

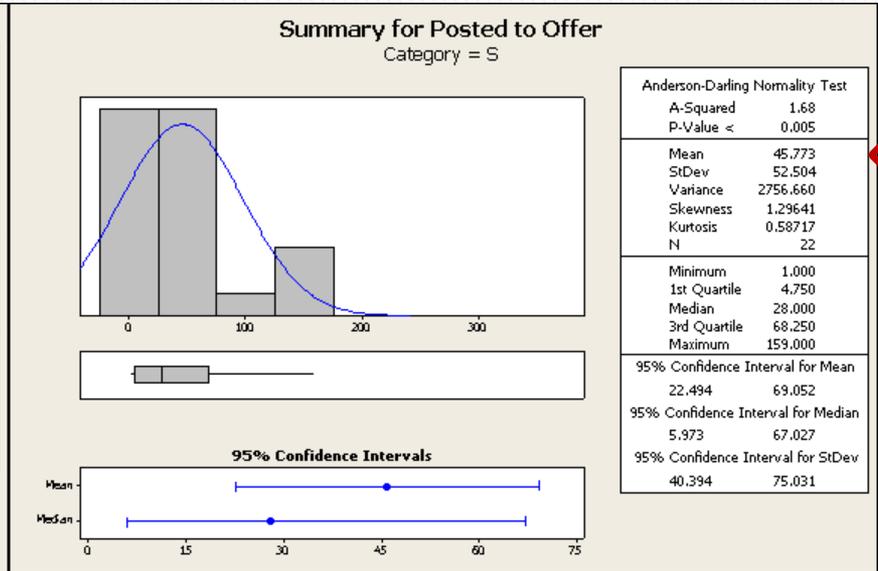
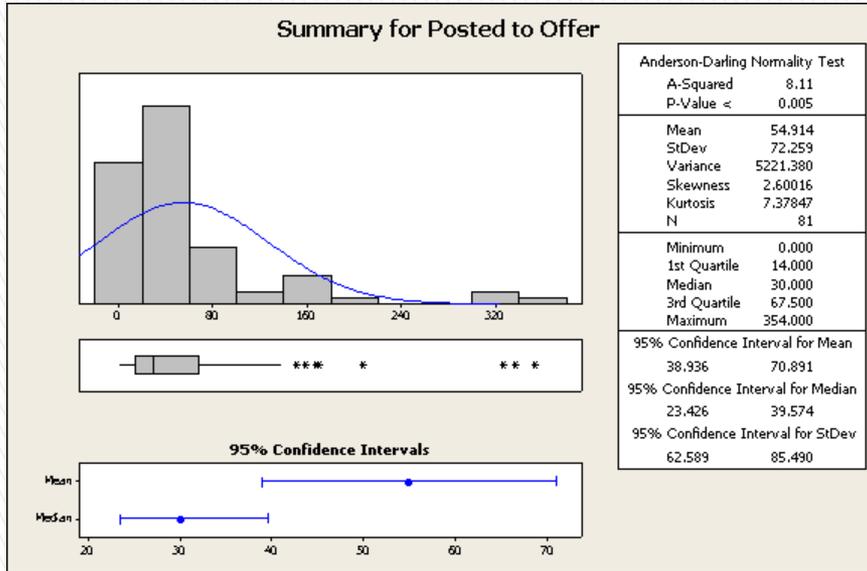
# Reducing the time from posting to hire for unskilled positions



Project Start: January 2012  
Project Revision: 1  
Project Champion: ReNissa Wade  
Green Belt: Stephanie Neal

