CONCISION GLOBAL
COMPLEX PROBLEMS, SOLVED SIMPLY

HR TALENT ACQUISITION PROCESS CYCLE-TIME REDUCTION

Reducing The Time To Hire Highly Skilled Technical Talent

PROBLEM

It took 92 days for a Fortune 200 eCommerce company to acquire tech talent as measured from March to November vs a target of 45 days. Hiring managers were demanding cycle-time reduction as a strategic objective for the upcoming year.

OBJECTIVE

We conducted a value-stream analysis to identify waste (e.g., in wait-time, re-work loops, etc.) and a failure-mode analysis to identify the root cause.

ROOT CAUSE

HR Operations and Talent Acquisition teams lacked visibility into the entire hiring process. Unclear value-added steps, inconsistent process flows, and manual hand-offs between internal and external parties caused extensive delays and a lengthy background check process.

SOLUTION

A process engineer worked with a cross functional and cross regional team of HR specialists and hiring managers building lean and lean management capability. The result was execution of a portfolio of quick wins and lean projects that decreased cycle-time to 42 vs. 45 day target with additional projects mapped to a future technology roadmap.

RESULT

Completed the project in under 60 days creating a new process removing bottlenecks. Achieved an average cycle time of 42 days within 7 months and maintained the performance throughout the year. Additional improvements implemented the following year with systems replacements.

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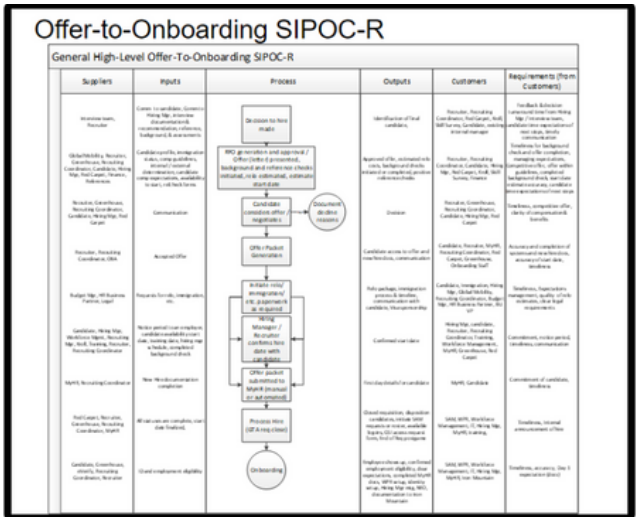
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