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DAS revamps hiring process

ANNUAL STAFFING PLAN TO SPEED PROCESS

By Molly O'Reilly

DAS is starting the new year with a new hiring process that will give all employees a reason to cheer.

"The benefits of the new process include a reduction in the time to hire a candidate after the need arises due to greater ownership of the process by the DAS Office of Employee Services, new HR (human resources) management tools and a greater partnership between the Office of Employee Services and hiring managers in forecasting and planning workforce needs, which will allow all parties to be proactive rather than reactive," said Allison Shaeffer, administrator of the Office of Employee Services.

The new hiring process was created during a weeklong Kaizen event that concluded Oct. 23.

Kaizen is a "Lean" business process improvement tool.

The DAS hiring managers and members of the DAS Office of Employee Services celebrate after revising the DAS hiring process. Among the 19 members of the Kaizen team that revised the process were (from left) hiring managers Charles Stang, Tony Yankus and Joe Tucker as well as Employee Services' Allison Shaeffer, Cheryl Beaty, Christina Carleski, Patty Magazine and Victoria Yarborough.

During a Kaizen event a team of insiders, outsiders and stakeholders recreate a process by eliminating steps that don't add value to the customer.

The new hiring process was presented at the end of the Kaizen event week.

The work of the 19 individuals on the Kaizen team resulted in a new process with 49 steps. The previous process required between 146 and 156 steps. The number of decisions in the process now number three, down from as many as 25 decisions. The number of handoffs is now 21, down from as many as 67. The 13 areas of variation in the process have been eliminated. And the number of approvals needed in the sign-off phase has been halved from 14 to seven.

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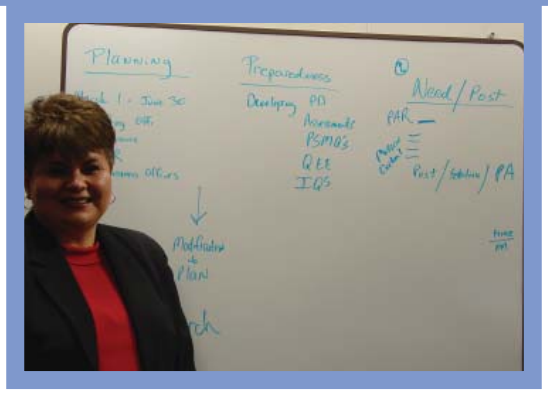
As a result of these new efficiencies, the average time of the hiring process – from the submission of a Request to Fill Authorization form to Employee Services to the new employee's start date – is expected to be reduced from an average of 100 days to an average of 27 to 54 days.



Allison Shaeffer, administrator of the DAS Office of Employee Services, is mapping out duties related to the new hiring process in her office.

Saving the most time will be the new DAS staffing plan, which will be developed between March and May and then updated annually. The planning process will include an assessment of current and future staffing needs in each program area, within budgetary constraints. Information that will go into the plan will include projected program offerings as well as potential retirements.

Preparations are now underway for the development of the staffing plan. Between now and March training is being conducted, metrics established and data evaluated.

After the DAS staffing plan is completed and approved, the Office of Employee Services and hiring managers will move into the preparedness phase. Position descriptions will be developed and finalized where needed, required qualifications will be identified, and assessment and selection tools will be developed. The documentation will be maintained by Employee Services.

No positions are being posted until the position has gone through the preparedness phase and all documentation has been completed.

When a need arises to post a position included in the DAS staffing plan, the Request to Fill Authorization form and justification must be submitted to Employee Services. As soon as the position is approved by the required entities, the position will be posted immediately.

The documentation will already be in place for a streamlined recruitment and selection phase.

Employee Services will obtain criteria for screening applications from the hiring managers and then send only qualified applications – electronically – to hiring managers. The hiring managers will be required to commit to a two-day turnaround to notify Employee Services of the applicant pool to interview as well as the interview dates, times and panel members.

Another improvement in the process will be that interview panel members will now be permitted to ask follow-up questions and clarification questions of candidates for all positions.

The pre-planning process for the job analysis to create the position descriptions and interview questions will be able to be completed in one day.

The Angoff process, which had been used to validate a pass-point for candidates, has been eliminated and is being replaced with a new, easier process.

Fans of the new hiring process include the three hiring managers who were part of the Kaizen team – Charles Stang of the General Services Division's Office of Fleet Management, Joe Tucker of the GSD Office of State Printing and Mail Services and Tony Yankus of Office of Information Technology's United Network Services.

Stang said he likes how the new process puts a lot of the work up front because of the creation of the annual staffing plan. "As managers everyone should be doing that anyway, but this formalizes it and helps you get everything ready so if someone leaves, it reduces the amount of time it takes to get someone in the seat," Stang said.

The hiring managers also are advocates of the Kaizen process.

"Every few years you have to scrub a process – that's what the Kaizen did," said Tucker who has hired more than 30 employees since starting his current position 14 years ago. "I've always been an outspoken critic of the hiring process because it was tedious. The Kaizen process validated that there was so much redundancy in sign offs that really weren't necessary."

Yankus said the new process addresses the complaints he and his staff have had through the years about the old process.

"I told the director (DAS Director Hugh Quill) after (the Kaizen presentation), 'This is my 30th anniversary of working for state governments, and I've never experienced a better use of staff time. It was worth every minute,'" said Yankus who also has worked for the states of Connecticut and Virginia.

"This process will help other agencies," Yankus said.

Members of the Kaizen team that revised the DAS hiring process included Cheryl Beaty, Christina Carleski, Patty Magazine, Allison Shaeffer and Victoria Yarborough, all of the DAS Office of Employee Services; Charles Stang and Joe Tucker, DAS General Services Division; Toni Brokaw, Carolyn Groves, Tammy Johnson, Joe Ann Lucas, Laverna Styles and Erica Taylor, all of the DAS Human Resources Division; Ashley Hughes, DAS Office of Collective Bargaining; Tony Yankus, DAS Office of Information Technology; Sue Kirby, Ohio Department of Job and Family Services' performance center; and Renee Szymanski, Ohio Department of Transportation, Office of Human Resources. Also participating were Lowell Marx and Angie Turner who have since retired from the DAS Office of Finance and Human Resources Division, respectively.