

# PROCESS IMPROVEMENT EVENT



UNIVERSITY OF  
SOUTH CAROLINA

## FTE Hiring Process

January 17-18, 30-31 – 2017

# THE TRANSFORMERS



Left-to-right: Janet Meredith, Alicia Bervine, Jennifer McKay, Belinda Ogorek, Joyce Riley, Tonya Johnson, Karin Haile, Gigi Gillespie, Kim Pruitt

# GOALS



## Process Improvement Project Charter

Use this fillable/savable charter to plan and communicate all key elements of your process improvement project. Start by entering the information you know right now. Add more info as your planning unfolds.

Date this charter was created  Date of most recent revision   
mm/dd/yyyy mm/dd/yyyy

### 1. BACKGROUND

What process is this project aiming to improve?

FTE Hiring Process

Why is this project being undertaken?

To streamline a very lengthy and cumbersome process that is riddled by numerous inconsistencies, errors and rework.

What are the top three goals for this project?

1. To reduce the number of errors on forms submitted by users initiating FTE hires.
2. To streamline the information flow and the data collected during the hiring process in order to speed up the cycle time.
3. To more clearly define the FTE hiring process so that the requirements can be communicated to users more effectively.

### 2. KEY CONTACTS

Name	Title and Div-Dept-Office	Email	Phone
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**Project Sponsor(s)** – Establishes the need for the project, ensures that it aligns with top priorities, clarifies the scope, communicates with other areas, provides ongoing support and needed resources, and removes barriers

Caroline Agardy	Associate VP of HR Programs and Services	agardy@mailbox.sc.edu	777-7550

**Session Facilitators** – Guide the team during all of its improvement sessions

Nathan Strong	Director of Organizational and Professional Development	strongn@mailbox.sc.edu	777-3508
Lesley Nussbaum	Director of Remote HR Operations	lnussbau@mailbox.sc.edu	777-0467

**Logistics Contact** – Handles operational details and logistics relating to the project and team sessions

Christina McCormick	Administrative Assistant	mccormid@mailbox.sc.edu	777-7550
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**Data Lead** – Takes the lead in gathering, analyzing, and compiling data in advance of the project (see page 3)

Jennifer McKay	HR Business Analyst	mckay@mailbox.sc.edu	777-3256
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**Project Manager** – Immediately following the team's improvement sessions, this person coordinates implementation, ensures that the project stays on track, tracks baseline measures and projections against actual results, and so on

Belinda Ogorek	Director of HR Operations & Services	ogorekb@mailbox.sc.edu	777-3259
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- 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.

# SCOPE

## **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**

改善

**KAIZEN**

change for the better

**KAIZEN BLITZ:**

4-5 intense days


Action-focused

Real improvement

# KAIZEN EVENT OVERVIEW



# KAIZEN EVENT OVERVIEW

Discovery	Possibility	Building	Planning 	Planning and Presentation
<ul style="list-style-type: none"> <li>• Goals</li> <li>• Process walk-around</li> <li>• Customers</li> <li>• Current-state process map</li> </ul>	<ul style="list-style-type: none"> <li>• Current-state process map (continued)</li> <li>• Waste, value-added</li> <li>• Standardization and other Lean concepts</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement ideas</li> <li>• Prioritizing</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Draft future-state process map</li> </ul>	<ul style="list-style-type: none"> <li>• Draft future-state process map <i>subgroups report</i></li> <li>• Discovery + consensus</li> <li>• Future-state process map</li> <li>• Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Measures</li> <li>• Presentation</li> <li>• Celebration</li> </ul>



# Seeing the process first-hand





# Seeing the process first-hand





# Seeing the process first-hand



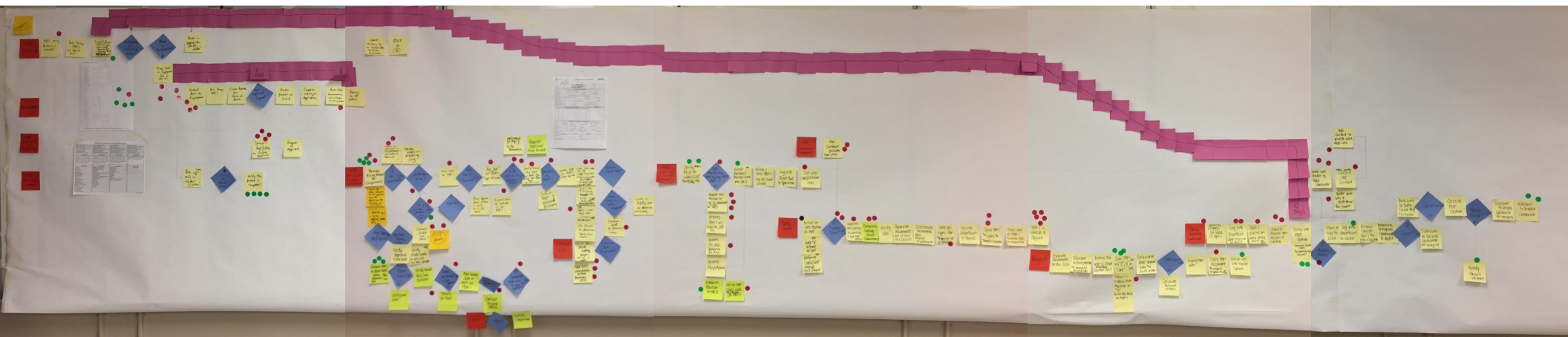
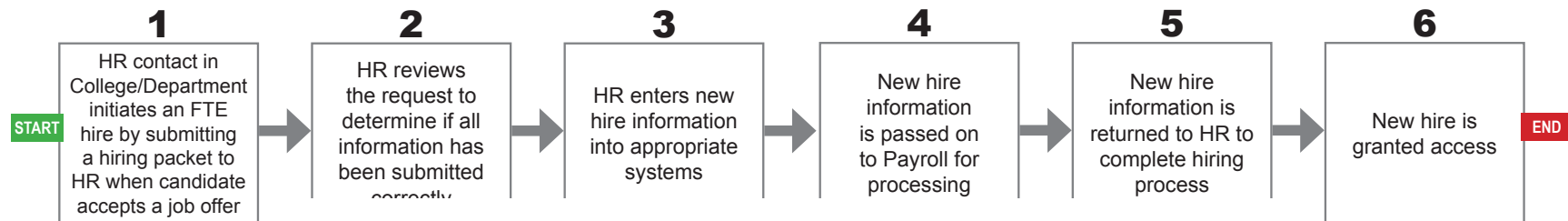


