

PROCESS IMPROVEMENT AT “THE MANSE ON MARSH”

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ABSTRACT

Process Improvement at “The Manse on Marsh”

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The Manse on Marsh is an independent and assisted living facility that prides itself on providing life-enriching care for the elderly. Considering that the staff is essential to supply this care and turnover rates are a constant factor, the company would like to reduce the time it takes to hire new employees by at least one week. To facilitate this goal, process flow maps are utilized to assess the current state of the hiring process and metrics are applied to support future state design decisions. After performing a value added analysis and identifying areas of waste, a total of 20 process steps were reduced to 15, and the lead time to hire of 23 days was reduced to 17. Several recommendations are discussed regarding process mapping utilization, recruiting and interviewing documentation, and performance tracking.

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I. Introduction

This report will describe a process improvement project on the hiring process at an elderly assisted living facility, The Manse on Marsh.

After speaking with several of the directors at The Manse, it became clear that due to the nature of the industry, employee turnover at this facility is relatively high. While staff retention is always a concern, the company is already doing what they can to retain their staff members. It is important to keep in mind that a facility such as this provides a high level of experience for professional development, and in many cases, management encourages such advancement. What has become more of a concern, however, is the length of time it takes to hire new employees. It takes up to 5 weeks to fully on-board a new staff member. This is an issue because the facility frequently experiences empty shifts due to understaffing. Management needs a more efficient hiring process to reduce the lead time required to hire new employees by 1 week, while not sacrificing the skill set necessary to provide exceptional quality of care for the elderly residents.

A typical hiring process involves a continuous loop including recruitment, interviewing, training, probation, and termination. For this project, the main focus will be to determine a method to more efficiently:

- Recruit applicants
- Interview candidates
- On-board new employees

To measure the current state of the hiring process, detailed swim lane diagrams will be used to assess how responsibilities are delegated within the process. By having a visual representation of the process, it will allow for a more collaborative effort among directors to accurately map the current state. In doing so, it will be straightforward to allocate time and costs to each part of the process. Inefficiencies will begin to stand out, and several principle components can be concluded to significantly contribute to the high cost of hiring new employees. After determining what areas to focus on primarily, several recommendations will be presented to reduce cost and assure that staff members are effectively selected and hired.

The goal of hiring a reliable staff is to guarantee that the elderly residents of this facility are well taken care of. An alternative solution could concentrate on expanding the hiring process technology to more efficiently screen and recruit candidates, which may in turn increase the quality of residential care. The next section will explore obligations in residential care facilities, innovations in healthcare recruitment, and facets of a conventional hiring process.

II. Literature Review

The following literature review is presented to discuss the role Industrial Engineering can play in healthcare and how it relates to elderly assisted living. Research was conducted to recognize the legal implications of designing a hiring process for a residential care facility. Further investigation was completed to identify key factors to consider when following recruitment, interviewing, and hiring processes. Lastly, research was focused on previous process improvement projects and technology that could bolster a hiring process.

According to Section 1569.269 of the Health and Safety Code [1]

- a) “Residents of residential care facilities for the elderly shall have all the following rights:
 - i) To be accorded safe, healthful and comfortable accommodations, furnishings, and equipment
 - ii) To care, supervision, and services that meet their individual needs and are delivered by staff are sufficient in numbers, qualifications, and competency to meet their needs”

These codes directly relate to the importance of having a dependable staff in order to provide superior quality of care to the residents.

With a rapid expansion of the healthcare industry, it is becoming increasingly more important to steer away from the traditional method of relying on the experience of an individual, and instead focus on the effectiveness of teams [2]. Implementing new interactive processes in an industry like healthcare has the ability to disrupt the traditional approach, but it requires a team to surround themselves in an environment favorable to learning the new processes. Having success relies on the ability of the team to work together and have effective leadership [2]. This topic creates the foundation for the effectiveness of process improvement. For assisted living specifically, teams may consist of people with various backgrounds and capabilities. When collaborating with these teams, industrial engineers have to create an environment that is suitable for learning new processes while also keeping in mind that they are not there to show the team how to do their job, but rather show them how to do their job more effectively.

When looking to solve a problem, engineers may first develop a new process. However, in order to implement change, engineers have to determine the behavior that causes the problem, and dive further to understand what triggers the behavior in the first place [3]. This is important to keep in mind because designing a new process will not be effective if there is not a thorough understanding of the environmental or human factors that cause the problem to perpetuate.

Improvement is possible only if a process is broken down, performance is measured, and gaps in the process can be identified [4]. By assigning metrics to a process flow diagram, it can more clearly identify which parts of a process are causing the most inefficiency. This will in turn allow for improved future state design decisions.

A process improvement project was conducted by the Juniper Medical Center (JMC) because the organization was experiencing excessive staff vacancies. High first year turnover suggested that the company's recruitment process was not effective [5]. The organization intended to make recruitment a priority and measure the effectiveness of recruitment efforts.