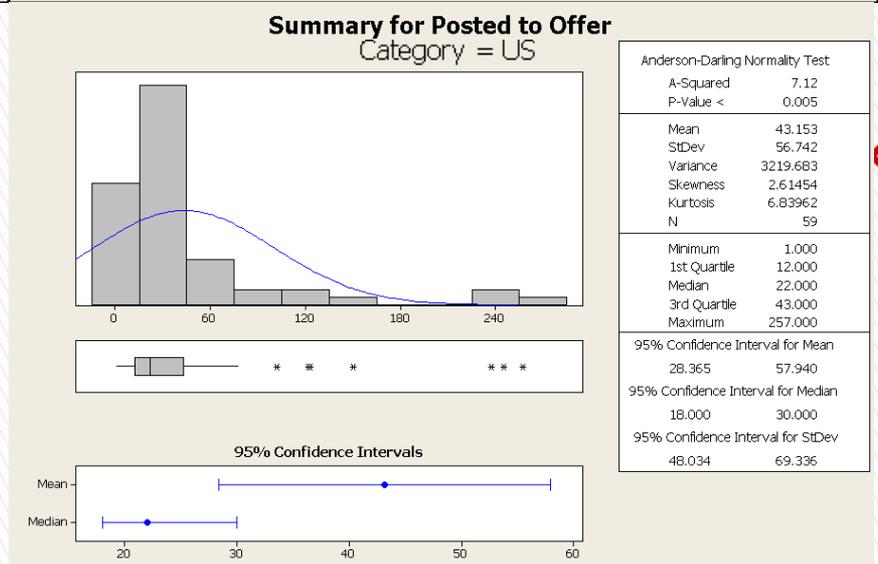
# Define Phase

## 1. Select Output Objective



Goal for Degreed/Specialized Positions = 45 to 60-days  
 Currently averaging **45.773 days**

Goal for Non-Degreed/Specialized Positions = 30 days  
 Currently averaging **43.153 days**



# Define Phase

## 2. Define Performance Standards



### Project Charter

#### Project Authorization

Organization:	Champion:	Process Owner:
City of Tyler	ReNissa Wade	
Project:	Project #:	
Improve Requisition Process from Posting to Hiring		
Problem Statement:		
The hiring process warranted evaluation for the determination of possible defects. The area where the problem is occurring is in the time between the posting of positions and the hiring of unskilled workers. The magnitude of the problem is that it is taking an average of 43-days, with a median of 22-days, but with a high standard deviation of 56-days. The expected performance is 30-days. The effect this is having on our organization is that workers are not being hired to fill vacant positions in a timely manner.		
Project Objective:		
To reduce the time between the posting of a position and the execution of a job offer to a candidate.		
Estimated Defect Level:	Initial Goal:	Estimated Benefits:
355,932	88,983	
Approval Date:	Champion Signature:	Process Owner Signature:
<input type="text"/>	<input type="text"/>	<input type="text"/>
Estimated Completion Date:	Project Leader:	Financial Analyst:
<input type="text"/>	Stephanie Neal	<input type="text"/>

# Measure Phase

## 3. Establish Baseline Capability



### Attribute Capability

Confidence -->	0.95
Units -->	59
Opportunities -->	1
TOP's -->	59
Defects -->	21

Sample data is:

- Short Term
- Long Term

Confidence Interval is:

- One-sided
- Two-sided

#### Long Term Capability

	p(d)	Percent	ppm	Ppk	Z		Defects	
Upper Limit on Failure Rate	0.4913	49.1%	491,316	0.01	0.02	<= "worst case" =>	29	95%
Nominal Value	0.3559	35.6%	355,932	0.12	0.37	<= "best estimate"	↑	Confidence
Lower Limit on Failure Rate	0.2355	23.6%	235,545	0.24	0.72	<= "best case"=>	14	Interval

#### Estimated Short Term Capability (shifted by 1.5 sigma)

	p(d)	Percent	ppm	Cpk	Z
Nominal Value	0.0308	3.1%	30,787	0.62	1.87

Out of 59 possible non-degreed positions that were filled, 21 exceeded the maximum goal of 30-days from the time the position was posted until a job offer was made, or 35.6% were "defective".



