



Lean 6-Sigma Program



Employment Development Department

April Nielsen
(Project Greenbelt)

Jeannine Fenton
(Project Champion)

Greg Williams
(Executive Sponsor)

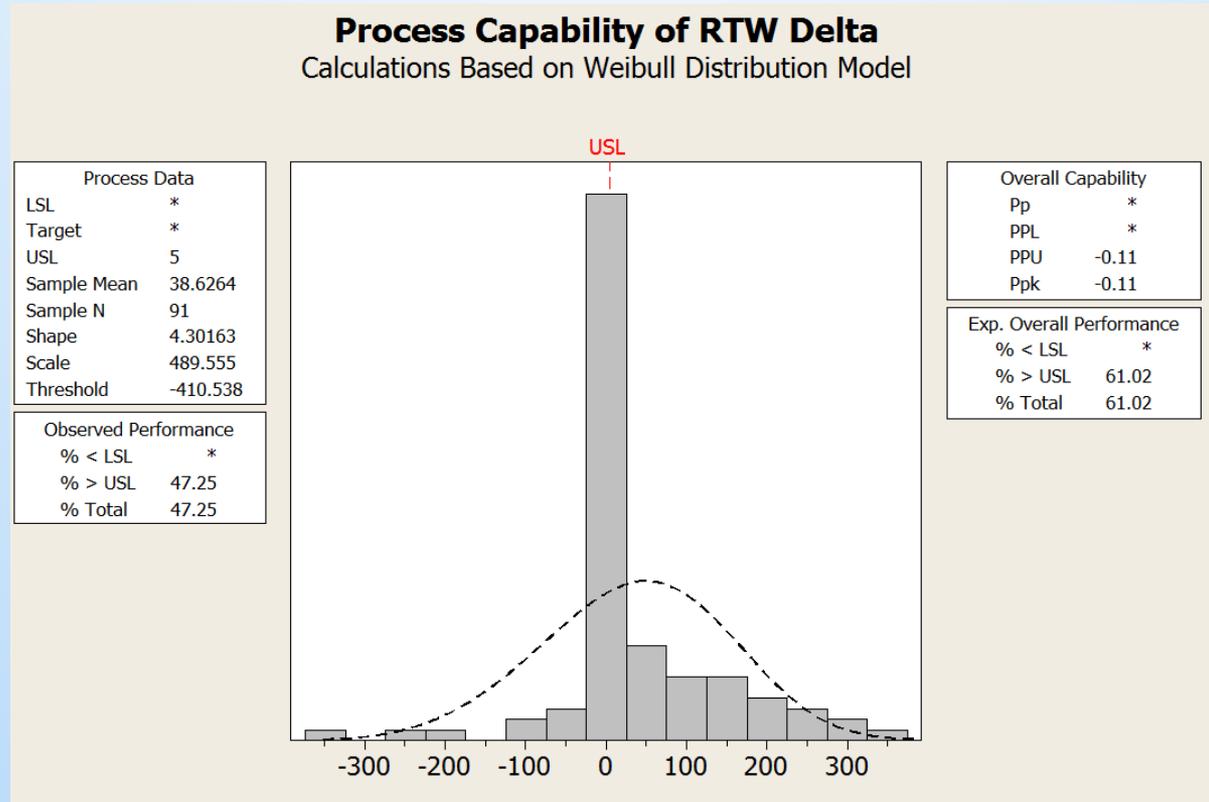


Return-to-Work Delta

- ❖ **Problem Statement:** By not consistently having employees return back to work timely after a leave of absence, it causes an unnecessary loss of time and productivity for the Department. This time and production loss diminishes customer service levels to the public and yields higher potential costs associated with hiring, overtime, and training of additional staff to fill the gap.
- ❖ **Objective:** To reduce the number of lost hours beyond the original return-to-work (RTW) date when employees are off work on a leave of absence due to non-industrial injury or illness.
- ❖ **Project Team:**
 - ❖ *Jeannine Fenton – Champion*
 - ❖ *April Nielsen – Green Belt*
 - ❖ *Alicia McIntyre – Team member*
 - ❖ *Carmen Mireles – Team member*
 - ❖ *Sandy McNaab – Team member*
 - ❖ *Srey Touch – Team member*



