

RECRUITING CHANGE: PROCESS AND PRODUCTIVITY IMPROVEMENT IN HUMAN RESOURCES

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ABSTRACT

The Human Resource department at Utah Valley Regional Medical Center in Provo, Utah was experiencing significant challenges. The situation was described as chaotic and frustrating due to excessive workloads on existing staff. This presentation will address the process of how Management Engineering in partnership with Human Resources transformed a disorganized recruiting process into an efficient collaborative working environment. The use of traditional process improvement methodology, creative data collection tools, and simulation helped formulate a process which eliminated waste and redundant tasks, decreased the time required to manage open requisitions, increased employee satisfaction, and gave structure to the Human Resource department.

1 INTRODUCTION

One of the many responsibilities that the UVRMC Human Resources department has is to fill open job requisitions submitted by department managers. It has been argued that the time requirements necessary to fill open requisitions are unacceptable. Therefore, Human Resources requested that Management Engineering support their effort to evaluate the processes and determine appropriate staffing levels necessary to ensure a timely response to filling open job requisitions.

The scope of this project was limited to all functions, resources, and processes related to the recruitment, evaluation, and hiring of potential job candidates. The project also included organizational hierarchy for the entire HR department, with particular emphasis on the portfolio assignments and workload for all HR employees.

2 ORIGINAL ORGANIZATION AND PROCESS

The original organizational structure and recruiting process for Human Resources are illustrated in figures 2.1 and 2.2, respectively. The original organization consist of HR consultants that manage individual recruiting teams, typically made up of a recruiter and an assistant. The Consultants reported directly to the Director of Human Resources.

Figure 2.1: Original Org. Chart

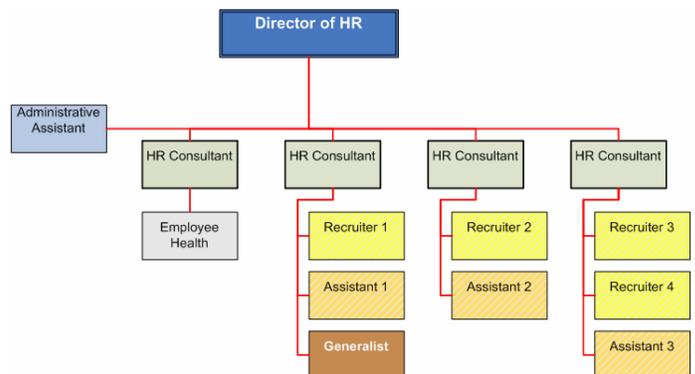
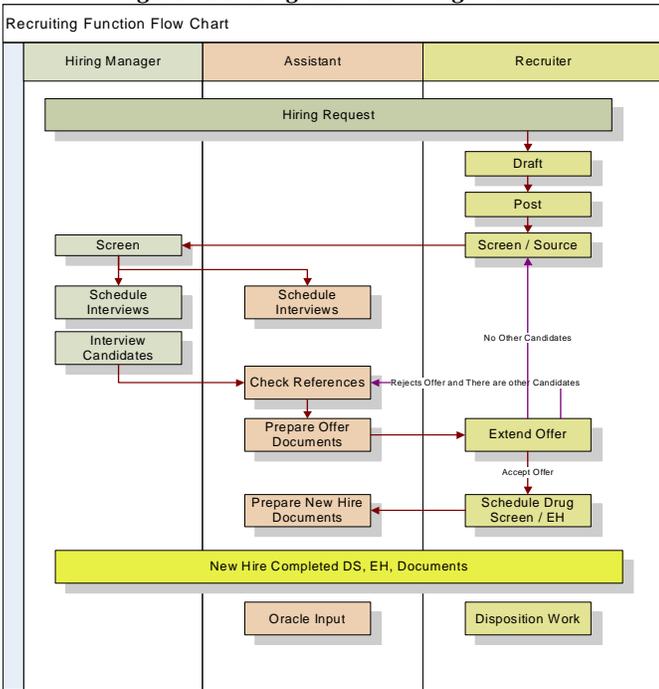


Figure 2.2: Original Recruiting Process



job functions were defined it was then validated by several recruiters and assistants. The chart in Figure 2.2 illustrates the byproduct of this phase and reflects the primary job functions for the recruiters and their assistants for all recruiting activities.

Work flow Sampling and Observations: Management Engineering spent several hours observing the day-to-day functions of the recruiters and assistants. The observations were beneficial to study the typical working conditions, climate, and interactions that are invisible in standard process flow mapping. The observations, including any discussion between the management engineer and HR employees were documented, analyzed, and considered when making final recommendations.