### Goals and Benefits

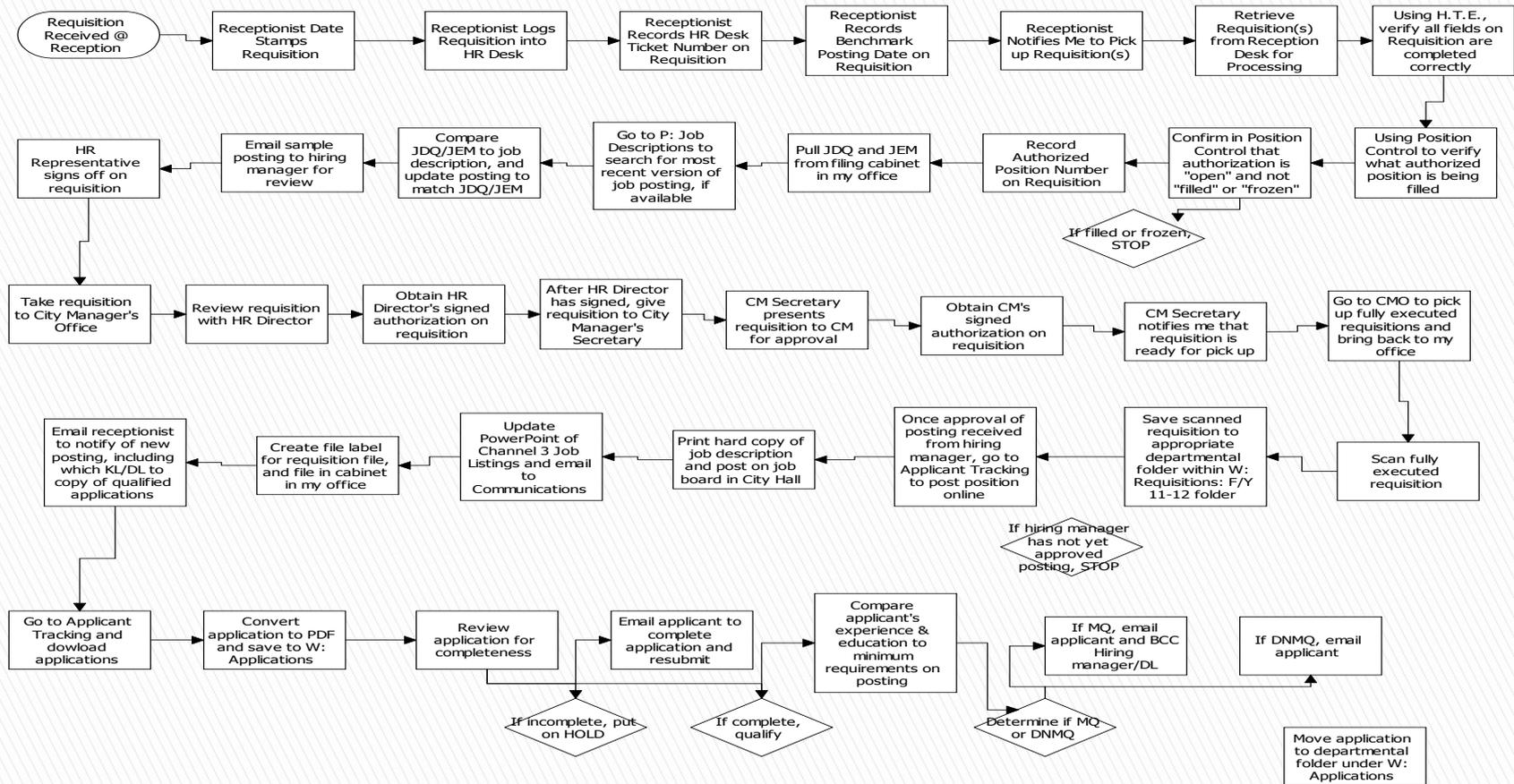
Defect Levels/Goals:

	Date		DPMO(LT)	Zbench (ST)	Cpk
Baseline	1/20/2012		355932	1.87	0.62
Goal	1/20/2012		88983	3.27	1.08
Stretch Goal			0	0.00	0.00

The initial goal is to reduce the defect level from a current rate of over 35% to no more than 10%.

