

Development and Design of Quality Standards for Secure Proper Documentation in Hire Packs for Staffing Specialists

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Abstract

This article discusses the development and design of quality standards in order to secure proper documentation in hire packs in a staffing agency. By constantly updating new forms and tracking new labor laws, this research will help the company to standardize the hiring packs and digital documentation until secure they reach right specifications and offer to the market a complete service that meet customers' expectations. After the Kaizen Event improvements implementations, the percentage of hire packs exhibiting improper documentation decreased on to 8%, slightly above the targeted 5%. A Kaizen Event, a Lean Manufacturing tool was utilized with the team in order analyze and improve current state, design and implement a future state to increase the employees' and the department uniformity. Having those standards implemented, will help to develop quality standards of the proper documentation in comply with customer's needs, state and federal laws.

Introduction

A staffing agency that has been servicing in the human resources market as workforce solution around seventeen years for different industries is growing up and diversifying in other services such as human resources consulting company in Puerto Rico. These changes became when the company start to join other industries that request all human resources services for the employees assigned to their jobsites. As the company continues growing, have need of hiring more internal employees and urgent changes in the proper documentation. Correct records and documentation not only ensure employees references but helps for legal purposes, also maintain customer relationships and prevent reworking files.

Background

Since the staffing agency has planned to join in other industries, is important to meet quality standards desired by the customers, state and federal laws. By constantly updating new forms and tracking new labor laws, this research will help the company to standardize the hiring packs and digital documentation in People Soft software until secure they reach those specifications and offer to the market a complete service that meet the customers' expectations.

Problem

The main purpose in this research is to explore quality standard of existing hiring pack checklist, such as appropriate information, key forms and right documentation. Having those standards clear will help to develop quality standards for a new and exhaustive checklist that will meet the specifications of the proper documentation in comply with customer's needs, state and federal laws. Characteristics' studies of competitive staffing agencies services in market will be done in order to compare the current human resources hiring and consulting services to adjust our process to obtain an efficiently and right documentation.

Methodology

To perform this research, a Kaizen Event methodology will be implemented as a fast progress and improvement effort. The event will be focused on teamwork by brainstorming and sharing of ideas, be creative and have critical thinking in order to fulfil desired achievements. All the steps and Lean tools used in the event will be explained following the three-day tentative agenda pre-established during a pre-Kaizen meeting following the Kaizen Event Cycle (Figure 1).

Methodology (Continued)