# Hearing from customers

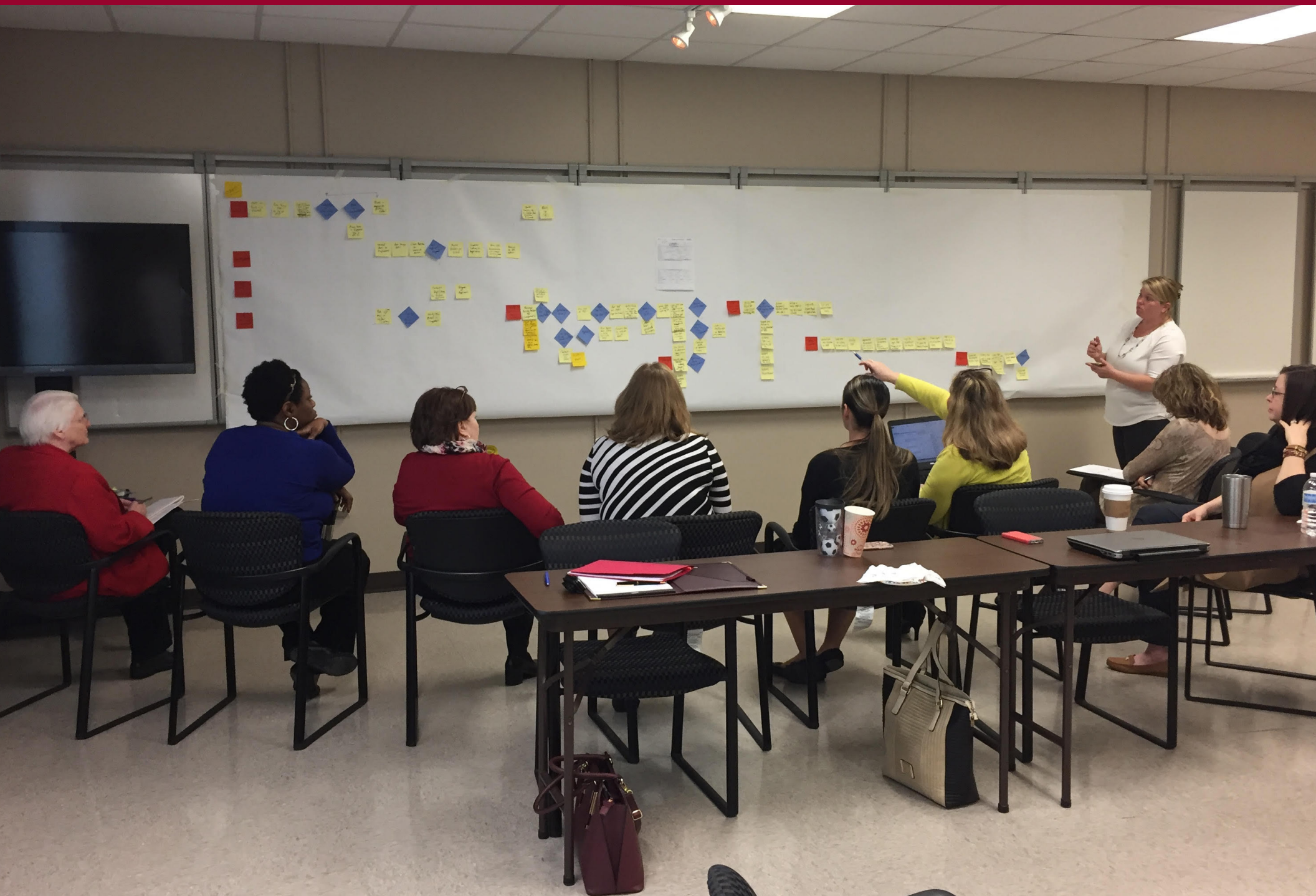




# Mapping the current-state process

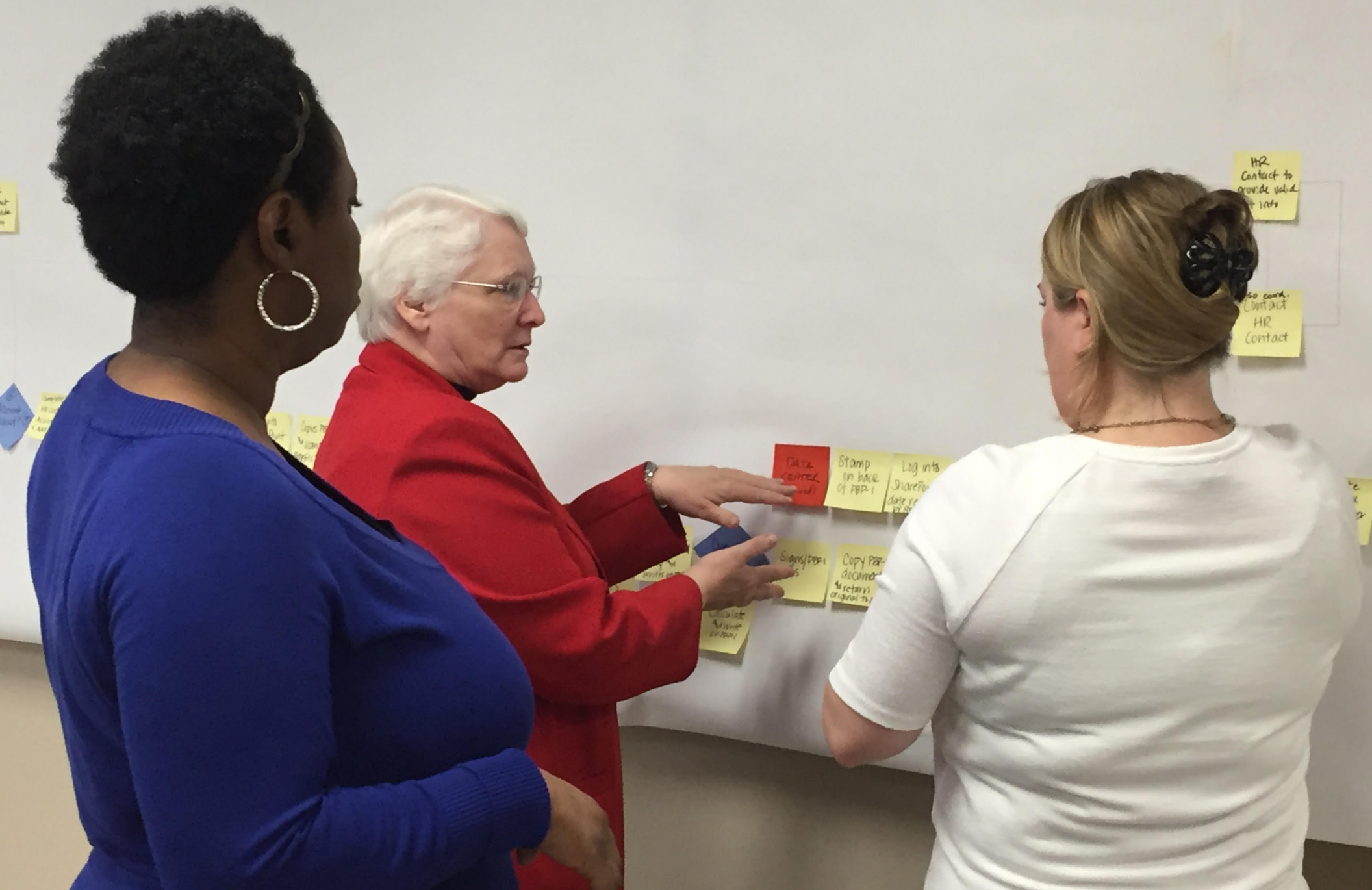


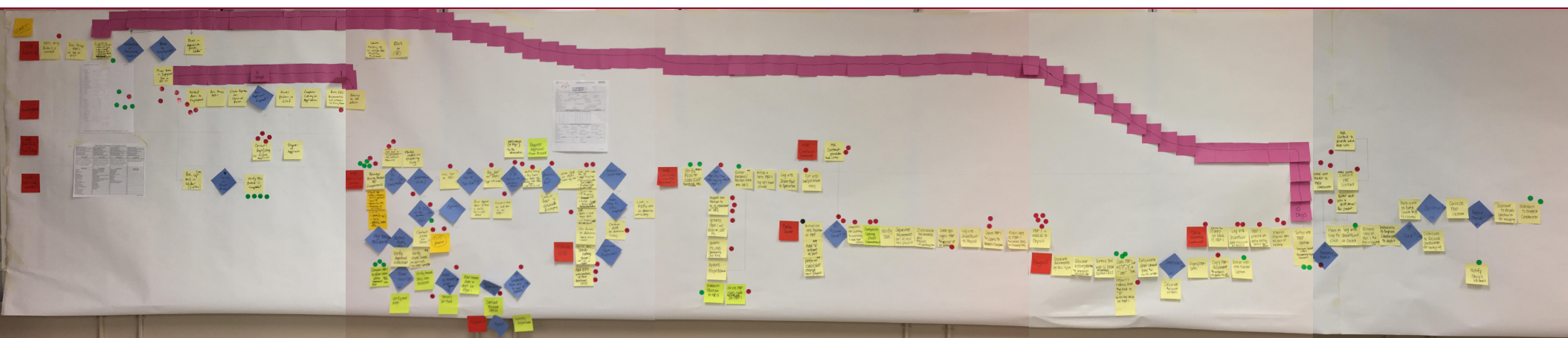
# Mapping the current-state process





# Mapping the current-state process





<b>Steps</b>	104 staff – 119 faculty
<b>Handoffs</b>	7 staff – 7 faculty
<b>Loopbacks</b>	9 staff – 10 faculty
<b>Decision Points</b>	20 staff – 25 faculty
<b>Delays</b>	9 staff – 10 faculty

<b>Time</b> Start-to-finish process time	<b>10 days</b> + 1 day for access
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# Identifying occurrences of waste

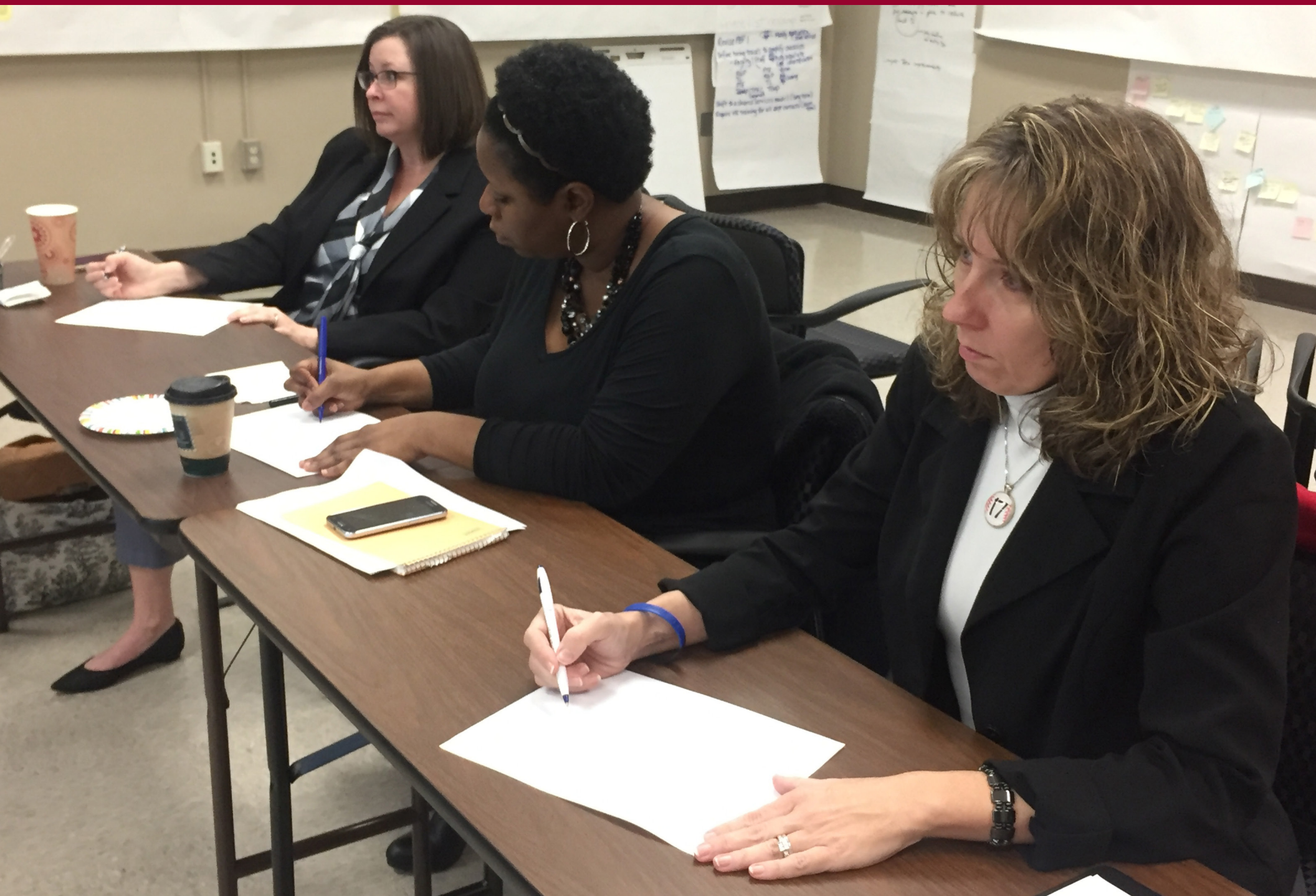
<b>T</b>	<b>I</b>	<b>M</b>	<b>U</b>	<b>W</b>	<b>O</b>	<b>O</b>	<b>D</b>
TRANSPORTATION	INFORMATION, INVENTORY	MOTION	UNDERUTILIZATION	WAITING	OVERPRODUCTION	OVERPROCESSING	DEFECTS
<p>Unnecessary movement of materials, files, and other items relating to the work</p> <ul style="list-style-type: none"> <li>• Paperwork and hard-copy files going from one office to another</li> <li>• Sending documents or other items to another city or region for processing</li> </ul>	<p>“Work in process” beyond what is required to serve the customer</p> <ul style="list-style-type: none"> <li>• Big piles of forms, booklets, and other printed items</li> <li>• Rows of jam-packed file cabinets</li> <li>• Long list of in-process requests</li> <li>• Big backlog of inquiries</li> <li>• Backup of emails from customers</li> <li>• Long line of customers (on phone or in person)</li> </ul>	<p>Unnecessary movement of people doing the work</p> <ul style="list-style-type: none"> <li>• Moving from one area or office to another</li> <li>• Cubicle to cubicle</li> <li>• Going to the copier, scanner, fax</li> <li>• Retrieving documents from multiple