

## **TALENT ACQUISITION CYCLE TIME REDUCTION** 55% REDUCTION IN PROCESS CYCLE TIME

## 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.



We conducted a valuestream 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

CAREER

EMPLOYEE

RECRUITMENT

SEARCH

INTERVIEW

CANDIDATE

SKILL

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.