Figure 1
Kaizen Event Cycle

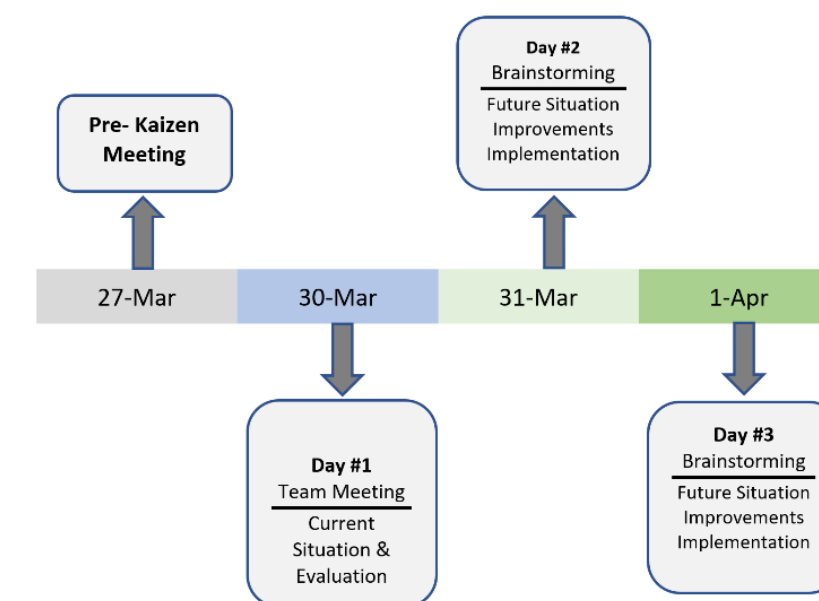


Figure 2
Timeline events

Pre-Kaizen Event Meeting

Throughout the Pre-Kaizen meeting, the Kaizen leader will have to discuss current problem, scope, team composition, and expectations. The leader will be the responsible for: the planning and direction of the project, selecting of functional team member representation, generating Kaizen project charter and tentative schedule for the planned event, and the collection and analysis of the data, in order to ensure that the event's progresses impact the organization in a positive/improved way.

First Day of Kaizen Event

During the first day of the event, the head should make sure the Kaizen room is prepared prior to event in order to receive the team members. Illustrations aids such as project charter, agenda, project rules, Process Maps are were available to all members, that may be relevant for the purpose of the project. The leader and facilitator direct a Kaizen Refresher Training to all the contributors to guarantee that each person comprehend the purpose of the event. Subsequently, the team will evaluate projected Kaizen expectations, standard data, and parameters that should keep track of progress made against deliverables each day of the event.

Next, the team members will perform a Gemba Kaizen to examine the current procedure in order to identify inefficiencies directly related to the project. Observations and findings will be discussed during a brainstorming session. Other findings not directly related to the task at hand will be writing in the comments section for later evaluation.

Throughout the evaluation process, pictures, scanning and photocopies will be taking to have a holistic approach to the problem at hand.

After that, the team must create a current state checklist and process map on a whiteboard and analyze it, applying the Gemba observations to identify opportunities. Findings will be transferred into a digital format used for reporting, for preliminary suggestions to be documented.

Second Day of Kaizen Event

A Kaizen Event is arranged to generate and share ideas through identifying key elements by using root cause analysis tools. The team will decide which solutions are going to be implement and focus on them by using Benefit and Effort Matrix process map. At end of day, the team members will be help to develop a checklist based on observed necessities and the proposed new process.

Third Day of Kaizen Event

During the third and last day of Kaizen Event, the team must standardize and regulate the applied checklist and procedure by writing a Standard Operations Procedure (SOP) for the new process. New guides will be implemented and documented, and a report will be distribute among all the team members describing how the Kaizen Event will modify existing practices in order to make sure that each person is well informed and understand the new process.

Results and Discussion

Pre-Kaizen Event Meeting

An information collection and examination were studied throughout the Pre-Kaizen meeting. A sample of 66 of the active employees' files were evaluated and analyzed. The sample was determined as follow: the total headcount is 205 and was chosen to prove with 95% of confidence level and 10% of margin error. From the 66 files analyzed, 48 files did not comply with all the requirements, which reflects 73% of the files are not documented in a proper way. The expectation with the new Kaizen implemented developments was to decrease a 60% percent of noncompliance, from 73% to a 13%. A project charter was developed to ensure the details tracking during the event.

First Day of Kaizen Event

The first day of the Kaizen Event, the team reviewed the current sample of hire packs (files) who did not meet the proper documentation. After Gemba Kaizen, the team had a suggesting session and discussed the existing process map in order to determine opportunities. Evaluations identified in red circles in Process Map were prioritized during the second day to generate ideas for future improvements events.

