



# Lean 6-Sigma Green Belt Project



## *California State Parks and Recreation*

*Theresa Bober*

*Sedrick Mitchell*

# *Request for Personnel Action (DPR 81)*

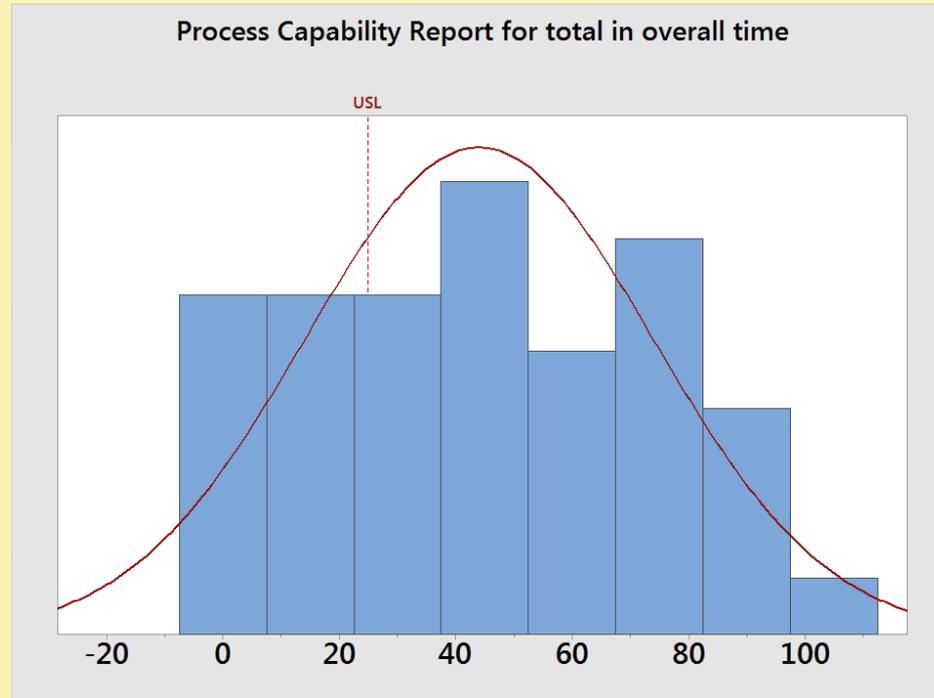
## *Processing Time Reduction*

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- ❖ **Problem Statement:** Hiring packages take up to 100 days to complete. This prevents hiring managers from obtaining badly needed resources in a timely fashion. In addition, Parks sometimes loses interested candidates because of excessive delays.
- ❖ **Objective:** 95% of hire packages will be completed within 25 days
- ❖ **Project Team:**
  - ❖ Nikole Freeman - Assistant Personnel Officer
  - ❖ Melissa Hansen - Manager, Classification and Pay
  - ❖ Trina Honeycut - Labor Relations Specialist
  - ❖ Eric Marks – C&P/Position Control Analyst
  - ❖ Jason Summers – Manager, Budgets

