TMMT Office Member Hiring Lead Time Problem
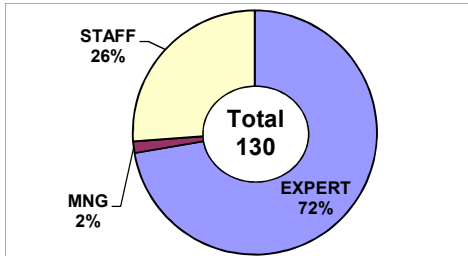
1. BACKGROUND

< Total Office Member Recruitments (2003 - 2006) >

TOTAL: 130

P	W	T	A	PC	QA	PUD	HR ADM
9	2	6	8	23	23	8	50
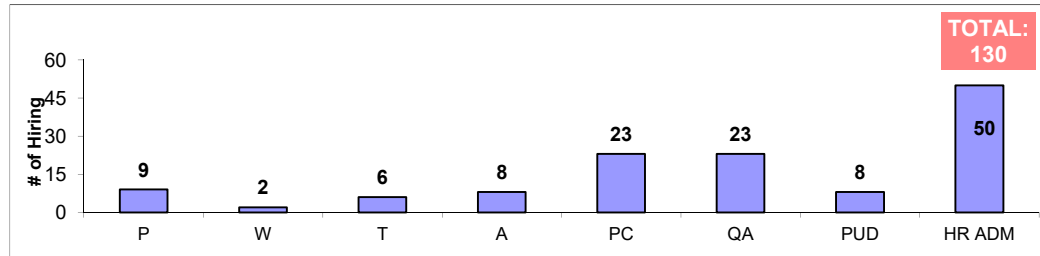
(# of Hiring)

Remark: Excluding TME and temporary members.

< Office Member Recruitments (2003 - >

Total 130
- STAFF 26%
- MNG 2%
- EXPERT 72%

< Total Hiring and Interview Realized (Jan - Aug 06) >

Legend: Group Int. / Top Mng. Int. / Hire

TOTAL Int: 298 Hired: (%) 6,3

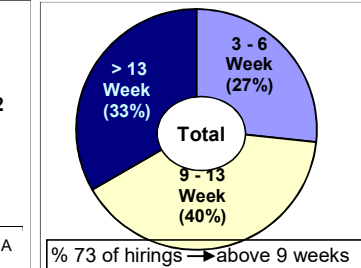|	Jan	Feb	Mar	Apr	May	June	Jul	Aug
Group Int	24	45	74	47	13	20	39	
Top Mng. Int.	2	6	12	7	2	4	5	
Hire		2		9	2	2	1	
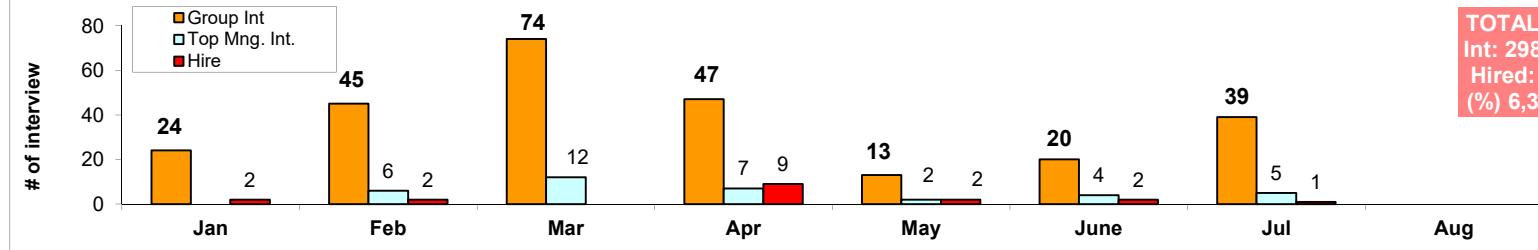
2. CLARIFICATION OF PROBLEM

