Lean in Healthcare Comes to Human Resources

Lean Principles and How They Apply to Human Resources

**Lindalee A. Lawrence
President**

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Integrity. Stability. Comprehensive Coverage.

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**
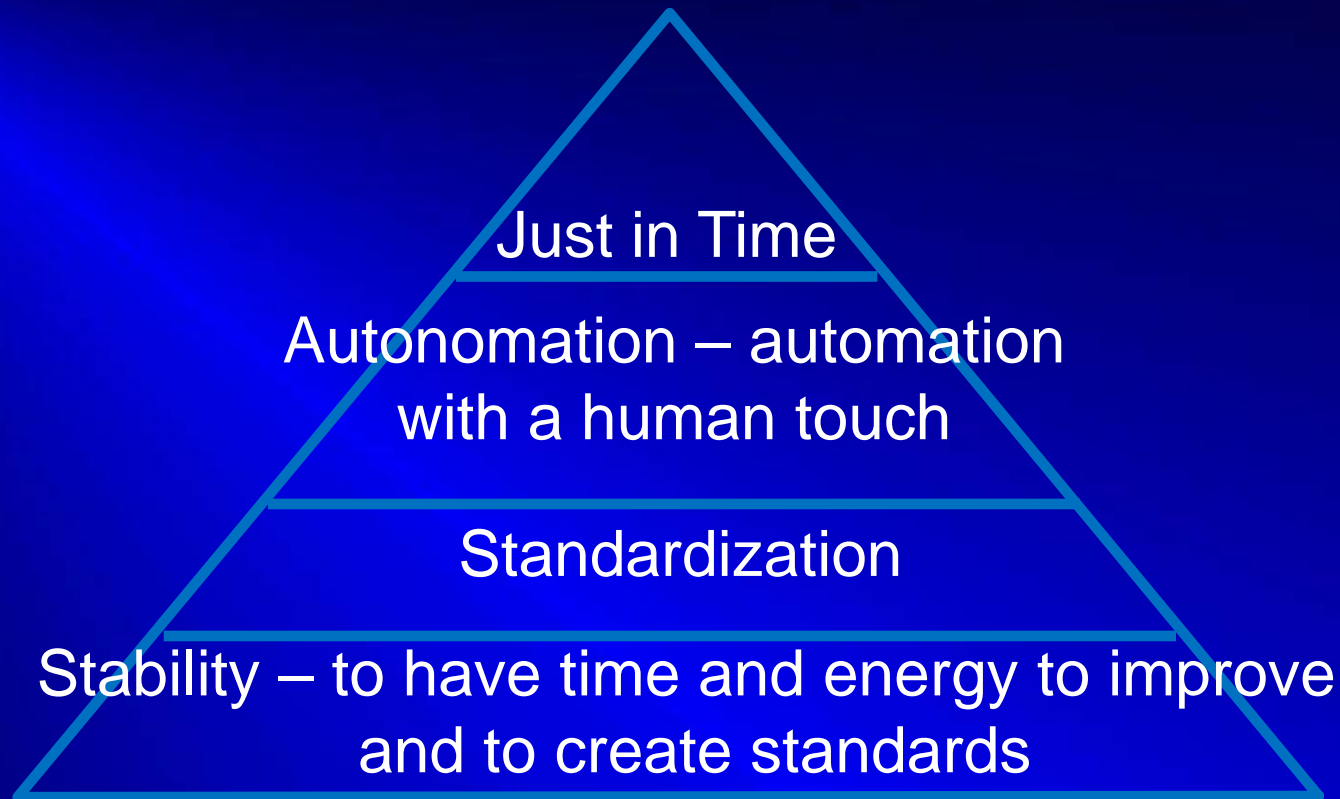
Emerging Initiatives

- **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**

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Lean is 10% Techniques and 90% People

Techniques

Management

Human Development

Philosophy

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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

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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**

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Some Lean Terms

- **Kaizen (continuous improvement) is for everybody, everday**
  - **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)**