# Measure Phase

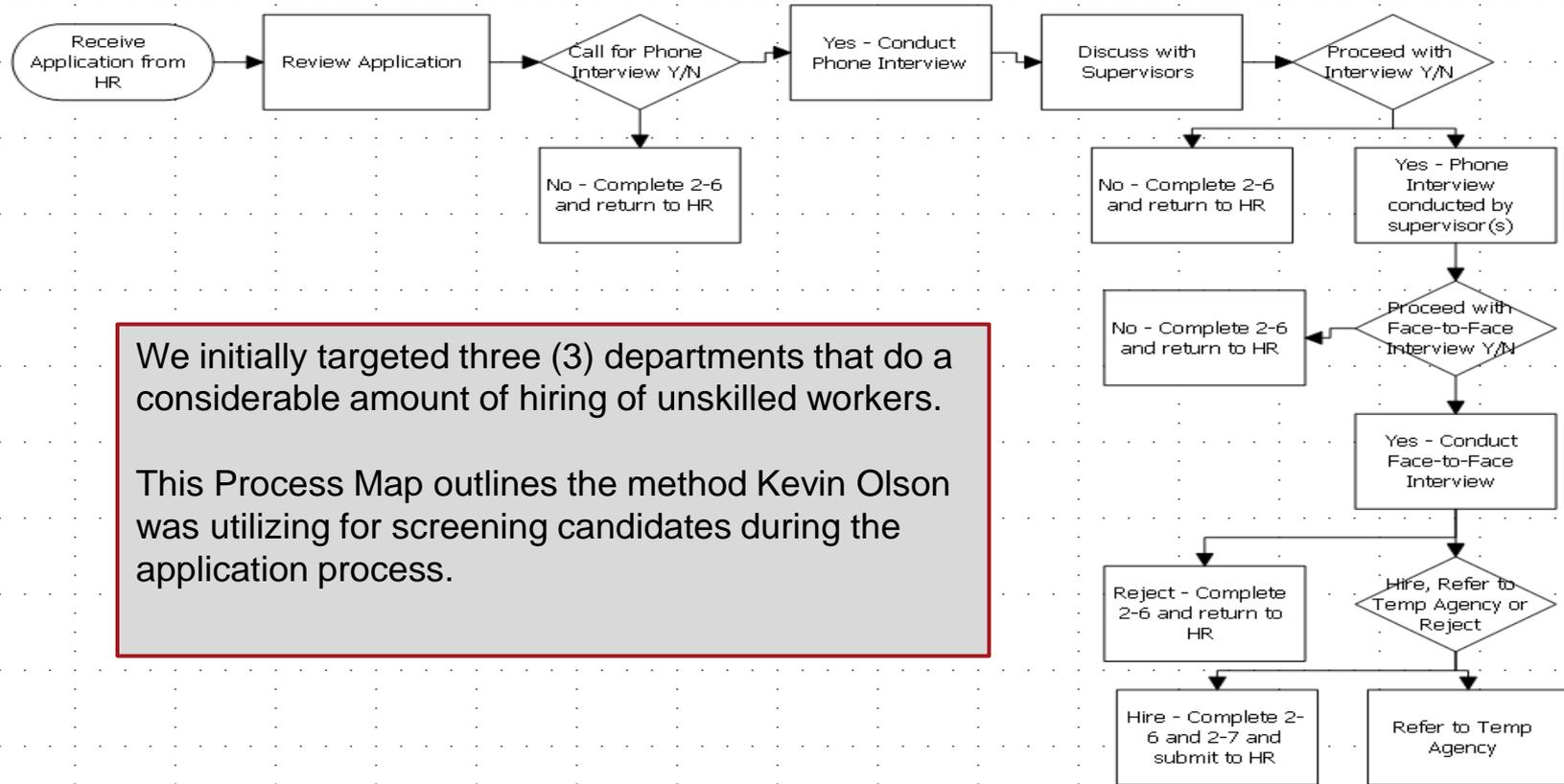
## 5. Identify Variation Sources



The process has been mapped out to the point where qualified applications are emailed to the respective hiring manager for review. Our next phase of the project will involve incorporating managers from various departments to map out their respective processes, so we can ultimately streamline the entire process from the posting of the requisition through the making of a job offer.

