



**Sheri Gordon**  
**Berea College Human Resources**  
**Sr. H.R. Business Partner**

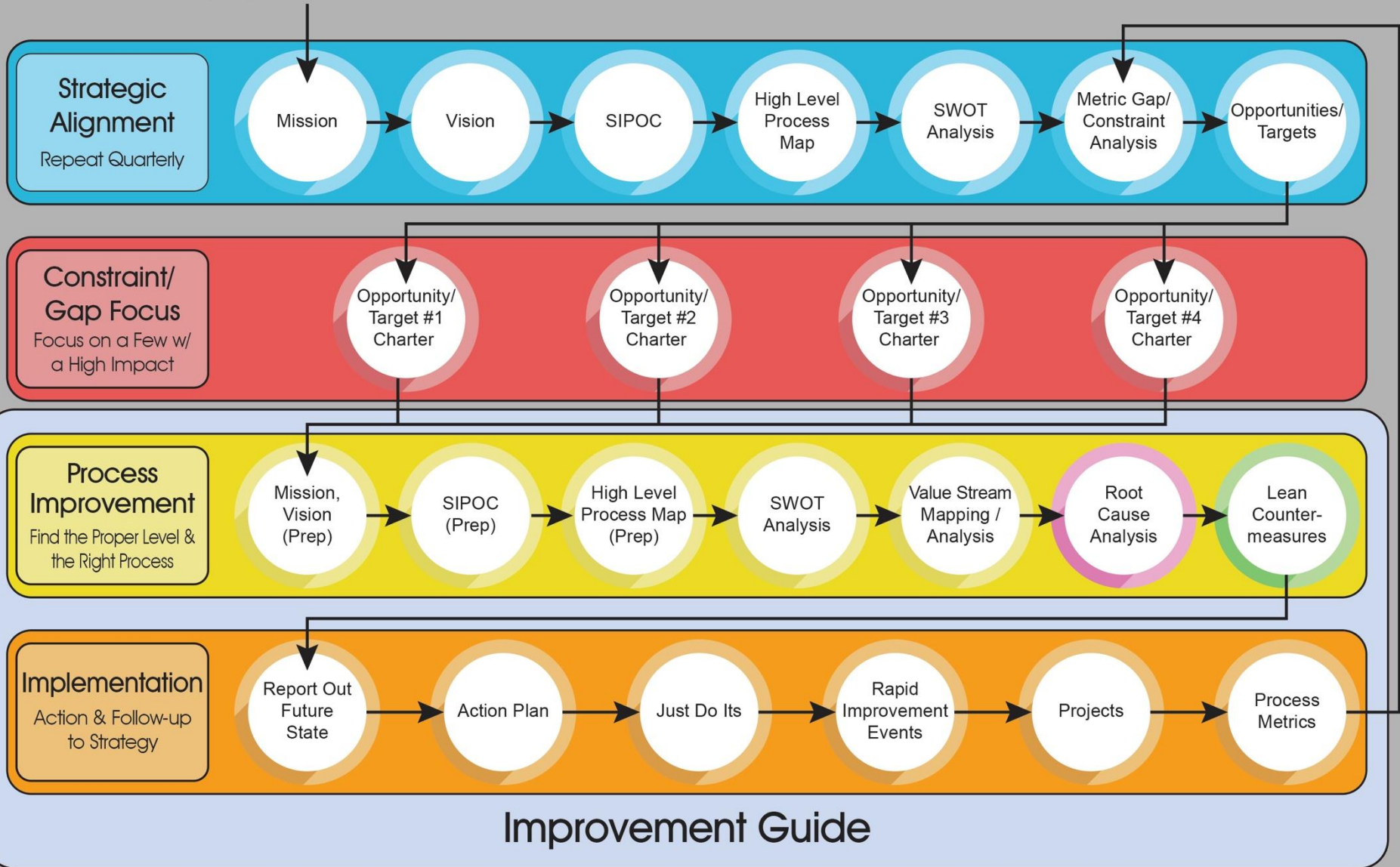
**Hiring Process**



# LABP Cross-Reference Guide

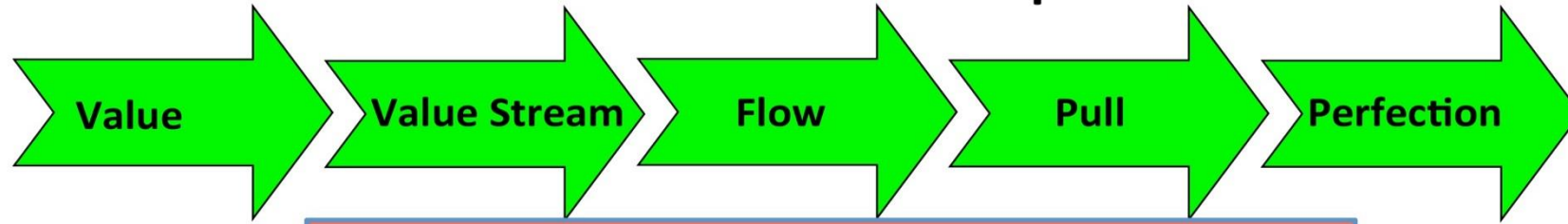
Types of Wastes	Recommended Countermeasure
<p><b>1. Lack of Organizational Focus or Situational Awareness;</b> Unarticulated, unwritten, or under communicated mission, vision, norms; too many or incorrect metrics; inability to delegate and micromanagement</p>	<p>Situational Awareness through Visual Management, articulating, documenting and communicating Strategic Alignment and Deployment (SA&amp;D) - Working within Circle of Influence, <i>Leading Change</i> by Example and Communication</p>
<p><b>2. Inventory - excessive Work in Process (WIP);</b> projects and tasks started, not finished, prioritizing/reprioritizing, tracking and reporting, batching, multitasking, etc.</p>	<p>SA&amp;D to Keep WIP Optimal and Visual (WIP Boards) Limit Multitasking (Personal and Organizational), focus on finish vs. start too early, determine optimal batch,</p>
<p><b>3. Transportation - inefficient movement of information;</b> handoffs, expediting, facilitating, multiple approvals</p>	<p>Pull Systems using WIP Boards, Reconciling Handoffs, Single Text Negotiation, and Standard Work</p>
<p><b>4. Motion;</b> Time wasted searching (even mental)</p>	<p>5S, Information Organization Methodology, Visual Mgt.</p>
<p><b>5. Waiting;</b> Waiting for the person working before us batching, starting another task just to fill time</p>	<p>Create Battle Rhythms with Optimal WIP Use Small Pockets of Time to 'Sharpen the Saw'</p>
<p><b>6. Defects;</b> Not handing off 100% complete and accurate, hidden factory</p>	<p>Single Text Negotiation, Standard Work, Service Level Agreements, and Checklists</p>
