Strategic Lean Project Report

Recruitment Process

Agency: Washington State Department of Transportation (WSDOT)

Project Impact

The WSDOT improved the Recruitment Process, resulting in a decrease from 29 days to 9 days for the process that delivers candidates' resumes to hiring managers for considerations.

A faster hiring process ensures that WSDOT can recruit top talent and provide uninterrupted services to the people of Washington.

Project Summary

In the past, hiring managers had to wait a full month before receiving the first candidate's resume for consideration. Only then, could they schedule and conduct interviews, negotiate with the best candidate, and make a job offer.

We plan to reduce the process from 29 days to a target of 9 days, which we will do by the end of September.

To reduce the time of this process, the team:
- Created a strategic checklist to gather job application details without multiple conversations
- Long-term: install scraper software to distribute job applications to multiple websites (eliminates 100 minutes of touch-time per job announcement.)
- Short-term: allow interns to post job applications to multiple websites, which frees up recruiters for other work.
- Send candidates to the hiring manager daily instead of at the end of each job posting.

Project Results

Cost	Decreased recruiting expenses **from** $100,000 **to** $20,000 per year by using software instead of adding employees.	→	*Cost avoidance.*
Time	Decreased days to hire **from** 29 days **to** 9 days.	→	*Faster hiring process*
Customer Satisfaction	Decreased the number of revisions needed on each job announcement, which reduces the burden on hiring managers.	→	*Happier hiring manager*

Project Details

Date improvement project was initiated: 3/15/2017
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