Time Studies: In an effort to determine effective staffing levels, time studies were performed to gather an accurate representation of time requirements for each job function. The time studies were designed to help determine the amount of time each recruiter and assistant spends each day doing particular job related functions. They were also valuable in defining and determining other tasks that occupy a recruiters time that are not reflected in typical recruiting processes. Tasks that fall within this category would include but not be limited to: unexpected interruptions, peer collaboration, hiring manager communications, e-mail, and voicemail.

3 PROCESS ANALYSIS

The organizational and process evaluation by Management Engineering included interviews, process flow mapping and job function definition, work flow observations, and time studies. The methods and data collected from each of these activities were used in defining the final recommendations for the project – both from an organizational and operational perspective.

Interviews: Each individual within the Human Resources department was confidentially interviewed. The interview process required approximately one hour and involved discussions regarding several issues including work responsibilities and functions, process flow, interchange of information, departmental concerns, and solicitation of their input.

Although the data collected from the interviews were primarily used to determine the morale and personal attitudes toward their respective jobs, career aspirations, and the department, it also assisted in defining the process and functional flow diagrams.

Process Flow and Job Function Definition: The process flow for the recruiting functions was primarily collected from the four recruiters and three assistants. The movement of job candidates through the recruiting process was defined and then outlined in a process flow chart. Once the process flow and

A time study spreadsheet (Figure 3.0) was formulated to provide each recruiter and assistant with a time log. As each individual began a task they simply defined the task within the MS Excel based spreadsheet and then clicked a start timer button. Once the task was completed the individual selected the task stop command to stop the timer. The data gathered from this phase was used to formulate appropriate staffing levels for the proposed recruiting functions.

Figure 3.0: Time Study Spreadsheet

Start Time	End Time	Task ID	Time Calc	Pause Time	Total Time	Date	Name
12:03:02	12:27:21	1) Recruiting - Draft	0:24:19			10/21/2008	Drafting for 3-lead
14:04:06		3) Recruiting - Referral Call	0:00:00			10/21/2008	
		1) Recruiting - Referral Call	0:00:00				
		2) Recruiting - Offer (On Hold)	0:00:00				
		7) Recruiting - New Hire Documentation	0:00:00				
		8) Recruiting - Draft Input	0:00:00				
		9) Recruiting - Disposition	0:00:00				
		10) Recruiting - Email Voicemail	0:00:00				
		11) Recruiting - Offer Prep / Paperwork	0:00:00				
		12) Support - Manager Assistance	0:00:00				

4 DATA ANALYSIS

Organizational Analysis: Through the process of interviewing current employees and reviewing the current organizational chart it was determined that the existing organization was not adequately structured to facilitate the growth and development of the recruiting process. There are several reasons why the current organization was inadequate. First, it was determined that the structure was organized for a passive recruiting strategy. Years ago, Intermountain was a popular career / job choice and enjoyed the luxury of picking and choosing from many qualified candidates. This relegated the recruiting function to merely “applicant processors” rather than true recruiters, per the title. Today there is a need to be more proactive and aggressive in the recruiting strategy to seek out and recruit talent. This would require more training and focus on particular recruiting portfolios.

Second, there are limited standards for practices among the recruiting teams. Each recruiting team reports to one of the HR Consultants. This suggests the likelihood of differing methods and standards for evaluation. Also, the day-to-day functions of HR consultants are not directly focused on recruiting, and even if they were there would be either duplication of effort in recruiting strategies among the HR consultants or inefficient collaboration amongst themselves to formulate recruiting standards and strategies. In order to streamline the processes and procedures there is a need to standardize the recruiting functions; something that the existing organization did not support.

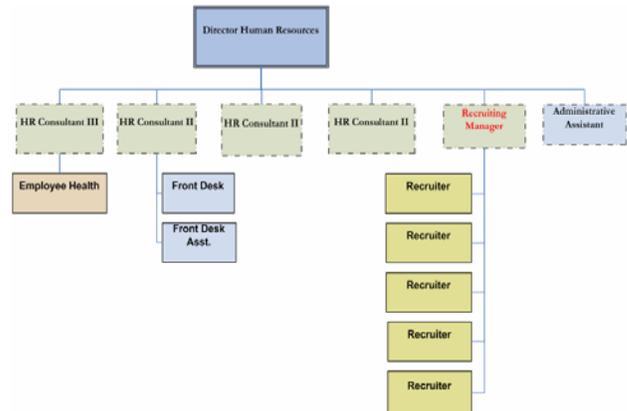
Finally, there is no clear career path for those recruiters who aspire for career growth. One could argue that the HR consultant would be the next step in the career path of a recruiter. The training and work responsibilities, however, would be determined to be less than ideal.

Organizational Recommendations:

Management Engineering formulated multiple organizational solutions before proposing the structure illustrated in Figure 4.1. The proposed organizational structure offers a dedicated recruiting manager to focus on the day-to-day recruiting needs of Intermountain and help mitigate the deficiencies in the original organization. The purpose of the manager would be to develop an aggressive, proactive strategy to recruiting talent to Intermountain while standardizing the recruiting process.

