

HR Administrative Work



HR Shared Services (HRSS) is a department that is a clearinghouse for all HR calls and administrative tasks at Dartmouth-Hitchcock Hospital. An Automatic Call Distribution (ACD) system is used to manage call volume, and a Case Management System documents the information of all calls and helps to triage when necessary. This project focused on streamlining work processes in order for HR Shared Services to fulfill its mission of performing all HR administrative tasks and calls.

The goals of the project were to achieve 95% call answer rate, decrease the amount of time spent on specific HR tasks, increase awareness of who manages each HR task, and manage staffing at the 6 FTE level without overtime. The team created a critical to quality tree to outline the need, drivers, and critical characteristics of the HRSS work processes. The need was to answer employees' questions, and the drivers were to answer the call, provide accurate information, and process paperwork efficiently.

The team created a solution selection matrix for improvement that identified the major categories where solutions would be focused, and identified specific action steps to achieve these goals. These categories were scripting, system issues, branding, role clarification, and employee education. For example, under employee education, the team added solutions such as making more information available on the portal, pushing emails with information to employees as needed, and writing D-H Today articles explaining and reminding staff about benefit plans. Lastly, the team defined a number of control variables, such as volume of answered calls, length of calls, escalated cases, and staff overtime. Each variable is measured against a standard by the HR Manager of Shared Services, with a concrete plan of action if the standard is not met.