



# Lean 6-Sigma Program



# Department of Human Resources

**Greenbelt**

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# Reemployment List Establishment Optimization

## ❖ Problem Statement:

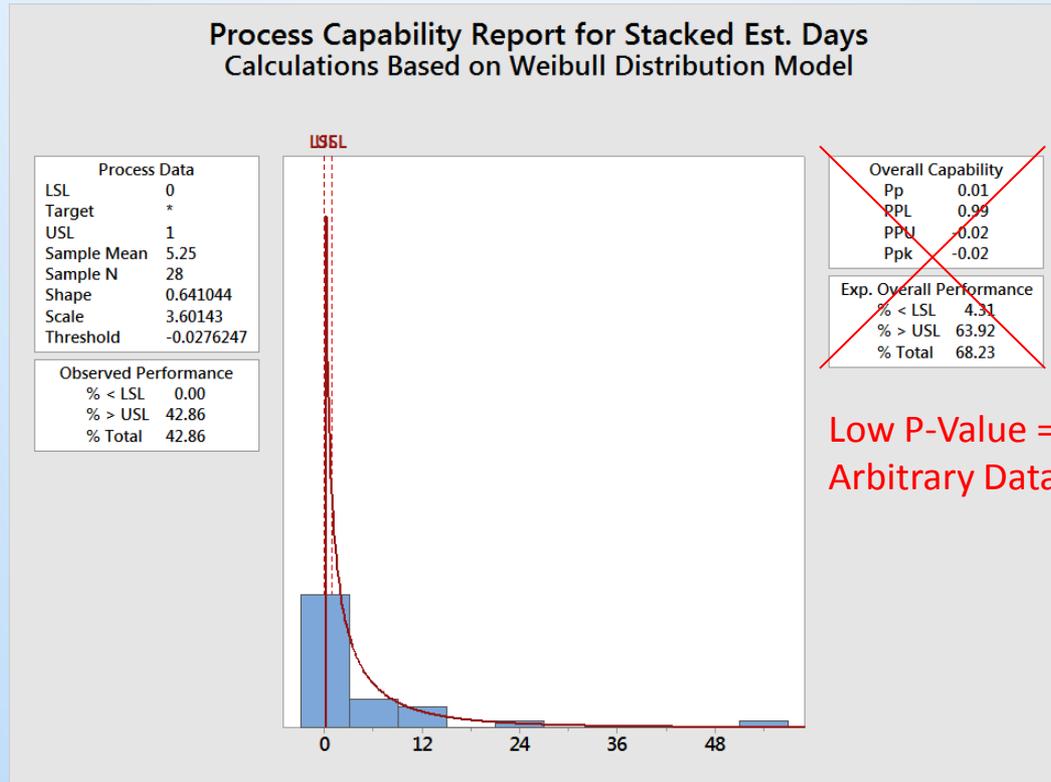
- ❖ *Inconsistent accession dates for reemployment lists (mean is 5 days lag)*
- ❖ *Cumbersome, duplicative, time-consuming process*
- ❖ *Paper-based process*

## ❖ Objective: *To reduce the reemployment list establishment processing time to 1 day for 95% of layoffs.*

## ❖ Project Team:

- ❖ *Steve Mendoza – CDCR, Large Department SME*
- ❖ *Laura Near – CCHCS, Medium Department SME*
- ❖ *Kim Vinayak – CDFA, Small Department SME*
- ❖ *Maria Mendoza Jett – Selection Division Liaison*
- ❖ *Chris Rouse – ECOS Project Liaison*
- ❖ *Christina Wise – CalHR Layoff Consultant*
- ❖ *Stephanie Haskett – Green Belt*

