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 they reach the right specifications and offer the market a complete service that meets customers' expectations. After implementing the Kaizen Event improvements, the percentage of hire packs exhibiting improper documentation decreased 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's uniformity. Having those standards implemented will help develop quality standards for proper documentation to comply with customers' needs and state and federal laws.*

Key terms — *Kaizen event, quality, service industry, standardization*

INTRODUCTION

A staffing agency that has been servicing for 17 years the human resources market as a workforce solution for different industries is growing and diversifying in other services such as human resources consulting company in Puerto Rico. These changes came when the company started joining other industries that requested all human resources services for the employees assigned to their jobsites. As the company continues growing, it needs hiring more employees and urgent changes in proper documentation. Correct records and documentation not only ensure employees' references, but helps for legal purposes, maintain customer relationships and prevent reworking files.

Research Description

Since the staffing agency has planned to venture 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.

Research Objectives

The main purpose in this research is to explore the quality standards of the existing hiring pack checklist, such as appropriate information, key forms and correct documentation. Clarifying those standards will help develop quality standards for a new and exhaustive checklist that will meet the specifications of the proper documentation to comply with customers' needs and 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 efficient and correct documentation.

LITERARY INFORMATION

To subsist and be one of the first options in the market, every industry should constantly seek and develop new products or services. This action is usually an important stage in every service industry, due to the increase of the service sector around the world. It is known that Lean Six Sigma is a methodology created by and adopted in Toyota

Motors to improve process while eliminating defects. The service industry has started to implement those strategies to better serve customers' needs [1]. One of the key distinctions among manufacturing environments and services is that in manufacturing products are tangible and can be stored and examined for quality purposes before they reach the customer. However, services are delivered in real time and cannot be kept nor scrutinized before they reach the customer.

Creating changes and improving standards in industries focused on Human Resources services allow to create excellence in process delivery, reduce defects, benefit from best practices and bring clarity to process. Service practices must be made in a meticulous way, mostly when legal issues can be involved [1]. Six Sigma methodologies and a process-focused approach to service design are perfect tools for achieving this goal. Human Resources, especially a Staffing Agency, is a non-stop and fast-paced work environment that can be prone to big errors with negative consequences. An organization can be found legally liable for hiring error if it fails to cover a job applicant's incompetence or unfitness by not verifying references, criminal records, general background or proper documentation of a policy.

Human Resources management can upgrade its results by monitoring and auditing their internal procedures. [2] underlines that improving systems and practices will guarantee that an organization focused on Human Resources has the necessary faculties and motivation to perform efficiently. Organization structure and continuous improvement are key factors that allow to develop capabilities and consequently perform in ways that will ensure a competitive advantage. Participating actively in valued organization design provides the opportunity to add strategic value in all the processes that constantly change in the market.

As a consequence of the way the business environment has changed and constant law changes, there are more ways that Human Resources documentation can improve in order to decrease errors and costs. Developing forms, competencies, metrics, management processes and complement with information technology to ensure that insufficient resources are optimally deployed to deliver value. In addition, to make sure that Human Resources' performance is bringing optimum results, improving the current procedures can add value by helping the design, resulting in a key feature for the rest of the organization.

Kaizen Events

Kaizen is a term from a Japanese philosophy that consists in involving everyone in the organization in continuous improvement [3]. Kaizen emphasizes in developing a culture that drives to improvements in the company's operations. The vision of this technique is summarized in three essential stages: problem solving, managing data, and areas of improvements or conversion. In this event, many Lean tools are used as part of the assessment of the gathered information and findings to step up the procedure of the modifications required to accomplish the established goal. These tools must incorporate time study, examination, data gathering and analysis and decision-making analysis. The head or leader will guide the team throughout the whole event by involving the team, promoting participation and generating the act of thinking, writing and accomplishing agenda events [4].

A Kaizen event can be developed by any organization that has adopted a Lean culture. In order to perform an adequate evaluation of the event, it is important that all team members participate, which may include all operations staff, supervisors and managers [4]. Usually, the team will identify and choose a leader and a facilitator, who will be the ones in charge of the schedule, the documentation of each step, and the subsequent meeting that will secure the procedures. The Kaizen Event Cycle (figure 1) has a stage limitation from three to five days to conclude the modifications; one day must be used for lean manufacturing methods, two or three days for gathering and scrutinizing data and making changes or

modifications, and one day for documentation and discussion of the outcomes (figure 1).

