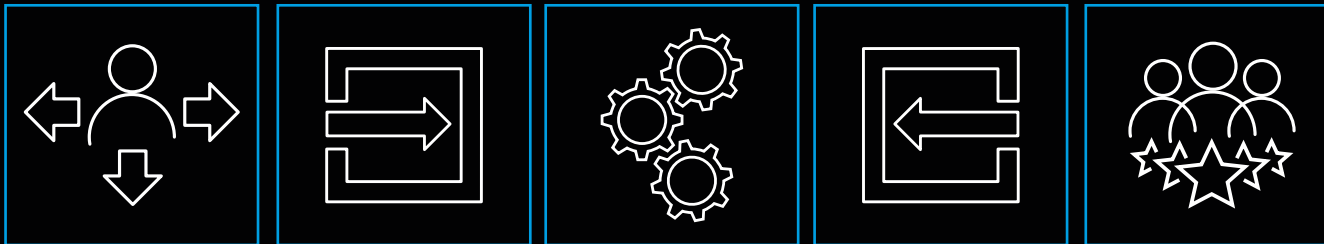


SIPOC

PROCESS: RECRUITING STAFF



SUPPLIER	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
Hiring manager	Request to fill a vacancy	1. Specify need	New member of staff	Hiring manager
HR	Growing business demand	2. Authorise recruitment	Induction	HR
Recruitment agencies	Lacking specific skills within business	3. Place advert		Candidates
Candidates		4. Assess applicants		
		5. Offer appointment		
		6. Confirm start date		

WHAT IS IT?

SIPOC is a quality tool used for identifying all the relevant elements of a process improvement project before work begins. Typically, the SIPOC methodology is deployed during a Six Sigma project to scope it out, by defining an effective business process from start to finish.

WHEN AND HOW CAN I USE IT?

The tool's name (SIPOC) prompts the project or business improvement team to consider the suppliers (S) of their process, the inputs (I), the process (P), the team who is improving the outputs (O) of the process, and the customers (C) who receive the process outputs. The SIPOC tool is also useful for making informed decisions on the following:

Figure 1: A SIPOC table for recruiting staff

EXAMPLE

The managing director of a financial services company wanted to simplify and improve the efficiency of the organisation's recruitment process. By utilising his Six Sigma experience, he identified a project charter and a cross-functional team, consisting of the company's HR advisor and a business process specialist to support the project objectives.

The first step was to develop a simple SIPOC table (see Figure 1, above) to recruit an employee. The team were responsible for defining the outputs of recruiting an employee, identifying the customers who will receive the outputs of the recruitment process, defining the inputs required for the recruitment process to be effective, and identifying the suppliers of the inputs required by the recruitment process.

All the information gathered would enable the team to define the start and end points of the recruitment process and the scope boundaries, including: risks, process dependencies, interfaces and whether further recruitment and HR processes need to be linked together.

After utilising the SIPOC methodology, the team were able to successfully map out the improved recruitment process, which is currently being used to swiftly and fairly recruit an employee with minimal waste.

STEPS

The following steps are usually adopted when creating a SIPOC for process definition:

- 1 Begin with the business process that is earmarked for improvement by agreeing the process scope and team members (eg, process specialists, quality or continual improvement experts).
- 2 Define the outputs of the process. (Tangible things that a process produces, eg, report/data.)
- 3 Identify the customers that will receive the outputs of this process.
- 4 Define the inputs required for the process to operate efficiently.
- 5 Identify the suppliers of the inputs required by the process.
- 6 Map the new or revised process. This typically triggers the start of the wider Six Sigma improvement project.

- Who supplies the inputs to the process?
- What requirements are placed on the inputs?
- Who are the true customers of the process?
- What are the requirements of the customers?

DID YOU KNOW?

SIPOC was developed in the 1980s by Motorola as part of a wider and unique approach to quality control, called 'Six Sigma methodology'. Later in the 1990s, Jack Welch – former CEO of General Electric (GE) – popularised the Six Sigma approach by making it an integral part of GE's global business strategy.