

## **SIX-SIGMA & HR FUNCTION**

*Dr. Viji Rajesh, Professor & Head, &Ms. N.Janani, II Year MBA  
Department of Management Science , S.A. Engineering College, Chennai*

### **ABSTRACT**

An Intangible HR processes can be easily measured through HR Six-sigma, which pulls the HR function closer to strategic alignment in order to achieve organizational goals. In simple words, Six Sigma is a data-driven framework for improving the quality of HR processes by ensuring that almost all critical HR functions fall within the acceptable quality/performance level. A more practical definition for six sigma is data driven problem solving. In today's world Data science has touched every aspect of business functions, enabling accuracy, and greater speed improved quality of business decision making. As an inherent part of core business operations, the "people function" hasn't been immune to this development either. The study explores the application of six-sigma to the HR function. Pattern matching and literal replication as a method of analysis has been used. Six Sigma unearths obfuscation, repetition and unsubstantiated claims early on. It also helps to identify gap analysis, recommends optimization models for business processes, suggests optimal budgets and required training/ orientation

### **INTRODUCTION:**

Six-Sigma is a powerful, proven method of improving business efficiency and effectiveness. It is a management philosophy that emphasizes setting extremely high objectives, collecting data, and analyzing results to a fine degree as a way to reduce defects in products and

services. Lean and Six Sigma solutions from Anexas have helped many various organizations improve their HR KRAs. Typical application of Lean and Six Sigma has resulted in reduced cycle times for hiring processes, steepening employee learning curve and reducing turnover rates, policy deployment, helped standardize and optimize safety

and compliance issues etc. HR professionals can help the project teams work together more effectively. Potential Six Sigma contributions in this area includes Ensuring team leaders and members get training in teamwork, conflict management, communications, dealing with difficult team members, and other team effectiveness skills. Providing teams with tools that allow them to diagnose their own performance and identify when and where they need help. Six-Sigma can help HR Professionals find the right people for roles and ensure they remain in those positions in rotation. Potential Six Sigma contributions in this area include, Building a competency model that will help HR Professionals with the right mix of technical, and leadership skills and abilities, Creating job descriptions and specifications that help candidates fully understand the position and expectations prior to joining and Developing a retention strategy that will help ensure personals complete their rotation and the organization recoups its investment in training and development.

## **DMAIC FRAMEWORK**

Six Sigma projects typically involve a well-documented DMAIC framework (Define, Measure, Analyze, Improve& Control)

### **DEFINE**

What problem would you like to fix? The Define Phase is the first phase of the Lean Six Sigma improvement process. In this phase the project team creates a Project Charter, a high-level map of the process and begins to understand the needs of the customers of the process. This is a critical phase in which the team outlines the project focus for themselves and the leadership of the organization.

### **MEASURE**

How does the process currently perform? Or in other words, what is the magnitude of the problem? Measurement is critical throughout the life of the project. As the team starts collecting data they focus on both the process as well as measuring what customers care about. That means initially there are two focuses: reducing lead time or improving quality. In the Measure Phase, the team refines the

measurement definitions and determines the current performance or the baseline of the process.

## **ANALYZE**

What is causing the problem? The Analyze Phase is often not given enough attention and, without analysis, teams jump to solutions before knowing the true root causes of the issues. The result is teams who implement solutions but don't resolve the problem! These efforts waste time, consume resources, create more variation and, often, cause new problems. The ideal is for teams to brainstorm potential root causes (not solutions), develop hypotheses as to why problems exist and then work to prove or disprove their hypotheses. Verification includes both process analysis and data analysis and has to be completed before implementing solutions.

## **IMPROVE**

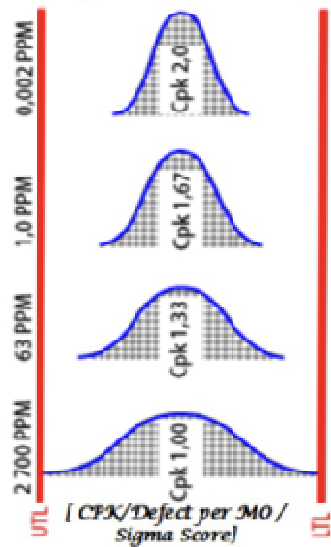
How will the team mitigate the root causes of the problem? Once the project teams have determined the root causes it's time to develop solutions. The Improve Phase is where the team

brainstorms solutions, pilots process changes, implements solutions and lastly, collects data to confirm there is measurable improvement. A structured improvement effort can lead to innovative and elegant solutions that improve the baseline measure and, ultimately, the customer experience.

## **CONTROL**

How do you sustain the improvement? Now that the process problem is fixed and improvements are in place, the team must ensure that the process maintains the gains. In the Control Phase the team is focused on creating a Monitoring Plan to continue measuring the success of the updated process and developing a Response Plan in case there is a dip in performance. Once in place, the team hands these plans off to the Process Owner for ongoing maintenance.