file boxes</li> <li>• Excess keystrokes</li> </ul>	<p>Instances in which available workplace resources are not fully leveraged to produce and deliver service</p> <ul style="list-style-type: none"> <li>• Underutilized: <ul style="list-style-type: none"> <li>• Staff skills</li> <li>• Office space</li> <li>• Technology</li> <li>• Data</li> <li>• Institutional knowledge</li> </ul> </li> </ul>	<p>Delays between one process step ending and the next beginning</p> <ul style="list-style-type: none"> <li>• Nonproductive time</li> <li>• Waiting for: <ul style="list-style-type: none"> <li>• Equipment</li> <li>• Delivery</li> <li>• Catchup</li> <li>• Supplier</li> <li>• Mail/shipper</li> <li>• Voice approval</li> <li>• Sign-off</li> <li>• Needed info</li> </ul> </li> </ul>	<p>Producing outputs beyond what is needed for immediate use</p> <ul style="list-style-type: none"> <li>• Processing too many</li> <li>• Processing in advance of requests</li> <li>• Throwing away or shelving the extras</li> <li>• Things getting outdated</li> <li>• Attitude of “we have to be ready”</li> </ul>	<p>Adding value to a service beyond what customers want or will pay for</p> <ul style="list-style-type: none"> <li>• Double-checking, inspecting</li> <li>• Bells and whistles</li> <li>• Better than good enough</li> <li>• Trying to “delight” the customer when “satisfying” is enough</li> <li>• Reports that nobody reads</li> </ul>	<p>Any aspect of the service that compromises quality in the eyes of the customer</p> <ul style="list-style-type: none"> <li>• Processing errors</li> <li>• Inaccuracies</li> <li>• Incorrect forms, materials</li> <li>• Missing information</li> <li>• Broken links</li> <li>• Difficult to read</li> <li>• Forms, instructions difficult to understand</li> <li>• Wasted materials</li> </ul>