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Some Lean Tools

- **Reliable Methods (three examples)**
  - **5S**
  - **Poka-yoke**
  - **Cause and Effect Diagram Adding Cards (CEDAC)**
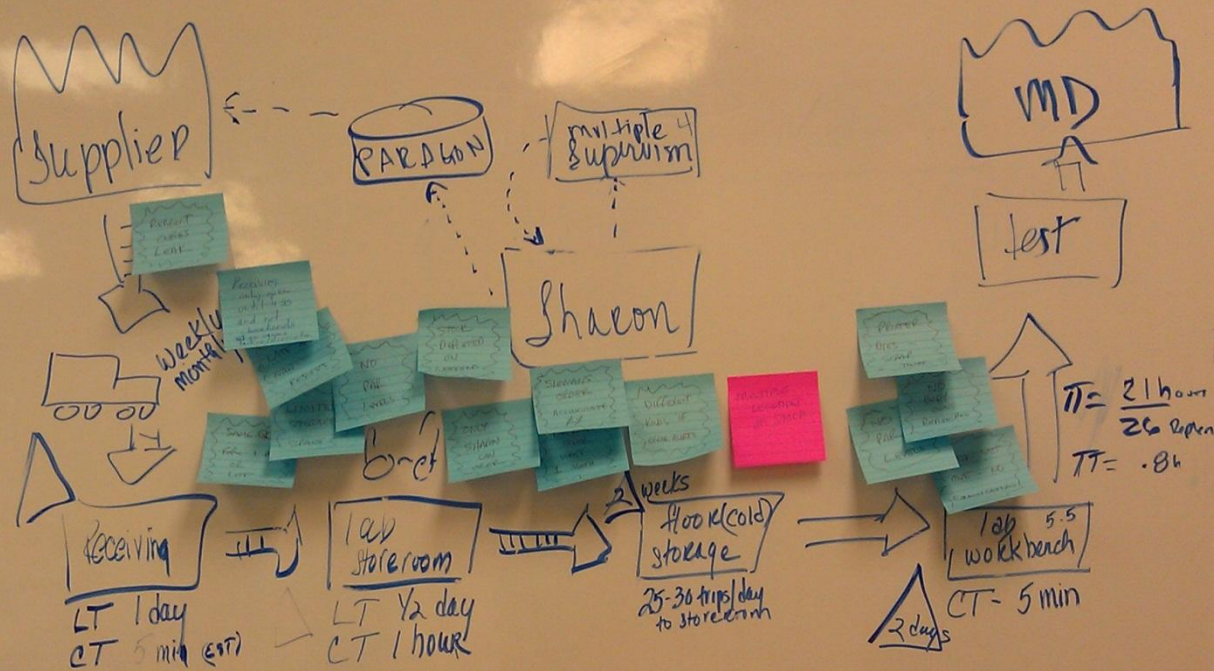 - **Value Stream Mapping (VSM)**

Basement Kaizen:
Identifying the Seven Wastes
Gemba Waste Walking
Applying 5S

Poka-yoke

- **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**

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Continuous Improvement Culture

Customer Focus

Inspirational Leadership

Continuous Improvement

Visual Measurement of Results

Broad Participation

Process Management

Team-based Factual Problem Solving

Cheryl M. Jekiel, "Lean Human Resource, Redesigning HR Processes for a Culture of Continuous Improvement", CRC Press, 2011

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Research Observations

- **"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."[1]**

- **Management in Healthcare: Why good practice really matters[2]**

  - **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)**

1. **Beau Keyte, Drew Locher, "The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes", Winner of the 2005 Shingo Prize**

2. **Leading People Through Change, Raffaella Sadun, PhD, Harvard Business School, Presenter at MHA Annual Meeting**

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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**

Monica W. Tracey, PhD, Jamie Flinchbaugh, "How Human Resource Departments Can Help Lean Transformation", Target Volume 22, Number 3, Third Issue 2006.
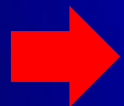
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HR Opportunities

Link to Compensation/Reward
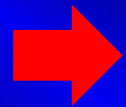
➡️ **Incentive Compensation**

   Gainsharing - USI

   Short- and Long-term

   Spot Bonuses

   IC and Team Bonuses

➡️ **Competencies**
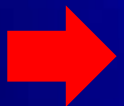
➡️ **Performance and Merit Pay**

