Contents

List of Acronyms ix
Foreword xi
Acknowledgments xix
About the Author xxiii
Introduction xxv

1 What Do We Mean by HR Excellence? 1

Introduction 1
Excellence Is the Acquisition and Integration of Passionate and Culturally Aligned Employees Who Are Engaged and Aligned with the Organization's Goals 5
Using Tools and Processes to Advance the Business Mission 5
Focus on Elements That Are Strategic, Transactional, and Compliance Issues 6
Focus on Gaining and Maintaining a Seat at the Table 6
Securing, Training, and Retaining Talent to Meet Corporate Business Strategies 6
Do We Know What to Work on Next? 8
Where Is HR Excellence Going to Take Us? 9
Endnotes 9

2 Where Did Six Sigma Come From? 11

Introduction 11
Deming's 14 Points of Quality 12
Create Consistency of Purpose for Improvement of Products and Services 13
Adapt the New Philosophy 13
Cease Dependence on Mass Inspections 14
End the Practice of Awarding Business on Price Tag Only...........14
Improve Constantly and Forever the System of Production and Service .................................................................................14
Institute Training ........................................................................15
Institute Leadership ....................................................................15
Drive Out Fear .........................................................................16
Break Down Barriers between Staff Areas .................................16
Eliminate Slogans, Exhortations, and Targets for the Workforce.....16
Eliminate Numerical Quotas ........................................................17
Remove Barriers to Pride of Workmanship ...................................17
Institute a Vigorous Program of Education and Retraining ..........17
Take Action to Accomplish the Transformation ...........................18

Evolution of the Total Quality Management System ..................18
Quality Circles .........................................................................18
Total Quality Management ........................................................21
GE Workout ............................................................................24
Toyota Production System ........................................................28
Six Sigma Process ....................................................................28
Lean Six Sigma Framework ........................................................29
Modern-Day Evolution of Six Sigma .........................................29
  Ultimate Improvement Cycle ..................................................30
  Rapid Workout .....................................................................30
Endnotes ..................................................................................32

3 What Is Six Sigma? ..................................................................33
Introduction .............................................................................33
Objection: It Is a Manufacturing Thing ......................................34
Objection: We Tried That, and It Did Not Work in Our Organization .................................................................35
Objection: It Is Too Complex to Be Used in Most Organizations ....36
Six Sigma Roles ........................................................................39
  Senior Executive ...................................................................39
  Executive Committee .............................................................39
  Champion (Project) ...............................................................40
  Process Owner ......................................................................40
  Master Black Belt ..................................................................41
  Black Belt ............................................................................42
  Green Belt ............................................................................42
6 Applied Six Sigma and Human Capital Management ............85

Introduction ..............................................................................................................85

Functional Area 1: Human Resources Business Management and Strategy ..................86
  Mergers and Acquisitions ..................................................................................87
  Human Resource Audits ..................................................................................88

Functional Area 2: Workforce Planning and Employment ............................................97
  Accurate Tracking of Family Medical Leave ......................................................97
  Frequently Asked Questions in the Employee Handbook ....................................97
  Job Posting Rates ...............................................................................................98
  Increased Retention .............................................................................................98
  Application Response Time ...............................................................................98
  Removal of Unnecessary Steps in the Process ....................................................99

Functional Area 3: Human Resource Development ...................................................104
  Measure Stage: How Bad Is the Problem, and What Might Be Causing It? ............113
  Analyze Phase: What Are the Vital Few Causes of the Problem? .........................115
  Improve Phase: What Changes Should We Make to the Process to Eliminate or Reduce the Impact of the Cause? ..................................................115
  Pilot and Acceptance Testing .............................................................................116
  Control Phase: What Process Monitoring Should Be Put in Place to Ensure the Process Changes Are Sustained? ..................................................116
  Conclusion ..........................................................................................................117

Functional Area 4: Compensation and Benefits .........................................................117

Functional Area 5: Employee and Labor Relations ....................................................122
  Complaint Procedures .......................................................................................122
  Incident Reports ..................................................................................................122
  Control Charts to Show What Benefits Are Most Effective for the Employees .......123
  Control Charts or Pareto Charts to Show the Variation between Work Time and Leisure Time .................................................................123
  Tracking Complaints That Most Likely Will Lead to Employee Assistance Programs .........................................................................................................123

Functional Area 6: Risk Management .......................................................................125
  Data Analysis Regarding Accident Incidents ......................................................126
  Creating a Kanban System in the Workplace .......................................................126
  Kaizen Events to Correct Workplace Issues .......................................................126

Endnotes .................................................................................................................132
Customer-Centric Strategic Initiative ............................................. 164
Organizational Alignment .................................................................. 165
Organizational Alignment Initiatives ................................................. 166
Quality Management ......................................................................... 167
ISO 9001 Section 6.2.2a: The Necessary Competence for Personnel Performing Work Affecting Conformity to Product Requirements ................................................................. 169
ISO 9001 Section 6.2.2b: Where Applicable, Provide Training or Take Other Actions to Achieve the Necessary Competence .................. 170
ISO 9001 Section 6.2.2c: Evaluate the Effectiveness of the Actions Taken ......................................................................................... 170
ISO 9001 Section 6.2.2d: Ensure That Its Personnel Are Aware of the Relevance and Importance of Their Activities and How They Contribute to the Achievement of the Quality Objectives .......... 171
ISO 9001 Section 6.2.2e: Maintain Appropriate Records of Education, Training, Skills, and Experience ........................................ 172
Endnotes .......................................................................................... 175
Bibliography .................................................................................... 177
Additional Resources ....................................................................... 181
Index .............................................................................................. 183