<p><b>7. Over-processing;</b> Excessive effort in delivering results with, reinvention, variation, scheduling, micro-managing, inspections, ad-hoc meetings, and excess precision</p>	<p>Common problem solving methodology, understanding the difference between special and common cause variation, Standard Work, and Checklists</p>
<p><b>8. Over-production;</b> Delivering activities that weren't asked for or required; overproduction of initiatives, taskings, emails, reports, metrics, and distribution lists</p>	<p>Theory of Constraints, SA&amp;D (asking customers), 5S applied to reports, metrics, and files, and Email Reduction techniques – daily standups in front of WIP Board, common email protocol</p>

# Lean Applied to Business Processes SA&D Guide



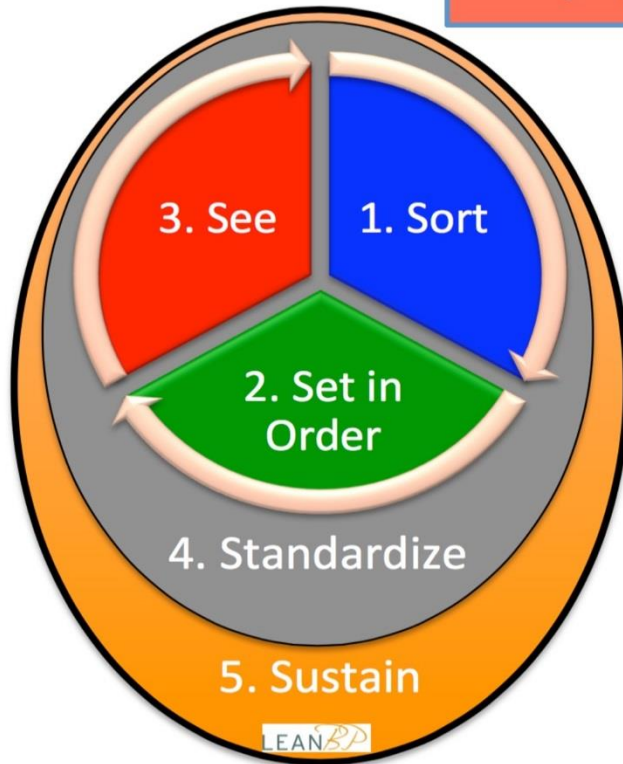
## Improvement Guide

# Lean Concepts



Non-Value Added (NVA) is a task that:

- Does not change fit, form, or function or
- Is done for internal use or
- Would not pass a line-item veto (by customer or end user)

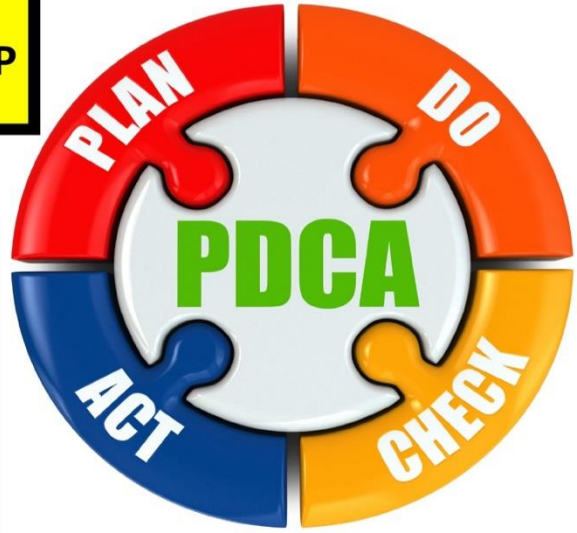


Takt time =  $\frac{\text{Available Time}}{\text{Demand}}$

Little's Law  
 $LT = \text{WIP} / \text{SHIP}$

The 7 W's – M. Hammer  
Future State

1. Who?
2. When?
3. Where?
4. Whether?
5. What interconnections?
6. What inputs & information?
7. What degree?



# Mission

To provide high level services in the areas of employee relations, performance management, talent acquisition and management, compensation/benefits, diversity initiatives, legal compliance and risk management etc. To foster strategic relationships with functional/operational leaders through coaching, consultation, influence and problem solving to successfully execute organizational goals while respecting the College's budget and the resources provided our office.