< Lead Time (Jan-May FY06) >

Legend: Lead Time / Average

B	T	PC	QA	PUD	C&A	HR & A
8	22	18	11	5		12

Av. 12,6 W
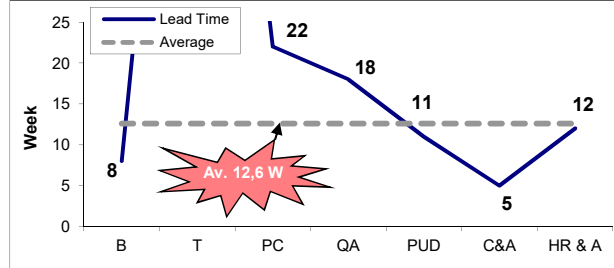
< Hiring Lead Time (Jan-May 06 > 1,111E+40

Total:
- > 13 Week (33%)
- 3 - 6 Week (27%)
- 9 - 13 Week (40%)

% 73 of hirings → above 9 weeks

CURRENT 12,6 Weeks Lead Time

GAP (%37)

IDEAL 8 Weeks Lead Time

< Effect of Problem >

COST
* Workload (47 Manhour per hiring)
* Hiring date (Overtime)

EFFICIENCY
Standard lead time
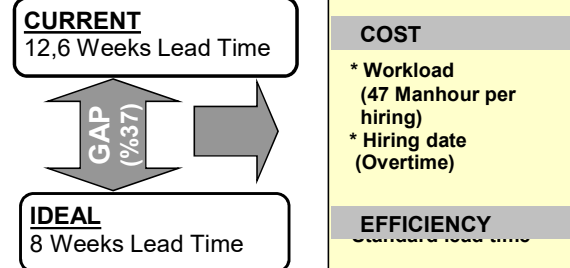
3. BREAKDOWN THE PROBLEM

< Current Recruitment Process Flow > [1]

Preliminary 40 → Main Elimination

Stage	CV Screening	Eng.-Psych. and Color Blindness Test	Group Int.	DGM Interview	VP Interview	Health Check and Hiring
# of candidate	40	20	20	6	3	1

% 50, % 10, % 70, % 50, % 66
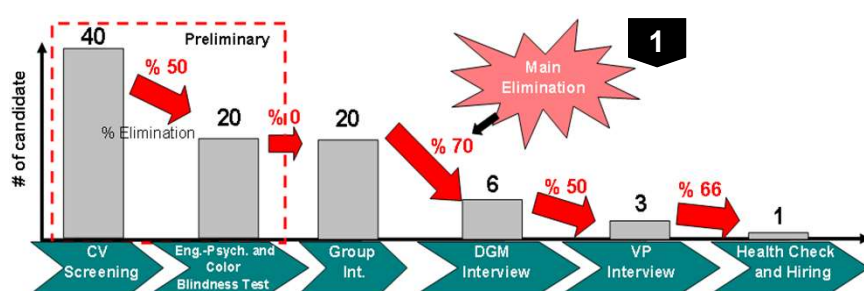
< Workload of Office Member Recruitment (For 1 Hiring) > [2]

TOTAL: 47 Manhour

HR Div. Div. Candidate

Cv Screen	Tests	Data Entry	Group Int.	T. Mng. Int.	Final
20			16		

(Manhour)

Remark: Psychometric test analysis is not evaluated for all candidates.
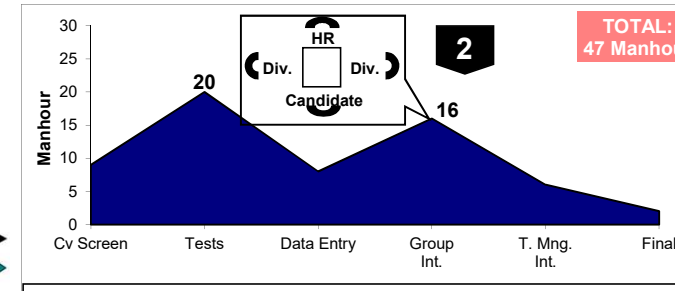
< Average Lead Time (12,6 Weeks) Analysis (Jan-May FY06) >