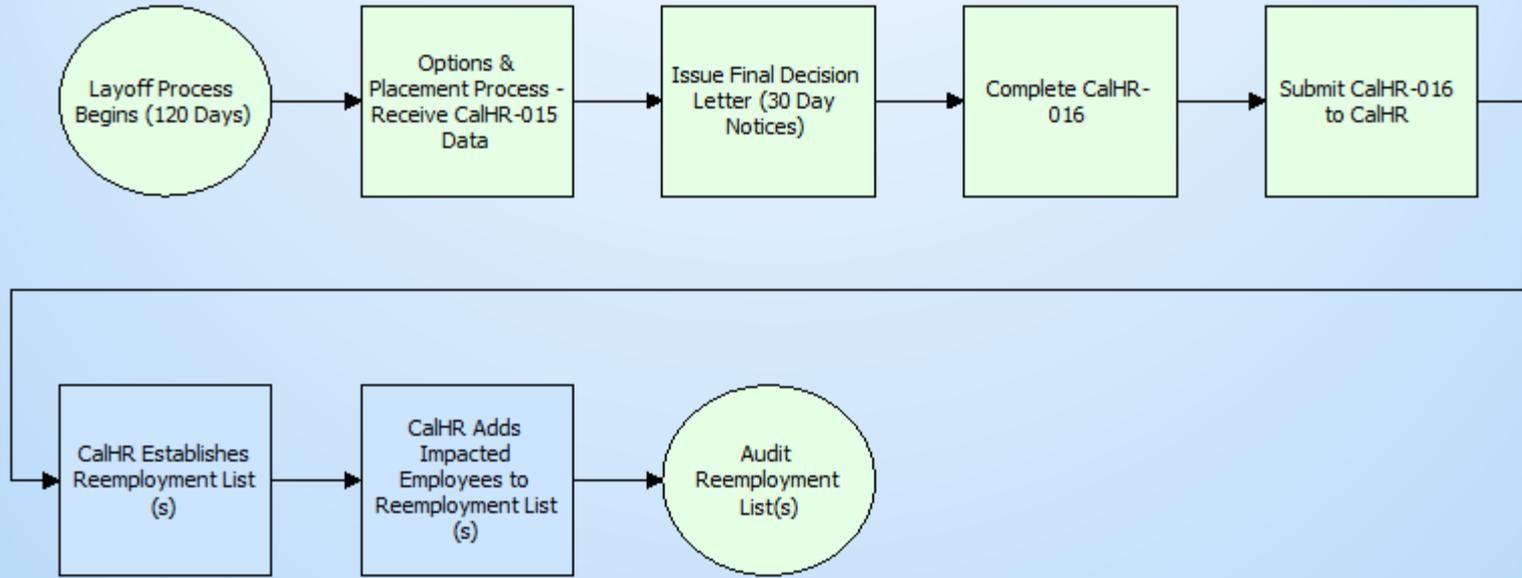
# Baseline Capability



- ❖ If we continue our current process, we will miss our goal of establishing reemployment lists in 1 day 43% of the time.

