CONTINUOUS **IMPROVEMENT**

EASING DEPARTMENT ONBOARDING

The City of Tacoma's employee onboarding process had been complicated and poorly defined, with many forms and sub-processes. The process began with the creation of a Personnel Action Request (PAR), which also serves to notify several internal service providers that a new hire is about to join the organization. Due to the slow, manual nature of the way the PAR was created, it made it difficult for service providers such as Human Resources, Information Technology and Public Works' Facilities Division to respond in an efficient and timely manner.

Process Map
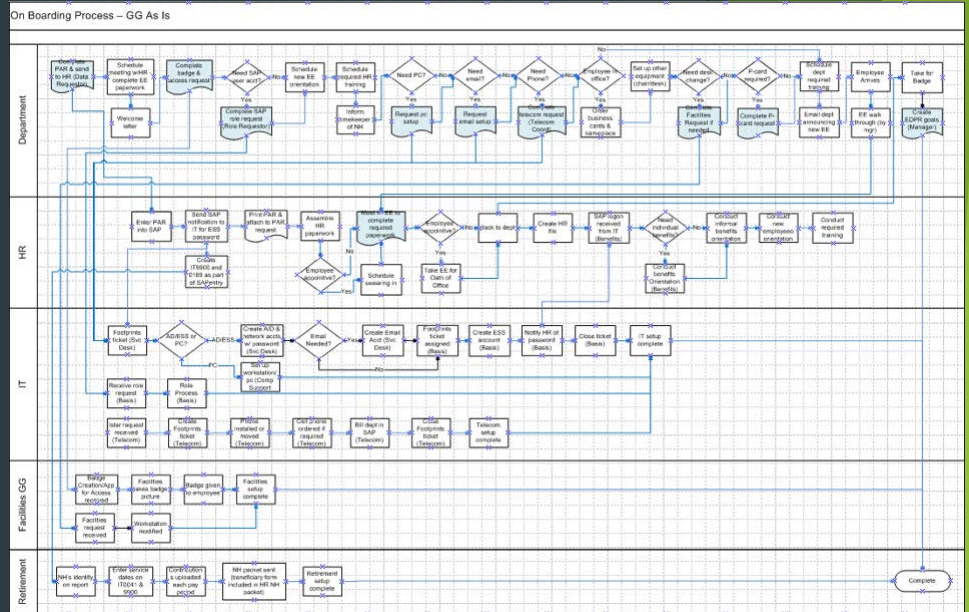
"I love, love, love the ePAR!" – Teresa Nelson, HR Department Liaison

Action

In a project co-sponsored by IT and HR, a team worked together to automate the Personnel Action Request form. The team collaborated with staff Citywide who are responsible for submitting PAR forms from their department. The team developed an automated form in the City's enterprise resource planning software – SAP. In order to reduce errors and improve the completion time for the PAR, the team built in a variety of data checks and controls that help guide departments as they submit their requests. The final ePAR was rolled out Citywide and accompanied by a training offered multiple times over a three week period to ensure that all departments would know how to use the new form.

Results

During the early adopter phase, the average notice to HR for the PAR tripled (from 2 days to 6). Anecdotally, department ePAR creators love the new methodology, citing the improved response time from HR because mistakes don't have to be resolved by sending a paper form back and forth through interoffice mail, they are addressed immediately in the form itself.