Baseline Capability



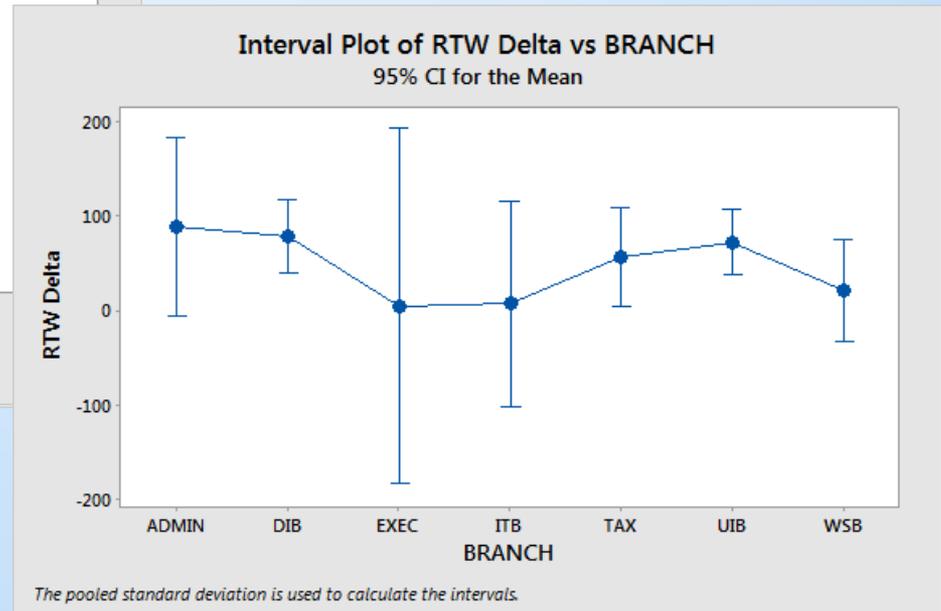
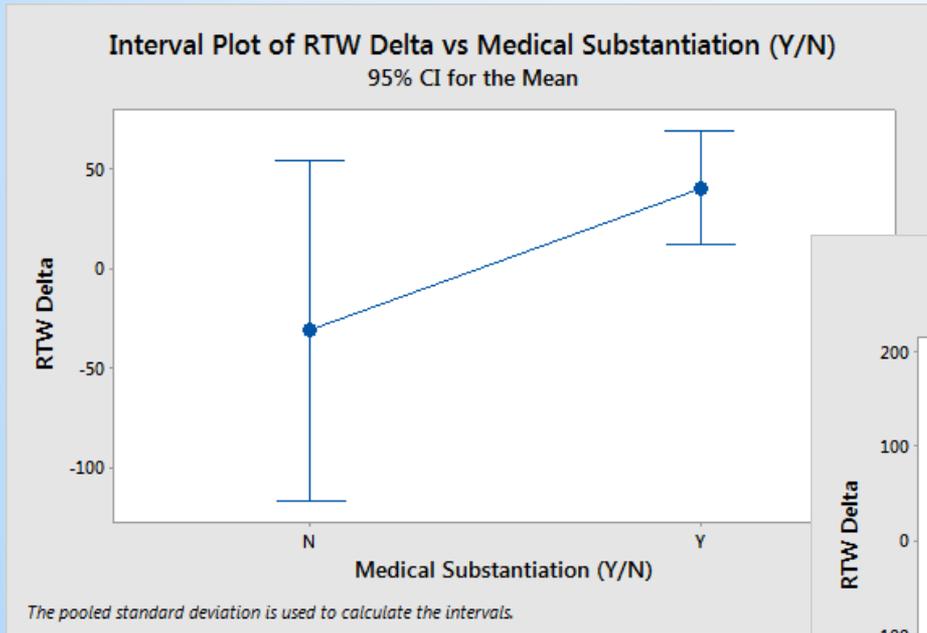
- ❖ Sample Mean – 39 days; Sample Max – 366 days
- ❖ Observed performance – 47% within 5 days of original RTW date.