# Initial Process Map

Color key: Green=Department, Blue=CalHR



## Non-Value Added Process Steps:

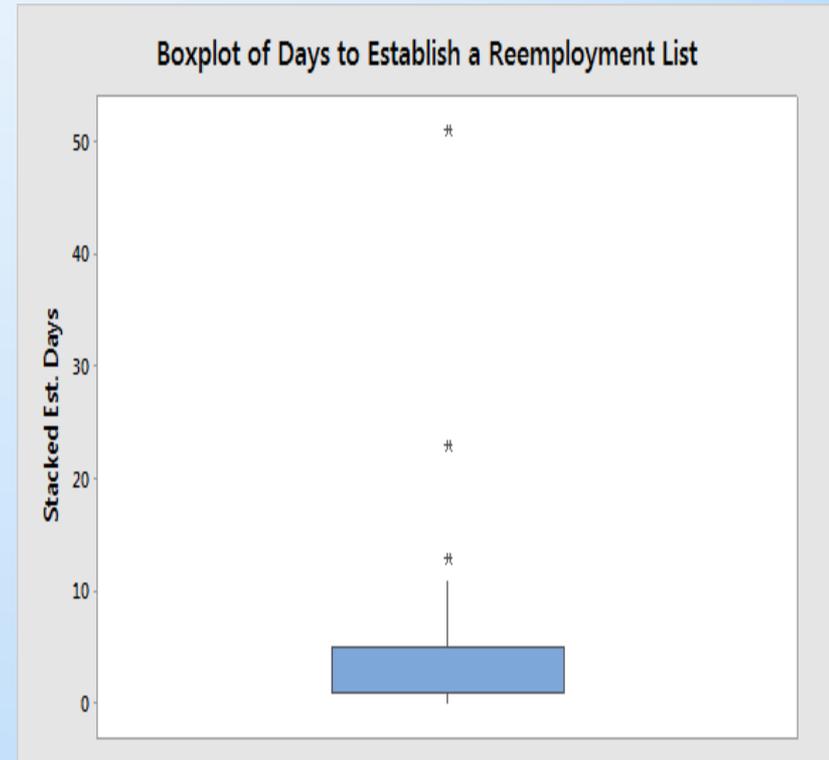
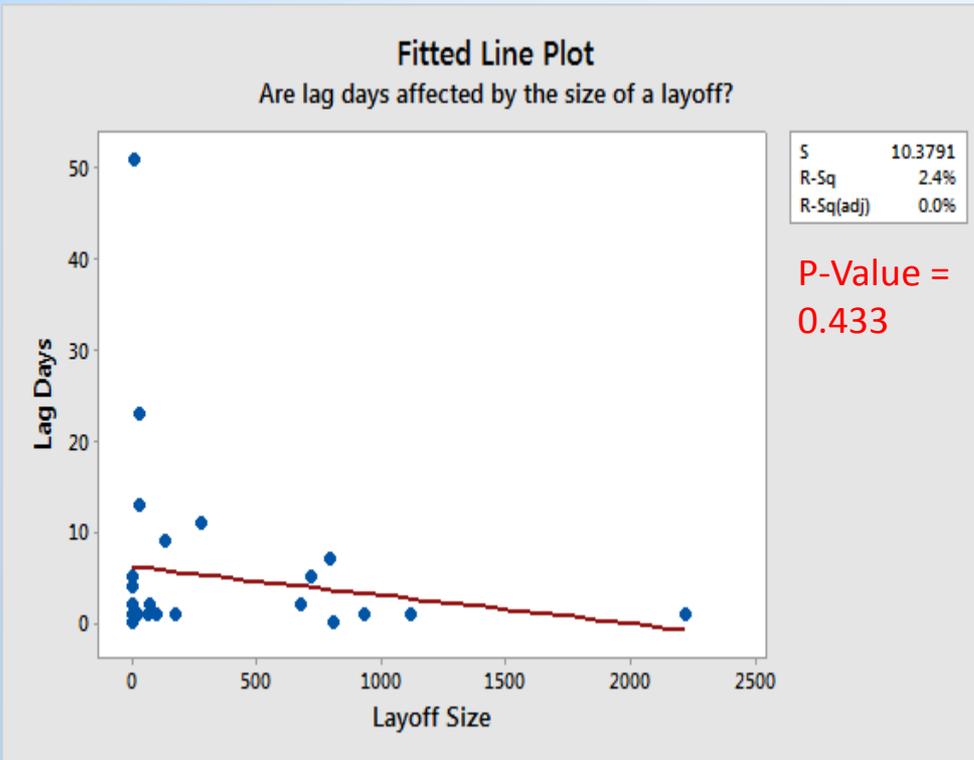
- ❖ Layoff Tool Entry and CalHR-016
- ❖ Hand-deliver CalHR-016 Forms to CalHR
- ❖ Department verify reemployment list(s) and eligibles

# *Analysis Tools*

- ❖ Stakeholder Analysis
- ❖ Process Map
- ❖ Fishbone Diagram
- ❖ Variable Gauge Study
- ❖ Capability Analysis
- ❖ Boxplot
- ❖ FMEA
- ❖ Fitted Line Plot
- ❖ Multi-Vari Chart
- ❖ Mood's Median Test
- ❖ 2-Sample T Test