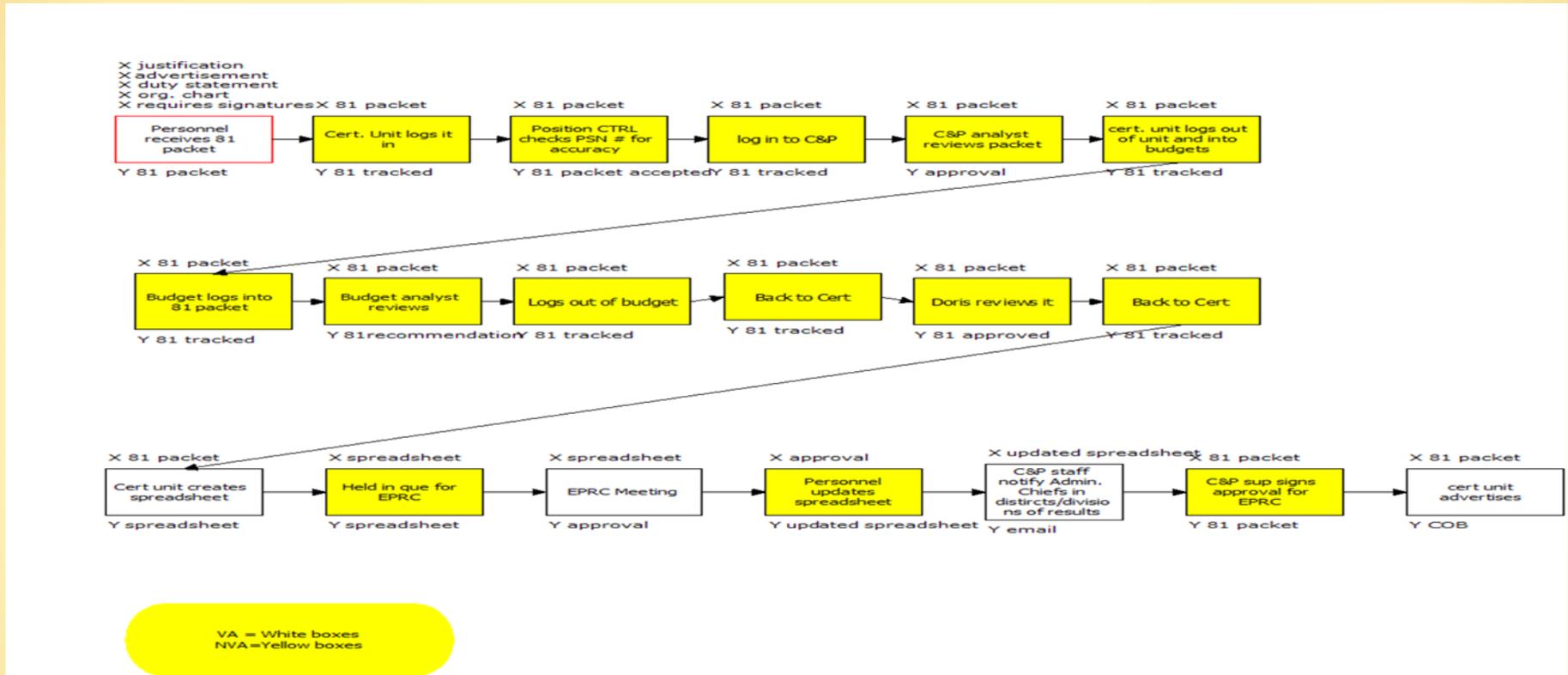


# Baseline Capability



- ❖ Average hiring time equals 42 days
- ❖ 28% are within the 25 day goal
- ❖ Maximum processing time over 100 days

# Process Map



- ❖ Out of the 19 process steps that we were taking, only 5 of them were deemed “Value Added” by the team.



# *Analysis Tools*

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- ❖ SIPOC (Suppliers Inputs Process Outputs Customers)
- ❖ Stakeholder Analysis
- ❖ Fishbone
- ❖ Capability Six pack
- ❖ FMEA (Failure Modes and Effects Analysis)
- ❖ Time Series Plot
- ❖ Box Plot
- ❖ Pareto Chart



# *The importance of the Process Map*

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- Graphical illustration of the process story for team members and Executive Staff on a single page
- Easily identified non-valued added steps
- The first activity in gathering inputs for later analysis
- Created foundation for Fishbone Diagram



# *Critical x's*

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- ❖ Data base for log-in was too slow
- ❖ Lack of attention at each step delayed moving packet forward
- ❖ 81 packets were sent via mail rather than electronically
- ❖ EPRC group only met every other week
- ❖ Incomplete 81 packages
- ❖ Repeating log-in at different steps
- ❖ Process required 6 approvals

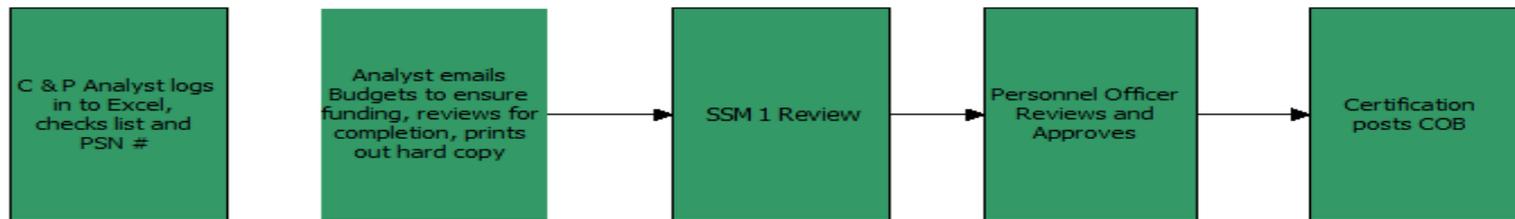


# *Improvement Techniques*

- ❖ Remove some of the log-in steps
- ❖ 81 packets are received and acknowledged electronically
- ❖ Stakeholder is provided a check list so they know what a complete packet should look like
- ❖ C&P Analyst emails Budget's Analyst to check funding instead of sending entire 81 packet
- ❖ EPRC was disbanded resulting in less wait time for approval