Analysis Tools

- ❖ Fishbone diagram
- ❖ FMEA
- ❖ Hypothesis test - 1-ANOVA
- ❖ Hypothesis test - 2 –Sample t

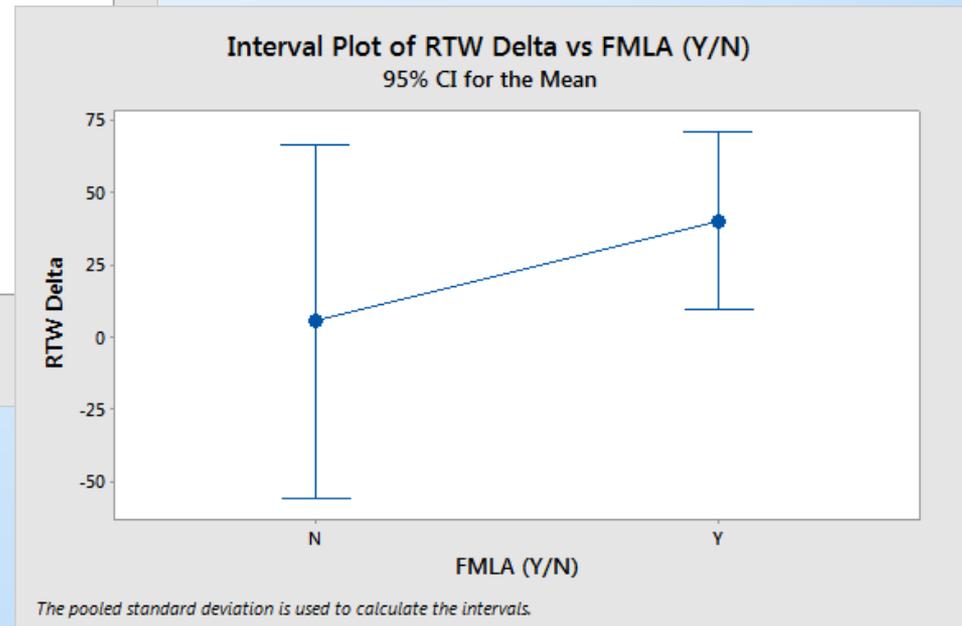
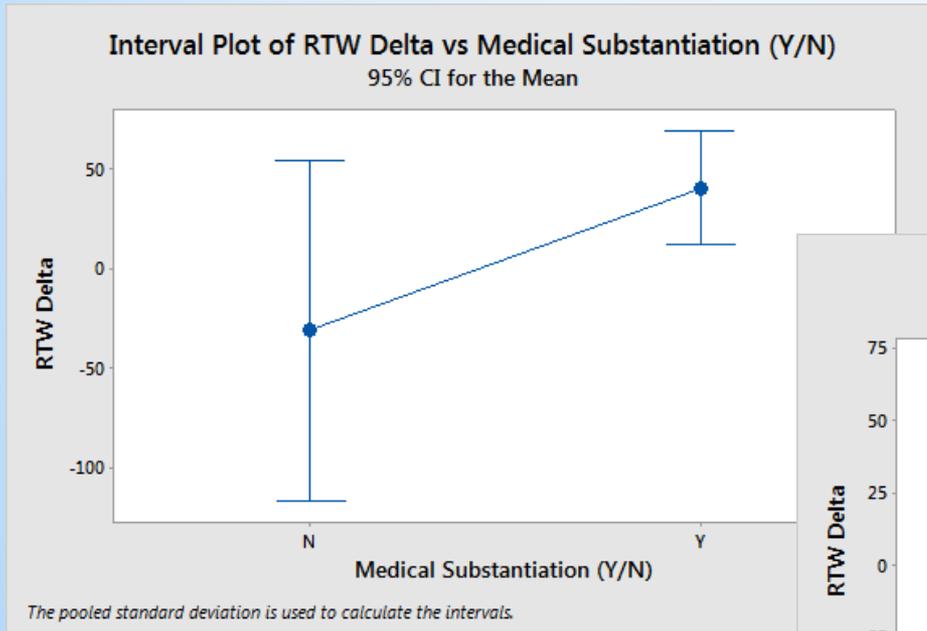


Key Analytical Finding 1



- ❖ No critical X found in information available in employees RTW file in HRSD – which reviewed EDD Branch, HRSD staff, timeliness and completeness of paperwork, FMLA approval

