

On Boarding Cycle Time Improvement to Accelerate Recruitment of Store Operations

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Abstract — *Recruitment is a crucial step in all of the companies around the world. Is the process of finding and hiring the best qualified candidate for a job opening, in a timely and cost effective manner, This process also include the employees retention, attracting employees to the job, screening, selecting, hiring, and integrating the new employee to the organization or company. A cycle time improvement was used to accelerate the recruitment process utilizing a SIPOC diagram to detect the major offender and improve the complete process steps to steps. This design project presented the methodology to identify factors and contributors that could impact the on-boarding cycle time and results met.*

Key Terms — *Cycle Time, Improvement, Recruitment, SIPOC.*

PROBLEM STATEMENT

The recruitment process in all industries is very important since is a crucial part to gain and retain the best talent in the market. This process must be delivered correctly and well analyzed creating the perfect timing for each step. Timing management is very important in this cycle since there is more than one option for the candidates that are applying for jobs. Every day the competition in each industry is more and more and making this process faster and effective will give the company more advantage over others. This need to completely verify and analyze the recruitment process resulted from two weaknesses in the existing process. First, with an average of 18.5 days to fill a vacant (From Stock Support to Assistant Manager), it simply took too long. Second, due to a growing market in the upcoming years, an increase in the work force was planned, and the company must organize its hiring process to make it as effective and efficient as possible. During time, not having the correct amount of employees and the ideal candidate in the ideal

position could be translated as loss of revenues and inventory. The major offenders in the whole recruitment process are the top priority in reducing overall time. Acting fast and working with these offenders will give the process a complete redesign when it comes to times and system integration.

PROJECT DESCRIPTION

This project consists in the cycle time improvement to accelerate the recruitment and onboarding process on the overall stores and company operations. This approach will identify, reduce and control cycle time that could be improve in the overall process to create and develop a better one.

PROJECT OBJECTIVES

The objective of this project is to redesign, reduce and control cycle time, and standardize the recruitment process of not only store but also the entire company (including corporate positions).

LITERATURE REVIEW

This section summarizes the most relevant topic that will be key for the understanding of this article.

Recruitment

Recruitment, commonly known as "hiring", in American English, refers to the overall process of attracting, selecting and appointing suitable candidates for jobs within an organization, either permanent or temporary, unpaid positions, such as voluntary roles or training programs. Managers, human resource generalists and recruitment specialists may recruit in-house, while public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies may

undertake parts of the process. Internet-based technologies to support all aspects of recruitment have become widespread. This process can be divided in three principal categories;

- **Job Analysis:** In situations where multiple new jobs are created and recruited for the first time, a job analysis might be undertaken to document the knowledge, skill, ability, and other personal characteristics required for the job. From these the relevant information is captured in such documents as job descriptions and job specifications. Often a company will already have job descriptions that represent a historical collection of tasks performed. Where already drawn up, these documents need to be reviewed or updated to reflect present day requirements. Prior to initiating the recruitment stages a person specification should be finalized to provide the recruiters commissioned with the requirements and objectives of the project.
- **Sourcing:** Sourcing is the use of one or more strategies to attract or identify candidates to fill job vacancies. It may involve internal and/or external recruitment advertising, using appropriate media, such as local or national newspapers, specialist recruitment media, professional publications, window advertisements, job centers, or in a variety of ways via the internet. Alternatively, employers may use recruitment consultancies or agencies to find otherwise scarce candidates who may be content in their current positions and are not actively looking to move companies. This initial research for so-called passive candidates, also called name generation, results in contact information of potential candidates who can then be contacted discreetly to be screened and approached.
- **Screening and selection:** Suitability for a job is typically assessed by looking for that is required for a job. These can be determined via screening resumes; job application; Biographical Information Blanks, which is an assessment that asks for a more extensive background than an application; or a job interview. Various

psychological tests can be used to assess a variety of knowledge, skills, abilities and other characteristics. Assessments are available to measure physical ability. Recruiters and agencies may use applicant-tracking system to filter, along with software tools for psychometric testing and performance based assessment. In many countries, employers are legally mandated to ensure their screening and selection processes meet equal opportunity and ethical standards. Employers are likely to recognize the value of candidates who encompass soft skills such as interpersonal or team leadership. Multinational organizations and those that recruit from a range of nationalities are also concerned candidates will fit into the prevailing company culture [1].

Cycle Time Improvement

Cycle time is the total time from the beginning to the end of your process, as defined by you and your customer. Cycle time includes process time, during which a unit is acted upon to bring it closer to an output, and delay time, during which a unit of work is spent waiting to take the next action.

In a nutshell – Cycle Time is the total elapsed time to move a unit of work from the beginning to the end of a physical process. (Note, Cycle Time is not the same as Lead Time) [2].

Lean Thinking

The term "lean" was coined to describe Toyota's business during the late 1980s by a research team headed by Jim Womack, Ph.D., at MIT's International Motor Vehicle Program.