Waste is a **SYMPTOM** of a problem (rather than a root cause)



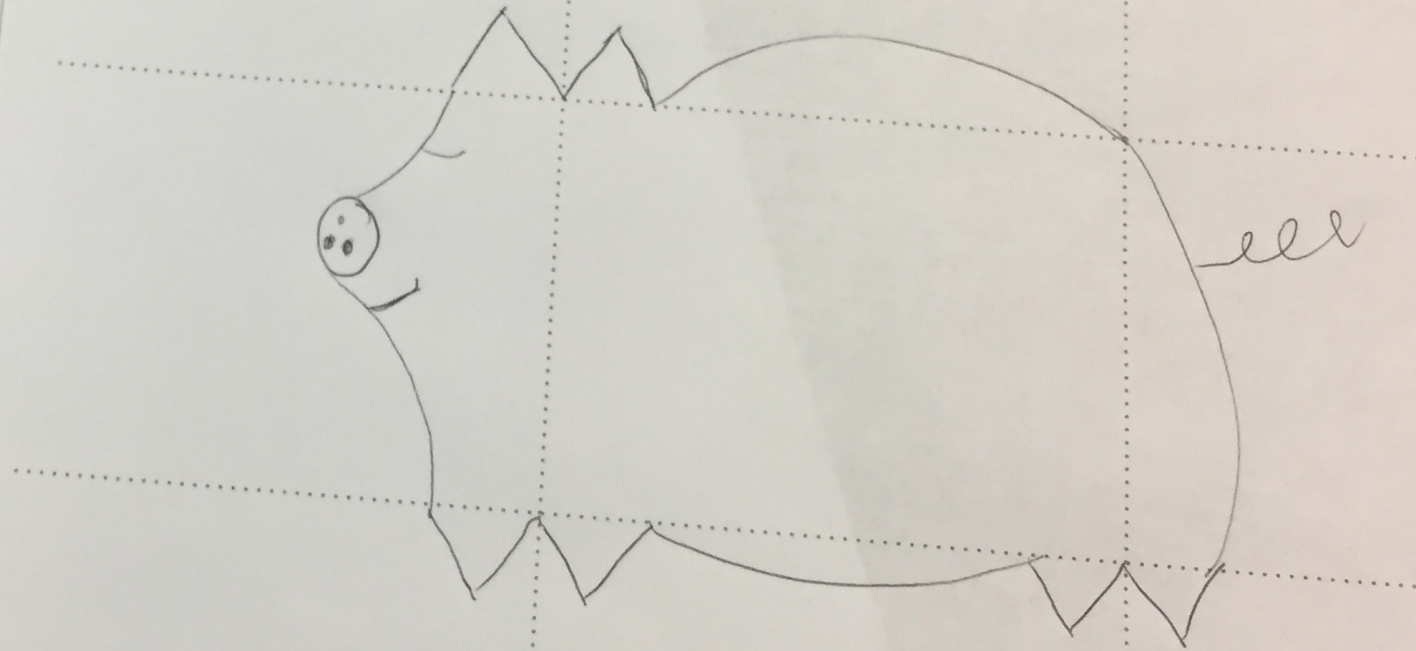


# Learning Lean concepts



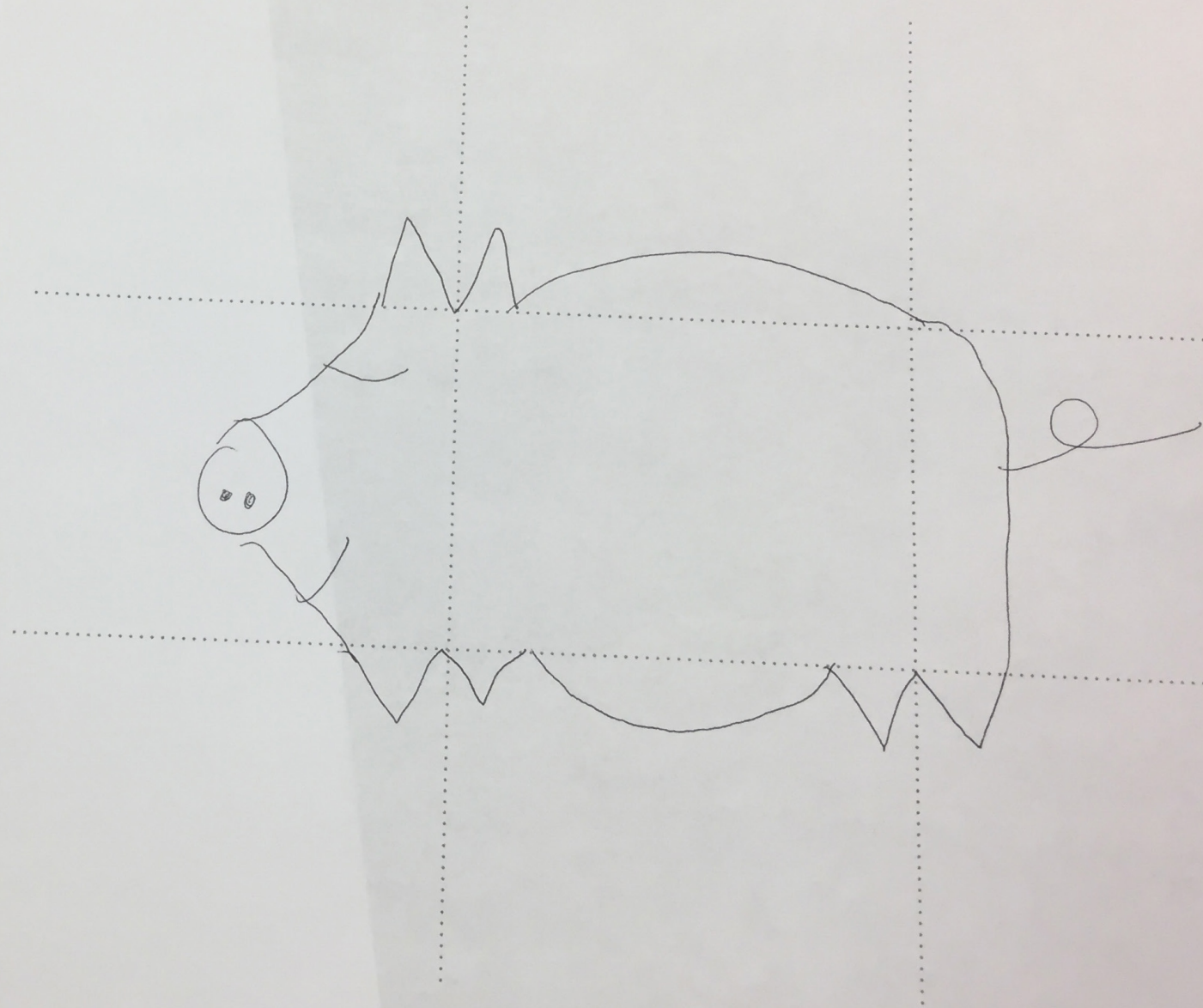
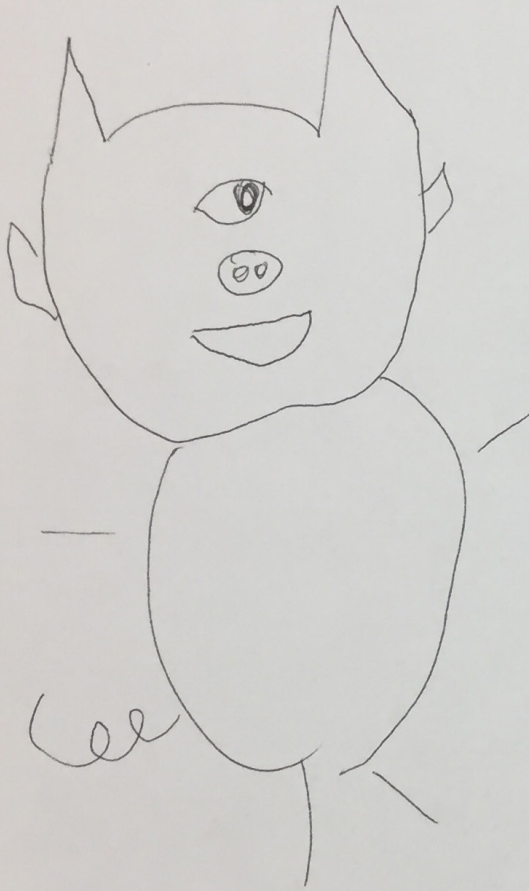


