

Production Hiring and Fitness Validation

CS156

Project Sponsor: Vice President, Human Resources Operations

Objectives

Analyze the various existing processes and find ways to:

1. Accelerate time to hire
2. Reduce candidate demands and costs
3. Improve throughput and costs
4. Prevent changes from increasing safety risks

Key Challenges

1. Large variances in hiring methods and job placement
2. Lack of data on hiring process or post-hire injury rates
3. Entrenched views at different sites
4. Legacy processes undermining the candidate experience

Analytical Tools

1. Process and candidate journey mapping
2. Issue identification, best practices, and benchmark review
3. "Staple Yourself" exercise
4. Performance management metrics and methods
5. Future state solution design

Targeted Benefits

- ✓ Financial Benefits \$4.6M
 - Overtime Reduction \$3.6M
 - Vendor Efficiency \$1.0M
- ✓ Annual ROI 10.2X
- ✓ Benefits Full Run Rate \$ 383K/mo
- ✓ Cycle Time ▼ 50%
- ✓ Throughput ▲ 30%

Project Summary

A global automobile manufacturer was experiencing substantial challenges hiring enough qualified staff to fill positions in its plants. Ten major locations were involved in the effort and over 45 individuals across functions, sites, and vendors participated in the analysis.

Over 8 weeks PRO assessed the overall hiring processes by site, delving deeper in the medical and fitness validation process areas. The project examined competitive practices and performance management methods available to the client.

Working with HR, Safety, and hiring staff, PRO identified over 50 improvement issues. A future state process was designed to remedy the issues, with a detailed workplan and business case.

Improvement Focus

-  **Aligned Processes** – Create a single process across sites and vendors to improve candidate experience and ability to manage
-  **Candidate-Friendly Process** – Reduce the onsite and offsite requirements of candidates, to increase their engagement
-  **Performance Measures** – Standardize reports, targets, and dashboards to allow performance management and reduce errors
-  **Cycle Time Compression** – Target 50% reduction in cycle time to increase the odds that candidates remain engaged
-  **Vendor Management** – Consolidate vendor activities and link vendor activities to overall performance management to enable a single, coordinated process

Detailed Analysis and Redesigned Workflow

