Lean in Healthcare Comes to Human Resources

Lean Principles and How They Apply to Human Resources

Lindalee A. Lawrence
President

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Overview

- Lindalee Lawrence, President, Lawrence Associates, Lean Certified, on Overview, Observations and Opportunities for HR
- Bruce Hamilton, President, GBMP, Lean Expert, on Opportunities, Training and Implementation
- Laurie Peck, Director of Staffing, BIDMC, Lean Implementor, on Lean Hiring, HR Opportunities and Observations
- Panel Discussion
Emerging Initiatives

- Healthcare Reform
  - Accountable Care Organizations and Medical Homes
  - Outcome-based Care, Transparency and Disclosure
  - Focus on Quality - Acquired Conditions, Readmissions

- Importance of Physician Leaders

- Quality and Savings Initiatives
  - Lean/Six Sigma
  - Standardization, Protocols and Reduced Variation

- Changing Roles - Practice to full extent of education/training
Lean is 10% Techniques and 90% People

Source: GBMP, Lean Certificate Course for Healthcare, through MHA at Lawrence General Hospital
Quality, Cost, Delivery, Safety

Just in Time

Autonomation – automation with a human touch

Standardization

Stability – to have time and energy to improve and to create standards

Source: GBMP, Lean Certificate Course for Healthcare, through MHA at Lawrence General Hospital
Human Resources Opportunities

A structured approach to letting employees work together to improve quality, cost and patient care. Not a staff reduction initiative.

- A Seat at the C-Table
- A Partner in Operations
- Culture and Staffing Change
- Employee Engagement
- Lean HR Processes
- Link to Compensation
- Management Improvements
Some Lean Terms

- Kaizen (continuous improvement) is for everybody, everyday
  - Small changes for the better that come from the common sense and experience of the people who do the work

- Seven Wastes
  - Storage
  - Transportation
  - Waiting
  - Motion
  - Processing
  - Defects/Injuries
  - Over-production

- Gemba Waste Walk (Be on the floor and listening)
Some Lean Tools

- Reliable Methods (three examples)
  - 5S
  - Poka-yoke
  - Cause and Effect Diagram Adding Cards (CEDAC)
  - Value Stream Mapping (VSM)
Basement Kaizen:
Identifying the Seven Wastes
Gemba Waste Walking
Applying 5S
Means to avoid (yokeru) inadvertent errors (poka)

“Preventing the act of forgetting what you have forgotten” - Shigeo Shingo

Inspections don’t reduce defects

Building checks into the process

Source: GBMP, Lean Certificate Course for Healthcare, through MHA at Lawrence General Hospital and “Zero Quality Control: Source Inspection and the Poka-yoke System,” Shigeo Shingo
Cause and Effect Diagram Adding Cards (CEDAC) and Visual Stream Mapping (VSM)
Continuous Improvement Culture

- Continuous Improvement
- Team-based Factual Problem Solving
- Visual Measurement of Results
- Broad Participation
- Process Management
- Inspirational Leadership
- Customer Focus

“Traditional companies often spend too much time on the administrative tasks of hiring, payroll and benefits resulting in a functional area that doesn’t understand how to support the growth and retention of the work force.”

Management in Healthcare: Why good practice really matters

- Hospital-specific practices are strongly related to a hospital’s quality of patient care and productivity outcomes
- Lean concepts – standardization and protocols
- HR concepts: performance and talent management (performance dialogue, talent-building, retention, rewarding high performers)


2. Leading People Through Change, Raffaella Sadun, PhD, Harvard Business School, Presenter at MHA Annual Meeting
Five Significant Predictors of Successful Lean implementation

- Development of teams as a supporting structure of lean
- Calculation and communication of metrics
- Communication among organization members, particularly across organizational barriers
- Communication to employees regarding their specific role in lean transformation
- Acknowledgement and celebration of successes toward lean transformation

HR Opportunities

Link to Compensation/Reward

- Incentive Compensation
  - Gainsharing - USI
  - Short- and Long-term
  - Spot Bonuses
  - IC and Team Bonuses

- Competencies

- Performance and Merit Pay
UltraSource Links Lean and Compensation

Lean
What does it mean to UltraSource and you?

