</strong></td>
</tr>
<tr>
<td>Unnecessary movement of materials, files, and other items relating to the work</td>
<td>“Work in process” beyond what is required to serve the customer</td>
<td>Unnecessary movement of people doing the work</td>
<td>Instances in which available workplace resources are not fully leveraged to produce and deliver service</td>
<td>Delays between one process step ending and the next beginning</td>
<td>Producing outputs beyond what is needed for immediate use</td>
<td>Adding value to a service beyond what customers want or will pay for</td>
<td>Any aspect of the service that compromises quality in the eyes of the customer</td>
</tr>
<tr>
<td>• Paperwork and hard-copy files going from one office to another</td>
<td>• Big piles of forms, booklets, and other printed items</td>
<td>• Moving from one area or office to another</td>
<td>• Underutilized:</td>
<td>• Nonproductive time</td>
<td>• Processing too many</td>
<td>• Double-checking, inspecting</td>
<td>• Processing errors</td>
</tr>
<tr>
<td>• Sending documents or other items to another city or region for processing</td>
<td>• Rows of jam-packed file cabinets</td>
<td>• Cubicle to cubicle</td>
<td>• Equipment</td>
<td>• Waiting for:</td>
<td>• Processing in advance of requests</td>
<td>• Bells and whistles</td>
<td>• Inaccuracies</td>
</tr>
<tr>
<td></td>
<td>• Long list of in-process requests</td>
<td>• Going to the copier, scanner, fax</td>
<td>• Delivery</td>
<td>• Staff skills</td>
<td>• Throwing away or shelving the extras</td>
<td>• Better than good enough</td>
<td>• Incorrect forms, materials</td>
</tr>
<tr>
<td></td>
<td>• Big backlog of inquiries</td>
<td>• Retriving documents from multiple file boxes</td>
<td>• Technology</td>
<td>• Catchup</td>
<td>• Things getting outdated</td>
<td>• Trying to “delight” the customer when “satisfying” is enough</td>
<td>• Missing information</td>
</tr>
<tr>
<td></td>
<td>• Backup of emails from customers</td>
<td>• Excess keystrokes</td>
<td>• Data</td>
<td>• Supplier</td>
<td>• Attitude of “we have to be ready”</td>
<td>• Reports that nobody reads</td>
<td>• Broken links</td>
</tr>
<tr>
<td></td>
<td>• Long line of customers (on phone or in person)</td>
<td></td>
<td>• Institutional knowledge</td>
<td></td>
<td>• Needed info</td>
<td></td>
<td>• Forms, instructions difficult to understand</td>
</tr>
</tbody>
</table>

Waste is a **SYMPTOM** of a problem (rather than a root cause)
Learning Lean concepts
Learning Lean concepts
Learning Lean concepts
Generating and prioritizing improvements
Generating and prioritizing improvements
Generating and prioritizing improvements

68 IMPROVEMENT IDEAS!
Drafting clean-sheet redesigns

Develop draft maps of future-state process...

...and use these to develop the final future-state process map.
Drafting clean-sheet redesigns

Developed in two subgroups
Discussing clean-sheet redesigns
Current-state process

BEFORE

Future-state process

AFTER
Discussing clean-sheet redesigns

Developing the future-state process
Future-State Process WALK-THROUGH
Key Improvements

WORKFLOW

• Automated workflow (vs. manual) – leveraging PeopleAdmin

• Logical sequence of steps to ensure faster, smoother flow (example: Default values in PBP system)

• Front-end standardization of data input to increase completeness and accuracy

• Increased partnership with HR Contacts

• Process allows for customization where necessary (example: logic, drop-down menus)

• Shared data access for external partners
Key Improvements  2 of 3

PBP-1

• Align hiring document to PBP system
• Auto-populate information in many fields
• Identify and include fields to gather ALL required information (comprehensive)
• Merging information sources into one centralized hiring document (1-2 pages)
ADDITIONAL IMPROVEMENTS

• Establish HR operational definitions (to ensure that everyone is speaking the same language)
• Modify application to prompt updates
• Standardize the offer letter, and require its use
Discussing clean-sheet redesigns

**Long-Term Goals**

Become a strategic business partner systemwide throughout the University, to maximize the investment in human capital.