Process: CV Screen → Tests → Data Entry → Group → Top Mng. Int → Final

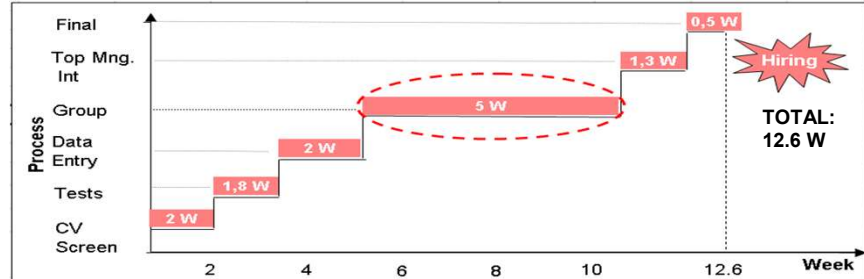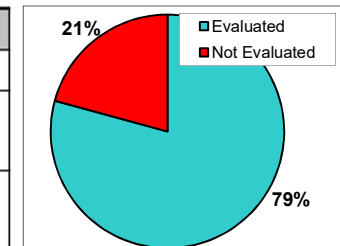2 W, 1,8 W, 2 W, 5 W, 1,3 W, 0,5 W

Hiring

TOTAL: 12.6 W

< Competency Matrix >

	Cv Screening	Psycho-metric Test	English	Group Interview	Top Mng. Interview	Final Interview
Communication	o	o	o	o	o	
English Level	o		o	o	o	
Teamwork				o		
Initiative				o		o
Kaizen mind				o		
Challenge				o		
Motivation	o			o		
Problem solving				o		o
Analysis				o	o	
Judgement		o		o	o	
Perseverance				o		
Decisiveness				o		o
Planning & Organization				o		
Ind. Leadership				o	o	o
Technical Skills				o		o
Residence Problem				o		
Military Situation				o		
Color Blindness		o		o		

[2]

< Main Elimination Reasons on Group Int (2004-2005) >

English Level	Personnel Competency	Interest to TOYOTA	Job Expectations	Supply-Demand Inconsistency	Working under pressure	Analytic-technical ability
52	22	12	11	9	8	8

% 43 (# of candidate)

< English Test Validation >

TMMT English Test Results	English Practice Level		
	Good	Med	Bad
Beginner (B1-B2-B3)	12%	21%	67%
Intermediate (I1-I2-I3)	55%	18%	27%