Our Lean Story:
It's a tale worth telling. That's because Lean means a lot to UltraSource and to our customers. For the uninitiated, Lean Manufacturing is a production system that's better, faster, and more efficient than any of the procedures that most manufacturing operations have in place. Lean requires less people, less space, less inventory, and it avoids wasteful practices. At UltraSource, we adopted the practice of Lean Manufacturing because we're focused on becoming the industry leader in the custom thin film manufacturing marketplace. Besides the advantages that we gain from Lean, our customers also reap many benefits, including increased on-time delivery, decreased costs, increased quality, and decreased lead times. All of which results in a story with a very, very happy ending for us. And for you.

UltraSource provides thin film services and circuit solutions for single function, multi-function and multi-layer integrated thin film components.

Get the whole story. Visit UltraSource.com and download the Inside story of how UltraSource became a Lean Manufacturer, and what it means for you.
Combining Operational and Human Resources Principles

- Open communication
- Employee engagement
- Translation of operational objectives into actions
- Linking performance and pay
UltraSource Compensation Model

Quarterly Operating Profit Needed to Produce Percent of Pay

- Quarterly Operating Profit (000)
- % of Prior Base Pay

Sample Points - Quarterly OP
Continual Improvement through HR

Culture Change
Recruitment
Job Content, Competencies
Skills, Training, Engagement
Performance Management
Resources

- Charles Kenney, *Transforming Health Care: Virginia Mason Medical Center’s Pursuit of the Perfect Patient Experience*, CRC Press, 2010 (Forward by Donald Berwick)
Panel Discussion

- Who is HR’s client/ customer?
- How to ensure success?
- Can you think of other opportunities for culture change?
- Do you think there are organizational “readiness” characteristics?
About Lawrence Associates

Established in 1989 with offices in Boston and New York, Lawrence Associates provides national services on all aspects of compensation-related consulting to nonprofit organizations. Our services include Executive and Director Compensation and Benefits; Intermediate Sanctions and Compliance Review; Wage and Salary Administration; Variable/Incentive Pay; Recognition and Reward Strategies; and Competitive Surveys and Analysis.

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Lean Recruiting
- Building a Lean Culture

June 2012
Are We Hiring People Who Will Thrive in a Lean Culture and Contribute to Our Success?

Do we have a standardized and efficient hiring process?
BIDMC Hiring Process – April, 2010

Current State
- Cumbersome Data Collection Process
- Poor Job Descriptions
- 71% Non-Value Steps
- Not Hiring for Lean Competencies
- No Assessment Tools
- Time Consuming Process
- Paper Intensive
- Limited Project and People Mgt Capacity in Staffing
- No Interview Guides
- Poor Reference Tools
- Reactive Hiring Support
- Ineffective Career site
- ATS Implementation on-going
- Significant New Hire Turnover
- Non Standard Hiring process
- Reactive Hiring Support

Ideal State
- Robust ATS System
- Comprehensive Job Descriptions
- Reduced New Hire Turnover
- Standardized Hiring
- Lean Oriented New Hires
- Efficient/Valuable Reference Checking
- Interactive Career Website
- Proactive Hiring Support
- Paperless Requisitions
- Improved Time to Fill
- Improved Customer Experience
- Accurate Reporting
- Skills and Lean Pre-qualification Tools
- Project/People Management Capacity
- Improved Customer Experience

Ideal State
- Interactive Career Website
- Proactive Hiring Support
- Paperless Requisitions
- Improved Time to Fill
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- Accurate Reporting
- Skills and Lean Pre-qualification Tools
- Project/People Management Capacity
- Lean Oriented New Hires
- Efficient/Valuable Reference Checking
- Robust ATS System
Confidential

Selection and Onboarding Process A3

I. Background/Problem Statement

Current BIDMC selection and onboarding/orientation processes do not effectively or efficiently support the hiring and development of top talent that can lead and thrive in a lean environment.

II. Current Condition

1. Job descriptions can not be relied on as an accurate reflection of current job requirements and/or lean competencies. (out of date, multiple versions exist, varying formats; lack specific job and lean competencies)
2. Hiring process involves 78 steps, of which 71% are non-value added, many that are required by regulation
3. Hiring process highly customized by manager and recruiter preferences; focused on skills more than behavioral attributes
4. No legally compliant/validated assessment tools to more accurately evaluate candidates’ job specific skills and lean capabilities
5. Several labor intensive and inefficient hiring processes slow down hiring – individual screening of every resume, rework, double data entry, paper intensive processes, reference checking, ECF v. Req. confusion
6. Current career website doesn’t present BIDMC as a Lean organization; doesn’t inspire lean oriented candidates to apply