- **HR Shared Services Center**
  - Strategic partnerships within HR community
  - Increased accountability with dotted-line connection to Division of HR
  - Clarify HR Contact role
  - Certification and training
  - Potential positive impact on budget (waste reduction, error reduction, recruiting, retention)
Long-Term Goals continued

• Onboarding and beyond
  - Comprehensive focus on the total employee experience
  - Customer-centric approach

• System integration
  - Reporting/analytics
  - Resources and tools
  - Paperless (secure transmissions)

• Culture shift to a proactive, strategic partnership
Next Steps

CLARIFY & COMMUNICATE

• Meet with Connie and John
• Meet with HROS
• Involve stakeholders
• International implications
• Determine what actions go live in PeopleAdmin in 90 days
DEVELOPMENT

• Continue and finish Hiring document review to develop new forms
• Show $ (instead of %) for funding
• Identify responsibility regarding who codes what on Hiring document
• Define dropdowns and other codes
• Clarify operational definitions
• Determine what access is needed
• Modify application
HR CONTACTS

- Notify/communicate changes to HR Contacts
- Identify top items HR Contacts need to be trained in order to meet PeopleAdmin implementation plan
- Train HR Contacts
- Provide resources to HR Contacts
ADDITIONAL NEXT STEPS

• Workflow analysis to measure/track impact
• Review roles as work changes

• Sell all time/date stamp machines and paper sorters!
Benefits

SIMPLER
• Leaner process (including fewer verification steps)
• Reduced duplication of inputs

FASTER
• Faster data entry
• Reduced start-to-finish process time
• Earlier notification of new hires to Office of Benefits
• Faster employee access to information systems (i.e., iTAMS, Blackboard)

BETTER
• Access to systems for reporting and decision-making
• Shared data access
• Fewer salary overrides
• Fewer off-cycle paycheck requests
• Increased customer satisfaction
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Steps</td>
<td>104 steps – STAFF</td>
<td>27 steps</td>
<td>17 steps</td>
</tr>
<tr>
<td></td>
<td>119 steps – FACULTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduction of 58% to 63% in the number of steps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handoffs</td>
<td>7 handoffs – STAFF</td>
<td>4 handoffs</td>
<td>5 handoffs</td>
</tr>
<tr>
<td></td>
<td>7 handoffs – FACULTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loopbacks</td>
<td>9 loopbacks – STAFF</td>
<td>1 loopback</td>
<td>1 loopback</td>
</tr>
<tr>
<td></td>
<td>10 loopbacks – FACULTY</td>
<td></td>
<td>Reduction of 78% to 80% in the number of loopbacks</td>
</tr>
<tr>
<td>Decision Pts</td>
<td>20 decision pts – STAFF</td>
<td>5 decision pts</td>
<td>2 decision pts</td>
</tr>
<tr>
<td></td>
<td>25 decision pts – FACULTY</td>
<td></td>
<td>Reduction of 65% to 72% in the number of decision points</td>
</tr>
<tr>
<td>Delays</td>
<td>9 delays – STAFF</td>
<td>3 delays</td>
<td>3 delays</td>
</tr>
<tr>
<td></td>
<td>10 delays – FACULTY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lead Time</td>
<td>10 days + 1 day for access</td>
<td>4-5 days (from offer letter) + 1 day for access</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduction of 50% to 60% in lead time</td>
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</table>
Thank You

**Sponsor:**
Caroline Agardy, Associate Vice President for HR Programs and Services

**Staff:**
Christina McCormick – Project Logistics
Jennifer McKay – Project Data

**Customers:**
Susan Herndon, Sean Simms, Lynn Hutto

**Facilitators:**
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