The results of the JMC project are as follows [5]:

- 48% reduction in time to fill vacancies
- 30% decrease in cost to advertise
- 4% decline in voluntary turnover

Under normal circumstances, a recruiting process starts with the documentation of the position to be filled, also known as a requisition form. Recruitment decisions are commonly made based of the time it takes to fill a requisition [6]. If problems are not identified early in the process, it can inhibit corrective action. An important objective in the recruitment process is to recruit applicants within a given time span. In a traditional recruitment process human resources will screen applicants, at least two people will conduct interviews, and another team will perform background checks [7]. A recruiter is responsible for gathering potential candidates, but is usually not responsible for interviewing [8]. Having different groups be responsible for separate parts of the hiring process allows for consistency and increased efficiency.

As recruitment transitions into interviewing, the goal is to quickly eliminate applicants that have little potential [8]. Typically screening interviews are conducted over the phone and should take less than thirty minutes. Questions asked during these interviews should be consistent so as to recognize differences between candidates. Most importantly, every practitioner involved in the interviewing process should follow a script so that there is consistency across the board [8]. By screening candidates ahead of time, hiring directors can focus more on leadership obligations [5].

When screening for candidates companies tend to look at technical, qualitative, onboard, and attritional likelihood. Technical and qualitative refers to the fit and value of the candidate, while onboard and attrition refers to the probability of a candidate accepting an offer and remaining on the job [7]. Current job screening software can take these factors into consideration and streamline the process to hire a candidate. A company called Arena is using data analytics to predict those applicants that are more likely to meet the requirements for a job, accept an offer, and stay with the company. Arena completed a case study at an acute care hospital where they implemented its software to hire patient care associates [9]. The hospital experienced the following results:

- 46.8% reduction in 60 day turnover
- \$111,800 per year total cost savings

Management can benefit significantly not only from having to hire fewer employees, but also from making the hiring process more efficient. An article by SuccessFactors, an SAP

company outlines ways to increase efficiencies using their recruiting software. Some key factors to consider are the utilization of job competencies and requisitions, preparation for objective based interviews, and collaboration among a hiring team [10].

One more case study was analyzed regarding a Lean-Kaizen movement in a Mexican public health organization. The process improvement team first mapped the current state and then determined value and non-value added process steps. After eliminating the non-value added activities, they were able to reduce the service process from 148 steps down to 28 and the cycle time from 16 days down to only 1-2 days [11]. The study also discusses potential factors that could influence the effectiveness of the improved process. For the new process to work, stakeholders need to embrace the change, objectives need to be outlined, and performance must be measured.

In light of this research, two options will be explored to reduce the cost to hire staff. The first is to use screening software to quickly filter applications, which could shorten steps in the hiring process and increase the likelihood of hiring quality employees. Alternately, process flow mapping can be used with corresponding metrics to determine where the greatest inefficiencies are within the process. The project methodology in the next segment will analyze these alternatives.

III. Methods

This section discusses two different problem-solving approaches to reduce the lead time to hire. The first will evaluate non-value added activities and use a Lean-Kaizen approach to reduce the waste in the hiring process. The second will investigate the capability of recruitment software to reduce the cost associated with human resource personnel involvement in recruitment.

To better understand the problem, data was collected from the company’s online scheduling application, Deputy, to measure the amount of empty shifts caused by understaffing. Figure 1 shows there were close to 500 hours not worked for January 2018.

The Manse on ...		01 Jan - 31 Jan		View: Employee Month						
Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu
1	2	3	4	5	6	7	8	9	10	11
4 shifts	2 shifts	3pm 11:30pm WEL	3pm 11:30pm WEL	2 shifts	3 shifts	5 shifts	3pm 11:30pm WEL	2 shifts	+	2 shifts
Open/Empty Shifts		496.00Hrs		\$0.00						

Table 1: Empty Shifts in January 2018

After meeting with the directors and human resource personnel, a prototype swim lane map was created for the current state of the hiring process. While the first iterations were not exact, it provided a visual medium that allowed for collaboration to make the diagrams more accurate.

The current state of the hiring process is displayed below. The last step in the recruiting process corresponds to the first step in the interviewing process, and likewise for the on-boarding process. It is important to note that only one person is assigned to a task, but there can be more than one person completing a task.

Step 1: Recruit

The process shown in Figure 1 starts under a hiring manager when a need to hire arises. The manager will determine the position to be filled and notify the executive director or human resources. The designated director will then determine if there is sufficient job information to post a job advertisement. When adequate job information is acquired, either the executive director or the human resources director will post an advertisement. Typically, all the responses to an advertisement are saved to cloud storage where anyone with permission can view them.