# Analyze Phase

## 6. Identify Potential Leverage Variables

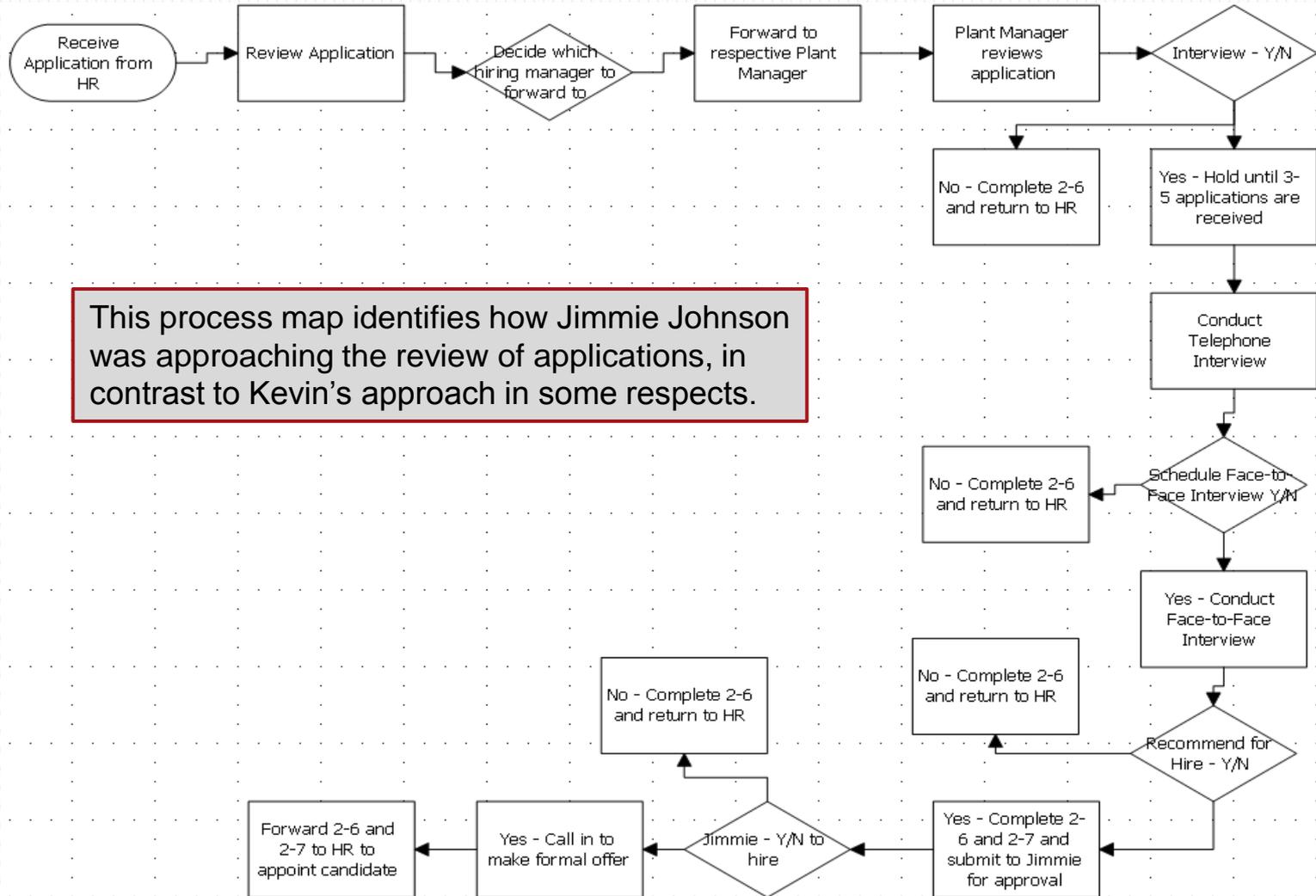


We initially targeted three (3) departments that do a considerable amount of hiring of unskilled workers.

This Process Map outlines the method Kevin Olson was utilizing for screening candidates during the application process.

# Analyze Phase

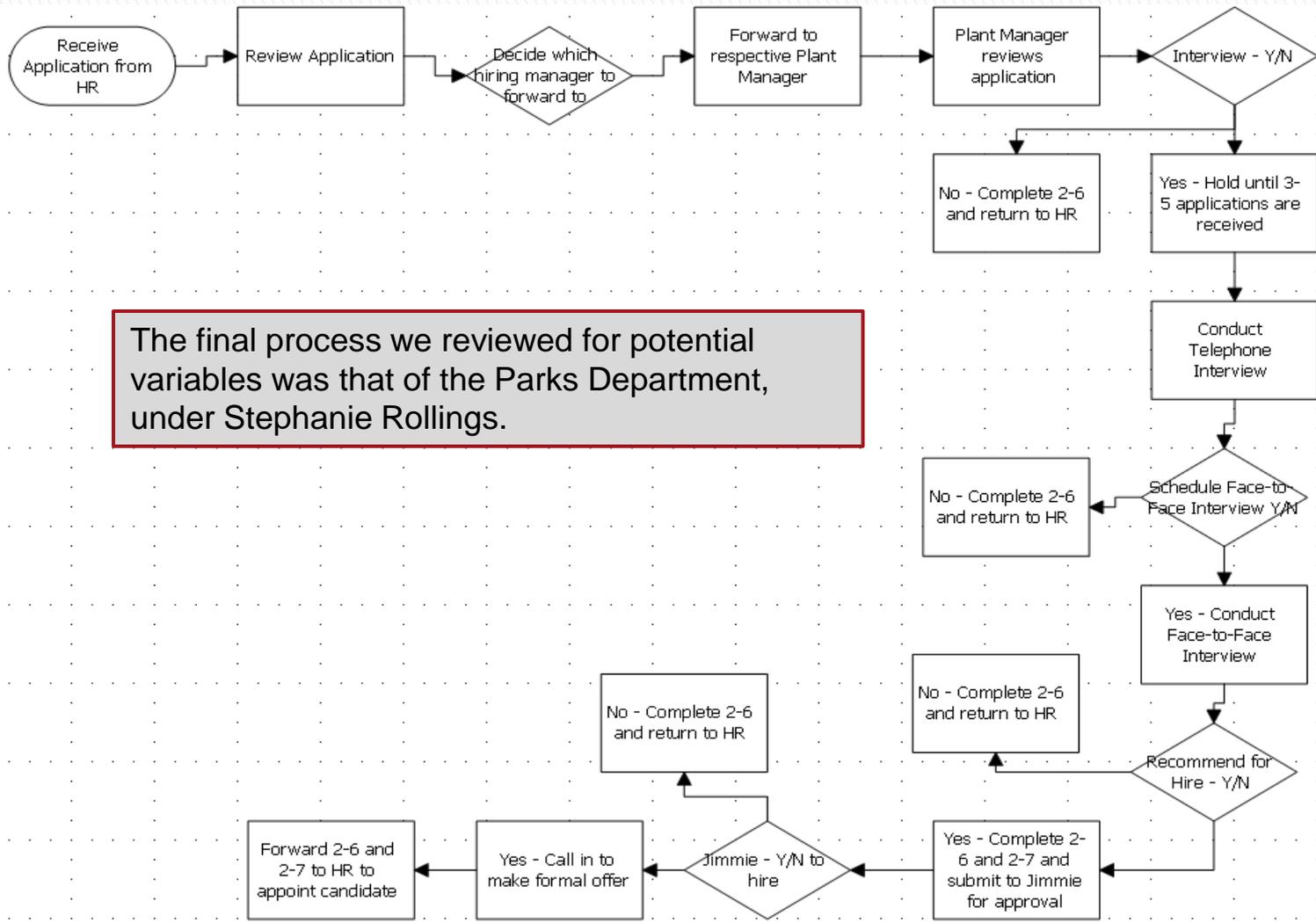
## 7. Identify Potential Leverage Variables