UltraSource Links Lean and Compensation

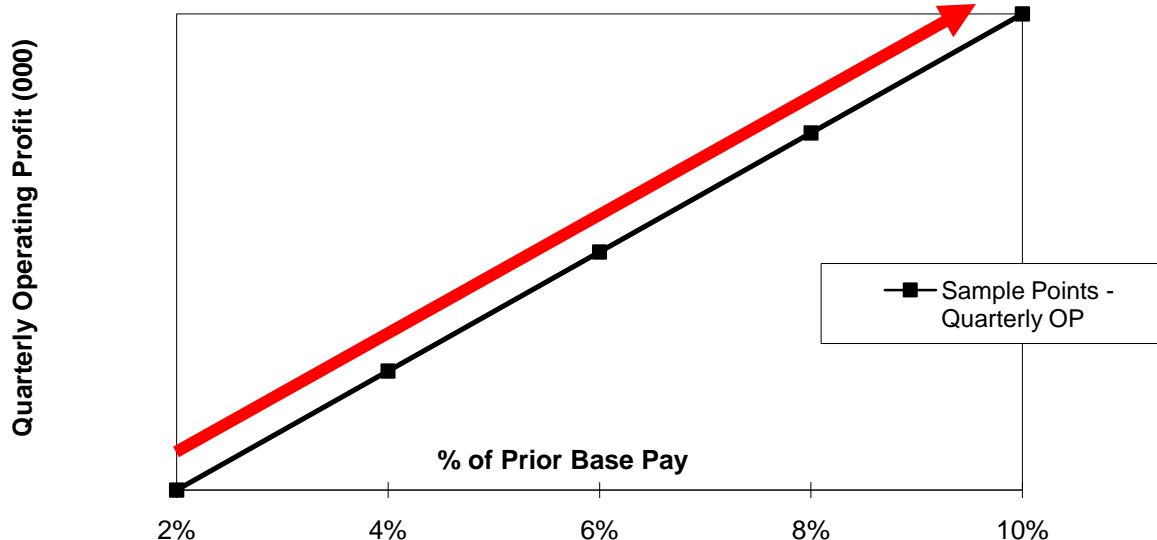# Combining Operational and Human Resources Principles

- **Open communication**

- **Employee engagement**

- **Translation of operational objectives into actions**

- **Linking performance and pay**

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UltraSource Compensation Model

Continual Improvement through HR

➡️ **Culture Change**

Recruitment

➡️ **Job Content, Competencies**

Skills, Training, Engagement

➡️ **Performance Management**

Resources

- Karen Auge, "Denver Health Saves Millions using Toyota Efficiency Principle", The Denver Post, 2010.

- Mark Graban, *Lean Hospitals: Improving Quality, Patient Safety, and Employee Satisfaction*, CRC Press, 2008.

- John Grout, "Mistake-proofing the design of health care processes", (Prepared under an IPA with Berry College). AHRQ Publication No. 07-0020. Rockville, MD: Agency for Healthcare Research and Quality; May 2007.

- Cheryl M. Jekiel, "Lean Human Resources, Redesigning HR Processes for a Culture of Continuous Improvement", CRC Press, 2011.

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

- Jeffrey K. Liker, "Human Resource Development in the Toyota Culture" , 2008 Industry Month Guide.

- Brian Reed, Interview with Michael Casper, Justin Gillmor, Becky Gillmor, and Ravin Jesuthasan. *All Things Considered,* NPR November 23, 2009.

- Shigeo Shingo, *Zero Quality Control: Source Inspection and the Poka-yoke System*, Japan Management Association, 1985

- Monica W. Tracey and Jamie Flinchbaugh "How Human Resource Departments Can Help Lean Transformation" Target Volume 22, Number 3, Third Issue 2006, 5- 10.

- John Toussaint and Roger Gerard, *On the Mend*, Lean Enterprise Institute, 2010.