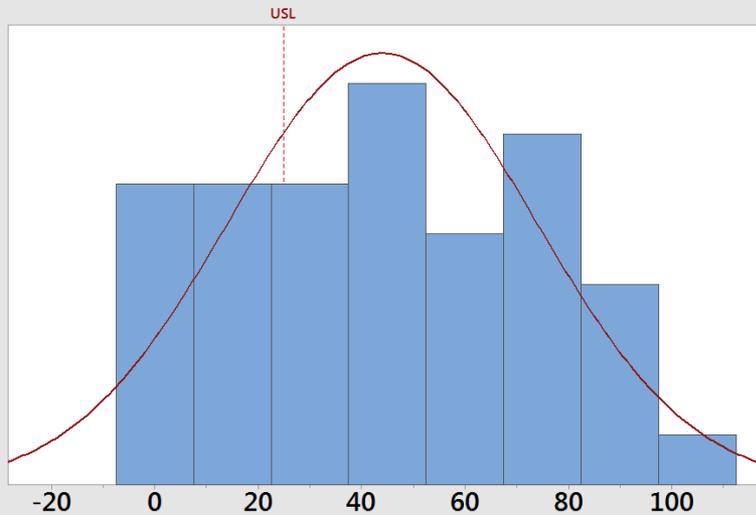
# *New Process Map*



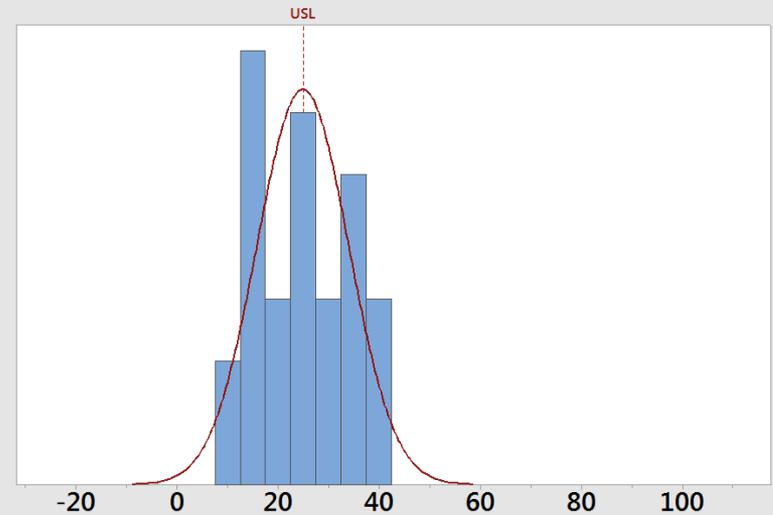
- ✘ Consolidated duties
- ✘ Removed excessive log-ins
- ✘ Disbanded EPRC Committee
- ✘ Removed 14 non-value added steps

# *New Capability Analysis*

Process Capability Report for total in overall time



Process Capability Report for post 6 sigma



- ❖ Average process is 25 days
- ❖ Maximum processing time is 39 days
- ❖ 50% of packets are within 25 day goal
- ❖ Significant reduction in variation

# *Control Plan*

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- ❖ Train submitters using checklist
- ❖ Train analysts on new Excel spreadsheet
- ❖ Summit 81 packets electronically
- ❖ Use comments field to describe delays for analysis and further improvement
- ❖ C & P manager monitors spreadsheet monthly for continual improvement or corrective actions
- ❖ Track process monthly to determine % of completed within 25 days
- ❖ Target is to have 95% of packets in compliance within 6 months



# *Lessons Learned*

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- Take time to capture baseline data
- Consider seasonal or cyclical influences
- Continually seek opportunities to share data with decision makers
- Pilot the process if possible



# *Additional Benefits*

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- ✘ Can hire people faster
- ✘ Staff time is not wasted with unnecessary tracking and approvals
- ✘ Morale improves with quicker responses
- ✘ Job candidates can begin earning an income sooner
- ✘ Decisions made based on data
- ✘ Communication and collaboration with the people who do the job ensures better product

# Contact Information

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