The proposed organization would also alleviate the burden of the HR consultants by eliminating their regular involvement in the recruiting process and freeing up more time dedicated to their primary obligations.

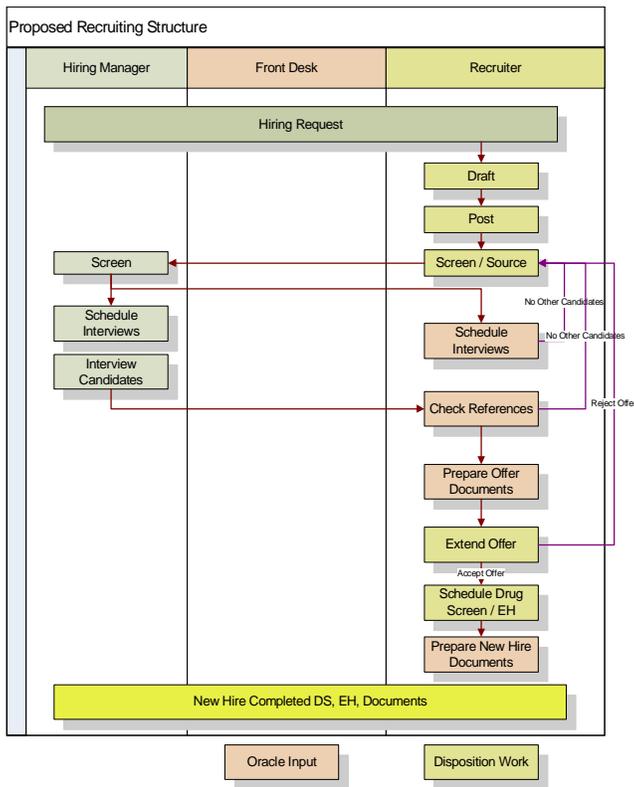
Figure 4.1: Recommended Organizational Structure



Recruiting process Analysis: The recruiting process was closely scrutinized for efficiency, and it was determined that the current standard could be streamlined. As seen in Figure 2.2 there are frequent task handoffs between the assistants and recruiter. This “zigzag” process provides opportunities for inefficiency and confusion. One hiring manager stated that “she wasn’t sure who to contact”, so she sent the information to both recruiter and assistants with the assurance that someone would follow up. Candidates tended to be unsure of who their primary contact was; therefore, it was recommended that the process be consolidated so that the assistants would be eliminated and recruiters would solely handle the responsibilities of their portfolios. Under this scenario recruiters would be the primary interface between the hiring managers, the candidates, and the recruiting process. They would move each candidate through the entire recruiting process, a “cradle to grave” approach that is illustrated in Figure 4.2 – Proposed Recruiting Process.

The time study data and workflow analysis were used to determine staffing requirements for recruiters and the feasibility of the proposed process. The data were used to provide a breakdown of typical working conditions, including time spent doing particular functions. This ultimately helped define the resource requirements needed to fulfill the responsibilities of all recruiting functions while meeting recruiting demands. Table 4.3 illustrates the results of the time study as it relates to the recruiter job functions. The table includes the job function and the upper limit calculation. The upper limit calculation reflects a confidence interval of 95%, which means that 95% of all samples for a particular function were less than or equal to the upper limit. This is a conservative estimate

Figure 4.1: Proposed Recruiting Process



domness and ascertain the sensitivity level the process experienced with fluctuations in the number of calls made per position. It was also used to validate the process and experiment with other process configurations.

Other assumptions used in the simulation. These assumptions are illustrated in Table 4.4.

Figure 4.4: Time Study Results

Allowances		
Time Spent Screening	1:03:24	12%
20. Meetings	0:31:16	6%
19. Email / Voicemail	0:20:36	4%
12. Interruptions	0:22:02	4%
Breaks and Lunch	1:00:00	12%
Management Interface	1:03:52	13%

The assumptions were derived from the time study data. This data suggested that on average a recruiter spend approximately 49% of their time directly with recruiting functions. The data also suggested that approximately 12.4% of the day was spent sourcing and screening candidates, therefore we allocated a little over one hour per day per recruiter for sourcing. Other functions that typical occupy a recruiters time are meetings, e-mail / voicemail, and unsolicited interruptions for which, a time allocations were granted in analyzing staffing levels. With the new model it was also determined that it was important to interact more with the hiring managers and, therefore, allocated over one hour per day per recruiter to this function.