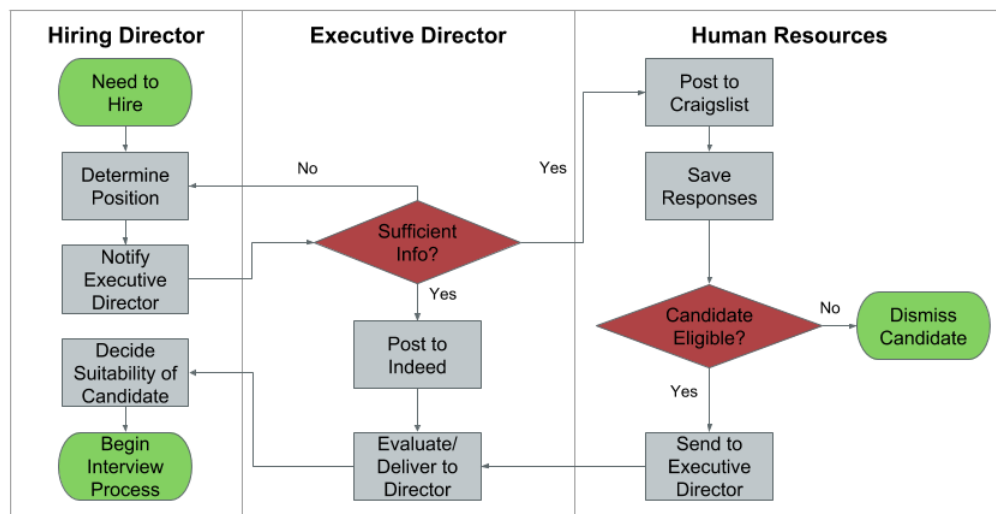


Figure 1: Current State of Recruiting Process

The director with the pool of responses will begin to determine the eligibility of a given candidate. If the candidate is not eligible, then their application is dismissed. Eligible candidates are sent over to the executive director who continues screening applications. Finally, applications are presented to the hiring manager to determine whether or not they would like to move forward with the applicant into the interviewing process.

Step 2: Interview

After the hiring manager receives a prescreened batch of applications, the interviewing process starts with a phone interview, as seen in Figure 2. This step is used as another screening measure, and if the candidate passes, they will be invited for an in-person interview. Depending on the position, the candidate may have to pass several interviews with multiple directors.

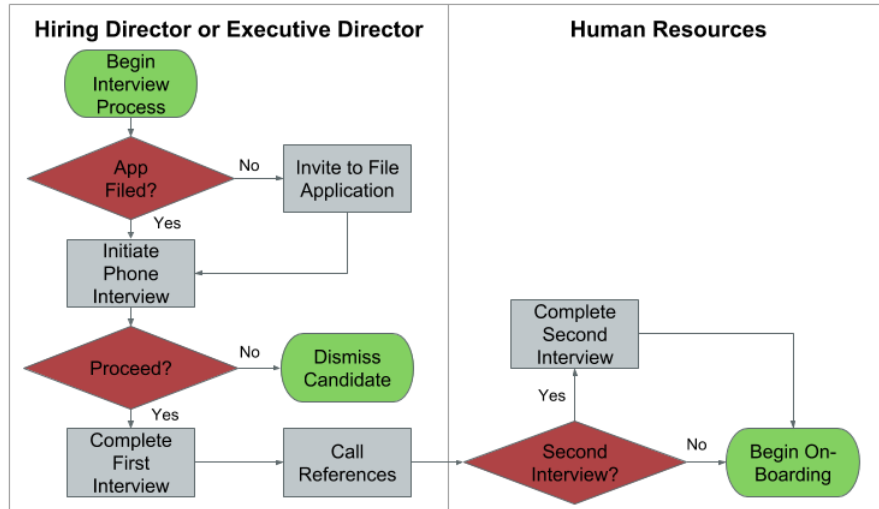


Figure 2: Current State of Interviewing Process

Step 3: On-board

Once the interviews are completed, human resources will begin performing background checks. If the candidate's background comes back clear, they will have to complete a physical and make sure their shots are up to date. When these requirements are fulfilled, the candidate is welcomed aboard. On the employee's first day, they will be entered into the time clock and begin filling out paperwork. Depending on the job, a new employee will have to complete a number of online training videos. For the purposes of this project, only the standardized training of all employees will be evaluated.