III. Analysis

PROBLEMS

1. Ineffective/inefficient out of date job descriptions with no behavioral based competencies
2. Labor intensive hiring process; many non-value added steps/inefficiencies
3. Hiring process driven by manager preference
4. No valid and easily administered assessment tools
5. Hiring process inefficiencies (see above)

EFFECTS

1. Lack of clear hiring criteria - difficult to hire right person
2. Lengths time to hire; delays; wasted talent
3. No standardized work; delays; rework; labor intensive
4. Significant data missed in hiring decisions
5. Wasted talent; delays; rework; frustration; lost candidates

IV. Goals/Targets

- Identified projects/improvements not done; limited strategic capacity

Time to Fill
(From approval to offer acceptance)

<table>
<thead>
<tr>
<th>FY09 Application Volume</th>
<th>FY09 Application Volume</th>
<th>FY09 Average Requisitions/Recruiter</th>
<th># Steps in the Recruiting Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY07 – 82 days</td>
<td>60,000 resumés, 1,600 hires</td>
<td>&lt;6 mths – 2% 6-12 mths – 18% 1+&lt;2 yrs – 35% $38M replacement costs</td>
<td>1,200 – out of date, multiple versions, missing, no lean competencies, lack ADA requirements</td>
</tr>
<tr>
<td>FY08 – 68 days</td>
<td>1,200 – out of date, multiple versions, missing, no lean competencies, lack ADA requirements</td>
<td>35 requisitions/week</td>
<td>78 (22 value-add/53 non-value add)</td>
</tr>
<tr>
<td>FY09 – 62 days</td>
<td>10/1/09</td>
<td>11/1/09</td>
<td>12/1/09</td>
</tr>
</tbody>
</table>

V. Proposed Countermeasures

A robust selection system – tools, processes, people - is the foundation to transforming BIDMC to a lean culture. We need to implement a methodology that selects, develops and retains the right talent to lead and thrive in a lean environment.

We will do this through standardization of:

1. Job Descriptions that provide current position responsibilities, qualifications and lean competencies/behaviors that are the foundation for selection, performance management and employee development
2. Hiring process through the implementation of a robust Applicant Tracking System
3. Competency based assessment and prescreening tools that effectively evaluate job capabilities and lean aptitudes of candidates
4. Interview guides to probe desired attributes
5. On-boarding and orientation programs at the organization and department level

COUNTERMEASURES

<table>
<thead>
<tr>
<th>COUNTERMEASURES</th>
<th>RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement and Standardize BIDMC job descriptions</td>
<td>Foundation for selection, onboarding, development</td>
</tr>
<tr>
<td>Develop interview guides and Onboarding tools</td>
<td>Move faster toward a selection process that efficiently identifies top lean oriented talent</td>
</tr>
<tr>
<td>Increase capacity of Staffing organization to manage multiple projects and implement new hiring tools</td>
<td>Better candidate evaluation; efficient onboarding and compliance</td>
</tr>
</tbody>
</table>

VI. Implementation Plan

Implementing a robust selection system is a significant change event that needs to be well managed.

To do this well, we have proposed several countermeasures that require outside expertise, purchased systems and additional project management capacity. In FY10, we need to hire a contract project manager for job description project and ideally hire a Staffing Manager to lead the Clinical and Research Staffing teams. We will also need to invest in selection/assessment and validated testing that can integrate with Kenexa ATS system.

<table>
<thead>
<tr>
<th>COUNTERMEASURES</th>
<th>Required Resources</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Update/Standardize job descriptions</td>
<td>Project Manager (Open)</td>
<td>Jan– Dec '10</td>
</tr>
<tr>
<td>2 Implement Kenexa ATS system – In Progress</td>
<td>Project Manager</td>
<td>Jan – Oct ’10</td>
</tr>
<tr>
<td>3 Select and implement pre-hire assessment tools (integrate with ATS)</td>
<td>Project Manager, Vendor: Kenexa or Select International</td>
<td>May–Dec’10</td>
</tr>
<tr>
<td>4 Develop interview guides and Onboarding tools</td>
<td>Kenexa or Select International</td>
<td>May - Dec’10</td>
</tr>
<tr>
<td>5 Increase Mgt capacity to develop team, manage multiple projects and implement new hiring tools</td>
<td>Staffing Manager for Clinical and Research (Open)</td>
<td>FY10</td>
</tr>
<tr>
<td>6 Add recruiting support to address 120% increase in volume and support ATS implementation</td>
<td>Temp Contract Recruiter</td>
<td>April – Dec ’10</td>
</tr>
</tbody>
</table>
Standardization of the Recruiting Process – Predictive Tools

1. Recruiting & Communication
2. Resume/ Application
3. Prescreening Interview
4. Competency Assessment
5. Structured Behavioral Interview
6. References
7. Health Screening and Background Check

EEO & OFCCP Compliant

90,000 Applications Annually

2,200 Annually

NEW EMPLOYEES
Why Use Pre-employment Assessments?