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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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90,000 Applications

2,200 Filled Requisitions

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

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

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Problem Solving A3

Confidential   ## Selection and Onboarding Process A3

Owner/ Date	LZ/LSP 03/02/10	LZ/Lsp 04/02/10			

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

	PROBLEMS		EFFECTS
1	Inaccurate/out of date job descriptions with no behavioral based competencies	P U S H	Lack of clear hiring criteria - difficult to hire right person
2	Labor intensive hiring process; many non-value steps/inefficiencies		Lengthens time to hire; delays; wasted talent
3	Hiring process driven by manager preference		No standardized work; delays; rework; labor intensive
4	No valid and easily administered assessment tools		Significant data missed in hiring decisions
5	Hiring process inefficiencies (see above)		Wasted talent; delays; rework; frustration; lost candidates
	Lack project and people management capacity		Identified projects/improvements not done; *limited strategic capacity*

III. Analysis

Time to Fill (From approval to offer acceptance)	FY09 Application Volume	New Hire Turnover FY09	Number of current Job Codes and descriptions	FY09 Average Requisitions/ Recruiter	# Steps in the Recruiting Process
FY07 – 82 days FY08 – 68 days FY09 – 62 days	60,000 resumes; 1,600 hires	<6 mths – 2% 6-12 mths – 18% 1+-<2 yrs – 35% $38M replacement costs	1,200 – out of date, multiple versions, missing, no lean competencies, lack ADA requirements	35 requisitions/week Currently 40+ given 20% inc. in req. volume since 10/1/09	78 (22 value-add/53 non-value add)

Cross, Prescreening and Assessment Questions not available in current applicant tracking system; limited project management capacity and management capacity to mentor and develop Staffing team.

IV. Goals/Targets

1. Improve quality and value of BIDMC job descriptions by updating job content and building competencies; and creating a real-time repository in PeopleSoft to easily access all job descriptions. Revamped job descriptions build a foundation for targeted screening and selection.
2. Improve hiring and on-boarding by integrating competencies for all positions/job families in each HR process
3. Improve quality of hire and streamline candidate prequalification process by implementing automated assessment and prescreening questions
4. Improve hiring manager and applicant experience by reducing the number of non-value added steps in the recruiting process and reducing the Time to Fill.
5. Improve new hire productivity with more targeted On-boarding/orientation process
6. Reduce new hire turnover

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:

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

	COUNTERMEASURES		RESULTS
1	Update and Standardize BIDMC job descriptions	P U L L	Foundation for selection, onboarding, development
2	Implement Kenexa Applicant Tracking System (in progress)		More efficient hiring process; better reporting; foundation for assessment tools; improved customer experience
3	Develop interview guides and Onboarding tools		Better candidate evaluation; efficient onboarding and compliance
4	Increase capacity of Staffing organization to manage multiple projects and implement new hiring tools		Move faster toward a selection process that efficiently identifies top lean oriented talent
5	Select and implement a competency assessment system and integrate with ATS		Improved efficiency and quality of candidates

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 FY10/11, 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.
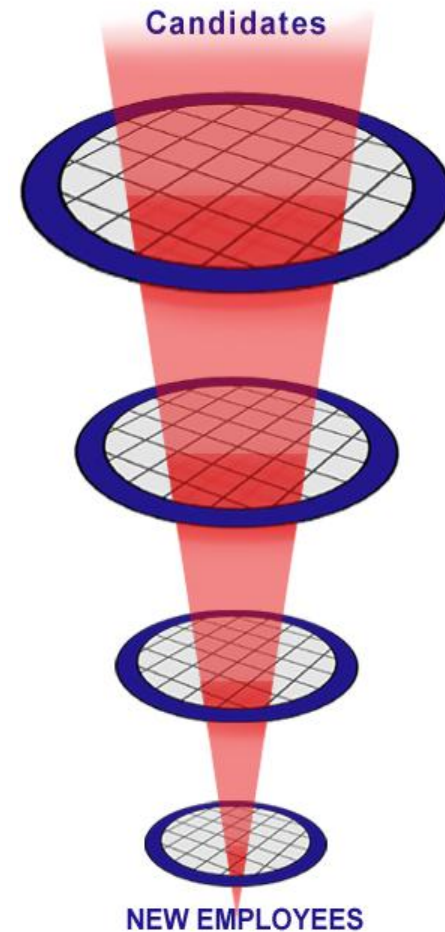
	COUNTERMEASURES	Required Resources	Timeline
1	Update/Standardize job descriptions	Project Manager (Open)	Jan– Dec '10
2	Implement Kenexa ATS system – In Progress	Project Manager	Jan – Oct '10
3	Select and implement pre-hire assessment tools (integrate with ATS)	Project Manager Vendor: Kenexa or Select International	May–Dec'10
4	Develop interview guides and Onboarding tools	Kenexa or Select International	May - Dec'10
5	Increase Mgt capacity to develop team, manage multiple projects and implement new hiring tools	Staffing Manager for Clinical and Research (Open)	FY10
6	Add recruiting support to address 120% increase in volume and support ATS implementation	Temp Contract Recruiter	April – Dec '10

