

QUALITY IMPROVEMENT STORYBOARD



Division/ Program:	Operation Support Division/ Human Resources/ Operations Unit
Project Title:	Increasing Efficiency in the Personnel Action Request (PAR) Process
Project Timeline:	October 2017 – April 2018
Team Members:	John Ngai, Marlene Acuna, Julia Lemon, Diane Guerrero, Silvia Peters-Dawidowski, Jay Villaluz, Aracely Rivas, Winny (Hong) Tat, Luz Barajas, Robert Garcia, Lakesha Gamble, Michelle Chan, Lisa Fortina

1. Assemble the Team

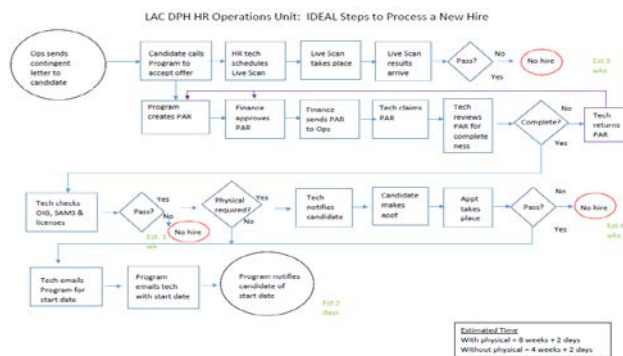
The HR Operations Unit and supervisor were invited to participate in the QI project. The unit is mainly composed of HR Technicians who utilize an ePAR system to process new, promoted, transferred and restarted employees in DPH.

2. Define the Problem/ AIM Statement

The overall AIM of the project is to make the hiring process more efficient and reduce team stress. The team had a brainstorming session and used a Control/Influence chart to prioritize techs not claiming their PARs (or working on the same PAR) as the problem to address. (A secondary problem was competing priorities, which was addressed in the next PDSA.)

3. Examine the Current Approach

The team utilized a process map of steps taken from when the conditional letter is sent to the candidate to when the Tech is notified of the start date and found a pain-point that they spend a lot of time searching for the PARs for the programs they cover. The 5 Whys identified the root cause of this problem being PARs are sent from Finance in large batches to all Techs at once.



A baseline timestudy found for a set of 30 PARs, on average it takes 5 Techs 5 minutes to identify each PAR

as their own, for a total of 150 minutes per Tech. This is a total sum of 750 minutes (12.5 hours) of Team-time.

4. Identify Potential Solutions

The solution brainstormed from the 5 Whys was to have the unit manager filter batched PARs on a weekly basis and distribute to the Techs according to the DPH Programs they cover.

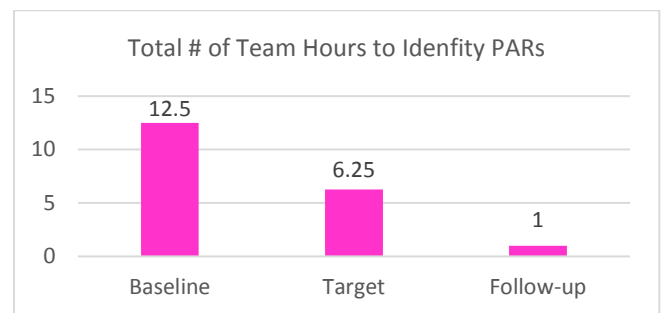
5. PLAN

SMART Goal: By 4/3/18, reduce the number of total Tech-hours it takes to find out if a PAR is theirs by 50%.

6. DO

The strategy of the Ops Manager sifting through the batched PARs and assigning them to each Tech was tested on 30 PARs. Tech satisfaction with this process was assessed.

7. STUDY



Also, on a scale of 1 to 10, there was an increase in satisfaction from an average of 5.9 pre- to 7.3 post-strategy testing.

8. ACT

The Team decided to adopt this strategy since they exceeded their target goal by reducing total time by 92% and their satisfaction with the process improved.