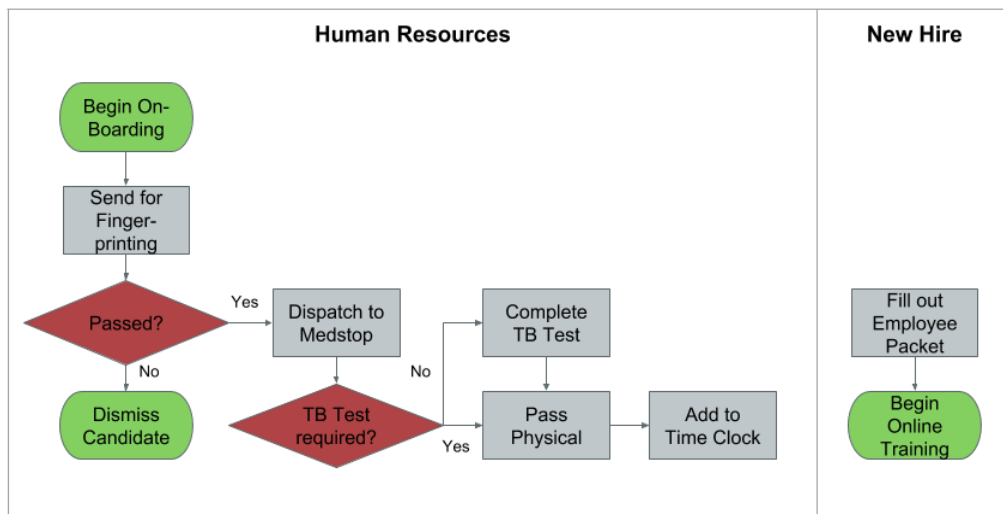


Figure 3: Current State of On-boarding Process

After the flowcharts were approved, several of the directors were asked to give estimates on the individual cycle times for each step of the process. With these cycle times, wages were applied and a total labor cost to hire was calculated. The next step was to determine the amount of time between each step to derive the lead time to hire a new employee. Once the current state was sufficiently quantified, bottlenecks were indentified and two problem-solving alternatives were considered.

Lean-Kaizen

With this approach, value added analysis was conducted to determine waste in the process. Using a 5S method, standardization will be necessary to increase the efficiency of the hiring process.

Recruitment Technology

An alternative approach was to implement software to autonomously screen applications and therefore eliminate several of the steps in recruitment.

IV. Results and Discussion

This section summarizes the results of the value added analysis of the current state, discusses inefficiencies, and decides which problem-solving alternative provides the greatest benefit to the company.

The spreadsheet in Appendix A outlines the tasks with the associated cycle times. By designating involvement to a task and assigning wages to each, a total cost to hire was calculated. A summary of the total cost to hire is shown in Table 2. In the current state, it costs \$968 to recruit, interview, and on-board an employee.

Description	Cost
Recruiting	\$ 145.17
Interviewing	\$ 78.17
On-boarding	\$ 342.67
All on Board	\$ 179.08
Subtotal	\$ 745.09
Burden Variance	30%
Total Cost	\$ 968.61

Table 2: Current State Total Cost to Hire

An analysis was performed to measure waste due to waiting. While not shown in the report due to scalability issues, the graphic gives a weekly breakdown of the hiring process with empty spaces that represent the wait time between activities. Below is a summary table of the labor hours and time spent waiting in the hiring process. Though labor only accounts for roughly 12 hours of processing time, it was calculated that the lead time to hire is 23 working days.

	Task Description	Labor (min)	Wait time (days)
1	Determine position	10	
2	Notify CEO	10	
3	<i>Sufficient Info?</i>	10	1
4	Post to Indeed	20	0.5
5	Post to Craigslist	20	1
6	Save responses	5	2
7	<i>Candidate Eligible?</i>	25	1
8	Deliver to manager	5	1
9	Decide suitability	30	
10	Phone interview	20	2
11	<i>Proceed?</i>	10	
12	File application	15	3
13	In-person interview	45	
14	One-plus interview	15	
15	Call references	20	1
16	Send to fingerprint	5	5
17	Send to Med Stop	5	3
18	Add to time clock	10	1
19	Employee packet	60	
20	Online training	420	
	min	760	
	hours	12.67	
	days	1.58	21.5
	Total (days)	23.08	

Table 3: Hiring Lead Time Breakdown

Many of the non-value added activities that increase the time to hire occur in recruitment. In the first three steps, a factor of two is applied because this process repeats itself, and can be considered a rework loop. Also in the current process, waste of talent occurs when more than one person is assigned to a given task. Additionally, over-processing can happen when applications are screened several times before they are sent to the hiring manager. By not having a standardized process in place to screen applications, there is an over-production of less qualified applications being received. Another cost factor is the wait time between steps in the process. There is currently no structure in place to monitor when a task is completed.

To allow hiring managers to focus more on leadership obligations, human resources concentrates on recruiting and screening candidates. The looping process that occurs when information must be gathered to post a job advertisement could be streamlined by implementing a job requisition form. By having this document, it would allow the

executive director to simply approve the requisition and prevent over-processing from occurring. Since more than one person posts job advertisements and collects the responses, it would be beneficial to have a standardized process in place so that every application is treated the same. This could assure the executive director that applications are being thoroughly examined each time. By having another director or assistant be responsible for this part of the process, it could directly affect recruitment costs.

Another important factor to consider is the platform in which job advertisements are posted. The company has already begun transitioning to ZipRecruiter which has produced significantly more qualified applicants than traditional methods.