< P.metric Test Evaluation >

- Evaluated 79%
- Not Evaluated 21%

PROBLEM TO SOLVE
No prelimiinary before group interview. → High elimination ratio and high workload on group interview
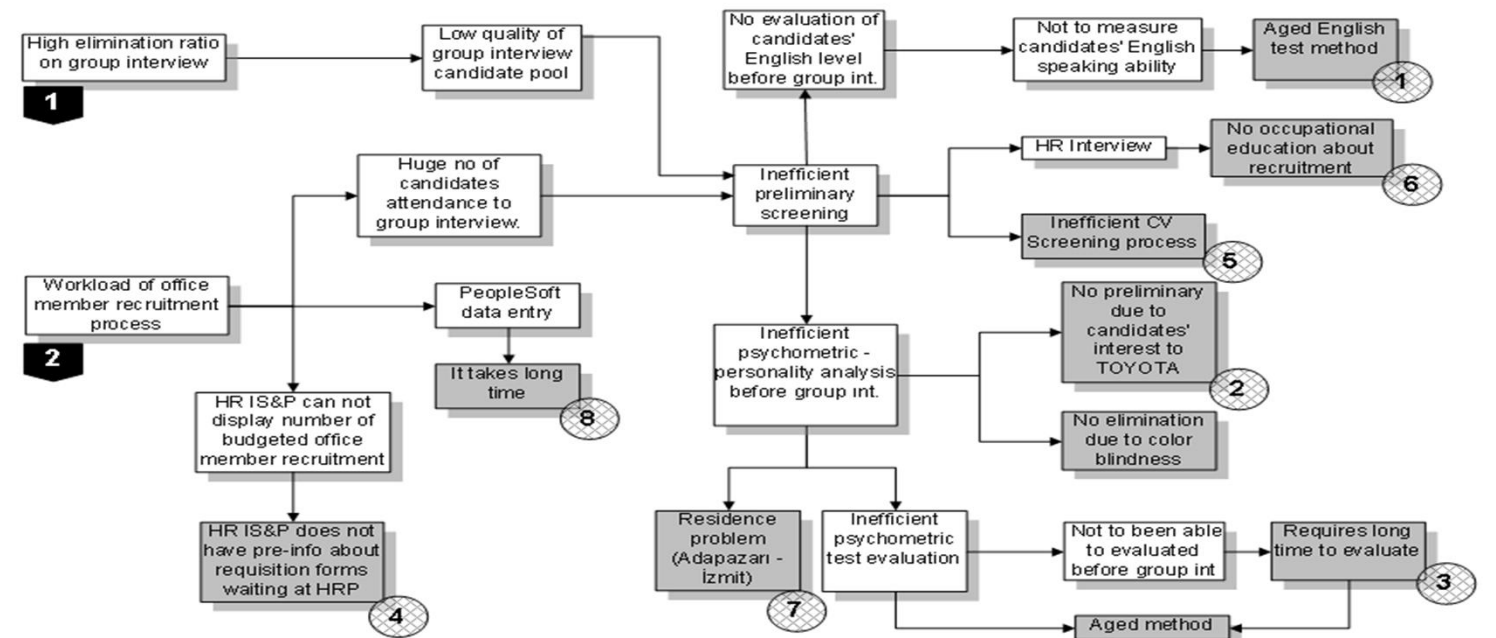
4. TARGET SETTING

Reduce **Office Member Hiring Lead Time** at TMMT from 12.6 weeks to 8 weeks from Sept 2006 to Dec 2007.

5. CAUSE ANALYSIS

6. SETTING UP THE COUNTERMEASURES

No	Root Cause	Countermeasure	Effect	Work load	Practic ability	Cost	Repu-tation	Recr. Quality	OVERALL
1	Test structure	Evaluate alternative English test methods	o	o	o	×	o	o	O
2	No preliminary session	Telephone interview	o	△	△	×	o	o	◎
3	Aged and unfunctional psychometric test	Evaluate new psychometric test alternatives	o	o	o	△	o	o	O
4	Comminication	Periodically meetings with HRP	o	△	o	o	o	o	O
5	No standardization on CV screening process	Defining structured CV screening process	o	△	o	△	o	o	O
6	Deficiency on training	Office member interview training	o	o	×	o	o	o	O
7	No preliminary session	Telephone interview	o	△	×	o	o	o	O
8	Manuel data entry	Combining databases	o	o	o	△	o	o	O

7. ACTIVITY SCHEDULE

No	Item	Resp	September 10	20	30	October 10	20	30	November 10	20	30
1	English test revision	B.Ö T.K Te.K	Investigate TMMT's capability	Evaluate TOEIC alternative / Benchmark with TME and company survey		Decision Making / Appr		Test Implementation			Fine tuning
2, 7	Clarifying telephone interview structure	B.Ö Te.K E.Y	Defining the questions might be used	Standardize process / Determine evaluation criteria		Fine tuning / Trials					
3	Psychometric test revision	B.Ö Te.K E.Y	Clarify current test outcome	Define GAP and analyze requirement	Investigate psychometric test alternatives			Company survey		Decision Making / Appr.	
4	Monthly meetings with HRP related to budgeted recruitment	B.Ö Te.K E.Y	Determine content / Schedule regular meetings	Schedule recruitment requisitions							
5	Developing CV screening process	Te.K E.Y	Develop evaluation criteria's	Trial Screenings / Evaluation							
6	Occupational (about recruitment, personality analysis etc) training	B.Ö T.K Te.K		Investigate current situation	Determine the GAP / Clarify requirement		Company survey		Decision Making	Training Plan	
8	Database revision and PeopleSoft upgrade	B.Ö T.K Te.K E.Y			PeopleSoft upgrade					(Continue till December)	