In an effort to establish acceptable recruiting objectives it was determined, as a benchmark peak day, that the recruiting numbers for May 2007 would be an adequate goal. In May 2007 UVRMC hired 196 new employees, all of which were processed and recruited by existing staff. It was estimated that there were approximately 22 working days in the month of May, translating into 8.9 recruits per day. Therefore, as a benchmark for the simulation, our objective was to determine the number of recruiters required, under the proposed process, to process and hire 8.9 recruits per day.

which applies time values to specific job functions. The table also indicates the frequency or number of occurrences of the function per position. In the case of phone calls the frequency is a range of calls the recruiter generally had to make per position before fulfilling the objective of the call. It was assumed that if a function required more than one phone call then the time required for all but the last call was calculated as a LM (Left Message), which required less time than if the recruiter made contact with the intended party. The last call was assumed to be a "Connected" call, which required more time. The results indicate that, on average, it requires approximately 2 hours and 37 minutes of a recruiters time per job position.

Figure 4.3: Time Study Results

Job Function	Time Estimate per Candid	# Per Candidate	Approx. Total
Draft	4:30	1	4:30
Post	10:23	1	10:23
Screen / Sort	NA	NA	--
Schedule Interviews (Phone)	1:20 (LM) / 4:34 (Connecte	1to 5	11:103
Interview Schedule Prep	5:00	1	5:00
Check References (Phone)	1:41 (LM) / 4:14 (Connectec	1to 5	4:56
Prepare Offer Documents	13:10	1	13:10
Extend Offer (Phone)	6:32 (LM) / 20:28 (Connec	1to 6	27:00:00
Schedule Drug Screen / Emp. Health	See above	--	--
Prepare New Hire Docs.	10:35	1	10:35
Disposition Work	4:35	1	4:35

In an effort to more accurately determine the number of recruiters needed, a simulation was used to introduce some ran-

Based on the assumptions above the simulation was run for a time equivalent of 100 days, randomizing the frequency and number of calls per job function. The results are illustrated in Figure 4.5.

Figure 4.5: Simulation / Analysis Results

Simulation Results				
Mininum	Maximum	Average	Time spent per candidate / Position	
5	6.49	5.42		Total Recruiters
1	3	1.94	0:05:50	Interview calls
1	5	2.51	0:05:47	Reference calls
1	6	1.99	0:23:10	Offer calls

The results of the simulation indicated that, under the defined scenario, an average of 5.42 FTE's are required to fulfill the job requirements.

5 ADDITIONAL FTE REQUIREMENTS

Under the proposed organizational structure and recruiting process it was recommended that a front desk support position be added. The purpose of this position is to backfill the position vacated by an assistant who was promoted to recruiting manager. Although this individual only provided part-time support to the front desk it was recommended that a full time position be added to help absorb the current and proposed workload. As part of the proposed changes the front desk is expected to input all new hires into the database system. There are two reasons for this change; first, it offloads some work responsibilities that were previously completed by the assistants, a position that no longer exists. Second, it provides the necessary checks and balances needed in the hiring process.

It is unacceptable for a recruiter to create a position and input them, as a new hire into the database. By shifting the responsibility to the front desk we provide a method to safeguard against potential problems. Even if the recruiters could fulfill this responsibility their workload would be such that additional resources would be necessary. A simulation experiment was completed to analyze the impact of having the recruiters do the database input function, and the results are illustrated in Figure 4.6

Figure 4.6: Oracle Input Simulation Results

Simulation Results				
Mininum	Maximum	Average	Time spent per candidate / Position	
5	6.94	5.96		Total Recruiters
1	3	1.85	0:05:43	Interview calls
1	5	2.67	0:06:04	Reference calls
1	6	1.89	0:22:37	Offer calls

The results show that an additional 0.5 recruiting FTEs would be necessary to adequately complete all recruiter responsibilities. Additionally, there would still be a need to backfill a part-time front desk support person. The cost to add an entry level support position would be less than to hire additional recruiting resources and support staff.

6 FINAL RECOMMENDATIONS & CONCLUSIONS

Per the analysis of the project study it was recommended to the Human Resources department that the following departmental changes be made:

1. Reorganize the department to create a recruiting manager with all recruiting specialists reporting to the recruiting manager.
2. Eliminate all assistant positions and make them recruiters. It was recommended that there be a total of five full time recruiters and one recruiting manager.
3. Recruiters will manage the entire process of hiring candidates within their portfolios and to develop a solid relationship with the hiring managers within their portfolios.
4. The recruiting manager's primary responsibilities should be to manager the department but should also maintain a small recruiting portfolio as a part-time recruiter.
5. Add a full-time front desk support position.
6. Have front desk support personnel input all new hires into the employee database

7 SUMMARY

In summary, a traditional process improvement methodology was used to improve the organization and process associated with the recruiting functions. The methodology included:

1. Evaluate the current state of the department
2. Define the organization and how we expected them to operate – form follows function.
3. Collect time study and workload data using creative MS Excel tools
4. Analyze the data and use simulation to determine resource requirements and process procedures.
5. Develop key metrics for continual process evaluation.