

Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name: LIQUOR CONTROL BOARD

Improvement project title: New Recruitment Process

Date improvement project initiated: 8/2014

Summary: The LCB recruitment process for Enforcement (10 evaluation steps) is more complex than other general positions (4 evaluation steps) being recruited for due to background checks and testing. Through this process we hire, recruit and retain a highly competent and diverse workforce capable of responding quick and effectively to challenges.

Details:

Description of the problem: WSLCB recruitment process for hiring of the Liquor Enforcement Officers (LEOs) and the Investigative Aides (IAs) was cumbersome and time consuming. It took HR staff and Enforcement staff days to schedule due to mailing documents and calling applicants via the telephone.

Description of the improvement: Applicants receive pre-hire paper work as soon as they are screened and qualified. This allows applicants more time to complete the requested documents and ask questions if they need assistance with a particular form. Applicants also have the ability to self-schedule their interview or testing time, giving them the opportunity to select the best time that fits their schedule.

Specific results achieved:

- 300 applicants can schedule directly through careers.wa.gov in comparison to prior staff time schedule 10 applicants within the same timeframe
- Decrease from 25 pages being mailed to applicants to emailing the documents to applicants prior to the first stage of recruitment process
- IA's recruitment process is done regionally – 9 sectors rather than statewide
- IA's sent pre-hire documents to be completed before scheduled interviews, eliminating missing or incomplete documents.
- Hiring managers can ask for a specific city within a region which narrow reviews of hundreds of applicants to determine availability
- Applicants receive conditional job offers prior to drug testing

How we involved customers or stakeholders in this effort: Meetings were setup with Enforcement to discuss changes in the new process and how the changes would affect the division in a positive way. Enforcement laid out the new regions for IA recruitments, provided guidance on the LEO recruitment steps in the Online Recruiting System (OLRS) and provided the documents that need to be sent to applicants.

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