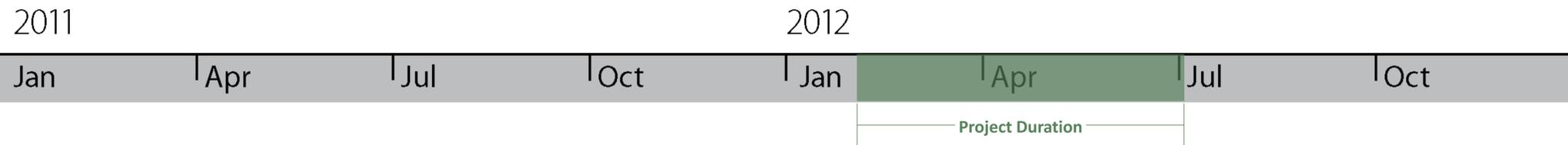




Project Results from Lean Efforts

Improving the On-Boarding Process for New Employees

Washington State Health Care Authority



Problem

The problem being addressed was an uncoordinated recruiting and hiring process that from the customer's perspective (new employee and appointing authority) resulted in:

- Confusion
- Lack of information
- Time delays
- Inadequate preparation for the new employee's first day of work

This project was undertaken to coordinate efforts between multiple divisions/programs to methodically and efficiently accomplish two major tasks for three employee types:

- New hires
- Internal transfers
- Departures

Problems addressed:

- Insufficient notification process
- Inadequate coordination between divisions and programs
- Time and productivity inefficiencies
- Preparedness for employee's first day of work

Causes

As a result of Executive Order 10-1, state of Washington's two major state health care purchasers, Washington State Medicaid program and the Health Care Authority, were consolidated on July 1, 2012. As a result of the completed merger, two distinct hiring processes and associated practices were inherited and utilized.

Solutions

Using the Value Stream Mapping method, stakeholders in the On-boarding process sought to re-structure and standardize the On-boarding process, beginning from the initial request to fill a vacant position and ending with the new employee arriving on their first day.

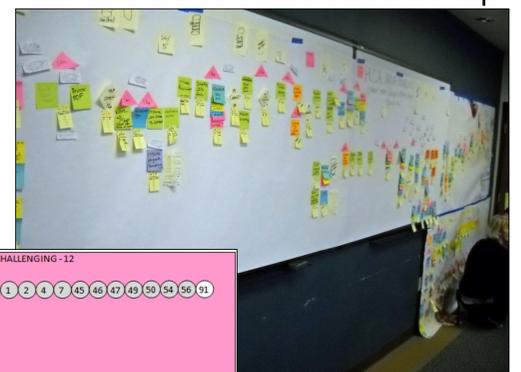
Results

A more informative and user-friendly recruiting and hiring process resulting in the successful candidate's seamless and effective first day, while reducing overall recruiting and hiring processing time by 20% and reduced the time it takes from requesting to fill a position to having a person in a seat from 52 days to 45 days.

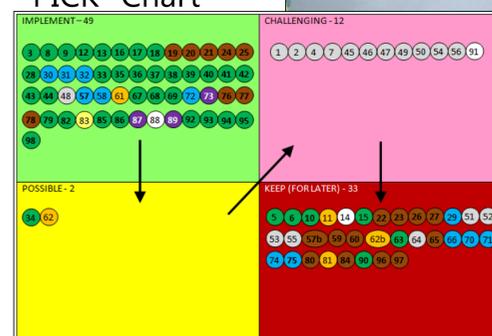
Next Steps

- The VSM team identified 98 possible Kaizen (opportunities for improvement).
- The team successfully implemented all 53 Kaizen chosen through the PICK process.
- Ideas were implemented within 90 days of the completion of the VSM event.
- Next steps include:
 - continued monitoring and refinement of adopted improvement ideas.
 - a hiring and recruiting database, was moved out of the scope of this effort but is being addressed separately by our Enterprise Technology Services division.

Current State Value Stream Map



"PICK" Chart



New (Post-VSM) Current State Value Stream Map