Figure 1
Kaizen Event Cycle

Gemba Kaizen Improvement Principle

Gemba is a Japanese term that refers to the place in the company where daily operations take place. The purpose of Gemba Kaizen is to go through the real working place in order to identify inefficiencies through a meticulous and centered analysis. In addition, it aims to solve issues that are producing waste [5]. Solutions should be shared with the subject matter specialist in reference in order to achieve a better understanding of where the continuous improvement projects should be focused. In addition, all team members must be involved, by means of constant motivations related to their positive contributions and ideas.

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, creativity and critical thinking in order to achieve the desired outcomes. All the steps and Lean tools used in the event will be explained in a three-day tentative agenda pre-established during a pre-Kaizen meeting following the Kaizen Event Cycle (figure 2).
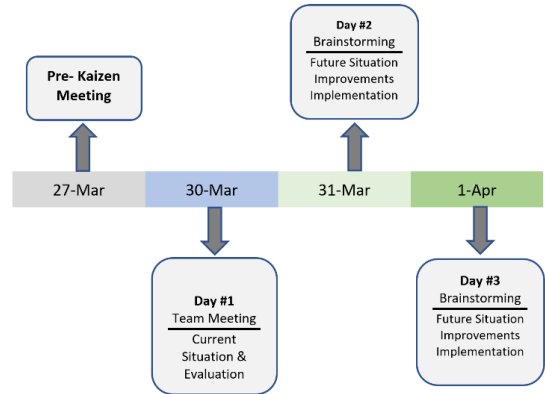
Figure 2
Timeline events

Pre-Kaizen Event Meeting

Throughout the Pre-Kaizen meeting, the Kaizen leader will discuss the current problem, scope, team composition and expectations. The leader will be responsible for planning and directing the project, selecting functional team member representation, generating a Kaizen project charter and a tentative schedule for the planned event, and collecting and analyzing the data, in order to ensure that the event's progress impacts 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 the event in order to receive the team members. Illustration aids that may be relevant for the purpose of the project, such as the project charter, schedule, project rules and Process Maps, should be available to all members. The leader and the facilitator direct a Kaizen Refresher Training to all contributors to guarantee that each person understands the purpose of the event. Subsequently, the team will evaluate the 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 written in the comments section for later evaluation.

Throughout the evaluation process, pictures, scans and photocopies will be provided 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 trough identifying key elements by using root cause analysis tools. The team will decide which solutions will be implemented and focus on them by using a Benefit and Effort Matrix process map. At end of the day, the team members will help develop a checklist based on observed necessities and the proposed new process.

Third Day of Kaizen Event

During the third and last day of the 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 distributed 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 understands the new process.

RESULTS AND DISCUSSION

A Kaizen event was implemented in order to improve the current process.

Pre-Kaizen Event Meeting

An information collection and examination were studied throughout the Pre-Kaizen meeting. A sample of 66 active employee files where evaluated and analyzed. The sample was determined as follows: the total headcount was 205 and was chosen to prove with a 95% confidence level and a 10% margin error. From the 66 files analyzed, 48 files did not comply with all the requirements, which reflects that 73% of the files were not documented properly. The expectation with the new Kaizen implemented developments was to decrease 60% of incompliance, from 73% to 13%. A project charter was developed to ensure detail tracking during the event (table 1).

Table 1
Kaizen Event Project Charter

KAIZEN EVENT PROJECT CHARTER						
Team Members	Kaizen Facilitator	Kaizen Leader	Subject Matter Expert	Subject Matter Expert		
Roles	Operations Manager	Shirley D. Lopez	Team Member 1	Team Member 2		
Scope			**Expected Business results**			
DEVELOPMENT AND DESIGN OF QUALITY STANDARDS FOR SECURE PROPER DOCUMENTATION IN HIRE PACKS FOR STAFFING SPECIALISTS			The expectation with the new Kaizen implemented developments was to decrease a 60% percent of incompliance, from 73% to a 3%.			
Project Goals and Measures			**Expected Customer Benefits**			
Proper Documentation: Reduce 60% from original Measure time in the documentation process Federal and State Law Compliance Implementing Quality standard of existing hiring pack checklist, such as appropriate information, key forms and right documentation.			This research will help the company to standardize the hiring packs until secure they reach those specifications and offer to the market a complete service that meet the customers' expectations			
Timeline			**Supported Required**			
			This research will be used Kaizen Event methodology as a fast progress and improvement effort. The event will be focused on teamwork by brainstorming and shared ideas, creative and 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-stablished during a pre-Kaizen meeting following the Kaizen Event Cycle			