1. Improve the predictive nature of the selection process and have a validated tool to select Lean-focused staff
   - Competency Assessments - most predictive
   - Resumes Review - least predictive
2. Decrease time to fill
3. Reduce six month and one year turnover
4. Impact Patient Satisfaction scores
5. Minimize legal risk in hiring process
What Do Assessments Measure?

**Behavioral Competency** – a specific behavior necessary to be successful in a given job, such as:
- Compassion
- Patient focused
- Collaboration
- Adaptability
- Teamwork
- Problem Solving

**Competency Models** –
- a set of behavioral competencies needed to be successful in a job
- Competency models differ by job level
Assessment Development Process

1. Partnered with *Select International*, selection and assessment experts, to create Competency Models and Assessment/Selection Tools

2. Assigned all 1,200 job titles into 7 Job Levels (entry-level to executive)

3. Developed competency models for each level

4. Validated the models with over 40 Focus Groups of BIDMC employees

   Sensation Team to assign Assessment Levels for future job titles
BIDMC Competency Progression Map

<table>
<thead>
<tr>
<th>LEVEL 1A</th>
<th>LEVEL 1B</th>
<th>LEVEL 2A</th>
<th>LEVEL 2B</th>
<th>LEVEL 3</th>
<th>LEVEL 4A</th>
<th>LEVEL 4B</th>
<th>LEVEL 5</th>
<th>LEVEL 6</th>
<th>LEVEL 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level Individual Contributors (Patient-Facing)</td>
<td>Entry Level Individual Contributors (Non-Patient-Facing)</td>
<td>Skilled Entry Level Ind. Contributors (Patient-Facing)</td>
<td>Skilled Entry Level Ind. Contributors (Non-Patient-Facing)</td>
<td>First Line Management</td>
<td>Prof Individual Contributors (Patient-Facing)</td>
<td>Prof Individual Contributors (Non-Patient-Facing)</td>
<td>Middle Management</td>
<td>Senior Management</td>
<td>Executive Team</td>
</tr>
</tbody>
</table>

CORE VALUES

- Integrity
- Drive for Continuous Process Improvement
- Respect for Others & Teamwork

WORK STYLE

- Professional Demeanor
  - Safety & Quality Orientation
  - Holding Self Accountable
  - Multitasking

INTERPERSONAL STYLE

- Communication
  - Patient Focus & Customer Service

THINKING STYLE

- Critical Thinking
  - Adaptability & Flexibility
  - Day to Day Mgmt.
  - Feedback & Encour.

LEADERSHIP STYLE

- Sound Judgment
- Executing Op. Plans
- Learning Agility
- Acting Strategically
- Employee Engagement
- Transformational Leadership
- Developing Others
BIDMC Success Competencies

**Core Values**
- Integrity
- Drive for Continuous Process Improvement
- Respect of Others/Teamwork

**Work Style**
- Professional Demeanor
- Safety/Quality Orientation
- Accountability
- Multitasking and Time Management

**Interpersonal Style**
- Patient/Customer Service
- Communication

**Thinking Style**
- Critical Thinking
- Adaptability/ Flexibility
- Sound Judgment
- Learning Agility
- Acting Strategically

**Leadership Style**
- Employee engagement
- Encouraging Feedback
- Developing Others

KEY: Lean
1. Developed four different assessments by position type:
   - ServiceFit for Healthcare – Patient Care Technician; Interpreter
   - NurseFit – CNI; CNII
   - Clinical HealthFit – Physical Therapist; Social Worker
   - ProFit – Marketing Manager; Accountant

2. 15 – 20 minute online assessment, including ranking and scenario based questions

3. Candidate receives the assessment via email after applying online

4. Results sent in real time to recruiters through the hiring system (ATS)
Sample Assessment Questions

6. Please read each behavioral statement below and rate how likely you would be to demonstrate that behavior.

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Very Unlikely</th>
<th>Unlikely</th>
<th>Somewhat Unlikely</th>
<th>Somewhat Likely</th>
<th>Likely</th>
<th>Very Likely</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work on a task until it is perfect.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Work extra hours, if needed.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Volunteer to take on extra tasks.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