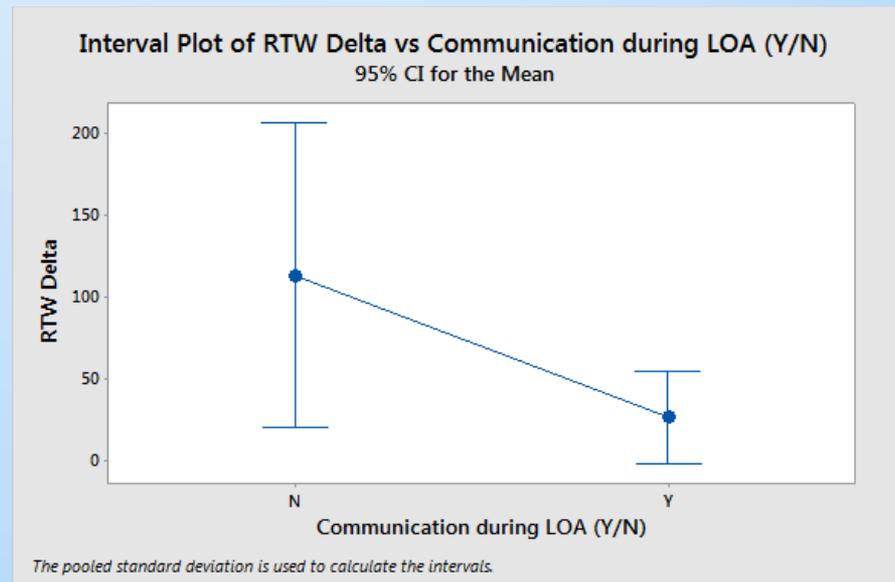
Key Analytical Finding 2



- ❖ Surveyed 100 EDD Managers with a closed RTW case in the past 6 months – gather information about their processes. What did their RTW process include? Not include?

Critical X's (root causes of problems)

- ❖ Quickly eliminating all X's
- ❖ Nothing seems to be critical, p value < .05
- ❖ Re-ran some of the tests through:
 - ❖ 2 sample Variance Test
 - ❖ Allow us to make the 2 sample T test more sensitive if both variances are the same.
- ❖ Identified COMMUNICATION
 - ❖ 92% certain communication makes a difference.



Improvement Techniques

- ❖ Employee/Manager tools developed to streamline communications:
 - ❖ Frequently Asked Question – Employees and Manager versions
 - ❖ Medical Leave of Absence (LOA) Checklists – Employee and Manager versions
 - ❖ Tips sheet for Managing a Medical LOA
 - ❖ RTW Options Discussion Guide
 - ❖ LOA Approval, Denial and RTW Letter templates



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HRSD | Leave of Absence Checklist – For Supervisors

This checklist provides the supervisor's key responsibilities before and during an employee's medical Leave of Absence (LOA). The EDD supervisor's goal is to assist employees with returning to work as soon as medically feasible. *All employees are important to the mission of the EDD.*

Key Dates and Important Information to Keep Track Of:
Employee/ARU: _____ LOA Approval Period: _____
Employee home phone: () _____ Mobile: () _____
HRSD/DBS: _____ Phone: () _____

Before the LOA Begins

- Review available options when an employee is considering a Leave Of Absence (LOA):
 - [Bargaining Unit \(BU\) Contract](#)
 - [Personnel Management Handbook §3-3400. Leaves of Absence, et al](#)
 - [Family Medical Leave Act \(FMLA\)](#)
 - [CalHR](#)
 - [State Disability Insurance \(SDI\) Online tools](#)
 - [Non-Industrial Disability Insurance \(NDI\) Online tools](#) (BU 2, 7, 12 and Excluded)
 - [Reasonable Accommodations](#)
- Employees must submit a written request to their supervisor for LOA. Additional information is on [HR Management Portal](#). Request must include:
 - Reason for LOA
 - Start date of LOA
 - Intended return to work date
 - Medical substantiation (if medical LOA)
- Review [LOA FAQs- Supervisors](#) and [Tips for Managing an Medical LOA](#).
- Contact Health and Wellness Consulting Unit (HWC) at HealthSafetyWellness@edd.ca.gov for assistance with any medical LOA or FMLA questions.
- Conduct initial meeting with employee:
 - Establish ongoing communication right from the start
 - Request and obtain a letter for LOA with medical substantiation, if not already received.
 - Discuss [Family Medical Leave Act \(FMLA\)](#)
 - Discuss expectations and provide timeframes and deadlines for returning completed paperwork
 - Agree on a contact schedule while the employee is out on leave ensuring contact at least once a month
 - Determine last day worked, if LOA is approved with proper medical substantiation
 - Ask employee if there are any questions or concerns
 - Request timesheets for duration of leave