Other recruitment technologies would be able to analyze all of the incoming applications and quickly seek out keywords that correspond to given job requirements. With this technology, much of the recruiting process could be bypassed. Hiring managers could receive the responses directly and know ahead of time if the candidates are eligible.

While the procedure seems straight forward, miscommunication can occur if the interviewing process is not standardized. For example, there are times when the executive director will receive a batch of applications and initiate the phone interview on behalf of the hiring director. A potential issue could arise when the executive director invites the applicant for an in-person interview and schedules the interview on behalf of the hiring director. This leaves little time for the director to prepare, and information does not carry over from phone interview to in-person interview. For these reasons, it is suggested that every director conducting interviews use the script shown in Appendix C. It is an adaptation of a form currently used by the wellness director, which was originally adapted from ghSMART & Company, Inc. [8].

More than one-third of the cost and one-half the time spent to hire is attributed to on-boarding. Since many of the constraints that prevent the lead time from being reduced stem from on-boarding, it is pertinent that steps be made to reduce the lead time. For example, every candidate is required to pass a background check and a physical, and much of the time in the process is spent waiting for lab results. It would be beneficial to the company to set a maximum wait time for results before moving on the next candidate.

Considering the improvements discussed, a cost-benefit analysis was performed to evaluate the cost and time reduction associated with both problem-solving alternatives.

Lean-Kaizen

By eliminating non-value added activities from the hiring process, a new desired state cost breakdown was created. Shown in Appendix B, several steps were eliminated and other value added steps were introduced. With a cost savings of \$50 per applicant, assuming one in ten applicants get hired and thirty people are hired each year, a total of \$15,000 could be saved annually. Additionally, the number of activities was reduced from 20 down to 15 reflecting in a hiring time reduction of 5 days.

Recruitment Technology

Applications similar to SuccessFactors are capable of completing many of the steps in the recruitment process. With a savings of \$150 per hire and an average of 2.5 hires per month, a positive monthly cash flow of close to \$400 is seen every month.

month	discount rate =	4%	Number of Employees	65
	cash flow (CF)	PW	Hires/Month	2.5
0	\$ (5,525.00)	\$ (5,525.00)	Savings/Hire	\$ 153.18
1	\$ 382.96	\$ 368.23	Cost/Year/Employee	\$ 85.00
2	\$ 382.96	\$ 354.07		
3	\$ 382.96	\$ 340.45		
4	\$ 382.96	\$ 327.35		
5	\$ 382.96	\$ 314.76		
6	\$ 382.96	\$ 302.66		
7	\$ 382.96	\$ 291.02		
8	\$ 382.96	\$ 279.82		
9	\$ 382.96	\$ 269.06		
10	\$ 382.96	\$ 258.71		
11	\$ 382.96	\$ 248.76		
12	\$ 382.96	\$ 239.19		
NPV	\$ (1,930.91)			

Table 4: Investment in Recruiting Automation

Even with a cost savings each month, an initial \$5,500 investment discounted by 4% would result in a net present value of close to -\$2,000 after one year. For this reason, an investment into recruitment technology is not advised.

Before moving on with the final design, it is important to consider some potential impacts of implementing a new hiring process. If the facility becomes fully staffed, this could significantly cut the hours worked by all employees. While this is beneficial to the company, it could have an impact on the staff by forcing them to find another job to supplement their lost hours. As a result limiting the amount of hours worked by staff, it could also affect the residents. If there is not adequate staffing, residents may not be able to receive the care that they need.

Based on the results of the process improvement, it is predicted that the facility will be able to hire employees up to one week sooner. However, for the process to work as designed, management must agree to the changes, set performance objectives, and track the progress. The next segment will move forward with the Lean-Kaizen approach and outline recommendations for the desired state of the hiring process.

V. Conclusions

Due to high employee turnover and understaffing, the Manse required a more efficient process to recruit, interview, and on-board employment candidates. The goal was to reduce the hiring time by one week. Using a Lean-Kaizen approach, non-value added activities were eliminated and the hiring time was reduced from 23 days to 17. For improvements to be realized, the following success tools should be considered.

1. Utilize Process Mapping – New process flowcharts for the desired state are shown in Appendix D. These maps can be great training tools to keep track the flow of information and assure procedures are being followed.
2. Implement Job Requisitions – To ensure that information about a job is documented the first time, requisition forms should be implemented. This will allow for better communication and job advertisements can be posted promptly.
3. Collaborate on Interviews – Since information can be lost without documentation, interview notes can be used to keep track of correspondence and make the most out of interviewing time.
4. Track Performance – A critical tool to the success of these improvements is the ability to measure performance. Even a simple spreadsheet showing the task description, the person in charge, and a time stamp could help to hold people accountable for completing their tasks in a timely fashion.
5. Assign Ownership – One topic not typically considered in change management is the need to assign ownership to the new process. Having one person responsible for tracking performance and managing the process will assure that the process improvement will work. If there is more than one owner, than there is no owner.

