

**The University of Iowa
Office of Equal Opportunity and Diversity
Organizational Effectiveness LEAN Case for Change**

Case for Change:

The Office of Equal Opportunity & Diversity (EOD) is committed to streamlining the electronic processing of search forms and implementing a more proactive and intuitive search & selection process. Issues that have prompted this review include concerns raised by departments related to timeliness of processing forms, and rework that is required by EOD and departmental units due to the submission of inaccurate or incomplete forms.

Diversity Goal: To promote excellence in education by increasing the diversity of faculty, staff and students.

Desired Outcomes/Objectives:

- Identify and determine appropriate measures to educate departments/units, HR Unit Reps and search committees about equal opportunity/affirmative action, and recruitment and retention best practices.
- Minimize risk to the University through appropriate controls.
- Develop an appropriate model to ensure that uniform search & selection procedures and equal employment opportunity/affirmative action principles are implemented.
- Provide assistance to departments/units to complete the search & selection process in a more efficient and timely manner.
- Ensure that search, selection & hiring recommendations are based on complete and accurate information.
- Modify the search & selection document submittal, completion, and approval process to support EOD's turnaround goal (24-48 hours).
- Develop and implement an employee training program based on assessment of training needs following the redesign of the process.

Metrics:

- Improve the accuracy of search documents by 25% from an established baseline of complete search & selection materials submitted to EOD via the Workflow Transaction System.
- Decrease the number of extra steps and the time it takes to complete, review and approve search forms as measured by running a report to determine the average number of days it takes for the system to approve a search document (from the initiation of document to final approval). Set targets for completion within event.
- Obtain training attendance lists to determine how many employees participated in regular training sessions by EOD and/or department/unit initiated requests for specialized training sessions. Compare timeframes and accuracy of submission of those orgs that attend training vs. those orgs that do not.

Boundaries:

- Regulatory and high quality standards must be met.
- Expectations related to the signature authority must be met. Three signatures are required for approvals (minimum).
- The integrity of the data must be maintained.
- Waivers will not be considered within this LEAN event discussion

Scope:

The process is the electronic submission and approval of Professional & Scientific Requisition/Recruitment Plans, Pre-Interview Reports and Search and Selection forms through the Workflow Transaction System.

Benchmarking/ Data to collect in advance and share with participants

- The actual number of professional & scientific searches completed for fiscal year 2005-2006.
- The average time it takes to complete a professional & scientific search.
- Identify the number of forms that are looped back through the Workflow Transaction System due to errors and /or incomplete information.
- The average time it takes to approve the following search documents:
 - Requisition/Recruitment Plan
 - Pre-interview Report
 - Search & Selection Summary

Roles:

- **Sponsor:** Marcella David, Office of Equal Opportunity & Diversity
- **Leader:** Jennifer Modestou, Office of Equal Opportunity & Diversity

Participants:

- Diana Leventry, Hospital Human Resources and will select designee (1 slot)
- Susan Marks, University Library or designee (1 slot)
- Ellen Twinam, College of Medicine (1 slot)
- Susan Marks, University Library or designee (1 slot)
- Kay Shie, College of Public Health or designee (1 slot)
- Consuelo Garcia, Compensation & Classification
- Nancy Fick, College of Liberal Arts & Sciences or designee (1 slot)
- Cheryl Hoogerwerf Reardon Research Administration or designee (1 slot)
- Karen Shemanski, Information Technology Services or designee (1 slot)
- Tina Hass, College of Education or designee (1 slot)
- Dee Hurst, College of Business or designee (1 slot)
- Elaine Haddy, Human Resources
- Adam Pyatt, Human Resources
- Angela Bell, Human Resources
- Wanda Sims, Office of Equal Opportunity & Diversity
- Talinda Pettigrew, Office of Equal Opportunity & Diversity (1/2 days only)
- Jill Robinson, Office of Equal Opportunity & Diversity (1/2 days & on-call)

Experts on-call: Marcella David, Jill Robinson (availability via phone is requested).

Recommended Facilitator(s): Laura Reed and Dick See

Time Frame:

Usually a 3-day event where we will walk people through the current state, ideal state, future state, gap analysis, action planning with prioritization and assignment of responsibility and finally cadence reviews. An email will be sent every night to the team and anyone else interested on lessons learned, accomplishments and agenda for the next day. Recommended time of year to schedule the LEAN Event is June 2007.