# Does the size of a layoffs affect the lag time for establishing a reemployment list?

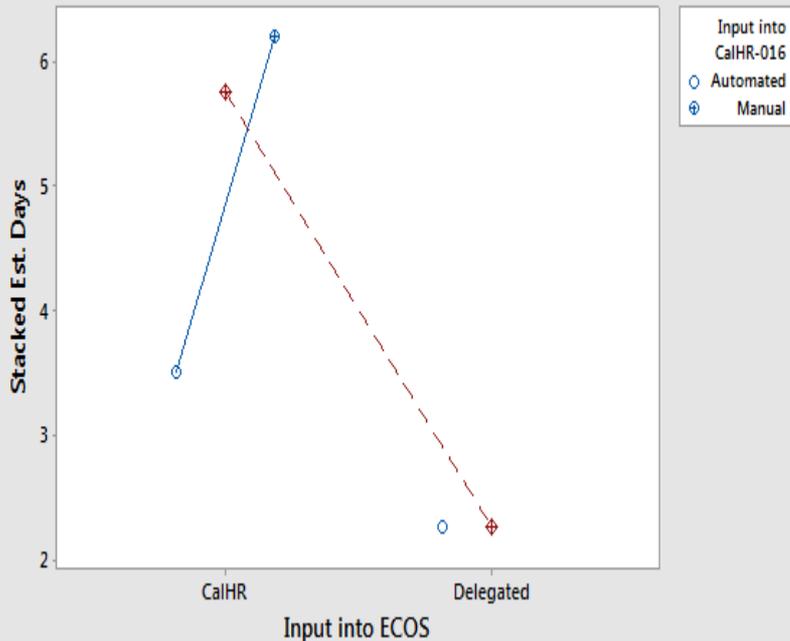


- ❖ There is no statistical relationship between the size of a layoff and the time for establishing a reemployment list.
- ❖ We currently process most reemployment lists within 1 day or less, but there is a range that goes up to 11 days and an the exception of 3 outlier layoffs.