# Vision

Reduce the duration of the hiring process by 25% to alleviate the strain on our existing workforce and more quickly provide services to our students. We target removal of wastes from our hiring process by the start of the Spring 2018 term.



# Charter

**Mission** – To provide for a diverse workforce that satisfies needs of V.P.s, Managers, Students

**Burning platform** – Unfilled positions are stressing remaining workforce.

**Process Description** – From hiring approval, to posting, recruitment, interview, offer, and position acceptance

**Problem Statement** – The longer the hiring process takes, the more the departmental production slows down and available staff workload goes up

**Sponsor** – Derrick Singleton

**Process Owner** – Steve Lawson

**Team Lead** – Sheri Gordon

**Facilitator** – Sheri Gordon

**Team** – Steve Lawson, Sheri Gordon, Aaron Beale, Cindy Howard, Amanda Jumper, Brandon Noble



# SIPOC

Suppliers	Inputs	Policies	Outputs	Customers
Hiring Managers	Job Descriptions (updates)	Federal & State Employment Law – <u>cannot be changed</u>	New Hires	Hiring Managers
Recruitment Sources (vendors)	Salary Information	BC Employee Handbook	NHO	Supervisors
Benchmarking Sources	Budget Information		Training	VPs
HRIS – Banner	Associated Recruitment Sources (specific to field)		HR Consultation	AC
CSOD – Recruit Module			Recruitment – Analysis, Reports, Processing, Checklists	Employees (current, previous, prospective)
Employment Laws				

# Hi-Level Process Map

Volume = 262 per year

Takt Time = 7.9 hours

WIP = 50

Cycle Time = 67 days

Rework = 83%

Constraint = HR Support of  
Interview Process





# SWOT Analysis

Internal

- HRBPs assigned to each area
- Backups available to keep processes moving forward
- Central applicant tracking system

Strengths

- Workload varies with season
- Variance in level of HR involvement with new hiring managers
- No systematic interview process used College-wide

Weaknesses

External

Opportunities

- Post salary grades with job opening
- Provide standard work for hiring managers
  - Timelines
  - Templates
  - CSOD Learning Platform (vids)

Threats

- Unable to recruit suitable candidate
- Salary unacceptable to candidates
- Quality candidates accept other offers before the College's

# Gap Analysis Opportunities and Priorities

## Problem Statement

- Lead time to complete hiring process takes too long. Too much variation with interview processes. Variances in level of hiring manager training needs.
- Customized processes across divisions requires expensive re-work and contributes to low (17%) RTY.

# Lean Applied to Business Processes Improvement Guide

## Seeing the Process

- » Strategic Alignment & VOC
- » SIPOC / High Level Map
- » Constraint / Gap Analysis
- » Value Stream Mapping
- » Value Added (NVA) Discussion
- » Walk the Process
- » Spaghetti Diagram
- » Ideal State / BPR
- » Theory of Constraints

## Lean Countermeasures

- » Information at Point of Use
- » 5S - Sort, Set in Order, See, Standardize, Sustain
- » Visual Management
  - » Situational Awareness
  - » Method Sheets / WIP Boards
- Text » Standard Work / Error Proofing
  - » Templates / Checklists
  - » Optimize WIP » Email Protocol
- » Cell - No Multitasking
  - » Battle Rhythm Meetings
  - » Single Text Negotiation

