New Hire Project

Lean Six Sigma Green Belt Team

2/10/15

Project Details

- **Problem Statement**

  o Currently the City of Houston Human Resources Department takes an average of 60 days to fill open positions due to a lack of standardized hiring procedures. This has resulted in increased cost, missed opportunities, performance issues as well as dissatisfied client departments.

- **Project Mission**

  o The mission of this project is to reduce the new hire process from an average of 60 days to 4 weeks or less. By utilizing Lean and Six Sigma methodologies our team intends to eliminate waste, streamline sub-processes and export best practices to client departments. By doing so we will reduce cost as well as mitigate any missed opportunities and/or performance issues.

- **Project Scope**

  o This project team will analyze the hiring process from the creation of the Position Justification Form **PBC** *(if applicable)*/position posting through MDU and PAR upload into SAP.
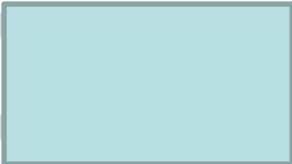
Project Details – Deliverables

- Recommendations for streamlining the process

- Proposed future state process map

- Draft work instruction

- A proposed go forward strategy with NeoGov

- Draft implementation plan

Project Charter

Project Charter

Department:	Division:
Human Resources Department	HR Operations

Project Name:	Project Number:
New Hire Project	HR001

	Project Leader Title:
	Project Specialist
	Sr. Staff Analyst
	Human Resources Manager
	Project Sponsor Title:
	Deputy Director

Project Stakeholders:
Human Resources Department, Parks Department, Solid Waste Department internal and external job applicants.

Problem Statement:
Currently the City of Houston Human Resources Department takes an average of 60 days to fill open positions due to a lack of standardized procedures for hiring. This has resulted in increased cost, missed opportunities, performance issues as well as dissatisfied client departments.

Mission Statement:
The mission of this project is to reduce the new hire process from an average of 60 days to 4 weeks or less. By utilizing Lean and Six Sigma methodologies our team intends to eliminate waste, streamline sub-processes and export best practices to client departments. By doing so we will reduce cost as well as mitigate any missed opportunities and/or performance issues.

Project Scope:
This project team will analyze the hiring process from the creation of the Position Justification Form PBC *(if applicable)*/position posting through MDU and PAR upload into SAP.

Project Assumptions:
All Team Members have completed Six Sigma Yellow Belt training.

Project Deliverables
- Recommendations for streamlining the process
- Proposed future state process map
- Draft work instruction
- A proposed go forward strategy with NeoGov
- Draft implementation plan

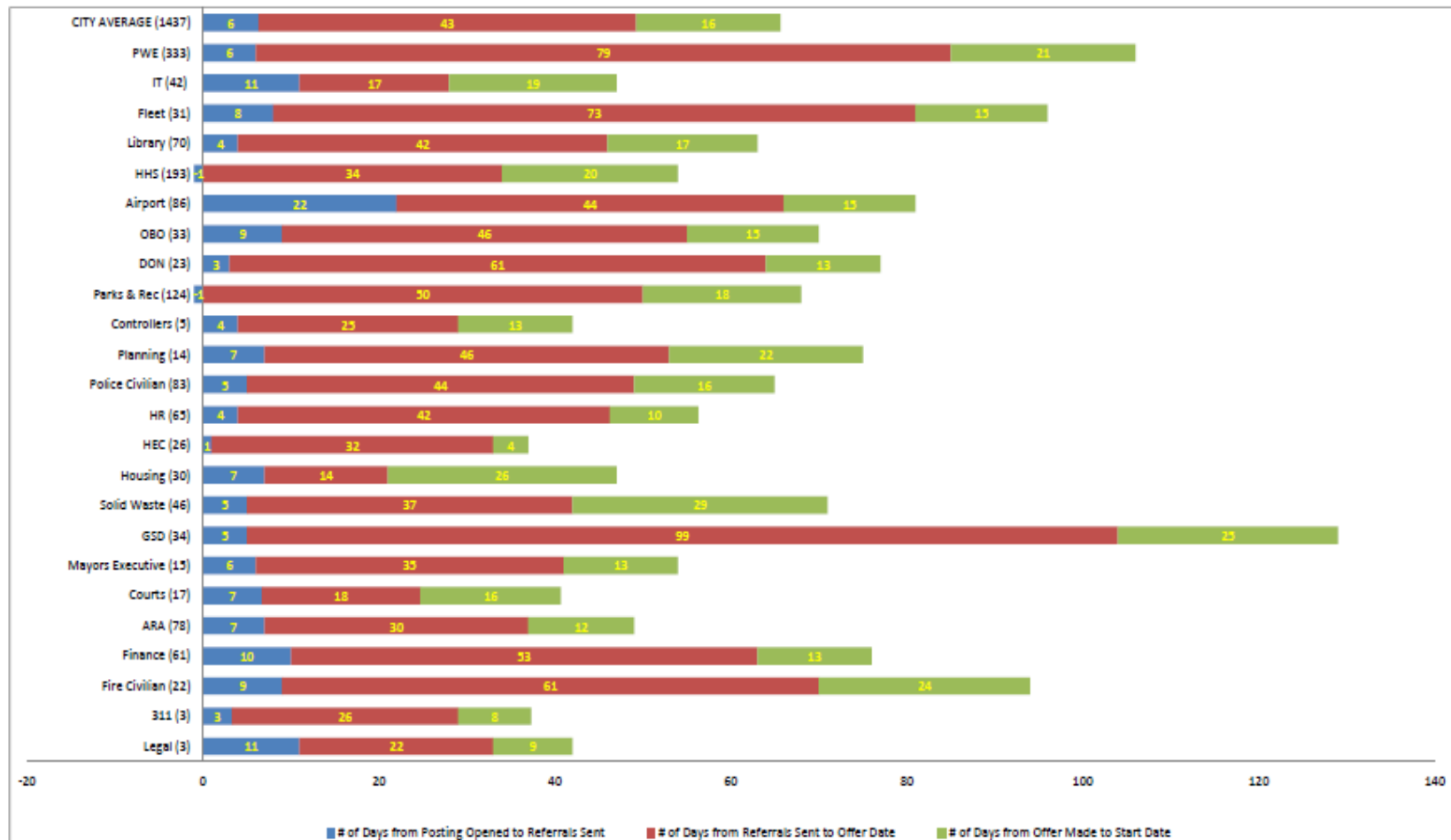| Project Start Date:	9/15/14	Project End Date:	10/15/14
Project Duration:	30 business days		