7. Please read each statement below and rate your agreement using the scale provided.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>When I see someone being taken advantage of, I feel protective towards them.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Change is constant and people should learn to adapt.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
### RECOMMENDATION

<table>
<thead>
<tr>
<th></th>
<th>Direct Caregiver</th>
<th>Indirect Caregiver</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Poor</td>
<td>Potential</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Low</th>
<th>High</th>
<th>Suggested Interview Probes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountable</td>
<td>Unreliable</td>
<td>1 2 3 4 5 6</td>
<td>Takes Ownership: Describe a time when you volunteered to take on an important responsibility. What was the responsibility? Did you accomplish it? What was the end result?</td>
</tr>
<tr>
<td>Adaptable</td>
<td>Consistency</td>
<td>1 2 3 4 5 6</td>
<td>Adapts Quickly: Describe the most stressful thing that has happened to you while working. What happened? How did you handle it? Was the situation preventable? What, if anything, did you learn from it? What was the final result?</td>
</tr>
<tr>
<td>Collaborative</td>
<td>Independent</td>
<td>1 2 3 4 5 6</td>
<td>Works Well With Others: Tell me about a time when you worked with a co-worker or a group of co-workers on a project or task. Describe the situation. What role did you play? What did you enjoy the most from working with others? What was the final result?</td>
</tr>
<tr>
<td>Compassionate</td>
<td>Inattentive</td>
<td>1 2 3 4 5 6</td>
<td>Caring: Sometimes when we care about people, we can get emotionally involved in the lives of others. Talk about a time when you found yourself deeply involved in the life of another person (e.g., friend, colleague, patient). What was the situation? How did you handle it? How did it turn out?</td>
</tr>
<tr>
<td>Consumer Focused</td>
<td>Loses Focus on Consumer</td>
<td>1 2 3 4 5 6</td>
<td>Consumers First: Describe the skills and qualities you believe are necessary for dealing with people. Give me an example of a time when you displayed these skills or qualities. Explain the situation, your actions and how it turned out.</td>
</tr>
<tr>
<td>Dependable</td>
<td>Likely to be absent or late</td>
<td>1 2 3 4 5</td>
<td>Likely to be at work and on time: What is most important to you in a job? What factor would cause you to leave a job? What are you looking for in this position?</td>
</tr>
<tr>
<td>Quality Focused</td>
<td>Low Quality Focus</td>
<td>1 2 3 4 5 6</td>
<td>Strives for Perfection: Describe the most recent time when you detected a problem with the quality of your work before it resulted in a major problem. What was the problem? How did you catch it? What was the result?</td>
</tr>
</tbody>
</table>

### Fit Factors

- This individual is willing and able to work in a job with the following factors:
  - Night Shift
  - Strict Attendance Policy
  - Depend On Others For Information
  - Work With Physically Ill People
  - Act Immediately To Health Crisis Situations
  - Work With Biohazardous Materials
  - Remain Calm With Upset Patients And Families
  - Rotating Shifts
  - Take Direction From Multiple People
  - Weekend & Holiday Shifts
  - Adheres To Detailed Procedures
  - Work With Medical Equipment
  - Charting & Documentation
  - Majority Of Workday Standing Or Walking
  - Consistently Interact With Patients
  - Fast Work Pace
  - On-Call
  - Repetitive Work
  - 12-Hour Shifts
  - Manage Heavy Workload
  - Unpredictable Workflow
### Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Low</th>
<th>High</th>
<th>Takes Ownership</th>
<th>Adapted Quickly</th>
<th>Works Well With Others</th>
<th>Consumers First</th>
<th>Likely to be at work and on time</th>
<th>Strives for Perfection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountable</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Adaptable</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Collaborative</td>
<td></td>
<td>1</td>
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<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Compassionate</td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Consumer Focused</td>
<td></td>
<td>1</td>
<td>2</td>
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<td>4</td>
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<td>6</td>
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<td>6</td>
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<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