*JFR Process Sequential Sigma Score Improvement*



### SKILLS SET AND ABILITIES DEVELOPED IN HR FUNCTION BY IMPLEMENTATION OF SIX-SIGMA INCLUDE:

1. Builds team building ability.
2. Creates a learning culture.
3. Develops Coaching and mentoring skills.
4. Create job description and specification.
5. Improves presentation and training skills.

6. Motivation through awards and recognition.

7. Developing a retention strategy.

8. Improves project management skills.

### SIX SIGMA ROLES AND RESPONSIBILITY

#### ➤ **Sponsor**

Senior executive who sponsors the overall Six Sigma Initiative.

#### ➤ **Leader**

Senior-level executive who is responsible for implementing Six Sigma within the business.

#### ➤ **Champion**

Middle- or senior-level executive who sponsors a specific Six Sigma project, ensuring that resources are available and cross-functional issues are resolved.

#### ➤ **Black Belt**

Full-time professional who acts as a team leader on Six Sigma projects. Typically has four to five weeks of

classroom training in methods, statistical tools, and (sometimes) team skills.

➤ **Master Black Belt**

Highly experienced and successful Black Belt who has managed several projects and is an expert in Six Sigma methods/tools. Responsible for coaching/mentoring/training Black Belts and for helping the Six Sigma leader and Champions keep the initiative on track.

➤ **Green Belt**

Part-time professional who participates on a Black Belt project team or leads smaller projects. Typically has two weeks of classroom training in methods and basic statistical tools.

➤ **Team Member**

Professional who has general awareness of Six Sigma (through no formal training) and who brings relevant experience or expertise to a particular project.

➤ **Process Owner**

Professional responsible for the business process that is the target of a Six Sigma project.

## CREATING A SIX SIGMA CULTURE

Many Sponsors, Champions, and Leaders look to Six Sigma as a way to change an organization's culture to one that is more data-driven, proactive, decisive, and customer-oriented. But they often have little idea about how to achieve successful culture change.

HR professionals can help executives approach culture change in a way that addresses the underlying business goals without creating organizational resistance. Potential HR contributions in this area include:

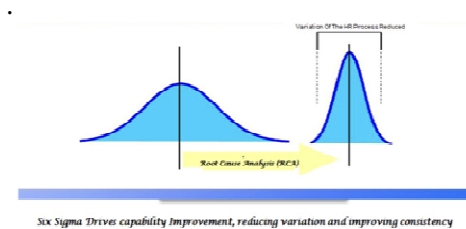
- Working with Six Sigma Sponsors, Leaders, and Champions to identify elements of the culture that might hinder the achievement of Six Sigma goals.
- Advising on change plans that will target

those specific cultural elements.

- Identifying how Six Sigma can be rolled out in a way that works with, rather than against, the current culture.

## BENEFITS OF SIX SIGMA SIX SIGMA

- 1.Reduction in time and cost to hire employees.
- 2.Reduction in employee retention or turnover.
- 3.Reduction in cost of employee separation.
- 4.Response to internal inquiries for benefits, payrolls and promotion



## CONCLUSION :

Thus by implementing six sigma in HR functions we can reduce absenteeism which is one of the major causes of reducing job involvement. They also

improve grievances handling and training efficiency. Six-sigma also provide multiple payroll system for remote locations and increases job hit rate.

## REFERENCE

- 1.“The Six Sigma Handbook - A Complete Guide for Green Belts, Black Belts, and Managers at All Levels”, Thomas Pyzdek& Paul A. Keller ,Third Edition.
2. “Lean Six Sigma –Research And Practice” professor Jiju Antony, Dr. Maneesh Kumar.
3. “Employee Absenteeism, Organizational Commitment, and Job Satisfaction: Another Look”, Journal of Vocational Behavior, Volume 52, Issue 2, April 1998.
4. “Problems with Recruitment in a Randomized Controlled Trial of Counselling in General Practice: Causes and Implications”,KarenFairhurst, Christopher Dowrick,First Published April 1, 1996 .
5. “HRMETRICS :HR Six sigma in Indian Organizations”, JyotsnaBhatnagar, AshishPandey,Management and Labour Studies, Vol.30, no.4, pp327-354 4, Nov 2005
6. Schular, R.S & Jackson, S.E. (1999)The new HRM : Creating the strategy businesspartnership .Strategic

human resource management , Oxford :  
Blackwell,Chp. 22

7. Ulrich,D. and Smallwood, Norm  
(2005). HR'S new ROI: return on  
intangibles HumanResource  
Management, Summer 2005, Vol. 44,  
No. 2, Pp. 137–142