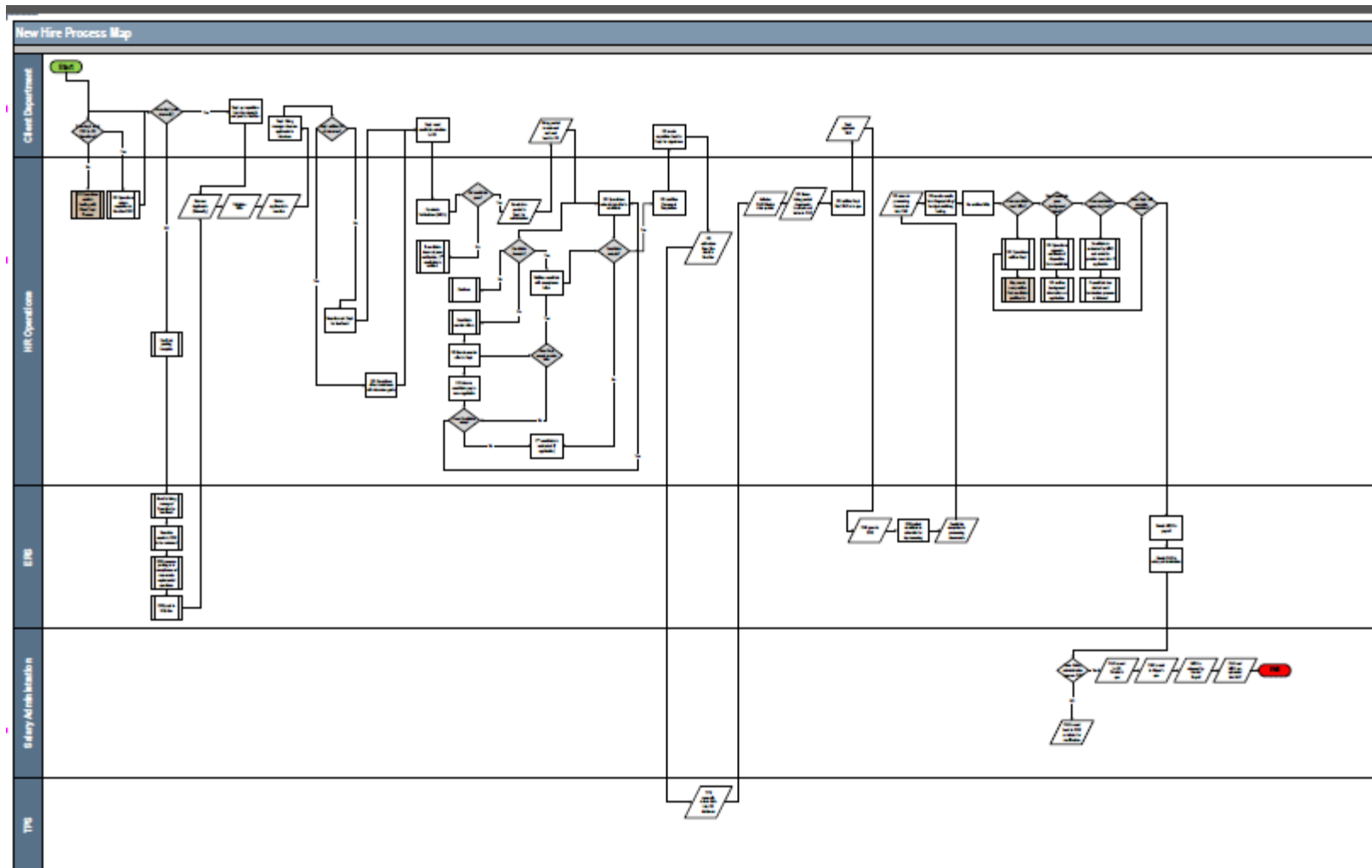# Voice of Customer – Affinity Diagram