Standardization of the Recruiting Process – Predictive Tools

90,000 Applications Annually

Candidates

EEO & OFCCP Compliant

1. **Recruiting & Communication**

2. **Resume/ Application**

3. **Prescreening Interview**

4. **Competency Assessment**

5. **Structured Behavioral Interview**

6. **References**

7. **Health Screening and Background Check**

NEW EMPLOYEES

2,200 Annually

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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

5. ...ensation Team to assign Assessment Levels for future job titles

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BIDMC Competency Progression Map

	LEVEL 1A	LEVEL 1B	LEVEL 2A	LEVEL 2B	LEVEL 3	LEVEL 4A	LEVEL 4B	LEVEL 5	LEVEL 6	LEVEL 7
	Entry Level Individual Contributors (Patient-Facing)	Entry Level Individual Contributors (Non-Patient-Facing)	Skilled Entry Level Ind. Contributors (Patient-Facing)	Skilled Entry Level Ind. Contributors (Non-Patient-Facing)	First Line Management	Prof Individual Contributors (Patient-Facing)	Prof Individual Contributors (Non-Patient-Facing)	Middle Management	Senior Management	Executive Team

CORE VALUES
- Integrity (all levels)
- Drive for Continuous Process Improvement (all levels)
- Respect for Others & Teamwork (all levels)

WORK STYLE
- Professional Demeanor (Levels 1A–4B)
- Safety & Quality Orientation (Levels 1A–2A); Safety & Qual. Management (Level 2B); Safety & Quality Orientation (Levels 3–4A); Safety & Quality Management (Levels 4B–7)
- Holding Self Accountable (Levels 1A–2A); Holding Self & Others Acct. (Level 2B); Holding Self Accountable (Levels 3–4A); Holding Self & Others Accountable (Levels 4B–7)
- Multitasking (Levels 1A–4B); Time Management & Multitasking (Levels 5–7)

INTERPERSONAL STYLE
- Communication (Levels 1A–4B); Strategic Communication (Levels 5–7)
- Patient Focus & Customer Service (all levels)

THINKING STYLE
- Critical Thinking (Levels 1A–4B); Sound Judgment (Level 5); Learning Agility (Levels 6–7)
- Adaptability & Flexibility (Levels 1A–4B); Executing Op. Plans (Level 5); Acting Strategically (Levels 6–7)

LEADERSHIP STYLE
- Day to Day Mgmt. (Level 3); Employee Engagement (Level 5); Transformational Leadership (Levels 6–7)
- Feedback & Encour. (Level 3); Developing Others (Levels 5–7)

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

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Pre-Employment Assessment Tool

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.

	Very Unlikely	Unlikely	Somewhat Unlikely	Somewhat Likely	Likely	Very Likely
Work on a task until it is perfect.	○	○	○	●	○	○
Work extra hours, if needed.	○	○	○	○	○	●
Volunteer to take on extra tasks.	○	○	○	○	○	●

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

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
When I see someone being taken advantage of, I feel protective towards them.	○	○	○	○	○	○
Change is constant and people should learn to adapt.	○	○	○	○	○	○

ServiceFit® for Healthcare

RECOMMENDATION				
Direct Caregiver	Poor	Potential	**Good**	Very Good
Indirect Caregiver	Poor	Potential	**Good**	Very Good

Competencies

Competency	Low		High	Suggested Interview Probes
Accountable	Unreliable	1 2 3 4 5 6	7 8 9 10 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?
Adaptable	Prefers Consistency	1 2 3 4 5 6 7 8 9	10 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?
Collaborative	Independent	1 2 3 4 5 6 7	8 9 10 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?
Compassionate	Inattentive	1 2 3 4 5 6 7	8 9 10 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?
Consumer Focused	Loses Focus on Consumer	1 2 3 4 5 6	7 8 9 10 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.
Dependable	Likely to be absent or late	1 2 3 4 5	6 7 8 9 10 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?
Quality Focused	Low Quality Focus	1 2 3 4 5 6 7 8 9	10 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?