### Suggested Interview Probes

- **Accountable**: Tell me about the time when you worked the hardest and felt the greatest sense of achievement on the job. What was your goal? How did you go about achieving it?
- **Adaptable**: Tell me about a time at work when you felt overwhelmed. Describe the situation, what you did to handle it and the outcome.
- **Collaborative**: Tell me about a time when you had a disagreement with someone at work. What was the disagreement? What happened? What did it turn out? How is your current relationship with this individual?
- **Compassionate**: Tell me about the last time you felt bad for someone else. What was the situation? Why did you feel bad for this person? What did you do? What happened?
- **Consumer Focused**: When in a role where you serve the public, whether customers in a store or patients in a hospital, it can be difficult to make everyone happy. Tell me about a time when you tried to meet someone’s expectations but couldn’t. What was the situation? What actions did you take? What was the end result?
- **Dependable**: Everyone must miss work at some time or another. Tell me how many unexcused or unapproved absences you think are acceptable for people to have without penalty. Tell me about a time when absenteeism on the part of someone else impacted your work.
- **Quality Focused**: Describe a time when you realized or were made aware that an important work detail had been missed and impacted the final product. What was the detail? How did you find out? What did you do? What was the result?

### Fit Factors

- This individual is willing and able to work in a job with the following factors:
  - Night Shift
  - Strict Attendance Policy
  - Depend On Others For Information
  - Work With Physically Ill People
  - Act Immediately To Health Crisis Situations
  - Work With Biohazardous Materials
  - Remain Calm With Upset Patients And Families
  - Rotating Shifts
  - Take Direction From Multiple People
  - Weekend & Holiday Shifts
  - Adhere To Detailed Procedures
  - Work With Medical Equipment
  - Charting & Documentation
  - Majority Of Workday Standing Or Walking
  - Consistently Interact With Patients
  - Fast Work Pace
  - On-Call
  - Repetitive Work
  - 12-Hour Shifts
  - Manage Heavy Workload
  - Unpredictable workflow

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Successful Pilot Results

**Pilot Positions:** Clinical Nurse I; Periop 101; Physical Therapist; Respiratory Therapist; EVS Associate; Food Service Worker; Room Service Associate; Practice Manager; Admin Assistant

**Manager/Staffing Partner Feedback**

- “The assessment process was a godsend. Our new hires . . .have demonstrated exactly what we are looking for in our nurses. This process was definitely a good predictor of success and cultural fit.” - Nurse Manager. OR

- “The interview questions are really helpful and helped during the interview” - Respiratory Care Manager

- “Resume review time and the number of interviews conducted for entry level positions was cut in half” - Sr. Staffing Partner
**Positive Applicant Feedback**

<table>
<thead>
<tr>
<th>Rating Scale (1 - Strongly Disagree to 5 - Strongly Agree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Overall, participating in this assessment process was a <strong>positive experience</strong> – 4.34</td>
</tr>
<tr>
<td>2. The <strong>length</strong> of the process was appropriate for this role – 4.37</td>
</tr>
<tr>
<td>3. This assessment gave me a <strong>positive first impression of BIDMC’s commitment</strong> to selecting the best employees – 4.41</td>
</tr>
</tbody>
</table>

“I actually thought the assessment process was **fun and refreshing** and has given some insight into how BIDMC might select candidates.”

“I feel as though this assessment process is a **very effective, efficient, and fair** part of the recruitment process. . . **questions were relevant** and allowed me to demonstrate my **qualities and work ethics**. This tool gave me a very positive view of BIDMC.”

“This assessment **makes applicants into people** instead of just resumes.”
Go Live March, 2012

Early Results:
- Over 3,250 assessments sent
- 88% completion rate
- 84% pass rate – will save approx 6 weeks of resume review time annually
- Hired 51 people using Assessments

Manager Feedback
- Meeting better fit candidates
- Requiring fewer interviews to make selection decision
- Interview questions from Assessments helpful to get fuller picture of the candidate
- Assessments give hiring managers more confidence in hiring
Process Improvement Example

Job Description System
Job Descriptions Current State Analysis – Three Years Ago

Inconsistent Content
Time Consuming Process
Out-of-Date
1,200 Job Titles

Version Control Issues
Lacked Lean Competencies
ADA Physical Requirements Lacking
Paper Process
No Link to Job Posting System

Current State 10/09
JD Project Goals

1. Standardize content and improve quality/accuracy
2. Assure compliance and consistency in hiring criteria
3. Develop central repository to create, store, edit, retrieve
4. Automate job description development
5. Streamline job posting process
Efficiency and Accuracy

1. 75% of high incumbent jobs completed
2. Standard Content and Layout
3. Detailed ADA Physical requirements captured
4. Lean Competencies included in all JDs
5. Job Postings match Job Descriptions
90,000 Applications

2,200 Filled Requisitions

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