Strategic Lean Project Report

RESULTS WASHINGTON

For Reporting Period: January 1, 2016 through June 30, 2016

I. General Information:

Lead agency name: State Auditor's Office
Partner agencies: n/a

Improvement project title: Staff tracking and resources

Date improvement project was initiated: 9/1/2015

Project type: New Project

Project is directly connected to:	**If applicable, specify the alignment:**
☒ Agency Strategic Plan	Highly skilled, engaged, and dedicated employees

Report reviewed and approved by: Diane Perry

II. Project Summary:

The State Auditor's Office is examining the "life cycle" of an employee, from identifying a need to hire through last day at work. On average, the agency hires about 70 new auditors and administrative support staff annually. The overarching Staff Tracking and Resources (STAR) project has been broken down into six phases. Phase 2, presented here, addressed the hiring process, from 'need to fill' through an accepted job offer. The team was able to reduce the cycle time by approximately 31 percent.

III. Project Details:

Identify the problem:	The STAR project was developed to unify activities that provide administrative support: the time it takes to hire staff, ensuring they have the proper resources available to them the day they start work, making sure their equipment, system and building access is tracked throughout employment, and standardizing how such information is captured and maintained in all agency offices and departments. Phase 2 specifically looked at inconsistencies and inefficiencies in hiring new employees.
Problem statement:	At the start of the project, hiring managers said the process required them to find and assemble documentation and information stored in different locations, some manual, some electronic. They noticed the agency did not have standardized or written guidance for the steps and process of hiring, clear manager expectations, and a clearly identified point of contact for questions or concerns during the process.
Improvement description:	Using Lean techniques and value stream mapping, the Phase 2 team identified what managers need to conduct a hire, and assembled a central online resource site in the agency intranet where they can find everything they need. The team created a "How to Guide" to assist managers through each step of the hiring process; it contains estimated timeframes, guidelines for developing job descriptions and hiring

requests, and sample materials such as interview questions and exercises to guide hiring decisions.

Customer involvement: The team interviewed customers and surveyed all 35 hiring managers to receive input.

IV. Project Details:

| Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ **Time**	Decreased cycle time to 31%. Reduced the process time from 35 hours to 27 hours for each new hire.	Saved 160 hours of staff time	Preliminary

V. Contact information:

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VI. Optional Visuals:
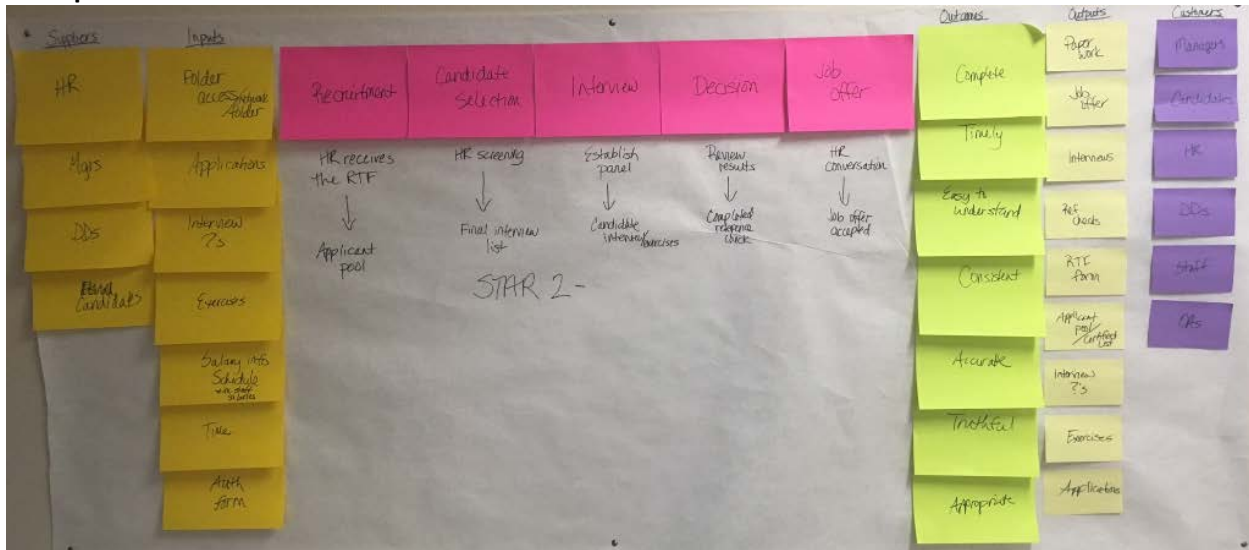
Process Work Block	Process Time (minutes)			Cycle Time (minutes)		
	Current State	Future State	Improvement	Current State	Future State	Improvement %
Recruitment	81	42	48%	13,126	6,447	51%
Candidate selection	42	40	5%	7,062	7,060	0%
Interview	1443	1255	13%	4,687	2,956	37%
Decision	379	157	59%	3,987	3,764	6%
Job Offer	189	184	3%	2,005	1,040	48%
Totals	2134	1678	**21%**	30867	21267	**31%**
					Total hours saved	160.0
Notes (n)						
numbers based on average of different groups times for each work block						

Updated: 05/26/16