

Strategic Lean Project Report



Position Control

Agency: Washington State Parks and Recreation Commission

Project Impact

Area parks and division programs improved the agency's position control process, resulting in decreased time to provide staffing report updates to field managers.

State Parks improved the agency's position control process so that there is one single, reliable source of data for field managers. This reduced the wait time by several weeks for managers needing to access the information to initiate timely hiring.

Washingtonians will see cleaner parks during the summer season, because managers will have quicker access to information such as available FTEs, dollars and positions. This will help managers hire and deploy short-term staff in a timely manner to address park needs.

Project Summary

The staffing report is used to guide hiring activities and control staffing costs within the agency. Prior to the Lean improvements, inefficiencies in the position control process were leading to delays in hiring. As a result, the Human Resources Office staffing report took up to four weeks to update, leading to duplication, rework and errors that had to be corrected. In some instances, overspending of FTEs and dollars occurred.

Roles and responsibilities are not defined, and there is no clear understanding of the process. Our goal is to create a position flow chart with defined roles and responsibilities by 12/31/2018.

To improve our efficient management of FTE and dollar resources and improve timely hiring, this Lean process successfully:

- Created a flow chart with process steps clearly defined.
- Clearly defined roles and responsibilities within the process.
- Resulted in timely hiring to address park and visitor needs and increased effectiveness of managing FTE and funding budgets.

Project Results



Time

Decreased wait time **from** up to 4 weeks **to** immediate.



With roles defined, managers have the tools needed to hire seasonal staff as FTE, dollars, and position type allow

Project Details

Date improvement project was initiated: 11/1/2018

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