While these steps will help to make the hiring process more efficient, it is only the beginning to improve. The next step is to consider how to manage changes effectively so that the process may be continuously improved.

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APPENDIX A

Cost Breakdown of Current

Total Cost

RECRUIT				ED	HM	HR	
		Time (min)	Factor	Involvement (1 or 0)			
1	Determine position	10	2		1		
2	Notify CEO	10	2	1	1		
3	<i>Sufficient Info?</i>	10	2	1			
4	Post to Indeed	20	1	1			
5	Post to Craigslist	20	1			1	
6	Save responses	5	1	1		1	
7	<i>Candidate Eligible?</i>	25	1	1		1	
8	Deliver to manager	5	1	1			
9	Decide suitability	30	1		1		
				95	70	50	Time
				\$ 0.83	\$ 0.63	\$ 0.43	Rate
				\$ 79.17	\$ 44.33	\$ 21.67	Cost

\$ 145.17

INTERVIEW				ED	HM	HR	
		Time (min)	Factor	Involvement (1 or 0)			
10	Phone interview	20	1	1			
11	<i>Proceed?</i>	10	1	1			
12	File application	15	1			1	
13	In-person interview	45	1		1		
14	One-plus interview	15	1		1		
15	Call references	10	2			1	
				30	60	35	Time
				\$ 0.83	\$ 0.63	\$ 0.43	Rate
				\$ 25.00	\$ 38.00	\$ 15.17	Cost

\$ 78.17

ON-BOARD				HM	HR	NH	
		Time (min)	Fixed Cost	Involvement (1 or 0)			
16	Send to fingerprint	5	\$ 89.00		1		
17	Send to Med Stop	5	\$ 125.00		1		
18	Add to time clock	10			1		
19	Employee packet	60				1	
20	Online training	420				1	
				0	20	480	Time
				\$ 0.63	\$ 0.43	\$ 0.25	Rate

\$ 214.00 \$ - \$ 8.67 \$ 120.00 Cost \$ 342.67

ALL ON BOARD

		ED	HM	HR	NH
	Time (min)	Involvement (1 or 0)			
Welcome	10	1			1
Life at the Manse	20	1			1
Meals at the Manse	15		1		1
Facilities Tour	50		1		1
Break	15			1	1
HR	25			1	1
Activities at the Manse	25		1		1
Wellness at the Manse	15		1		1
Staff Development	20		1		1
Evaluation	10		1		1

	30	135	40	205	Time
	\$ 0.83	\$ 0.63	\$ 0.43	\$ 0.25	Rate
	\$ 25.00	\$ 85.50	\$ 17.33	\$ 51.25	Cost
					\$ 179.08

\$ 968.61
GRAND TOTAL

APPENDIX B

Cost Breakdown of Desired State

Total Cost

RECRUIT

ED HM HR

		Time (min)	Fixed Cost	Involvement (1 or 0)		
removed	Determine position	0				
removed	Notify CEO	0				
removed	<i>Sufficient Info?</i>	0				
1	File requisition form	10			1	
2	<i>Requisition approved?</i>	10		1		
removed	Post to Indeed	0				
removed	Post to Craigslist	0				
removed	Save responses	0				
3	Post to ZipRecruiter	20	\$ 93.75			1
4	<i>Candidate Eligible?</i>	20				1
5	Deliver to manager	10		1		
6	Decide suitability	15			1	

20 25 40 Time

\$ 0.83 \$ 0.63 \$ 0.43 Rate

\$ 93.75 \$ 16.67 \$ 15.83 \$ 17.33 Cost \$ 143.58

INTERVIEW

ED HM HR

		Time (min)	Fixed Cost	Involvement (1 or 0)		
7	Phone interview	20				1
8	<i>Proceed?</i>	5				1
9	File application	15				1
10	In-person interview	45			1	
11	One-plus interview	15			1	

0 60 40 Time

\$ 0.83 \$ 0.63 \$ 0.43 Rate

\$ - \$ - \$ 38.00 \$ 17.33 Cost \$ 55.33

ON-BOARD

HM HR NH

		Time (min)	Fixed Cost	Involvement (1 or 0)		
12	Send to fingerprint	5	\$ 89.00		1	
13	Send to Med Stop	5	\$ 125.00		1	
14	Add to time clock	10			1	
15	Online training	420				1

0 20 420 Time

	\$ 0.63	\$ 0.43	\$ 0.25	Rate	
\$ 214.00	\$ -	\$ 8.67	\$ 105.00	Cost	\$ 327.67

ALL ON BOARD

		ED	HM	HR	NH
	Time (min)	Involvement (1 or 0)			
Welcome	10	1			1
Life at the Manse	20	1			1
Meals at the Manse	15		1		1
Facilities Tour	50		1		1
Break	15			1	1
HR	25			1	1
Activities at the Manse	25		1		1
Wellness at the Manse	15		1		1
Staff Development	20		1		1
Evaluation	10		1		1