This process map identifies how Jimmie Johnson was approaching the review of applications, in contrast to Kevin's approach in some respects.

# Analyze Phase

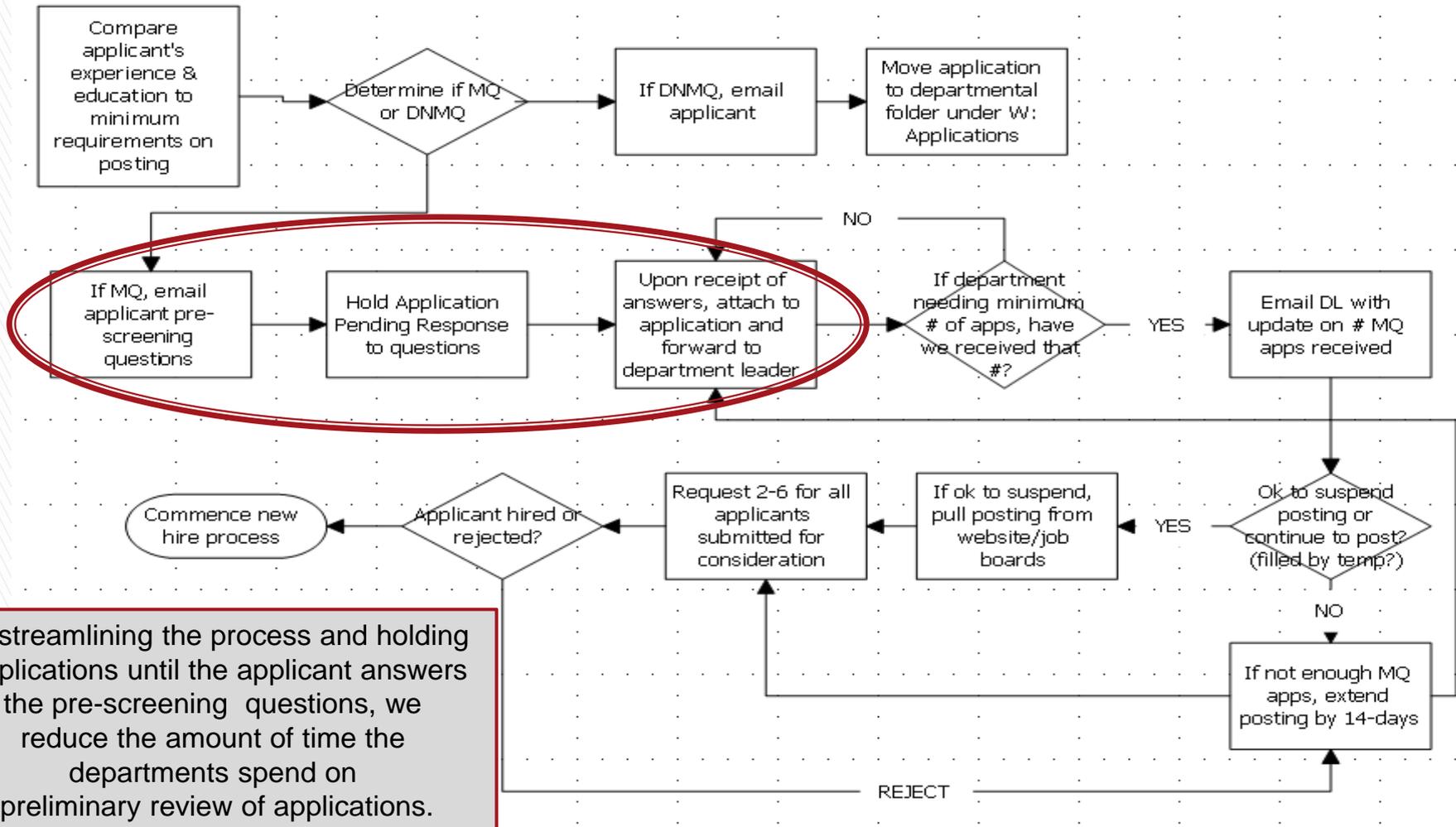
## 8. Identify Potential Leverage Variables