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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1/26/2011
ID:

ServiceFit® for Healthcare

Competencies

Competency	Low												High	Suggested Interview Probes
Accountable	Unreliable	1	2	3	4	5	6	7	8	9	10		Takes Ownership	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	Prefers Consistency	1	2	3	4	5	6	7	8	9	10		Adapts Quickly	Tell me about a time at work when you felt overwhelmed. Describe the situation, what you did to handle it and the outcome.
Collaborative	Independent	1	2	3	4	5	6	7	8	9	10		Works Well With Others	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	Inattentive	1	2	3	4	5	6	7	8	9	10		Caring	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	Loses Focus on Consumer	1	2	3	4	5	6	7	8	9	10		Consumers First	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	Likely to be absent or late	1	2	3	4	5	6	7	8	9	10		Likely to be at work and on time	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	Low Quality Focus	1	2	3	4	5	6	7	8	9	10		Strives for Perfection	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
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- ✓ Rotating Shifts
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- ✓ 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

Rating Scale (1 - Strongly Disagree to 5 - Strongly Agree)

1. Overall, participating in this assessment process was a **positive experience** – 4.34

2. The **length** of the process was appropriate for this role – 4.37

3. This assessment gave me a **positive first impression of BIDMC's** commitment to selecting the best employees – 4.41

"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."

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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