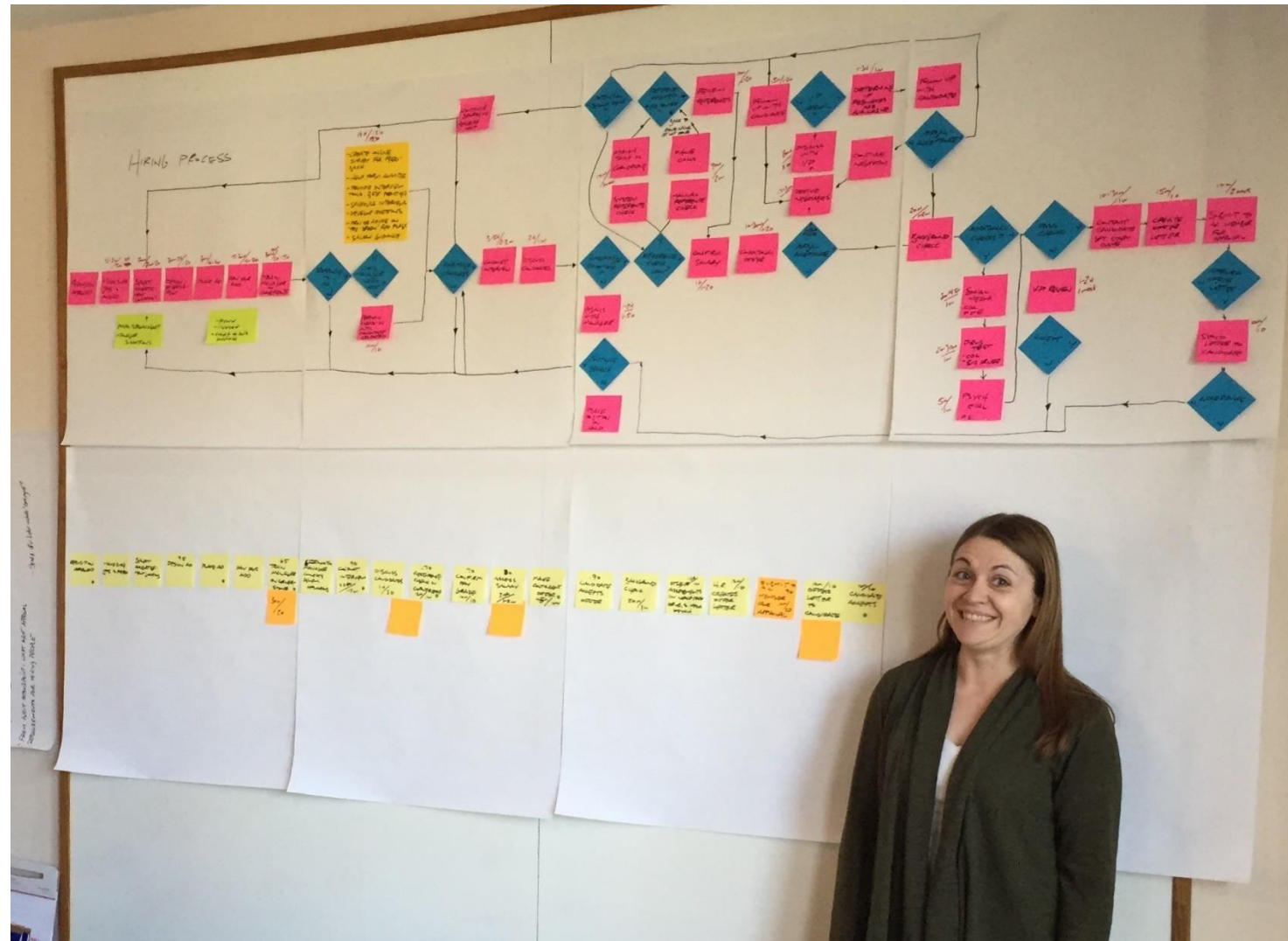
## Root Cause Analysis

- » Brainstorming Eight Wastes
- » Cause & Effect Diagram
- » 5 Whys
- » Check Sheets / Pareto Analysis