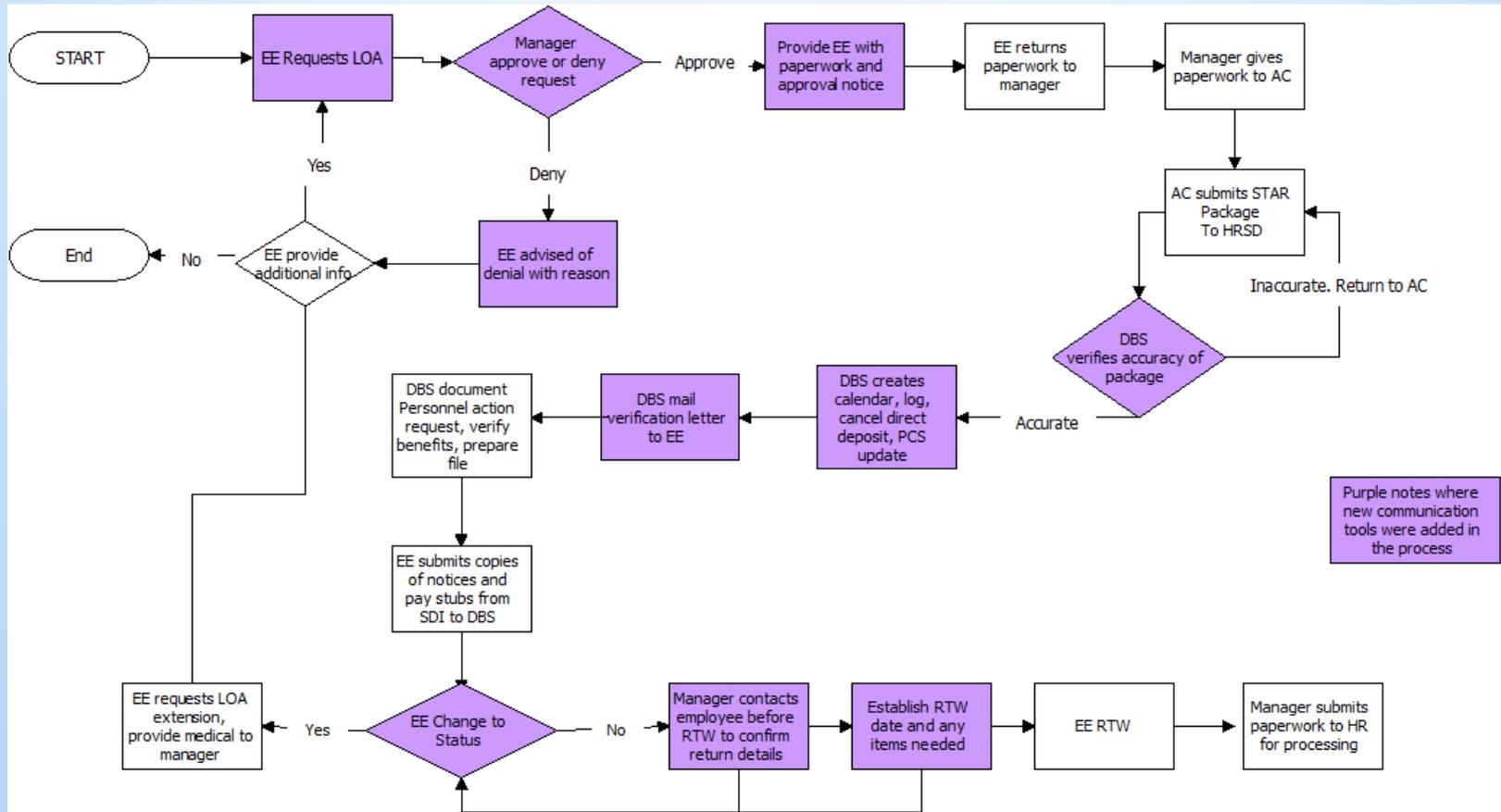
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Improvement Techniques

- ❖ HRSD tools & processes developed:
 - ❖ Standardized email templates from HRSD to employees, managers and attendance clerks, which refer to tools above
 - ❖ New fields added to tracking method to capture RTW Delta
 - ❖ Criteria established for consulting referral to HRSD Health Services
 - ❖ Identified red flags to employee paperwork

