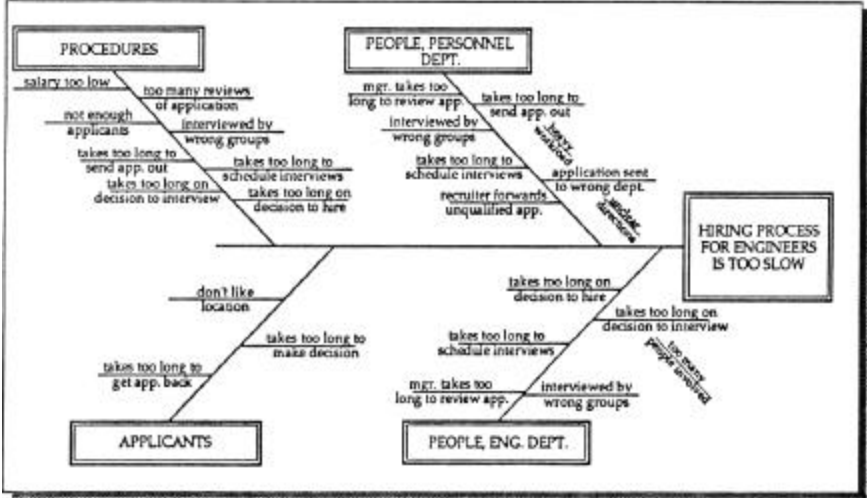


Cause and Effect Diagram



source: Council for Continuous Improvement

Step 1: Develop problem statement.

Hiring process for engineers is too slow for filling vacant positions.

source: Council for Continuous Improvement

Step 2: Brainstorm causes.

List of possible causes:

- salary offers too low
- too many reviews of application
- takes too long to get applications back
- Personnel Mgr. takes too long to review applications
- Eng. Mgr. takes too long to review applications
- applicants take too long to make decision
- not enough applicants
- applicants are interviewed by wrong groups
- takes too long to send applications out
- takes too long to get interviews scheduled
- recruiter forwards applications of unqualified people
- Eng. Dept. takes too long on decision to interview
- Eng. Dept. takes too long on decision to hire
- applications get sent to the wrong department
- applicants don't like location

source: Council for Continuous Improvement

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Step 2: Brainstorm causes.

List of possible causes:

- salary offers too low
- too many reviews of application
- takes too long to get applications back
- Personnel Mgr. takes too long to review applications
- Eng. Mgr. takes too long to review applications
- applicants take too long to make decision
- not enough applicants

source: Council for Continuous Improvement

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Step 3: Determine the major cause categories.

Procedures (P)
Applicants (A)
People/Personnel Department (PD)
People/Engineering Department (ED)

source: Council for Continuous Improvement

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Step 4: Determine the category for Each listed cause.

Cause	Category
• salary offers too low	P
• too many reviews of application	P
• takes too long to get applications back	A
• Personnel Mgr. takes too long to review applications	PD
• Eng. Mgr. takes too long to review applications	ED
• applicants take too long to make decision	A
• not enough applicants	P
• applicants are interviewed by wrong groups	P, PD, ED
• takes too long to send applications out	P, PD
• takes too long to get interviews scheduled	P, PD, ED
• recruiter forwards applications of unqualified people	PD
• Eng. Dept. takes too long on decision to interview	P, ED
• Eng. Dept. takes too long on decision to hire	P, ED
• applications get sent to the wrong department	PD
• applicants don't like location	A

source: Council for Continuous Improvement

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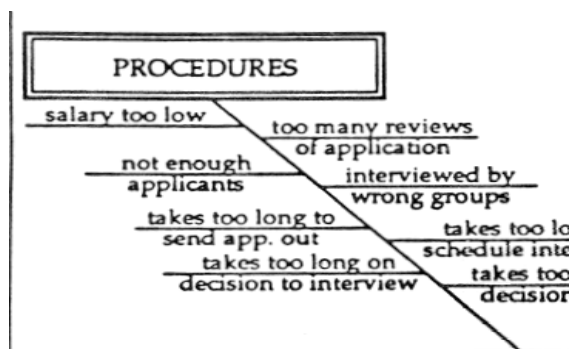
Step 4: Determine the category for Each listed cause.

Cause	Category
• salary offers too low	P
• too many reviews of application	P
• takes too long to get applications back	A
• Personnel Mgr. takes too long to review applications	PD
• Eng. Mgr. takes too long to review applications	ED

source: Council for Continuous Improvement

7

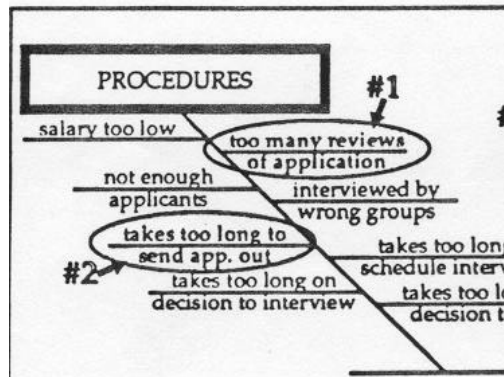
Step 5: Put categories and causes On cause & effect diagram.



source: Council for Continuous Improvement

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Step 6: Identify the most likely causes.



source: Council for Continuous Improvement

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