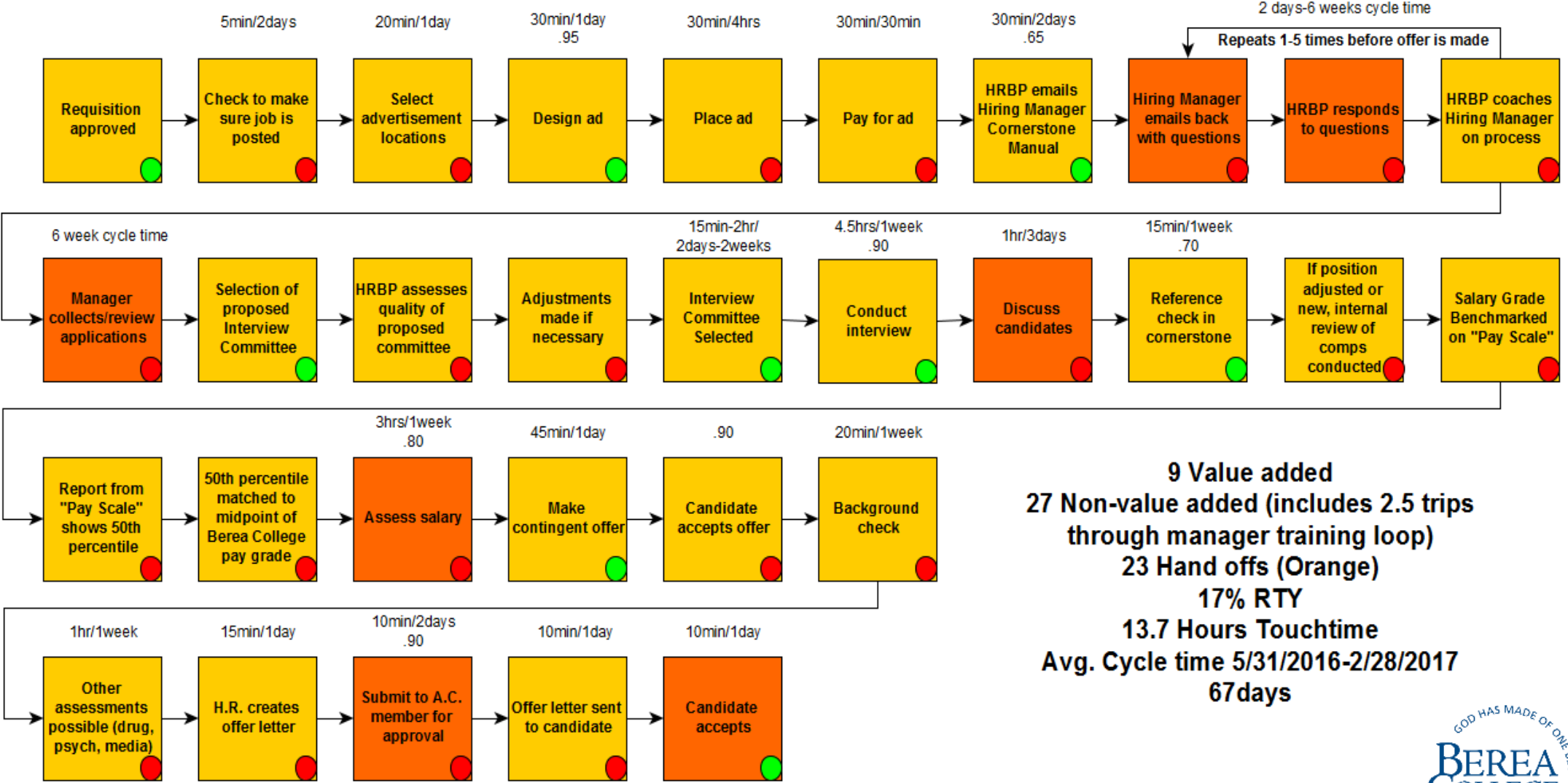
## Implementation

- » Future State (7Ws)
- » Action plan / Implementation
- » Feedback Loop

# Seeing the Process



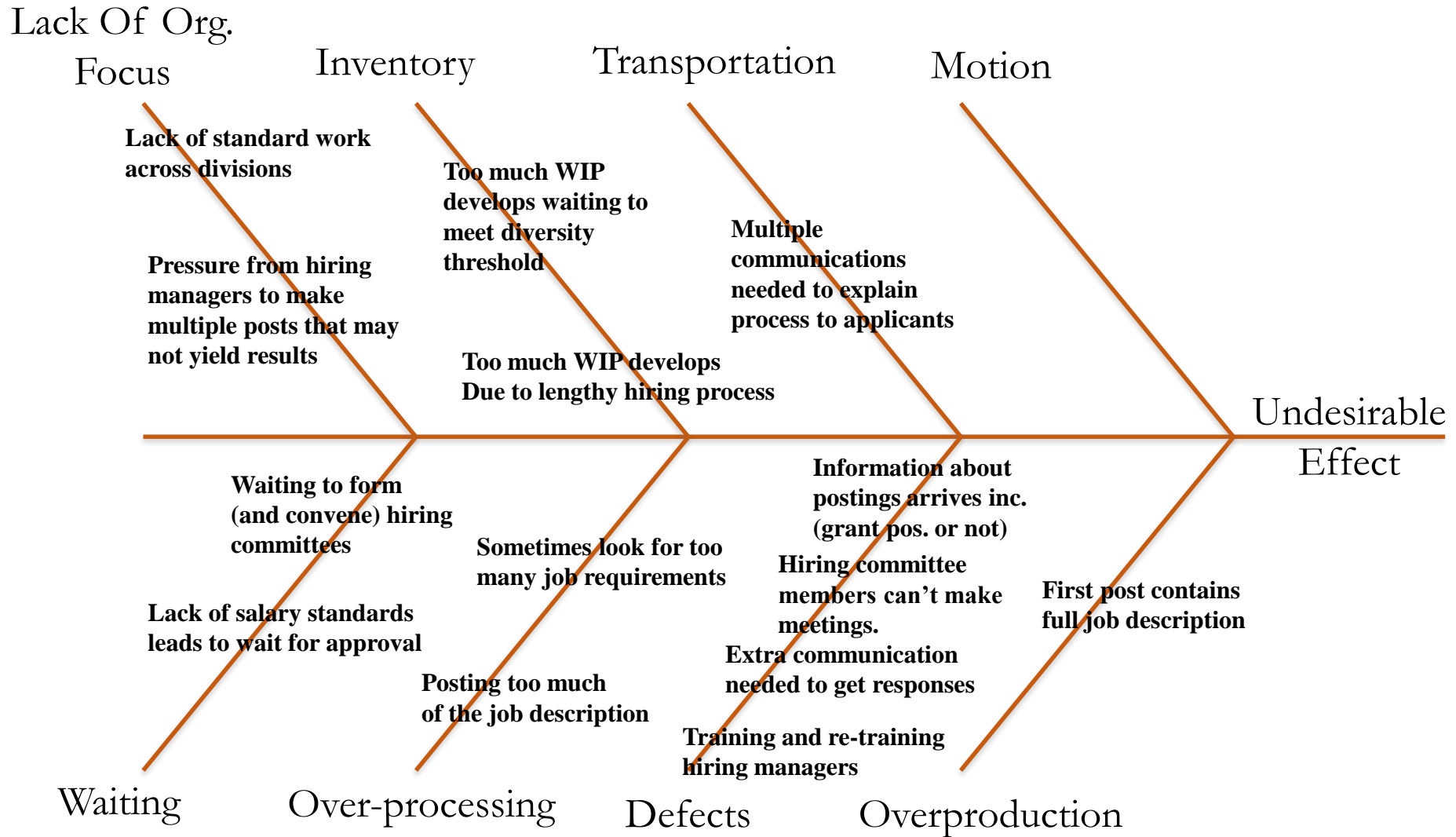
# Current State



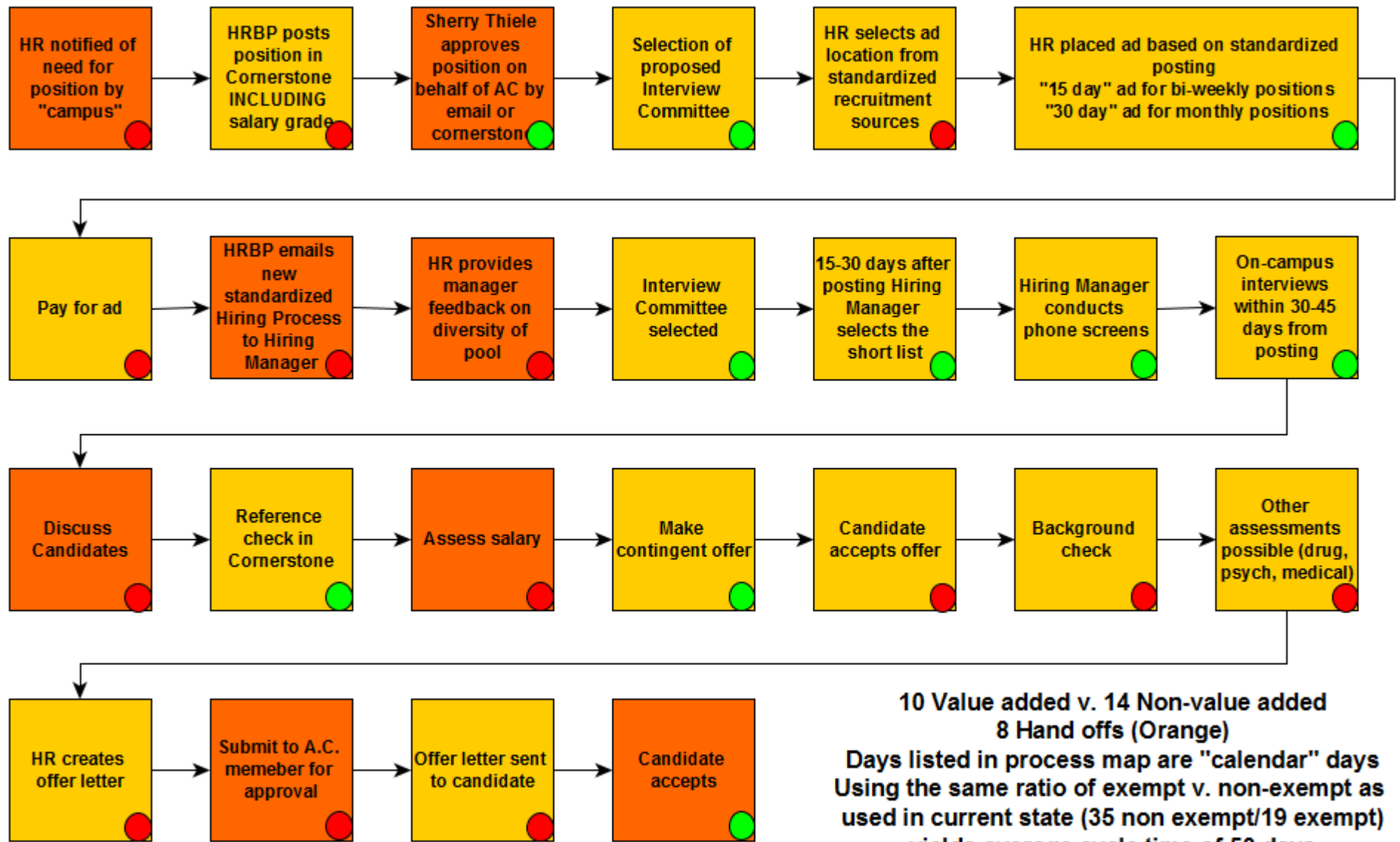
**9 Value added**  
**27 Non-value added (includes 2.5 trips through manager training loop)**  
**23 Hand offs (Orange)**  
**17% RTY**  
**13.7 Hours Touchtime**  
**Avg. Cycle time 5/31/2016-2/28/2017**  
**67days**



# Cause and Effect Diagram



# Future State



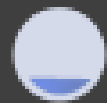
# Examples of Lean Countermeasures Used

- Creation of Standard Work/Training for Interview Committee function/selection.
- Creation of Standard Work/Training for education of Hiring Managers. Implement use of visual management tools to support training.
- Posting position with Salary Grade attached to reduce defects.
- Creation of standardized database for diversity enhancing recruitment/advertising opportunities that target all jobs on Campus.
- Standardized Job Posting eliminating waste of over processing with initial posting.
- Standardized diversity threshold set at 15%.



# Standard Work/Visual Management: Overview for Hiring Process

## Staff Hiring Process



### Prep Work

Create/Update  
Job Description

Submit Job  
Description to HR  
Business Partner

AC Approval



### Live Posting

HRBP sends ads

Review Applicants

Select Top  
Candidates

Position removed  
2wks (hrly) or 30  
days (salary) after  
posting

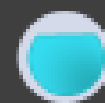


### Top Picks

Conduct Interviews

Reference Checks

Determine Top  
Candidate

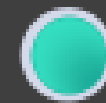


### Offer

Determine Salary

Verbal Contingent  
Offer

Screenings:  
Background Check,  
Social Media Check,  
Psychological  
Evaluation, Drug Screen



### Start Date

HRBP Confirms Start  
Date

Inform HRBP of  
Needed Tech  
(laptop, phone, etc.)