# Learning Lean concepts





# Learning Lean concepts

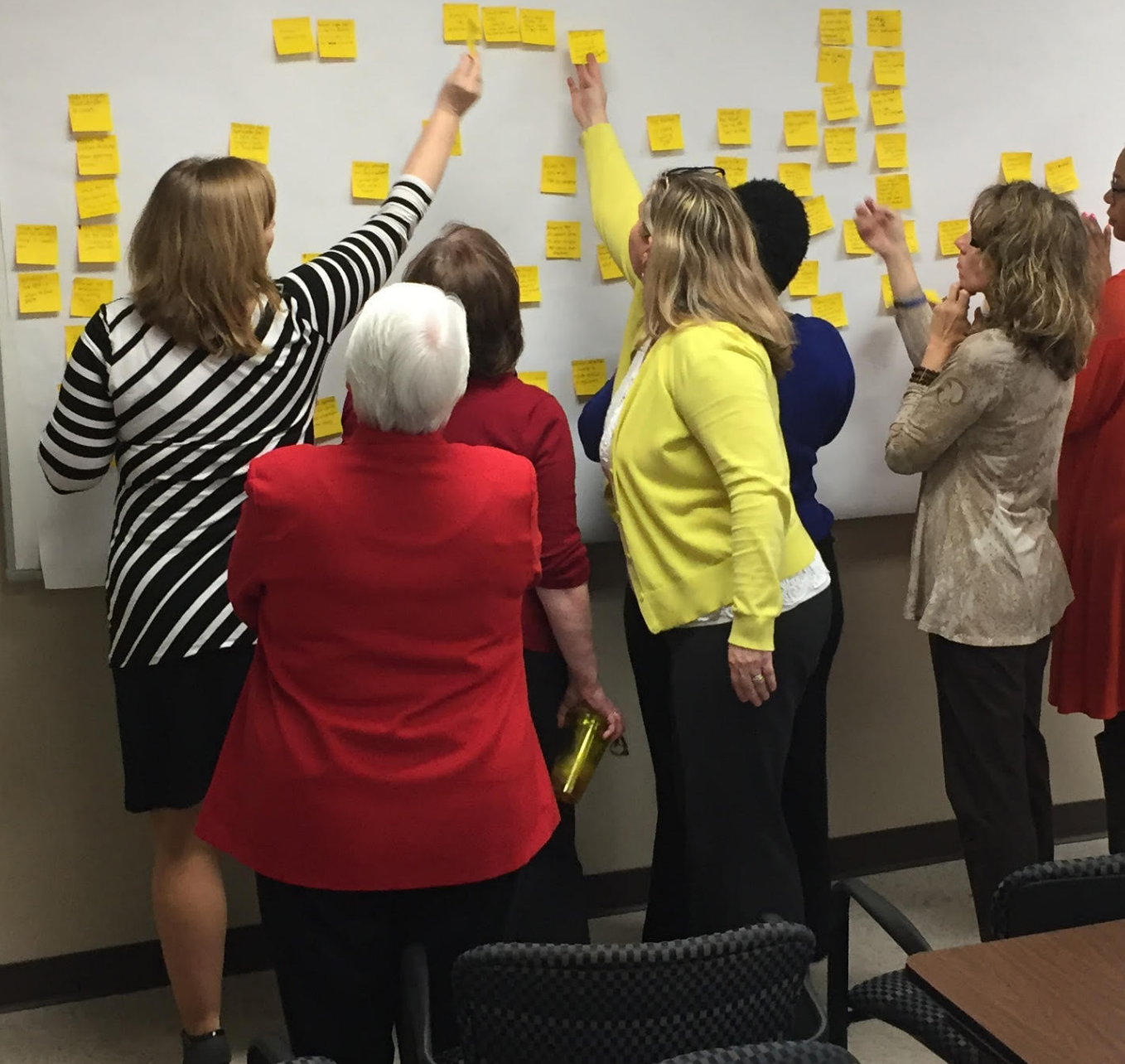




# Generating and prioritizing improvements

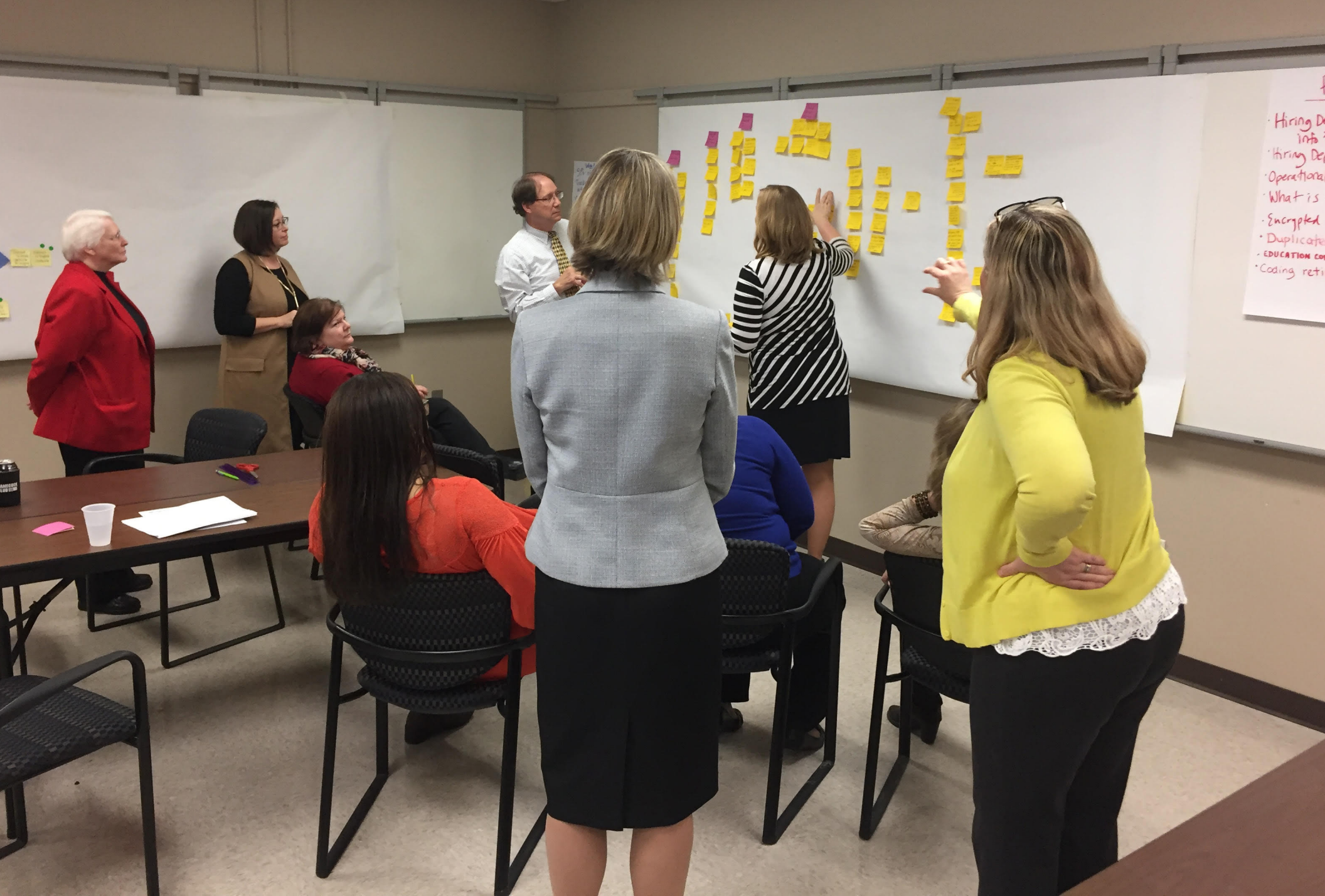
Value Added Activities + NVA Activities

- 50% of HR Admin Job = Tracker
- Tracker assists contacts in flow of information and status.
- Contacts unsure of when paperwork goes to Employment → In HR Services?