Womack and Dan Jones, founders of the Lean Enterprise Institute and the Lean Enterprise Academy (UK), describe the characteristics of a lean organization and supply chain in Lean Thinking, respectively. While there are many very good books about lean techniques, *Lean Thinking* remains one of the best resources for understanding "what is lean" because it describes the *thought process*, the overarching key principles that must guide your actions when applying lean techniques and tools [3].

The core idea is to maximize customer value while minimizing waste. Simply, lean means creating more value for customers with fewer resources. A lean organization understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste.

To accomplish this, lean thinking changes the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers.

Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital, and less time to make products and services at far less costs and with much fewer defects, compared with traditional business systems. Companies are able to respond to changing customer desires with high variety, high quality, low cost, and with very fast throughput times. Also, information management becomes much simpler and more accurate.

Lean for Production *and* Services;

A popular misconception is that lean is suited only for manufacturing. Not true. Lean applies in every business and every process. It is not a tactic or a cost reduction program, but a way of thinking and acting for an entire organization.

Businesses in all industries and services, including healthcare and governments, are using lean principles as the way they think and do. Many organizations choose not to use the word lean, but to label what they do as their own system, such as the Toyota Production System or the Danaher Business System. Why? To drive home the point that lean is not a program or short term cost reduction program, but the way the company operates. The word transformation or lean transformation is often used to characterize a company moving from an old way of thinking to lean thinking. It requires a complete transformation on how a company conducts business. This takes a long-term perspective and perseverance [4].

METHODOLOGY

The methodology to be used during this project will be the SIPOC methodology. This methodology is a high-level process map with recommended less than 8 process steps. It should indicate only major processes, activities, and tasks. Is a tool that identifies relevant elements of a process improvement project. It summarizes the inputs and outputs of one or more processes in table form. The acronym SIPOC stands for Suppliers, Inputs, Process, Outputs, and Customers, which form the columns of the table. This methodology has three typical uses depending on the audience:

- To give people who are unfamiliar with a process a high-level overview.
- To reacquaint people whose familiarity with a process has faded or become out of date due to process changes.
- To help people in defining a new process.

SIPOC stands for:

S = Suppliers: Those who provide inputs.

I = Inputs: Key requirements needed for the process to work and represent what suppliers provide.

P = Process: High-level process steps within the overall project.

O = Outputs: The results of process steps and can be used as basis of discussion with customers to identify their requirements; every output must have a customer.

C = Customers: Receive or use the outputs of the process; your customers are not just buyers of your product or service, but are also recipients or users of the outputs produced at every step in the process.

During this process we will see the original process and how it is used and finally a new process utilizing cycle improvements to identify and improve.

RESULTS

A SIPOC diagram was used in order to develop a better understanding of the existent recruitment process in the company. With this SIPOC diagram it can identify key topics to better the efficiency and

the cycle time to help us identify the best strategy or process to be used and applied in the process.

The actual SIPOC of the company its one that is very structured and detailed but the timing in some steps could be affecting the entire process since they took too much time when making it happened.

During the actual process we could see that there are thirteen steps to follow starting from the Job opening to when the Employee start working. These thirteen steps were analyzed and give and approximated time of how much it takes to realize and finalize each step.

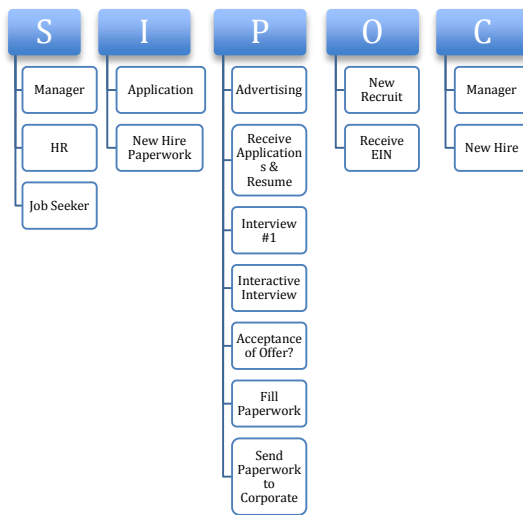


Figure 1
SIPOC for Recruitment Process

ACTUAL PROCESS

When analyzing the data and time in the Figure 2, we could see that the process has two big offenders. This two are: Receive resume & Receive EIN. Also there are some steps that can be merged with other steps and can short list the entire process. The entire process took around 24,925 minutes that equals 18.5 days with means it took 2 ½ weeks from the start of the process till the employee start working for the first time. As results, we need to attack the cycle time and the whole process to improve it and have a better and faster process to benefit not only the company or stores but also the new employees.