The final process we reviewed for potential variables was that of the Parks Department, under Stephanie Rollings.

# Improve Phase

## 9. Implement Improvements



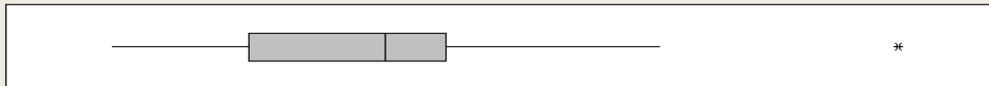
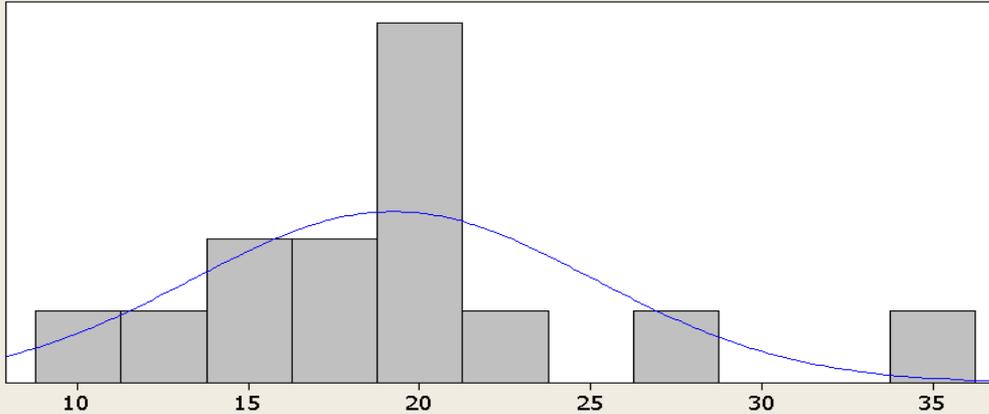
By streamlining the process and holding applications until the applicant answers the pre-screening questions, we reduce the amount of time the departments spend on preliminary review of applications.

# Improve Phase

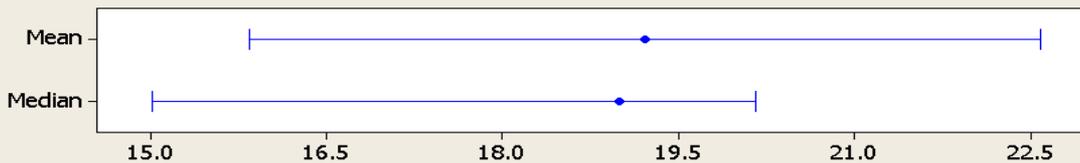
## 10. Implement Improvements



### Summary for US



#### 95% Confidence Intervals



#### Anderson-Darling Normality Test

A-Squared	0.55
P-Value	0.128
Mean	19.214
StDev	5.860
Variance	34.335
Skewness	1.24626
Kurtosis	2.22109
N	14
Minimum	11.000
1st Quartile	15.000
Median	19.000
3rd Quartile	20.750
Maximum	34.000
95% Confidence Interval for Mean	15.831 22.598
95% Confidence Interval for Median	15.000 20.154
95% Confidence Interval for StDev	4.248 9.440

**Process improvements reduced the mean from 43.153-days to 19.214-days, well within the goal of 30-days.**

# Improve Phase

## 11. Implement Improvements



### Attribute Capability

Confidence -->	0.95
Units -->	14
Opportunities -->	1
TOP's -->	14
Defects -->	1

Sample data is:

- Short Term
- Long Term

Confidence Interval is:

- One-sided
- Two-sided

### Long Term Capability

	p(d)	Percent	ppm	Ppk	Z		Defects	
Upper Limit on Failure Rate	0.3387	33.9%	338,684	0.14	0.42	<= "worst case" =>	5	95%
Nominal Value	0.0714	7.1%	71,429	0.49	1.47	<= "best estimate"	↑	Confidence
Lower Limit on Failure Rate	0.0018	0.2%	1,807	0.97	2.91	<= "best case" =>	0	Interval

### Estimated Short Term Capability (shifted by 1.5 sigma)

	p(d)	Percent	ppm	Cpk	Z
Nominal Value	0.0015	0.2%	1,512	0.99	2.97

Out of 14 possible unskilled positions that were filled during the implementation period, only 1 exceeded the maximum goal of 30-days from the time the position was posted until a job offer was made, reducing the "defective" rate to only 7.1%, which is within the defined goal of less than 10%.

