Hiring Process Improvement

Eight Types of Waste

WAITING — People, information, or resources remain idle due to delays or inefficiencies.	DEFECTS — Errors, mistakes, and rework required to fix issues	UNUSED TALENT — Underutilization of people's talents, skills, and knowledge
• Waiting on candidates to submit documents or complete tasks • Waiting for results of background checks • Waiting for approvals or decisions from others • Delays due to inefficient interview scheduling	• Data entry errors • Lack of communication • Reworking job postings due to incomplete or inaccurate information • Providing incorrect information to job applicants	• Not utilizing technology solutions • Restricting problem solving and decision making • Discouraging questions about the process.
INAPPROPRIATE PROCESSING — Performing unnecessary or excessive steps that do not add value to the service	**OVERPRODUCTION** — Processing too soon or more than required	**EXCESS INVENTORY** — Excess or obsolete resources (e.g., physical items, data, or information)
• Duplication of effort (e.g., filling in same data on multiple forms, signatures by same person multiple times in the process) • Collecting excessive candidate information or documentation • Application requirements that are not used, Requiring more references than necessary • Using complex approval processes for routine tasks	• Creating resources that are not utilized • Printing excessive copies of forms/hiring packets that become outdated or go unused. • Generating excessive reports or data that do not contribute to decision-making processes.	• Accumulating excessive stock of recruitment materials, such as brochures, that may become outdated before use • Maintaining redundant candidate/employee files or databases • Stockpiling career fair giveaways that eventually become obsolete.
EXCESS MOTION — Unnecessary movements by people	**TRANSPORTING** — Unnecessary movement of items or information	
• Routing forms to multiple departments • Requiring candidates to return multiple times. • Walking long distances to access information and resources. • Searching for digital files or documents in complex folder structures or disorganized systems.	• Handing off candidate requests or questions between multiple employees or departments • Sending paper forms for signatures • Interoffice mail	

Activity: Identifying Waste

INSTRUCTIONS

The process map on the next page describes a sample job requisition process. Examine the process for waste. Circle steps in the process that contain waste. For each area that you circle, identify the type of waste that is present. Some steps may contain more than one type of waste.

Process Map: Requisition for Hire

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                                    Form                                          Secretary/Ofc. Mgr.      HR Department          HR Department
            No              ┌──── complete? ────┐ Yes                             emails copy to    ◄──── emails a copy to ◄──── hands signed
                            │                   │                        End ◄──── principal              school                 copies to Exec
                            │                   ▼                                                         Secretary/Ofc Mgr.     Staff for reference
                            │            Principal Signs form                                                                          ▲
                     Principal           and returns it to                                                                             │
                     reviews             Secretary/Ofc. Mgr.                                                                     HR
                     form                        │                                                                             Department
                            ▲                    ▼                                                                             mails a
                            │            Secretary/Ofc. Mgr.                                                                   signed copy
                     Secretary           Submits Form to HR                                                                    to school
       Secretary/    submits 3           Department                                                                                  ▲
       Office Mgr.   copies of                   │                                                                                   │
Start ► fills out  ◄ form to  ◄                  ▼                Form              HR Department      HR Review     HR Review       HR
        Request to   Principal          HR Department ──────────► Complete? ─ Yes ► copies forms ────► Committee ──► Committee      Department
        Hire Form                       reviews form              │                 for all reviewers  meets &       meets &        copies
                                                                  │                                    reviews       reviews       signed form
                            ▲                                     │ No                                 information    funding          ▲
                            │                                     ▼                                    for accuracy   source           │
                            │                            Form returned       District Executive              ┌───────┘                │
                            └──────────────────────────► to Secretary/  ◄─── Committee meets  ◄── No ── Funding ─── Yes ──► CHRO signs
                                                         Office Mgr.          & reviews              available?              Form
                                                                                   │                                          ▲
                                                                                   ▼                                          │
                                                                             Exec.                                           │
                                                                             Committee ──── Yes ─────────────────────────────┤
                                                                             Approves?                                        │
                                                                                   │                                         │
                                                                                   │ No                                     │
                                                                                   ▼                                        │
                                                                             Secretary/Ofc.                                │
                                                                             Mgr. Notified                                 │
                                                                                   │                                       │
                                                                                   ▼                                       │
       End ◄── No ── District ◄── Appeal Heard at ◄── Yes ── School files ── No ── End                                    │
                     Approves?    District                   appeal                                                       │
                         │                                                                                                │
                         └──── Yes ───────────────────────────────────────────────────────────────────────────────────┘
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