



Iowa Department of Transportation Hiring Kaizen Event Report Out

**“Hiring Improvement Process (HIP)
Team”**

November 14 - 18, 2011

The Opportunity

Lee Wilkinson



The “HIP” Team

Kim Snook



Sheri Anderson, Ops & Fin
Jim Bane, Hwy Div
Annette Dunn, Hwy Div
Mike Kennerly, Hwy Div
Elvie Laudencia, Ops & Fin
Greg Mulder, Hwy Div
Tamara Nicholson, PPM Div
Kathy Robinson, Ops & Fin

Kim Snook, MVD
Jim Schnoebelen, Hwy Div
Paul Varnum, IT Div
Scott Zalaznik, Ops & Fin
Facilitator – Mike Rohlf, Iowa Economic Development Authority
Team Leader – Erich Grubert, Iowa Workforce Development
Team Leader – Dave Putz, Ops & Fin



Scope

Elvie Laudencia

- This event will address the hiring process from the time a position is approved to fill by DAS/DOM, and received by DOT to when the person reports for the first day on the job.

Goals

Paul Varnum

1. Decrease the amount of time to make a hire from 106 (est.) to 60 days or less
2. Complete interviews within 10 business days of receiving the list from DAS
3. Time when the hiring team makes a decision to the letter is sent to the selected candidate is 5 days or less
4. Online documentation in place within 60 days



Objectives

Mike Kennerly

1. Have a hiring process that is less cumbersome
2. Have a hiring process that is easy to understand
3. Having all required information for the new employee to proceed in position
4. Improved screening process using electronic measures
5. Maximizing automated information



Objectives

Sheri Anderson

6. Ensuring we have a pool of qualified and diverse candidates
7. Hire quality candidates
8. Documented process
9. Greater consistency across the department for selection and hiring process
10. Faster approvals
11. Better communication within the department



Kaizen Methodology

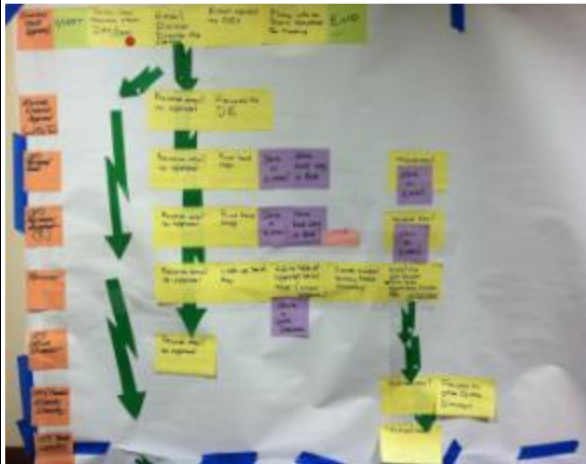
David Putz

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset” --use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Greg Mulder



Brainstorming

Scott Zalaznik

- Consistency in the process
- Automating where possible
- Pre-Approved questions
- Clear instructions
- One place to go for standardized documentation