HRBP Schedules  
Onboarding



# Standard Work: Power Point Training



## Berea College Interview Committee

Selection of & Guidelines for Committee  
Members

# Standard Work: Checklist to Support Hiring Process



## HIRING CHECKLIST

**Position Title:** \_\_\_\_\_ **Position #:** \_\_\_\_\_ **Department:** \_\_\_\_\_

New Position

Backfill:

### Post Position

- Staffing Request Form: Cornerstone Approved
- Job Description
- Confirm Salary Grade
- Post to Cornerstone
- Diversity Recruiting Source:

### Request for Personnel Action

- Candidate Name:
- Process Offer Approval in Cornerstone

### Pre offer

- Verbal offer via phone
- Send Safehire Background Invitation to candidate
- Reference request in Cornerstone

### Offer

Call to validate background and references are complete; confirm start date and discuss additional emails below:

- Email Candidate Offer Letter and Job Description via Cornerstone
- Email Nathaniel Clements ([Nathaniel\\_Clements@berea.edu](mailto:Nathaniel_Clements@berea.edu)) and Chris Jansen as a backup ([Christopher\\_Jansen@berea.edu](mailto:Christopher_Jansen@berea.edu) in ISS the new employee Name, Department, Position and Start Date  
**Tag subject line as: New Hire(s) Date**
- Background Check clear
- Reference Checks clear
- Print Application
- Print References
- Call and confirm start date and discuss additional emails below
- Offer Letter signed (request email response then sign during NHO)
- Email Forms  
C:\Users\howardci\Desktop\Onboarding\Email Forms for All Candidates
- Email Benefits (if applicable)
- Email Candidate the I-9 Form
- Email supervisor start date

### Cornerstone Post Hire Process

- Admin Recruit
- Hire Button
- Create Profile

### Onboarding

- Banner ID #: *(Enter from I-9 info)*



# Standard Work: Video Training for Applicant Review/Reference Request



- Home
- Learning
- Performance
- Succession
- Reports
- ILT
- Content
- Admin
- My Team
- Integration Suite
- Certifications
- Recruit
- Recruit

Welcome, Steven, to your personalized Cornerstone Talent Management homepage!

### System Message Box

Welcome to the new Performance Management, Recruitment and Learning Management systems with Cornerstone. For guidance, you may refer to the documents under "Access Your Page" in your myBerea "Work" tab, or you may click on the gear in the upper right-hand corner and choose "Help" for detailed step-by-step guides.

For direct assistance, please contact Sheri Gordon at 859-985-3054 or sheri\_gordon@berea.edu

### Your Talent Management Inbox

[View transcript](#)  
(0 approved training selection(s))  
(Registered for 4 training selection(s))

[Approve training](#)  
(Your employees have 21 training selections pending approval)

[Approve Goals](#)  
(Your employees have 2 Goals pending approval)

### Your Transcript

	Due Date	Action
Employee/Staff Training Template	9/28/2016	<a href="#">Launch</a>
Onboarding - Start Here	8/17/2016	<a href="#">Launch</a>
The ScoreBuster	None	<a href="#">Launch</a>

CONNECTIVE | INNOVATION | A 2-1-1 MODEL

Search Beria College Web Site

PROSPECTIVE STUDENTS | GIVE TO BEREA | ALUMNI | COMMUNITY

### Pending Evaluations

No Pending Evaluations

### To Do's

No To Do's

WHY DOES BEREA HAVE AN ADVANTAGE?  
READ THIS NEW YORK TIMES ARTICLE TO FIND OUT

### Calendar

Jul	August 2017						Sep
SUN	MON	TUE	WED	THU	FRI	SAT	
30	31	1	2	3	4	5	
6	7	8	9	10	11	12	
13	14	15	16	17	18	19	
20	21	22	23	24	25	26	
27	28	29	30	31	1	2	
3	4	5	6	7	8	9	

### Your Tasks

No current tasks in progress

# Standard Work: Video Training of Hiring Managers

# Cornerstone

O N D E M A N D *Empowering People*



## Applicant Tracking System (ATS)

Approvers, Hiring Managers, &  
Reviewers

# Standard Work: Job Posting for External Sources



## TITLE

### About Berea College

**Berea College** achieved national distinction as the first coeducational and interracial college in the South. With an emphasis on service to the people of Appalachia and beyond, Berea enrolls 1,600 students from 40 states and 60 countries. The College has a longstanding commitment to interracial education; here, people of different races seek to learn from and about each other, while also living together. Berea is among the most racially diverse private liberal arts colleges in the United States. The college admits only students whose families are unable to afford the high cost of tuition and awards each of them a four-year tuition scholarship. Berea's students excel in the College's supportive but demanding academic environment, and many are the first in their families to graduate from college.

**Berea College** is always looking for talented, self-motivated individuals to join our team. If you think you are ready to be a part of an exciting team, then we encourage you to continue with this applicant friendly, online job application!

**Berea College** is an Equal Opportunity Employer that recruits and hires qualified candidates without regard to race, religion, sex, sexual orientation, age, national origin, ancestry, citizenship, disability, or veteran status.