- Can HR contacts dispose/obscure as a step? (EEO) data?
- Lots of checks due to defects + CY inputs need clearing when defects/jerks occur
- Pending unclear/uncommunicated payroll + data center



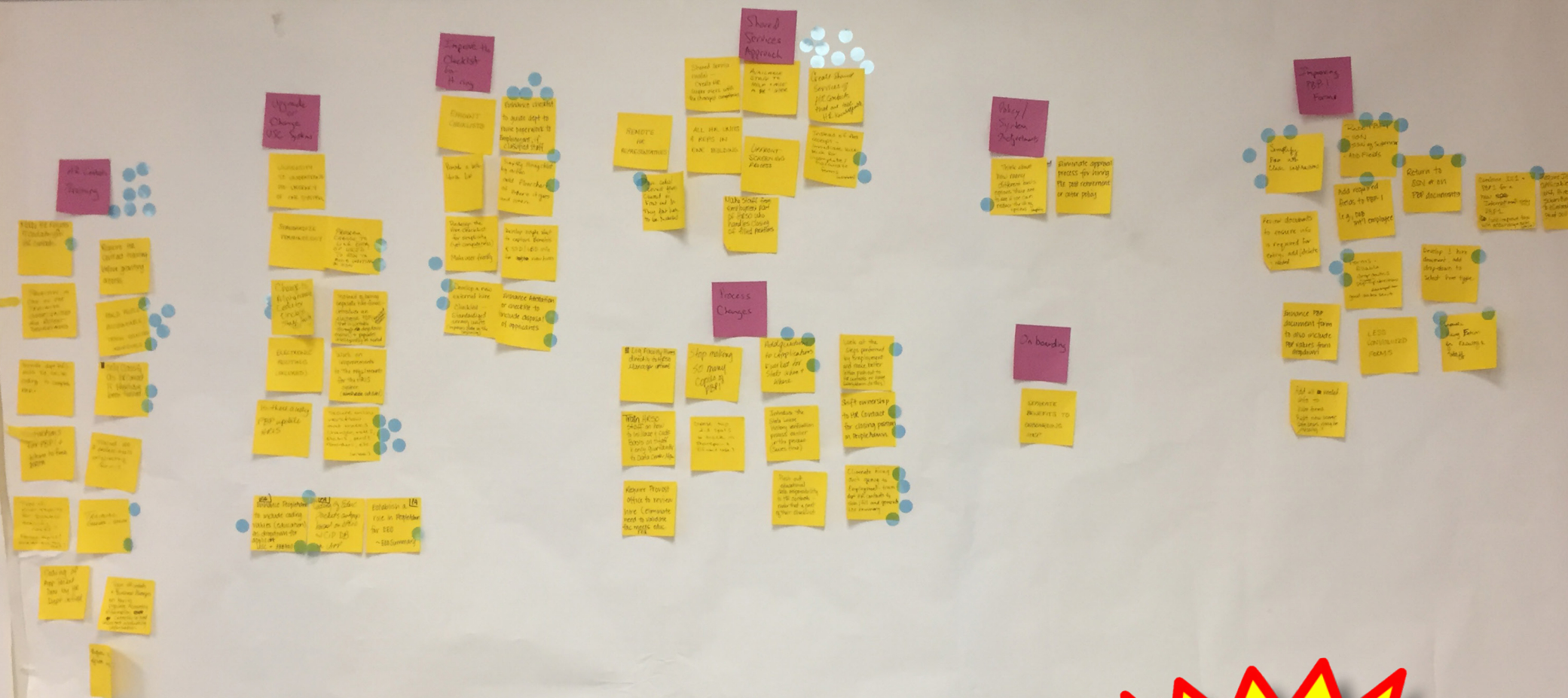


# Generating and prioritizing improvements



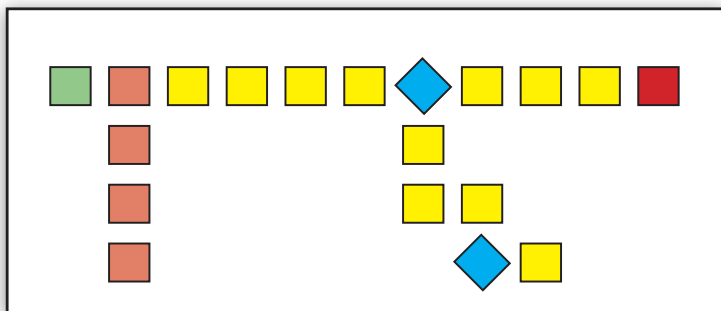
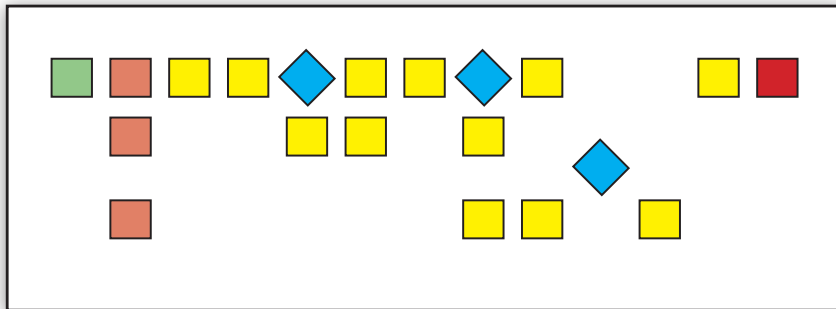