<u>Recruitment Steps</u>	<u>Time (In Minutes)</u>
1. Job Opening	0 minutes
2. Job Advertisement	25 minutes
3. Receive Resume	4,320 minutes
4. Review & Select Resumes	120 minutes
5. Contact Ideal Candidates for Interview	20 minutes
6. Interview #1	60 minutes
7. Contact Candidates for 2 nd Interview	20 minutes
8. Interview #2 (Interactive Interview)	120 minutes
9. Make Job Offer	0 minutes
10. Fill New Hire Paperwork	45 minutes
11. Sent Paperwork to HR Corporate	20 minutes
12. Receive EIN (Employee ID Number)	20,160 minutes
13. Employee start working	0 minutes
<u>TOTAL</u>	<u>24,925 minutes = 18.5 days</u>

Figure 2
Recruitment Steps Timing

After analyzing every step of the process and know how much time does the entire process take from start to finish, we need an improvement at the cycle time because is running higher than the targeted rate. We need to improve the capability to execute projects in a timely fashion. To complete our main goal that is decreasing cycle time to fill a job opening and also decrease the effort required for a successful recruitment we need to start integration steps into other steps and also start eliminating some of them that are only waste in the entire process. At the time this steps are made and new systems are integrated to the whole process, the recruitment cycle time will have a positive impact to the entire organization.

We could see that from thirteen steps we cut it down to only ten new steps. Some steps were integrated with other step cutting waste and time as mentioned before. The steps were: Receive & Screening Resume (Were put in the same steps since we can install a new system that can automatically

screens all received resumes and select only the ones who meet the criteria for the job position), Interview #1 (Merge the time of contacting the ideal candidate for second interview letting the candidate know right after the first interview if he could pass for the second one), Fill New Hire Paperwork (Install new system to instantly create the employee profile online) and finally Receiving EIN (In the new system installed, it automatically produce a new EIN or only take 3 days to receive it). The entire cycle time improvement of the recruitment process was decreased from 24,925 minutes to 11,790 minutes. This is a reduction of 53% of the entire cycle time of the process.

<u>Before</u>	<u>After</u>
24, 935 minutes	11,790 minutes
-53% cycle time improvement	

PROPOSED PROCESS

In the next figure (Figure 3) we can see how we could reduce the unnecessary steps (waste) and how some of them were integrate in each other to reduce the entire cycle time in recruitment.

<u>Recruitment Steps</u>	<u>Time (In Minutes)</u>
1. Job Opening	0 minutes
2. Job Posting (Advertisement)	25 minutes
3. Receive & Screening Resume	4,320 minutes
4. Contact Ideal Candidate	20 minutes
5. Interview #1	60 minutes
6. Interview#2	120 minutes
7. Make Job Offer	0 minutes
8. Fill New Hire Information	45 minutes
9. Receive EIN	7,200 minutes
10. Start Working	0 minutes
TOTAL	11,790 minutes = 8.19 days

Figure 3
Proposed Recruitment Process

Also a new process flow was creating in comparison with the actual process flow that the company is using. Here we could see how the process is simplified in fewer steps for the benefit of the company and employees that are interviewed. The next figures 4 and 5 show us the old and new process flow with more details.



Figure 4
Actual Process Flow

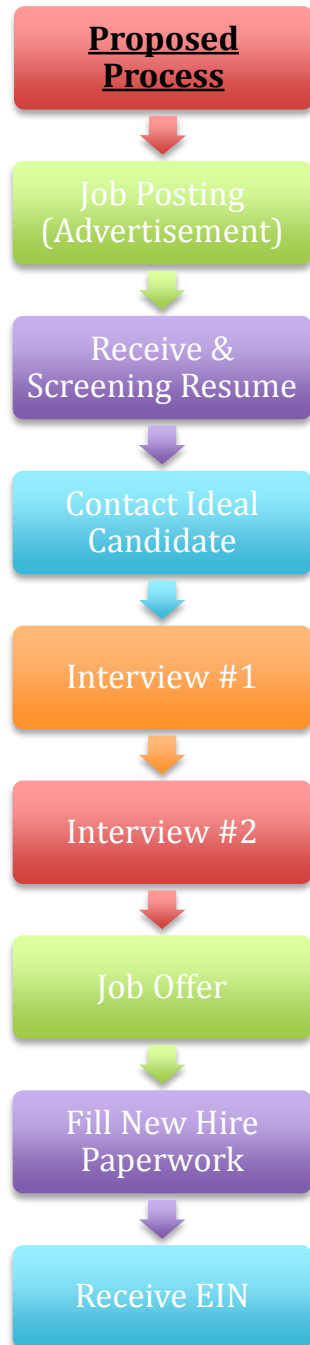


Figure 5
Proposed Process Flow

CONCLUSION

Cycle time improvement is an effective approach that allows us to improve customer satisfaction and internal operations of a company. Cycle time improvement is one aspect of Total Quality Management; faster cycle time and

improved quality are mutually reinforcing. This topic is really helpful and important for every company since the recruitment is the essential part to analyze and select the best talent in the market. Creating the perfect timing in this process will help us to get and retain talent, improve productivity and reduce costs. Implementing the right process at the right time will help us standardize the ideal steps and process and achieve success as professionals and also as an organization.

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