### JOB DESCRIPTION

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Brief Job Description

### RESPONSIBILITIES

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- Job Duties

### QUALIFICATIONS

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- Education
- Experience
- Licenses
- Specified KSAs

### BENEFITS *(Including but not limited to)*

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- Health Insurance
- Dental Insurance
- Tuition Reimbursement
- On-Site Child Care (CDL)
- Employee Life Insurance
- Retiree Health Insurance

To apply, and for more on the job description, please go to



# Standard Work: Database to Support Diversity Hiring Operations Division example

Resource	Demographic Discription	Website Link	Email	Phone	contact person	Address if needed	Cost informatio	Other information needed	Diverse Site
<b>Facilities Management - Trades</b>									
indeed.com		<a href="http://www.indeed.com/jobs?l=Lexington-Fayette,+KY">www.indeed.com/jobs?l=Lexington-Fayette,+KY</a>	<a href="mailto:jwerner@indeed.com">jwerner@indeed.com</a>	203-653-5209	John Werner				
HACU - Hispanic website associated with CUPA	Website for hispanics in higher education	<a href="http://www.hacu.net/hacu/InformationRates.asp">http://www.hacu.net/hacu/InformationRates.asp</a>	none	see website	none		see website		✓
BCTC Career Network - KCTCS Job Board		<a href="http://www.collegecentral.com/bluegrass">www.collegecentral.com/bluegrass</a>							
<b>Facilities Management - Housekeeping</b>									
indeed.com		<a href="http://www.indeed.com/jobs?l=Lexington-Fayette,+KY">www.indeed.com/jobs?l=Lexington-Fayette,+KY</a>	<a href="mailto:jwerner@indeed.com">jwerner@indeed.com</a>	203-653-5209	John Werner				
HACU - Hispanic website associated with CUPA	Website for hispanics in higher education	<a href="http://www.hacu.net/hacu/InformationRates.asp">http://www.hacu.net/hacu/InformationRates.asp</a>	none	see website	none		see website		✓
La Voz de KY Hispanic News Paper			<a href="mailto:lavozydeky@yahoo.com">lavozydeky@yahoo.com</a>	859-621-2106	Advertising Dept.				
<b>Student Crafts</b>									
indeed.com		<a href="http://www.indeed.com/jobs?l=Lexington-Fayette,+KY">www.indeed.com/jobs?l=Lexington-Fayette,+KY</a>	<a href="mailto:jwerner@indeed.com">jwerner@indeed.com</a>	203-653-5209	John Werner				
BCTC Career Network - KCTCS Job Board		<a href="http://www.collegecentral.com/bluegrass">www.collegecentral.com/bluegrass</a>							
<b>Forestry</b>									
indeed.com		<a href="http://www.indeed.com/jobs?l=Lexington-Fayette,+KY">www.indeed.com/jobs?l=Lexington-Fayette,+KY</a>	<a href="mailto:jwerner@indeed.com">jwerner@indeed.com</a>	203-653-5209	John Werner				
BCTC Career Network - KCTCS Job Board		<a href="http://www.collegecentral.com/bluegrass">www.collegecentral.com/bluegrass</a>							
<b>Human Resources</b>									
indeed.com		<a href="http://www.indeed.com/jobs?l=Lexington-Fayette,+KY">www.indeed.com/jobs?l=Lexington-Fayette,+KY</a>	<a href="mailto:jwerner@indeed.com">jwerner@indeed.com</a>	203-653-5209	John Werner				
BlacksinHigherEd.com		<a href="http://www.blacksinhighered.org/?page=jobposting">http://www.blacksinhighered.org/?page=jobposting</a>	<a href="mailto:amanda_graves@berea.edu">amanda_graves@berea.edu</a>						✓
<b>Auxillary</b>									
indeed.com		<a href="http://www.indeed.com/jobs?l=Lexington-Fayette,+KY">www.indeed.com/jobs?l=Lexington-Fayette,+KY</a>	<a href="mailto:jwerner@indeed.com">jwerner@indeed.com</a>	203-653-5209	John Werner				

# Results

## Current State Summary:

**Touch Time** Per Hiring Event: 13.7 hours.  $13.7 * \$30 = \$411$  per event.

**Cycle Time** Per Hiring Event: 67 Days.

**Total Current State Expense:**  $\$411 * 262$  (total annual hires) =  $\$107,682$

## Future State Summary:

**Touch Time** Per Hiring Event: 5.65 hours.  $5.65 * \$30 = \$169.50$

**Cycle Time** Per Hiring Event: 43 Days. **36% Reduction in hiring time!!**

**Total Future State Expense:**  $(\$169.50 * 262)$  (total annual hires) =  $\$44,409$

# Total Savings: \$63,273!!!

Current State Touch time expense – Future State Touch time expense



# Results

## Position vacancy in **Current State:**

67 calendar days \* 0.71 (to reduce to 5 working days) = 48 working days  
Deduct 10 average working days to account for notice  
=38 working days of position vacancy.

## Position vacancy in **Future State:**

43 calendar days \* 0.71 (to reduce to 5 working days) = 31 working days  
Deduct 10 average working days to account for notice

Reduced to 21 working days of position vacancy!

**A 17 day average reduction of position vacancy!!!**

ERE Recruiting Intelligence advises a valuation of between 1 and 3 times the salary of the vacant position. ERE reports, "A recent Harvard study found that it was three times a person's salary, which many analysts have found to be an accurate estimate." ERE advises that 1x salary calculation can be used "...without any argument."



# Anecdotal Results

“This reduction allows us to have capacity to work with our leaders on other HR matters such as training, succession planning and employee relations issues. These can help reduce turnover and improve employee engagement.”

~*Steve Lawson, AVP Human Resources*

“The first time I applied to Berea I applied for 2 positions at once. At the time I felt as though there was a lot of back and forth during the application and hiring process. Many phone calls and emails, a lot of waiting on someone to answer a question so I could go forward. After going through the application and hiring process a second time, I feel that it was MUCH smoother and far more efficient for me. The first time felt disjointed. This time around everything was incredibly easy for me.”

~*Brittany Ash, Administrative Assistant, Labor Program*