**68**  
**IMPROVEMENT**  
**IDEAS!**

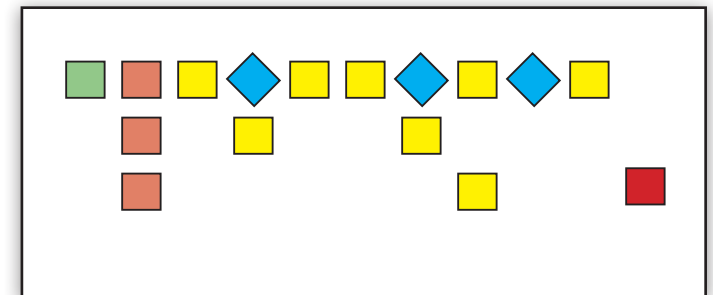


# Drafting clean-sheet redesigns

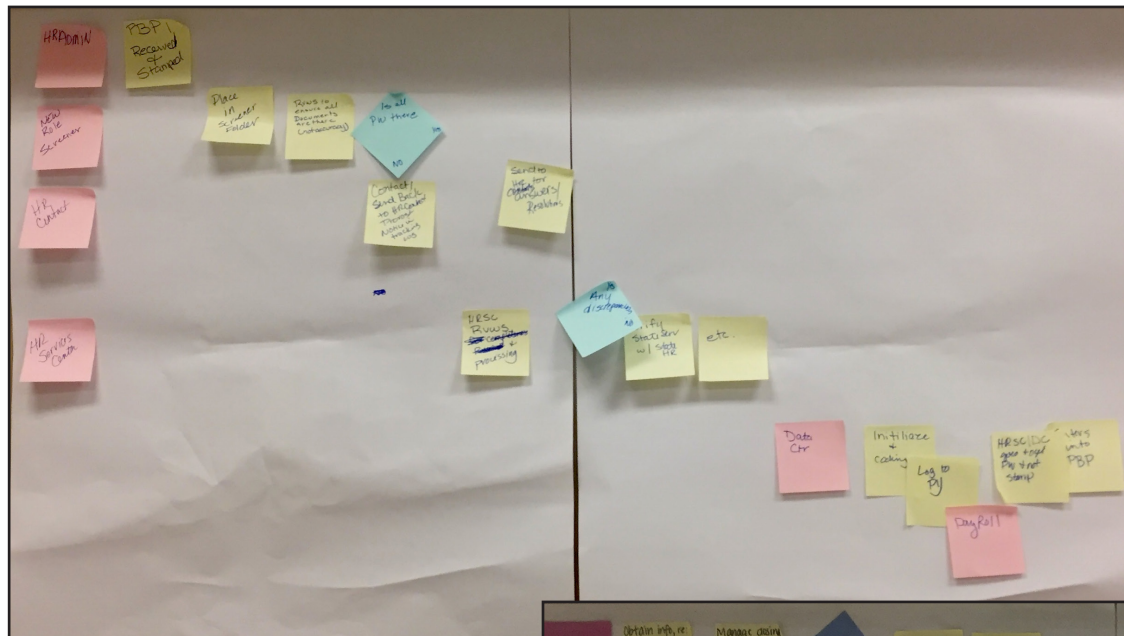
Develop draft maps of future-state process...



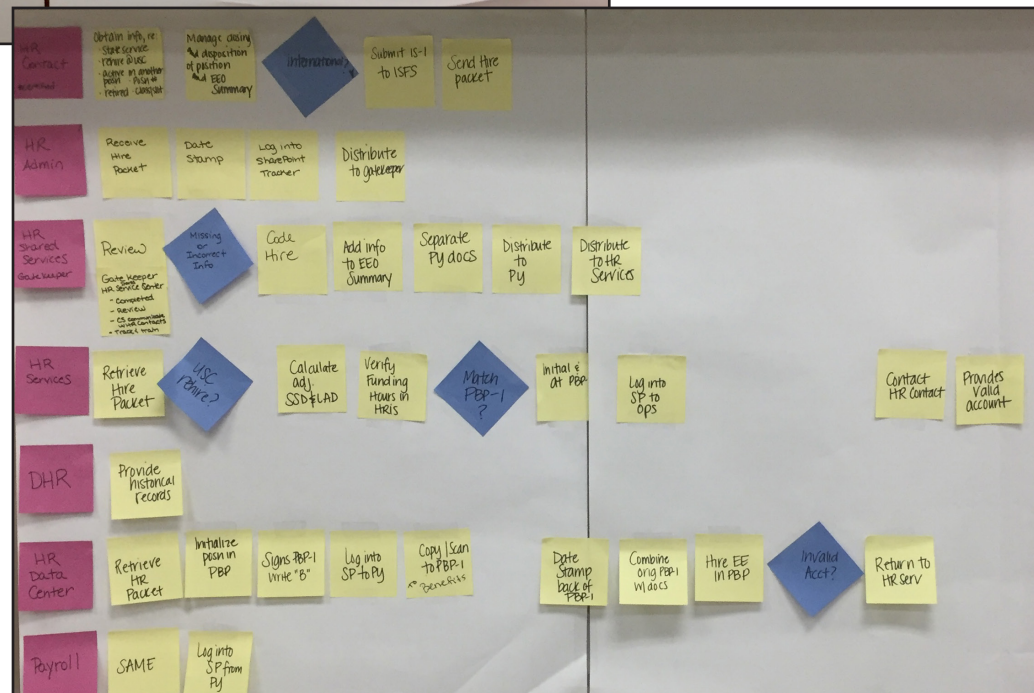
...and use these to develop the final future-state process map