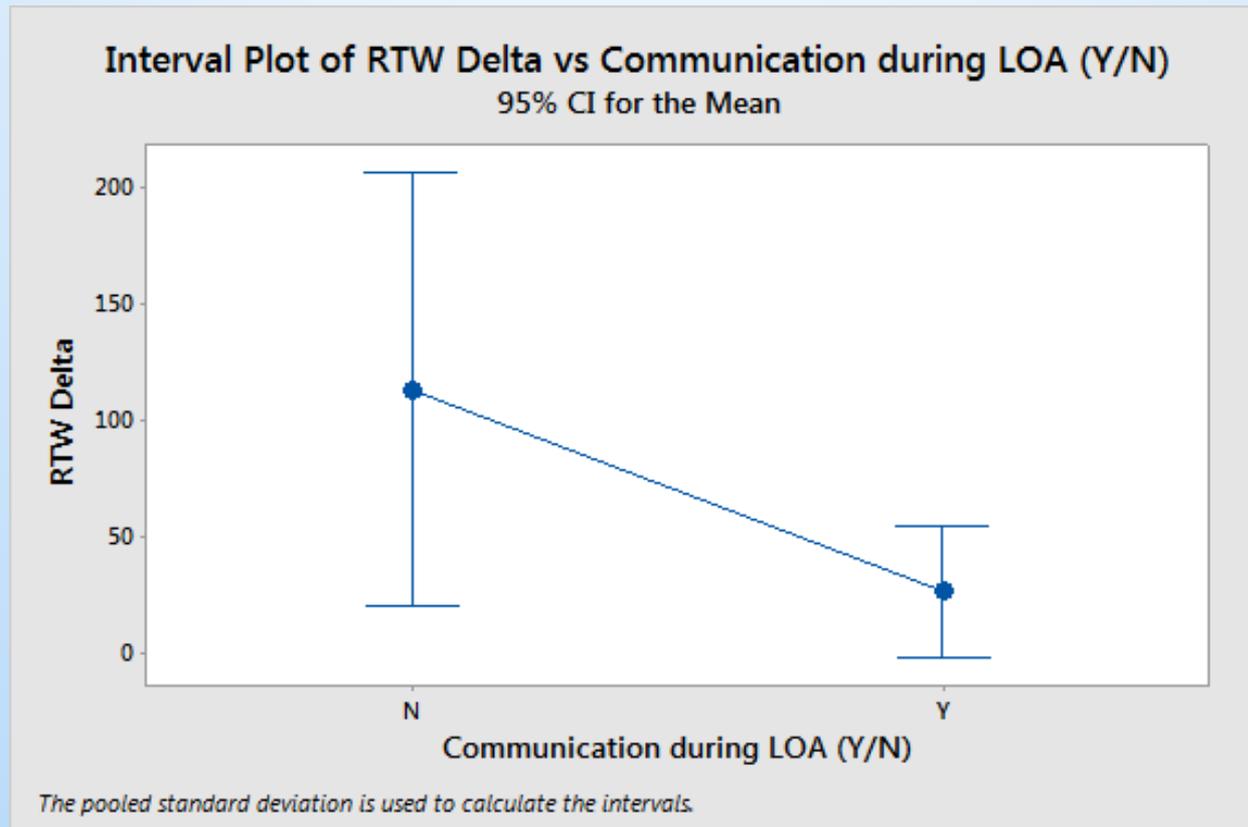


New Process Map



- ❖ Updated or new communication tools were added throughout the entire process
- ❖ Tools were also added to SharePoint
- ❖ Announcement of tools was sent to everyone

New Capability Analysis



- ❖ Communication reduces the average RTW Delta by a factor of 3
- ❖ Implementing communication plan should give dramatic improvement in capability
- ❖ Actual data to be validated in control plan

Control Plan

- ❖ Monitor usage of standardized HRSD email templates
- ❖ Monitor referrals to Health Services for consulting
 - ❖ Input all consulting requests into HAWK database
- ❖ Monitor SDI Log for RTW Delta
- ❖ Run Capability Analysis in 3 months
- ❖ Leave of Absence Webinar in September
 - ❖ Re-iterate importance of using tools
 - ❖ Poll managers on usage of tools
- ❖ Communication importance messaging in all trainings



Additional Benefits

- ❖ Standardized communication for clear expectations
- ❖ Additional tools to aid in manager /employee communication
- ❖ Reduced time spent tracking and extending leaves for HR staff
- ❖ Self serve tools for employees to learn more about leave options
- ❖ Template letters for increased consistency in application of leave
- ❖ Better tracking of leave of absences for HR staff
- ❖ Clear criteria for transfer for consulting to Health Services



Contact Information

Green Belt

- ❖ Name: April Nielsen
- ❖ Phone: 916-324-3860
- ❖ Email: april.nielsen@calhr.ca.gov

Champion

- ❖ Name: Jeannine Fenton
- ❖ Phone: 916-654-9300
- ❖ Email: jeannine.fenton@edd.ca.gov