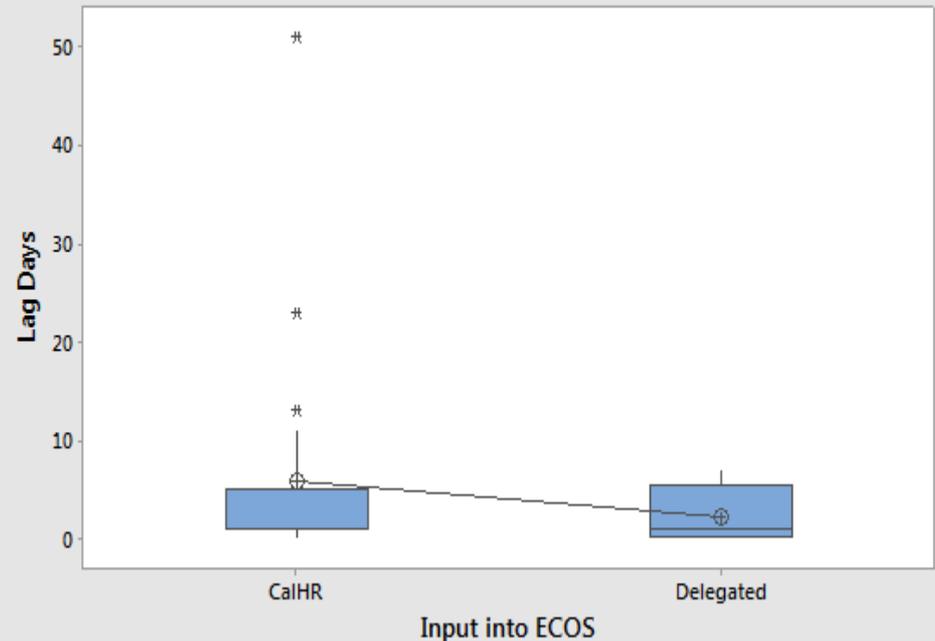


# Focus on ECOS Keying for Processing Time

Multi-Vari Chart for Lag Days by Input into CalHR-016 & Input into ECOS



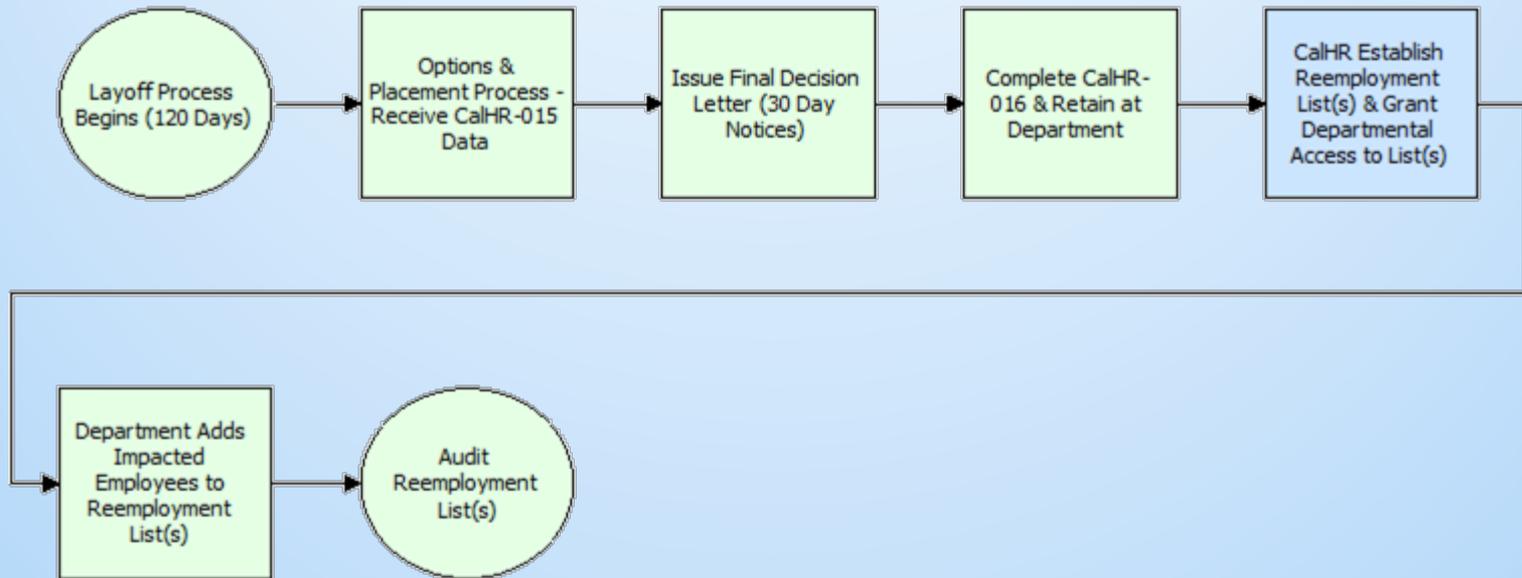
Boxplot of Lag Days for All Layoffs



- ❖ Departments who keyed their own reemployment lists were faster than when CalHR keyed for them.
- ❖ Based on the P-value there is no statistical difference in average processing time between CalHR or delegated keying into ECOS. However, there is much more variance in processing time for when CalHR keys.

# New Process Map

Color key: Green=Department, Blue=CalHR



Delegated Keying Results:

- ❖ Significantly reduces re-work
- ❖ Reduced probability of data errors
- ❖ Eliminates hand-delivery time for CalHR-016 forms



# *Critical X's (root causes of problems)*

- ❖ ECOS Keying Time
  - ❖ Process Step Time Analysis
  - ❖ Multi-Vari Analysis
  - ❖ Box Plot
- ❖ Impacted Employee Data Tracking
  - ❖ Process Map
  - ❖ FMEA
- ❖ Delivery of CalHR-016 Forms
  - ❖ Process Step Time Analysis
- ❖ Processing Time due to Data Input Duplication (Layoff Tool and CalHR-016)
  - ❖ Process Step Time Analysis
  - ❖ Process Map
  - ❖ Next Project!