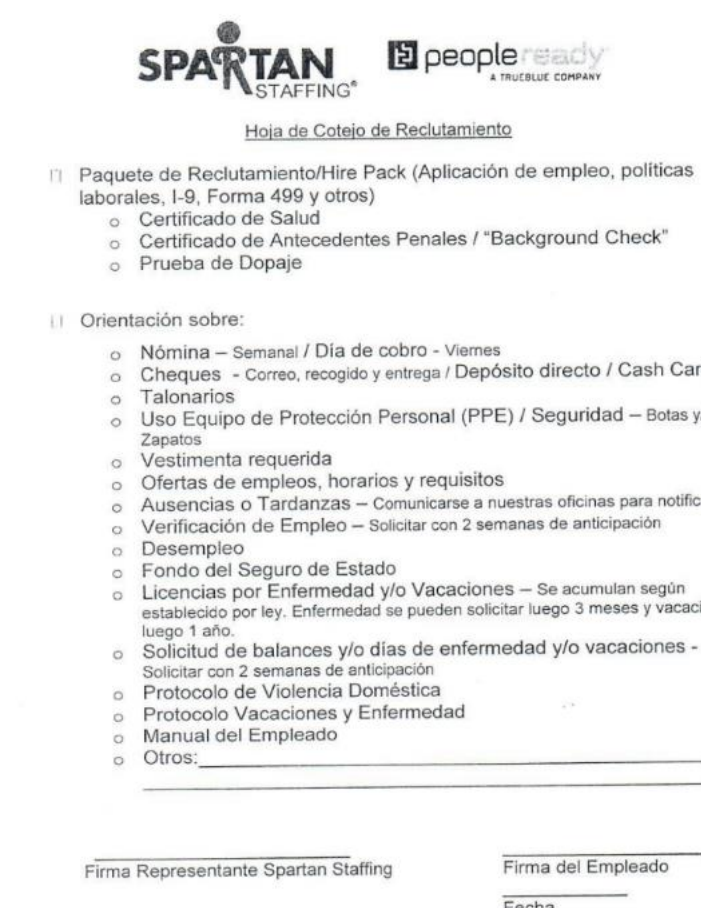


Figure 4: Current State - Checklist for documentation
Second Day of Kaizen Event

The second day of the event, in a deeply process of analysis, taking in consideration the policies, norms and request of the internal procedures of the company and customers, the team started to compare the current documentation versus what should be the most accurate and proper way to perform it. Also, the team studied recently modified labor law in order to comply with them. Once the analysis was completed, the new hire packs check list was created to make sure all the requirements are being covered, including the proper documentation in People Soft platform.



Figure 5: New Hire Packs Checklist for Staffing Specialist
Third Day of Kaizen Event

On the last day of the Kaizen event, the team adapted and implemented processes in a detailed SOP for the new processes. Also was reported out all the latest improvements to the rest of the teamwork and organization members, guaranteeing that the information of the new processes is clear, answering all inquiries or concerns with the new documentation procedure to be performed in a daily basis.

Results and Discussion (Continued)

Table 2: Sample Analysis of Hire Packs Before and After Kaizen Events

Comparison of Data before and after Kaizen Event implementation	
Before Kaizen Event	
205	Headcount
27%	Hire Packs in compliance
73%	Hire Packs did not met the requirements
Expected decreasing: 60% after Kaizen Event	
After Kaizen Event	
104	Headcount
92%	Hire Packs in compliance
8%	Hire Packs did not met the requirements
Current decreasing after Kaizen Event implementation: 65%	

Future Work

The next stage after this event, is to maintain steady the operation with the new SOP and gather newest data of the applied process. If after three months of Kaizen Event and Gemba Kaizen implementation, the Staffing Specialists did not meet the proper documentation on hire packs and People Soft platform, it should be taking in consideration if an additional continuous improvement project should be performed.

Conclusion

Kaizen as a Lean tool is very helpful in order to analyze all the data and outputs gathering through all the project that allows the process of innovation in a quickened way, accomplishing the desirable results. Achieving standardization of hire packs proper documentation with each step clear and defined will allow to help and reach the same goal, resulting in the desire of compliance that the customers and the organization are seeking, preventing less or zero errors.

Despite the new procedure is more extensive and will take a few more minutes, is more precise and will secure the proper documentation avoiding legal issues and customer dissatisfaction. This new parameter and metrics will help the recruiting department to increase their customer satisfaction by securing them all the process and documentation.

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