

Project Name: CSPEC-Durham Interview Process Improvement Plan

Facility: Durham VAMC (558)

Facilitator(s): Rebecca Bargeloh

Revision:

Team Aim

Aim - 1. Reason For Improvement

Problem Statement: The current Interview process to hire candidates is inefficient resulting in loss of staff productivity and decreased staff morale.

In-Scope: All candidates for CSPEC-Durham full-time employee positions

Out of Scope: Durham HSRD, Durham VA Human Resources, trainees/temporary hires, part-time employees

Triggers:

- Process Start – After the selection of potential candidates
- Process Stop – Selection of candidate

VETERANS HEALTH ADMINISTRATION

Change

Sustain

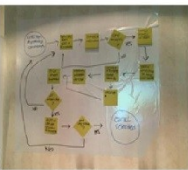
Change - 7. Completion Plan

What	Who	When	% Completed	% Sustained
Develop guidelines for creating interview panel	Lawrence	02/20/16	100%	100%
Identify individuals to participate in interview panel for a given cycle	Monica	One position is posted	100%	100%
Schedule interview	Monica	Within two weeks of selecting candidates	100%	100%
Interview panel completes evaluation forms and provides to A3C	Interview panel	Within 48 hours of each interview	100%	100%
Create and disseminate candidate summary packet (results of all evaluations) to each team member	Monica	24 hours before the briefing	100%	100%
Schedule final debriefing session for each candidate	Interview panel	Within one week of last interview	100%	100%

Map Measure

Map - 2. Current State

Current State Process Map



VETERANS HEALTH ADMINISTRATION

Current State Baseline Data

- 28 hours spent by staff per candidate
- Staff satisfaction is 3.5 on a scale from 1-10 (with 10 being "extremely satisfied" and 1 being "not satisfied at all")
- 30 days between process start and end points

Current State Attributes

- Frustrating
- Tiring
- Inefficient
- Decreases staff morale

Change

Sustain

Measure - 5. Solution Approach

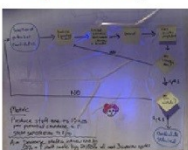
If we do this....	then we will achieve this....
Include all staff in the debriefing process	Greater perceived value of the evaluation tool and increased staff morale
Objectively evaluate the interview feedback/evaluation forms/preferences	Increased understanding of how feedback/evaluation tool were considered in decision-making process
Decrease the number of staff involved in the interview process	Decrease amount of overall staff time spent, increase staff morale, and improve communication

VETERANS HEALTH ADMINISTRATION

Map Measure

Map - 3. Target State

Target State Process Map



VETERANS HEALTH ADMINISTRATION

Project AIM/Objectives Statement

By the end of the next three upcoming position interview cycles, decrease the amount of time that CSPEC-Durham staff spend interviewing candidates by 50% and increase staff morale by $\geq 20\%$

Change

Sustain

Change - 6. Rapid Experiments

Description	Who	Hypothesis	Actual	Benefit
Include all interviewers in the debriefing process for the next interview cycle	Marcus	Everyone will believe that their input was valued	Huge success! 95% satisfaction rating	Increased staff morale
Develop a limited interview team	Christina	Staff productivity and morale will increase	While maintaining candidate quality staff satisfaction distributed and other staff were happy with both the candidate selected, as well as their increased accomplishments	Increased staff satisfaction and morale

VETERANS HEALTH ADMINISTRATION

Sustain - 9. Insights

- What went well?**
 - Effective communication
 - Collaboration
 - Participation
 - Team members had fun
 - Team members demonstrated resilience
 - Team included a diversity of perspectives
- What did not go well?**
 - Interruption during training
 - Team sometimes progressed towards solutions too quickly, instead of focusing on the problem
 - Team was missing a key stakeholder in the process

Lessons Learned

- Choose different venue for future training activities
- Compromising is necessary during this process
- Practice makes perfect – over time, the A3 development process will become easier

VETERANS HEALTH ADMINISTRATION