Continuous Quality Improvement
Staffing Vacated Classified Bargaining Unit Positions
The Problem Statement

The Perception

Filling a vacated, classified bargaining unit position takes too long and consumes too many resources.

The Facts

On average it takes 206 days to replace a vacated position and consumes over 100 person-hours of effort.

The Objective

Significantly reduce the time and effort it takes to fill a vacated classified bargaining unit position.
Timeline

Today – Introduction (1 ½ hours)
- The Players
- Understanding the CQI process
- Understanding the problem

Day 2 – Problems and Solutions (3-4 hours)
- Root Causes and Consequences
- Exploring Solutions
- Establish Success Criteria and Constraints

Day 3 – Recommendations (3-4 hours)
- Test and Refactor the new process
- Consensus on the recommendations
- Getting buy-in
The Players

- **Facilitator**
  - CQI Process management
  - Time management
  - Resolve team conflicts

- **Sponsor**
  - Gets buy-in from affected organizations
  - Resolves extraordinary conflicts

- **Owner**
  - Plans and implements the recommendations
  - Manages the process and resources
  - Communicates to affected parties

- **Team Members**
  - Participate fully
  - Have some skin-in-the-game
The CQI Process

- Analyze Process
- Identify Problem Areas
- Identify Causes
- Develop Solutions

Day 1
1. Department aware of termination
2. Position Vacated
3. All Paperwork into HR for position
4. Release Request to Announce
5. Open Job for Applicants
6. Screen for Minimum Qualifications
7. Committee Orientation and Screening
8. Draw the line
9. Conduct Interviews & Reference Checks
10. Chancellor’s Approval
11. Employee Starts
12. Employee Starts
13. Chancellor’s Approval
14. Open Job for Applicants
15. All Paperwork into HR for position
16. Screen for Minimum Qualifications
17. Committee Orientation and Screening
18. Position Vacated
19. Employee Starts
20. Employee Starts

*Data adjusted for outliers
Pareto

Average Days

3-4
7-8
10-11
6-7
2-3
5-6
4-5
8-9
1-2
9-10

Tasks

Day 1
And the winners are

**Gold** – 80 days between HR receiving paperwork and the organization giving the go-ahead to post the job.

**Silver** – 24 days for the committee to score the applicants and the chair to “draws the line”.

**Bronze** – 19 days for the employee to start after the Chancellor approves the hire.

**Honorable mentions** – 16 days for the HR Specialist to screen applicants and prepare committee folders AND 15 days to process the paperwork after the position is vacated.
Next Steps

**Day 2**
- Discover the root causes behind the “Winners”.
- Brainstorm potential solutions.
- Define success criteria and identify constraints.

**Day 3**
- Test against mock-ups using walk-throughs.
- Refine solutions and formalize recommendations.
- Get buy-in for implementation.
Recap of Day 1

- **Who** – the CQI team

- **What** – The process for staffing vacated classified bargaining unit positions

- **When and Where** – 3 days at the District

- **Why** – To significantly reduce the time and effort it takes to fill a vacated classified bargaining unit position.

- **How** – CQI Methodology