

Strategic Lean Project Report



HR Recruitment and Hiring SOP

Agency: Puget Sound Partnership

Partners and Customers: Agency staff and DES small agency support staff

Project Impact

The Puget Sound Partnership improved the recruiting and onboarding process for new staff, resulting in a more consistent and streamlined process that will save internal operations staff processing time and provide a better onboarding experience for new staff.

The direct impact will be felt in three ways: a decrease in labor hours required to complete the hiring process and elimination of rework due to a lack of clear procedure; an increase in transparency due to implementing standard practices; and, a potential increase in retention rates due to a better onboarding process.

Project Summary

Prior to the writing of this Standard Operating Procedure, the hiring process was not clearly articulated and there was no consistency in process between recruitments. The result was recruitment packets that lacked required documentation, hiring decisions made without positions descriptions or salary ranges approved, and onboarding of employees without completing required training. This created unplanned workload for the HR and fiscal staff, in that they had to try and correct the documentation issue after the fact and a hiring practice that was not consistent from position to position.

Working with internal staff and small agency DES staff the Partnership made the following improvements:

- Standardized and streamlined the process, formalizing it in a written SOP
- Created an Onboarding and Offboarding checklist in an online spreadsheet tool (Smartsheet) that can be customized for each new staff member, tracks progress and emails responsible parties
- Created a recruitment routing form to ensure positions were properly created, salaries defined and positions approved for recruitment

Project Results



Cost

Avoided additional staff labor hours to process hiring documentation by following a proactive process. Hiring and Recruitment SOP rolled out to management staff in August 2017



Fewer staff hours saves money



Quality

Increased consistency in recruitment and hiring paperwork. Implemented a consistent and fair hiring process. Ensured standardized interview questions across applicants. Required position descriptions to be approved and contain competencies regardless of internal or external recruitment.



Much more proactive process (results are qualitative in nature)



Time

Decreased the amount of time to process required documentation for new hires.



Saved staff time



Customer Satisfaction

Partnership staff have reported that the SOP has already saved them a significant amount of time and made the hiring process smoother and more efficient.



Staff pleased with new process



Employee Engagement

4 Partnership staff were involved in the development of the SOP.



Staff had the opportunity to feed in ideas

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Project Details

Date improvement project was initiated: 6/1/2017

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