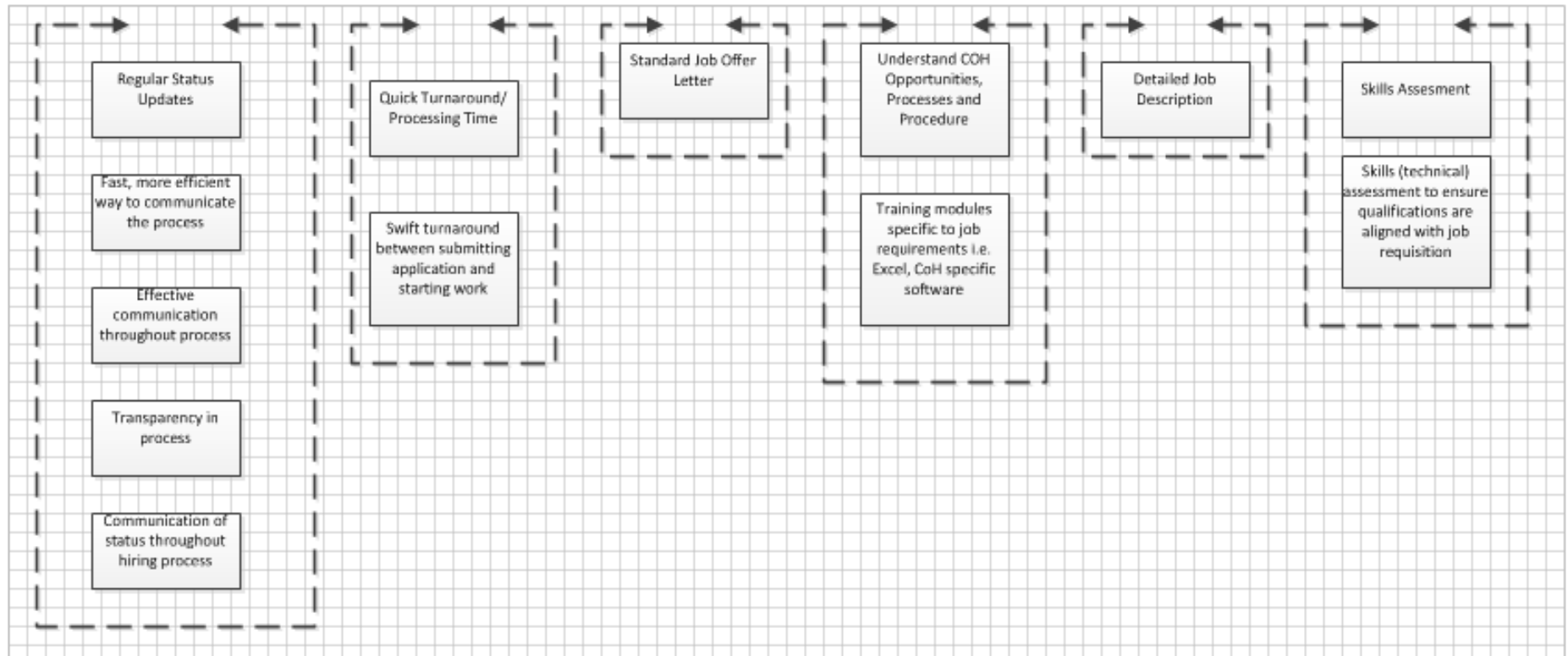
Baseline Measurement - Time to Fill Report: July 2013 – June 2014