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# Control Phase

## 12. Implement Process Controls



	Department	Human Resources
	Procedure	Requisition Processing

**I. Purpose:**  
Identify proper protocol for processing requisitions from receipt through offer.

**II. Scope:**  
Human Resources

**III. Definition:**

**IV. Procedure:**

1. Requisition (form 2-3) is received by receptionist.
2. Receptionist then:
  - A. Date stamps requisition.
  - B. Logs requisition into HR Desk and records ticket number on requisition.
  - C. Assigns benchmark posting date as 6-business days from date received.
  - D. Delivers to HR Rep.
3. HR Rep then:
  - A. Uses H.T.E. to verify that all data on requisition is correct.
  - B. Uses position control in H.T.E. to verify which authorized position is being filled, and that position is open (not frozen or closed).
    - I. If position is open to be filled, records authorized position number on requisition.
    - II. Assign requisition number.
    - III. Pull JDQ/JEM.
    - IV. Pull up most recent job posting for that position on P: Job Descriptions and compare posting to JDQ/JEM and update as necessary.
    - V. Email sample posting to department hiring manager for approval.
    - VI. Sign off on requisition and forward to CMO for HR Director and City Manager to sign.
    - VII. Scan fully executed requisition and save to W: Requisitions in respective departmental folder.
    - VIII. Post approved posting to www.cityoftyler.org using Applicant Tracking, as well as post physical posting on job boards in City Hall lobby, and update channel 3 power point and email to Communications.
    - IX. Assigns suspension date of 2-weeks from date of posting and advises department hiring manager of this date as being date in which HR Rep will contact department again regarding total number of qualified applications received to date, and whether or not it is ok to suspend the posting at the end of that 2-week period, or if we need to extend the posting to allow for additional applications.
    - X. Create physical file for requisition and file numerically in requisition cabinet.
    - XI. Email receptionist that position is now posted.
4. Receptionist then:
  - A. Goes to Applicant Tracking every morning and downloads all applications received.
  - B. Emails HR Rep once all applications are downloaded.
5. HR Rep then:
  - A. Qualifies all applications by comparing information on application to minimum requirements for each position.
  - B. Emails candidates to advise them if their application was complete, and if so, if it met minimum qualifications.
    - I. If yes, for all departments except Water and Parks, copies department hiring manager on complete, qualified applications.
    - II. If yes for Water and Parks only at this time, emails applicant a series of pre-

SOP #	Form #	Originating Date	Revision Date	Revision #
REQ001		5/11/12	5/11/12	1

	Department	Human Resources
	Procedure	Requisition Processing

screening questions to complete and return to HR Rep.

- a. Once answers are received, attach to application and forward to hiring manager for consideration.

III. If no, emails applicant to advise application did not meet qualifications and is not being considered.

C. Advises receptionist once all applications have been qualified.

6. Receptionist then moves each application to the respective departmental folder under W: Applications, saving the applications based on the department the position is for, in subfolders based on the month in which the application was received, and whether or not it met minimum qualifications.

7. Department Hiring Manager then:

- A. Reviews all qualified applications received from HR and forwards to appropriate supervisor for further consideration.

8. Supervisor then:

- A. Contacts applicants to schedule interview.
- B. If candidate interviews successfully, supervisor makes hiring recommendation to department leader.
  - I. Department leader then brings candidate in to sign offer letter and commence new hire process.
  - II. Department leader may recommend payrolling candidate with a temporary agency rather than offering direct hire position at that time.
- C. If candidate does not interview successfully, supervisor completes 2-6 Applicant Evaluation rejecting candidate and returns 2-6 to HR.

Author Name:	Authorization Name:	Authorization Date:
Stephanie Neal	ReNissa Wade	

**Forms:**  
2-3 Personnel Requisition

Item	Revision Reason	Date

SOP #	Form #	Originating Date	Revision Date	Revision #
REQ001		5/11/12	5/11/12	1

# Next Steps



- Schedule additional supervisor training at City U to roll out new requisition process.
- Continue to monitor the process to gauge future success and to ensure that we avoid regression.