

Hiring cycle time and vacancy rate dramatically reduced

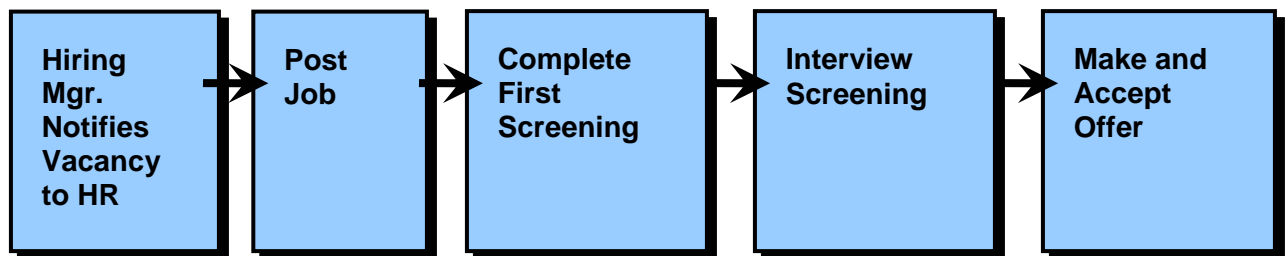
Problem

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

- **Cycle time** to hire (from posting date of a vacancy to hire date) was encouraging competitors to hire talent away from the hospital
- Offers were not attractive regarding hours and responsibility, and therefore not competitive for 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 significantly affected cycle time:

- Time to post a vacancy
- Time for first applicant to respond
- Employee referrals
- Time from interview to prescreen

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

- Post reminders to hiring managers
- Hiring manager has access to online posting
- Reevaluate HR marketing position budgets
- Evaluate ad vendor quality and response time
- Redesign and standardize review process of all application forms
- Reevaluate process from interview to prescreen
- Revise and streamline all communication protocols between hiring manager and HR representative

The most cost effective solutions were found to be redesigning and standardizing the review process of applications and reevaluating the interview to prescreen process. A detailed redesign of the relevant processes and training were completed and effective controls were put into place.

Results

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

Cycle Time From Posting of Job to Start Date of Employee