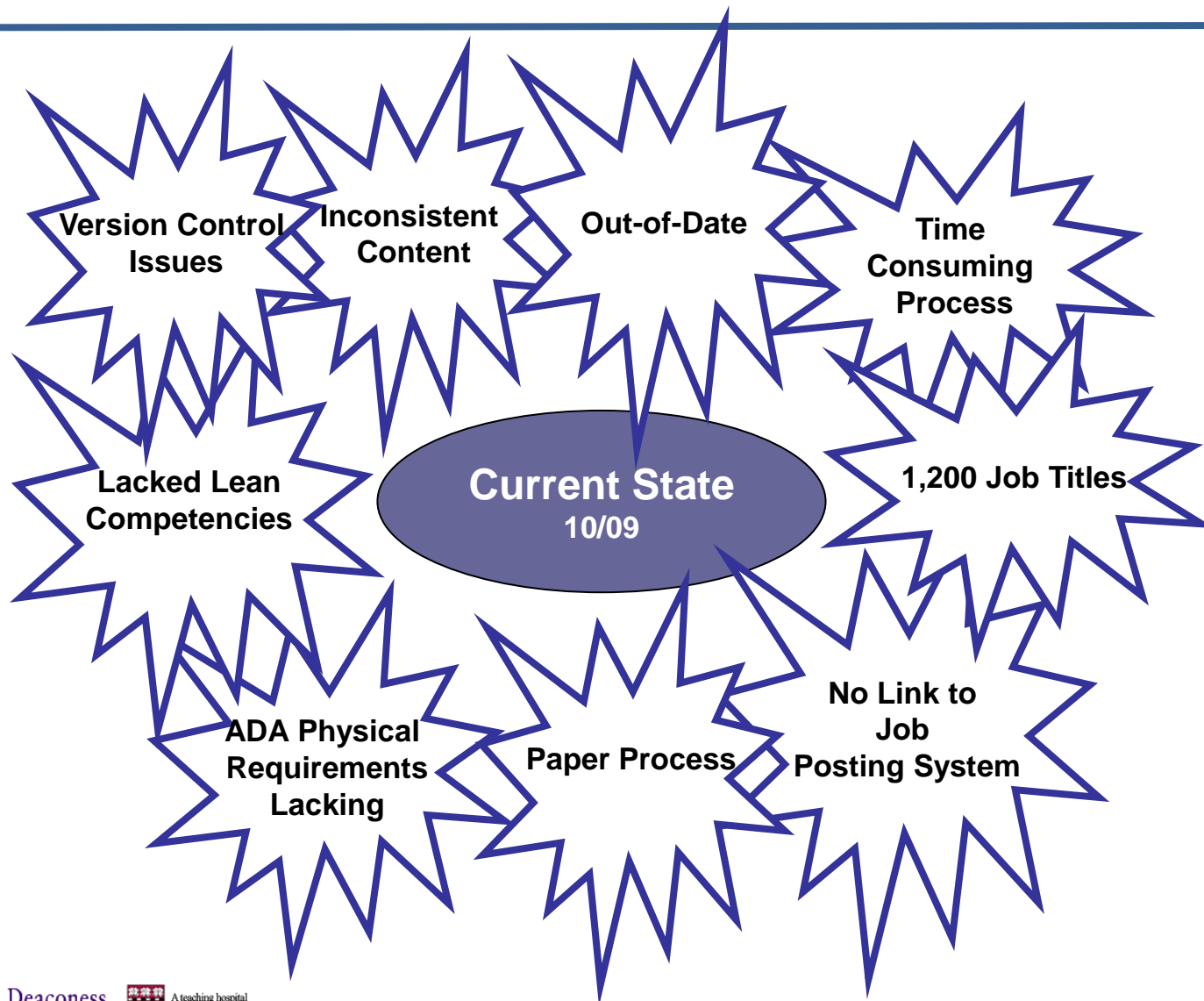Job Description System

Job Descriptions Current State Analysis – Three Years Ago

Version Control Issues

Inconsistent Content

Out-of-Date

Time Consuming Process

Lacked Lean Competencies

Current State 10/09

1,200 Job Titles

ADA Physical Requirements Lacking

Paper Process

No Link to Job Posting System

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

Job Description in the JDS System (PeopleSoft)

JDS Sends Job Posting Content →

Auto-Populates the Requisition in the Hiring System (Kenexa)
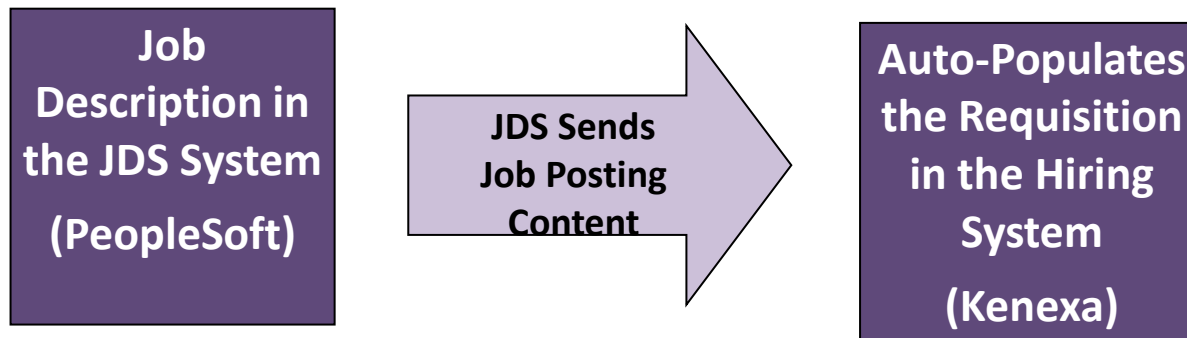
Efficiency and Accuracy

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

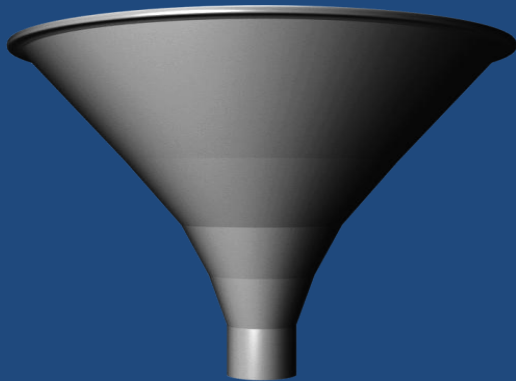Beth Israel Deaconess Medical Center

A teaching hospital of Harvard Medical School