

Reducing hiring cycle time

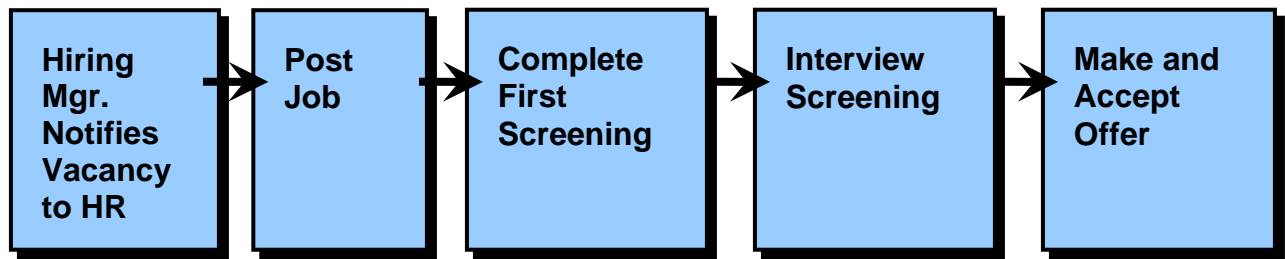
Problem:

A hospital had a rising trend of vacancy rate metric among nursing personnel. Voice of the Customer (**VOC**) and baseline data indicated that

1. **Long Cycle time** (from posting date of a vacancy to hire date) to hire resulted in competitors hiring talent away from the hospital.
2. Offers are not attractive regarding hours and responsibility and hence not competitive to candidates.

Approach:

The team was assigned to improve the hiring cycle by using **DMAIC** methods. The **SIPOC** indicated five key steps shown below



The team used many tools in the **Six Sigma** and **Lean** toolkit and found that the following factors statistically significantly affect cycle time

1. The time it takes to post a vacancy
2. The time for the first applicant to respond
3. Employee referrals
4. The time from Interview to Prescreen

In **Improve Phase**, the team evaluated the factors about posting policies, advertisement policies and the post interview part of the policy. The following solutions were considered.

1. Post reminders to hiring managers
2. Hiring Manager has access to online posting
3. Reevaluate HR marketing position budgets
4. Evaluate ad vendor quality and response time
5. Redesign forms and standardize "Candidate Review" process of all applications
6. Reevaluate the process from interview to prescreen

- 7. Revise and streamline all communication protocols between hiring manager and HR representative

Solutions (5) and (6) were found to be most cost effective to consider. Detailed redesign of the relevant processes and training were done and effective Controls were put into place.

Results:

- 1. The solutions that were implemented reduced the average **cycle time** from 30.8 days to 11.16 days and reduced **variation** by 53%.
- 2. Vacancy rate from 45% to 8% in six months.

Cycle Time From Posting of Job to Start Date of Employee