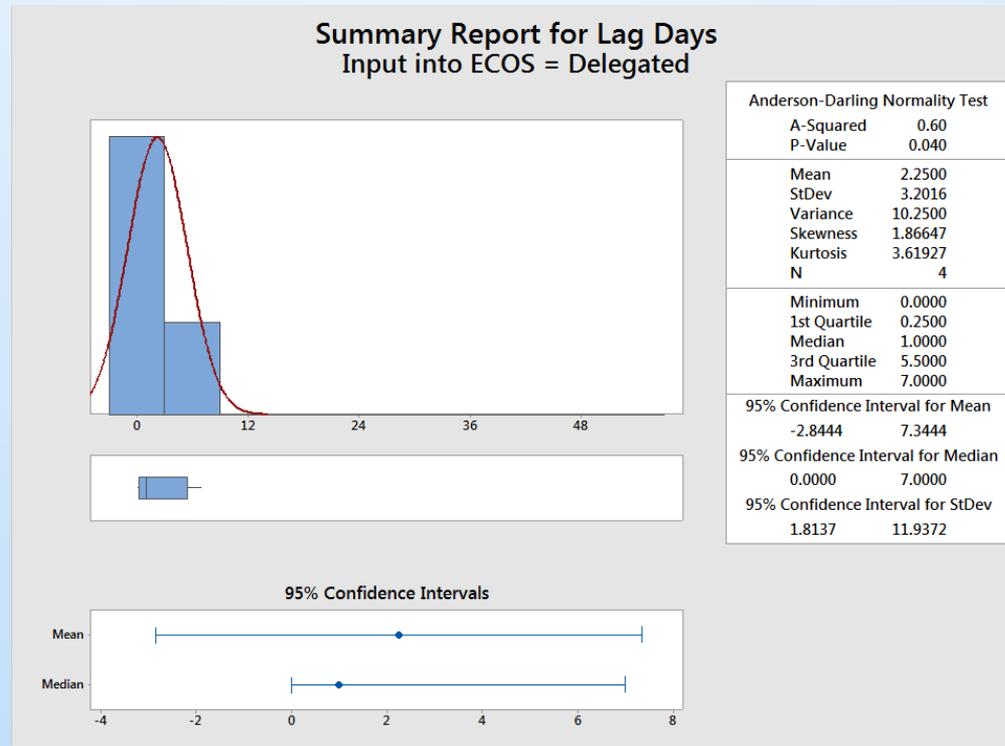


# *Improvement Techniques*

- ❖ Updated process so that Departments can key into their own reemployment lists:
  - ❖ Departments will start using their ability to establish Sub-Divisional and Departmental Reemployment Lists and add eligibles to them.
  - ❖ Optimized new permission group, “Department Layoff Coordinator” to delegate keying of eligibles into General Reemployment Lists to Departments.
    - ❖ CalHR still must establish General Reemployment Lists.



# New Capability Analysis



- ❖ Piloted process, without proposed controls, showed a mean lag of 2 days, but a median lag of 1 day
- ❖ With next round of layoffs, and whole process implemented, we anticipate that we will meet our goal of establishing reemployment lists within 1 day for 95% of layoffs.



# *Control Plan*

- ❖ Updated Layoff Checklist
- ❖ Created “How To” Training Guides for Department Keyers
- ❖ Created Reemployment Keying Module for Layoff Training
- ❖ Created an Audit Report for Departments and CalHR



# *Additional Benefits*

- ❖ Shifts ECOS Keying to Departments, which:
  - Gets employees on reemployment lists sooner, and more consistently so
  - Eliminates bottleneck for reemployment list processing at CalHR for departments
  - Allows CalHR to redirect keying time for more efficient uses
  - Gives departments control of the process which they already have the authority to do
  
- ❖ Streamlines Employee Data Input and Tracking, which:
  - Eliminates re-work loops in baseline process between the department, CalHR SPPU, and CalHR Exams.
  - Reduces likelihood of keying errors, and reduces error detection and correction time.
  
- ❖ Eliminates need to hand deliver CalHR-016 forms, which:
  - Saves time in the process for departments
  
- ❖ Reduces storage issues at CalHR



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