	30	135	40	205	Time
	\$ 0.83	\$ 0.63	\$ 0.43	\$ 0.25	Rate
\$ 25.00	\$ 85.50	\$ 17.33	\$ 51.25	Cost	\$ 179.08

\$ 917.37
GRAND TOTAL

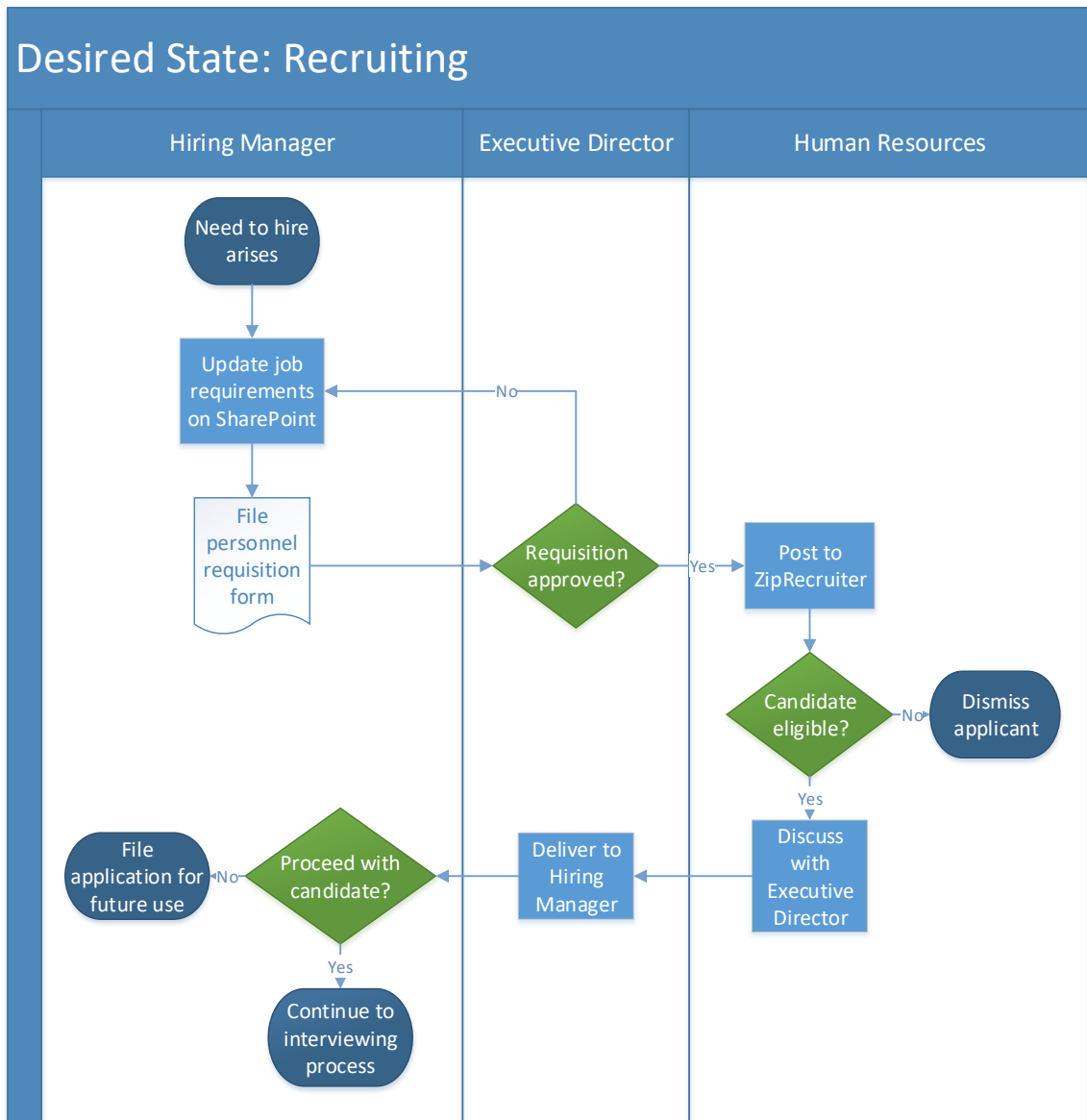
APPENDIX C

Example Interview Questions

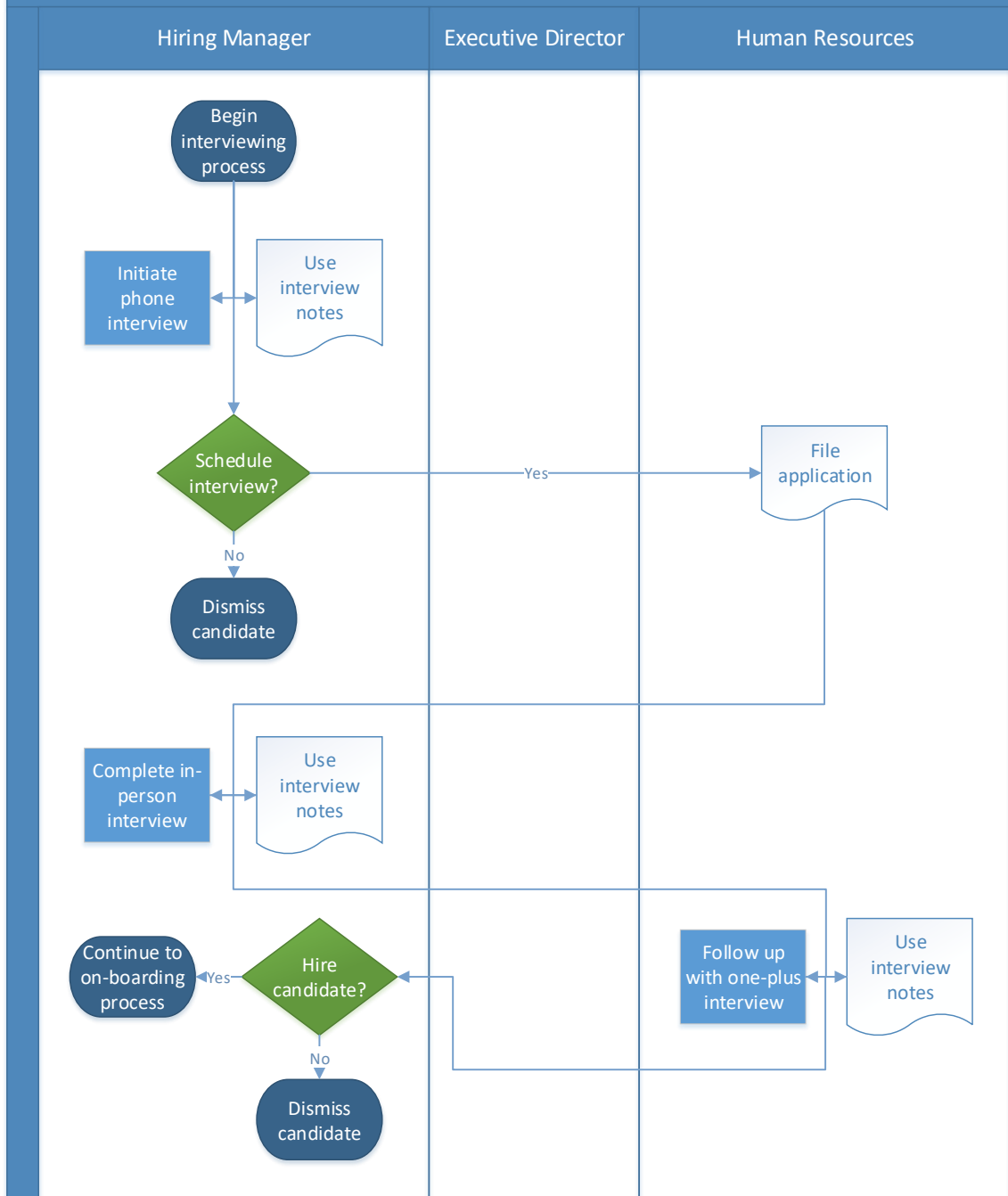
<p>NAME OF APPLICANT _____ POSITION APPLYING FOR _____</p>
<p>1) INTERVIEW #1 – INITIAL PHONE CONVERSATION (To determine if you want to ask them to come in for an in-person interview).</p> <p>a) What are your career goals? b) What are you good at professionally c) What are you not good at or not interested in doing professionally?</p> <p>You will find out their communication skills, and their level of interest in the job.</p>
<p>2) INTERVIEW #2 – IN-PERSON INTERVIEW (Include yourself and an assistant).</p> <p>Pick one job at a time and ask the following:</p> <p>a) What were you hired to do? b) What accomplishments are you most proud of? c) What were some low points during that job? d) If part of a team effort – explain how the team interacted to get the job done. e) Why did you leave the job?</p> <p>If you want more detail – ask “what did you mean”, “how so” or “tell me more”. Let them tell the story.</p>
<p>3) INTERVIEW #3 – CONTINUE THE INTERVIEW (Or ask the applicant to wait for a call for another interview).</p> <p>Ask “if we hire you” questions</p> <p>a) What value did you bring to your last employment? b) What value will you bring to our team? c) What are your personal core values – to enrich the lives of co-workers and residents? d) Is there anything that is occurring in your life that will keep you from being successful in this job?</p> <p>Talk to colleague for feedback before making final decision.</p>

APPENDIX D

Hiring Process Flowchart



Desired State: Interviewing



Desired State: On-boarding