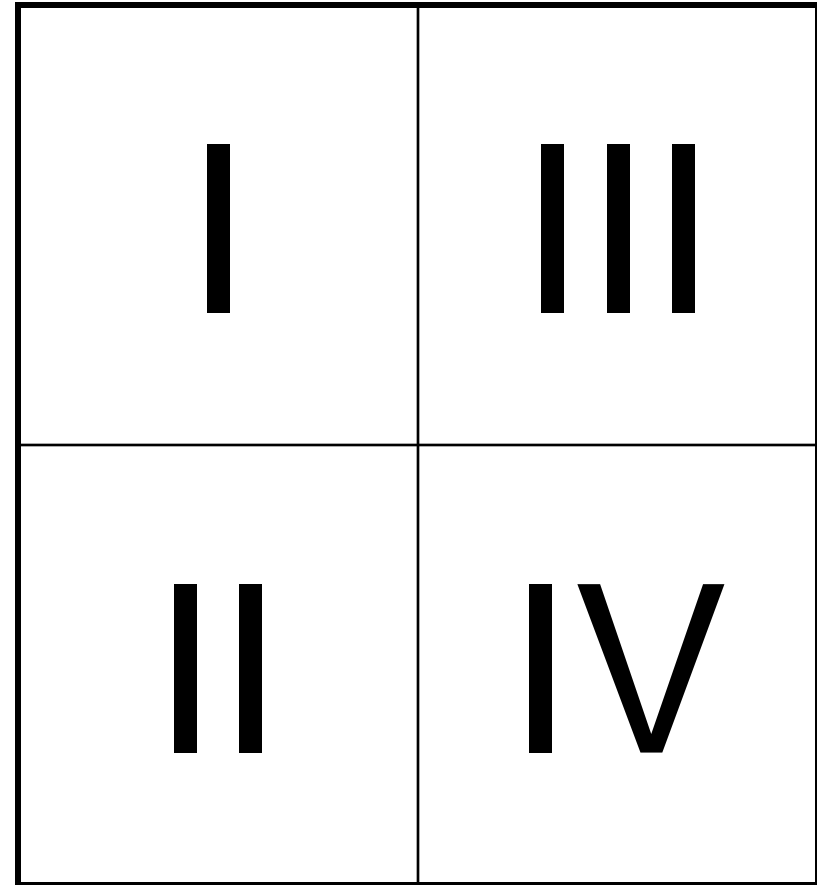


De-selection Process

Jim Schnobelen

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation

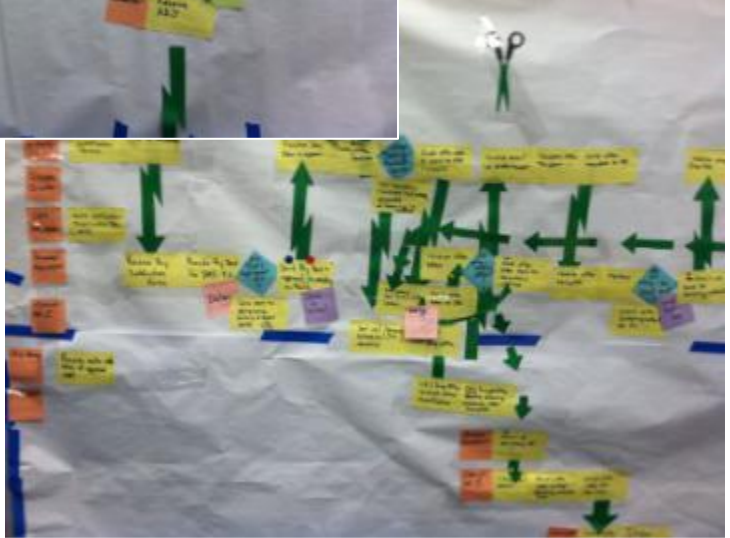
I
M
P
A
C
T



DIFFICULTY

New Process

Jim Bane



Results

Annette Dunn

| | OLD (enter below) | | | | NEW (enter below) | | | | RESULTS (auto calc's) | | | |
|---------------------------------------|-------------------|----|----|-------|-------------------|----|----|-------|-----------------------|---|---|-------|
| | | | | Total | 0 | 0 | 0 | Total | 0 | 0 | 0 | Total |
| # TOTAL STEPS | 231 | | | 231 | 158 | | | 158 | -32% | | | -32% |
| # VALUE ADDED | 17 | | | 17 | 10 | | | 10 | | | | |
| % VALUE ADDED (#VA/#Steps) | 7% | 0% | 0% | 7% | 6% | 0% | 0% | 6% | -14% | | | -14% |
| # DELAYS (days) | 38 | | | 38 | 30 | | | 30 | -21% | | | -21% |
| TOTAL DELAYS best case (Days) | 90 | | | 90 | 53 | | | 53 | -41% | | | -41% |
| TOTAL DELAYS worst case (Hours) | 180 | | | 180 | 116 | | | 116 | -36% | | | -36% |
| LOOP BACKS | 13 | | | 13 | 4 | | | 4 | -69% | | | -69% |
| HANDOFFS | 73 | | | 73 | 50 | | | 50 | -32% | | | -32% |
| DECISIONS | 48 | | | 48 | 41 | | | 41 | -15% | | | -15% |
| TOTAL CYCLE TIME (Days) | 60 | | | 60 | 55 | | | 55 | -8% | | | -8% |
| LEAD TIME (Days) | 150 | 0 | 0 | 150 | 108 | 0 | 0 | 108 | -28% | | | -28% |

Homework

Annette Dunn

| Implementation/Communication Plan | Person Responsible | Due Date |
|--|--------------------|------------|
| Provide a list of pre-approved questions (mechanic, equipment operator, Driver License Clerks, Examiner's) | Kim | 12/19/2011 |
| Create a committee to develop the questions to use | Kim | 12/19/2011 |
| Create a committee to score questionnaires | Kim | 5/10/2012 |
| During interview's request email address from applicants to make notifications faster | Kim | 1/20/2012 |
| Check applicants credentials during the interviews/make copies of their SS#, driver license, or ID, immigration cards - then scan into the HDJ application. Saves on time after hire!! | Kim | 12/19/2011 |
| Mentoring - organize | Tammy | 2/23/2012 |
| Have selecting authority use P5/HDJ instead of secretary | Sheri | 12/19/2011 |
| Q&A sessions and refresher courses | Kathy | 2/23/2012 |
| Place all hiring documentation resources in the Supervisor's Tool Box and make sure we always refer back to that when questions come up | Mike & Jim S | 5/10/2012 |



Team Member Experience

- Paul Varnum
- Scott Zalaznik

Comments

Erich Grubert

Iowa Workforce
Development

Dave Putz

Iowa Department of
Transportation

Mike Rohlf

Iowa Economic
Development Authority



**WE WELCOME YOUR
QUESTIONS AND COMMENTS!**

