



# NHDOC

## Correctional Officer Hiring Process



### Summary

Using Lean principles, The NH Department of Corrections was able to Lean (process mapping) our hiring process for Correctional Officers reducing the time to hire officers from 5+ months to 3.3 months.

### Accomplishments

- Reduced Application Process time
- Streamlined steps in process
- Frontloaded documentation delivery
- Enhanced IT capability
- Reduced dependence on other agencies

### Team

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### The Service

The Hiring process for Correctional Officers is complex with a variety of extra steps required which are not typical in a normal hiring process.

### The Problem

The problem was that it was taking too long from when an application arrived for processing until the date of hire of the applicant. The processing time averaged more than 5 months.

### The Goal

The Goal of the project was to reduce the time it took to hire qualified applicants. This would be accomplished by streamlining the hiring process by eliminating unnecessary steps, improving the use of IT when possible and reduce cycle time between steps.

### The Lean Process

- Assembled team from a variety of fields; recruiting, quality improvement, fiscal, as well as fresh eyes.
- In a class room environment, developed a process model for the current state hiring process.
- Attempted to document (guesstimate) cycle times process and step times.
- Determined bottlenecks, monuments and bright ideas based on the current state.
- Developed a future state steps incorporating both future requirement with an intermeadiate or temporary fix (e.i. future online documentation distribution and submittal with temporary fix of emailing documents).

- Mapped out both current and future states and reduced to electronic documentation (word/excel).
- Determined timelines for updating the process.
- Sold the future state process to the sponsors for their approval.
- Implemented changes to the future state as part of an ongoing review process.

### The Results

While there are still factors that influence the volume of applicants we process and hire in a given time frame such as:

- Economic conditions;
- Applicant motivation to move through the process;
- Competition from other law enforcement agencies;
- Quality of the applicants; and
- Recruiter staffing.

Our process time from application submittal to hire has been reduced significantly.

We initiated this process improvement at the end of April and modified our process over the next few months. The table below shows our results.

Time in Months from Date of Application Received until Date Hired		
Month	Before	After
May	5.22	3.36
June	4.92	3.19
July	4.61	3.26