Current State Process Map

Waste Identification

- Applicant tracking system is not being fully utilized
  - OHC not using utilized by client departments
  - ON not integrated with OHC
  - Reporting capabilities not being used to track demographics or KPIs
- Lack of communication across HR divisions
- HR processes differ by department

Proposed Future State Process Map

New Time to Fill – July 2014 – Jan 2015
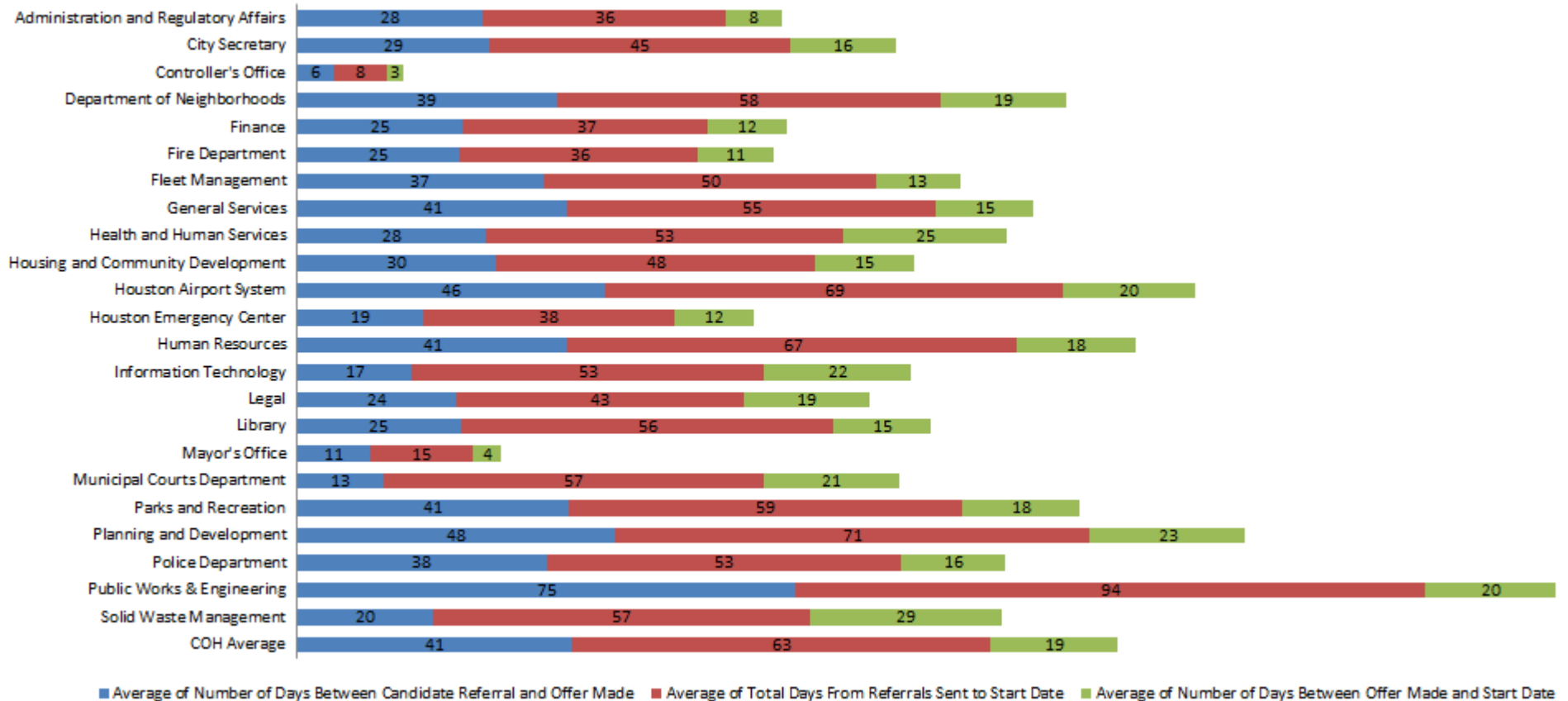
Recommendations

- Streamline the way that minimum qualifications are verified

- Implement standardized computer based testing for all applicants (bilingual, administrative skills, etc.)

- Create a communication plan across HR Operations divisions that will clearly define roles and responsibilities.

- Standardize background checks across city departments

- Standard interviews across city departments (should involve HR at each step) . All Generalists should receive in depth training to include compensation analysis. Postings should be done by client services (generalists) as received

- HR should not be involved in position budget verification (PBC)

- Position positing period should not surpass two weeks unless hard to fill

Recommendations

- The use of continuous job postings should be heavily scrutinized if not eliminated

- Class spec database in NeoGov should be updated

- Fix insight to Onboard integration

- Enable rich text editor in NeoGov

- Utilize NeoGov training environment to test system changes

- At least one City employee should be a certified expert in NeoGov

- System administrator/s should be conducting voice of the customer to receive feedback from NeoGov end users to determine needs

- Reformat employment application making essential fields mandatory

- Fully utilize reporting in NeoGov

Control Plan

- Creation of project team and sub-teams

- Understand outstanding system issues

- Create and deploy training

- Create one-standard HR process built with a continual review process to ensure efficiency in process

Questions?