# Drafting clean-sheet redesigns



Developed  
in two  
subgroups

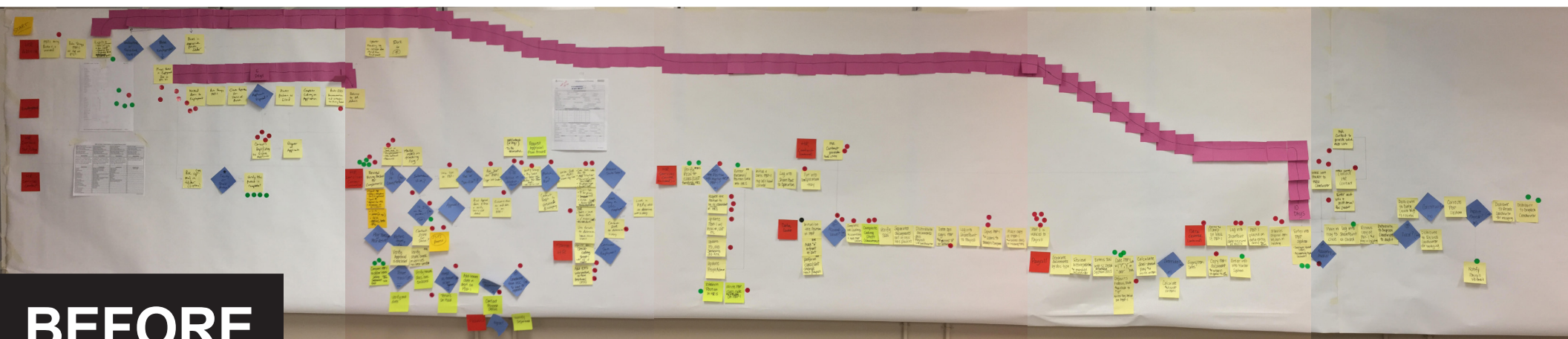




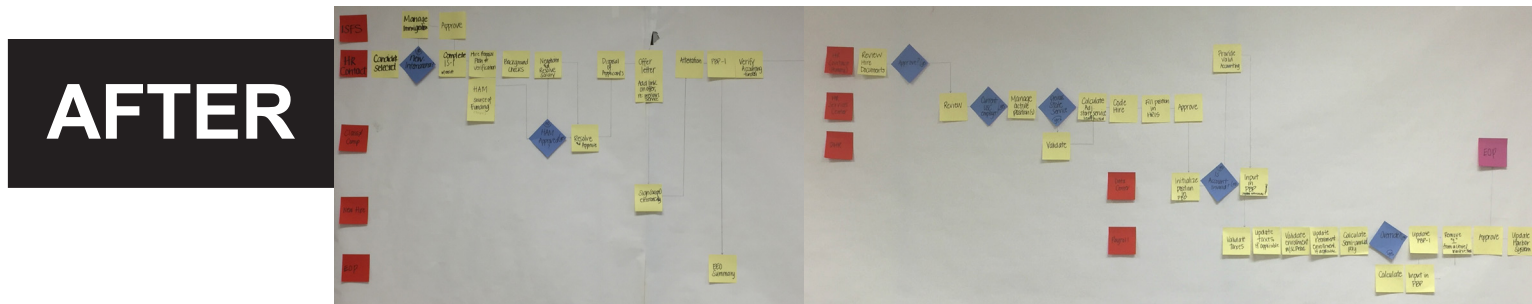
# Discussing clean-sheet redesigns





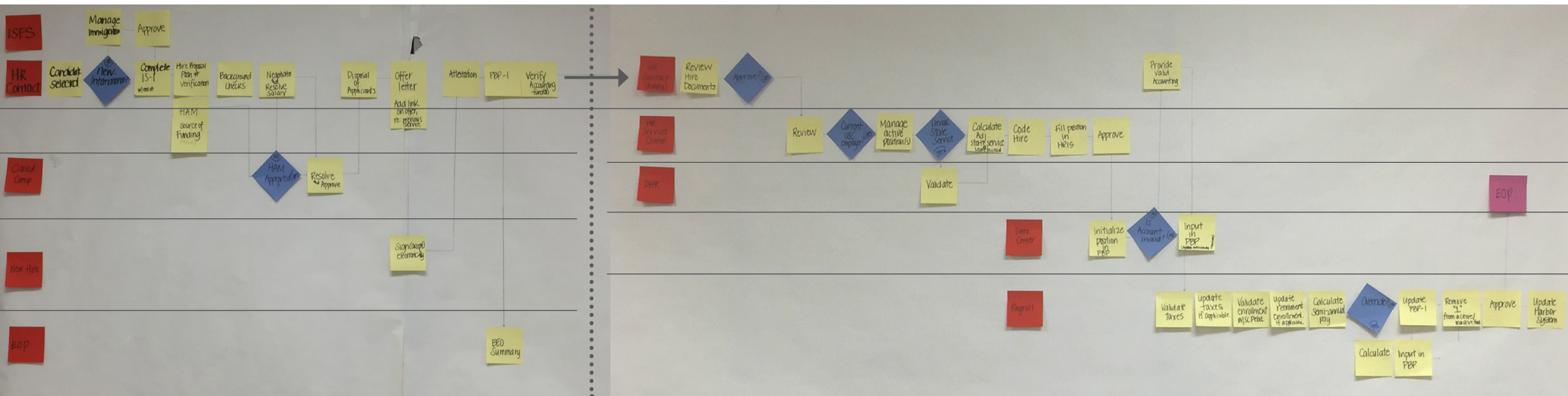


# Future-state process

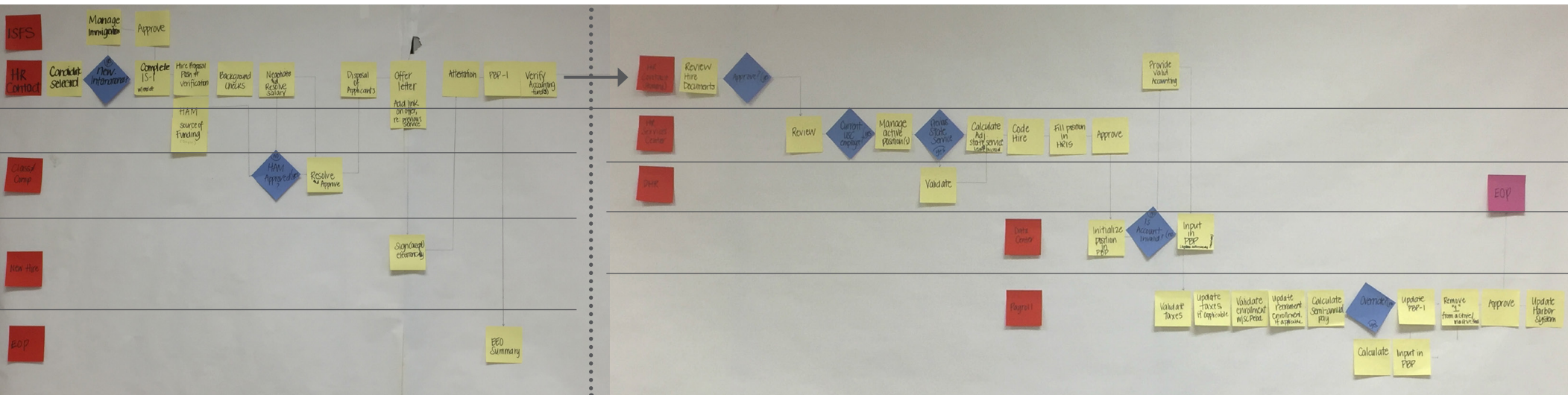




# Developing the future-state process



# 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

## **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

# 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

### Next Steps

**Clarify &  
Communicate**

.....  
Development

.....  
HR Contacts

.....  
Additional

## 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

### Next Steps

Clarify &  
Communicate

Development

HR Contacts

Additional

## 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

### Next Steps

Clarify &  
Communicate

Development

**HR Contacts**

Additional



## ADDITIONAL NEXT STEPS

- Workflow analysis to measure/track impact
- Review roles as work changes
- ***Sell all time/date stamp machines and paper sorters!***

### Next Steps

Clarify &  
Communicate

.....  
Development

.....  
HR Contacts

.....  
**Additional**

# 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

MEASURE	CURRENT – ACTUAL –	FUTURE PREPARE HIRE – PROJECTED –	FUTURE MANAGE HIRE – PROJECTED –
Steps STAFF	104 steps – STAFF	27 steps	17 steps
Steps FACULTY	119 steps – FACULTY	Reduction of 58% to 63% in the number of steps	
Handoffs STAFF	7 handoffs – STAFF	4 handoffs	5 handoffs
Handoffs FACULTY	7 handoffs – FACULTY		
Loopbacks STAFF	9 loopbacks – STAFF	1 loopback	1 loopback
Loopbacks FACULTY	10 loopbacks – FACULTY	Reduction of 78% to 80% in the number of loopbacks	
Decision Pts STAFF	20 decision pts – STAFF	5 decision pts	2 decision pts
Decision Pts FACULTY	25 decision pts – FACULTY	Reduction of 65% to 72% in the number of decision points	
Delays STAFF	9 delays – STAFF	3 delays	3 delays
Delays FACULTY	10 delays – FACULTY	Reduction of 33% to 40% in the number of delays	
Lead Time	10 days + 1 day for access	4-5 days (from offer letter) + 1 day for access Reduction of 50% to 60% in lead time	



# 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:**

Lesley Nussbaum, Nathan Strong, Tom Terez

## **Process Mapper Extraordinaire:**

Jennifer McKay

## **The Transformers:**

Janet Meredith, Alicia Bervine, Jennifer McKay, Belinda Ogorek,  
Joyce Riley, Tonya Johnson, Karin Haile, Gigi Gillespie, Kim Pruitt