First Day of Kaizen Event

On the first day of the Kaizen Event, the team reviewed the current sample of hire packs (files) that did not meet proper documentation. After Gemba Kaizen, the team had a suggestions session and discussed the existing process map in order to determine opportunities. Evaluations identified by red circles in the Process Map in figure 3 were prioritized on the second day to generate ideas for future improvement events.
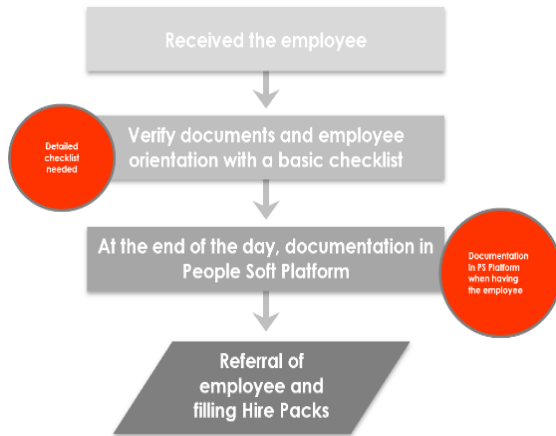

Figure 3
Brainstorming of process documentation

Second Day of Kaizen Event

On 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 (figure 4) 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 checklist was created (figure 5) to make sure all the requirements are being covered, including the proper documentation in People Soft platform.

Figure 4
Current State - Checklist for documentation

Figure 5

New Hire Packs Checklist for Staffing Specialists

Hoja de cotejo de reclutamiento

Documentos

[ ] Prueba de integridad

    [ ] Resultados documentados en People Soft (SQ/SD)

[ ] Pruebas de destrezas

    [ ] _____ (AQ/AD) con puntuación de _____ %

    [ ] _____ (AQ/AD) con puntuación de _____ %

[ ] I9 (archivar por separado)

    [ ] Número de caso de E-Verify:_____

    [ ] Resultado documentado en People Soft

    [ ] Verificación adjunta al número de caso y escrito en parte superior derecha de la I9

[ ] Acuerdos de empleos

[ ] Acuerdos de métodos de pago

[ ] Formulario 499 R-4 – Certificado de exención para la retención

[ ] EEO – Autoidentificación voluntaria (archivar por separado) (Aceptó / Denegó)

[ ] Forma WOTC – Enviada por correo regular / Completado electrónicamente

[ ] Acuerdo de verificación de antecedentes penales

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, all the latest improvements were reported to the rest of the team and organization members, guaranteeing that the information on the new processes is clear, answering all inquiries or concerns with the new documentation procedure to be performed in a daily basis.

Results After Implementation of New Procedure

After the Kaizen Event improvements implementations, the percentage of hire packs with improper documentation decreased to 8% (from 73% prior to implementation), slightly above the targeted 5% (table 2). The sample used to evaluate the impact of the new process was determined as follows: the current total headcount was 104 and was chosen to prove with a confidence level 95% and a 10% margin error. From the 50 files analyzed, 46 files complied with all the requirements, which reflects that 92% of the files were documented in a proper way and 8% (or 4 hire packs) did not comply with the proper and expected documentation, evidencing adequate improvement.

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

Comparision 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 requiements
Expected decreasing: 60% after Kaizen Event	
After Kaizen Event	
104	Headcount
92%	Hire Packs in compliance
8%	Hire Packs did not met the requiements
Current decreasing after Kaizen Event implementation: 65%	

CONCLUSION

Kaizen as a Lean tool is very helpful in order to analyze all the data and outputs gathered throughout the whole project, which allows for a quick innovation process, achieving the desired results. Achieving standardization of proper documentation for hire packs, with each step clear and defined, will allow to help and reach the same goal, resulting in the desired compliance that customers and the organization are seeking, preventing fewer or no errors.

Even though the new procedure is longer and will take a few more minutes, it is more precise and will secure the proper documentation needed to avoid 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. The next stage after this event will be to keep the operation steady with the new SOP and gather the newest data from the applied process. If after three months of the Kaizen Event and Gemba Kaizen implementation the Staffing Specialists do not comply with proper documentation for hire packs and the People Soft platform, whether an additional continuous improvement project should be performed should be taken into consideration.

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