

## **“Lean Six Sigma application to improve a human resources process: a case study in a commercial and service company in Mexico”**

**Luz María Valdez de la Rosa**

Engineering Management Department  
Universidad de Monterrey  
Nuevo León, México  
[luz.valdez@udem.edu](mailto:luz.valdez@udem.edu)

**Daniela Garza Gutiérrez**

Engineering Management Academic Program  
Universidad de Monterrey  
Nuevo León, México  
[Daniela.garzag@udem.edu](mailto:Daniela.garzag@udem.edu)

**Paulina Hoyos Benítez**

Engineering Management Academic Program  
Universidad de Monterrey  
Nuevo León, México  
[paulina.hoyos@udem.edu](mailto:paulina.hoyos@udem.edu)

The integration of the Lean and Six Sigma methodologies has become a business strategy for the manufacturing, services and public sectors, due to it improves productivity and competitiveness of companies. The present research presents an application of both methodological approaches in a human resources process in a company of the commercial and services sector in Nuevo León, Mexico. The case study shows the improvement of the lead time of the recruitment and selection process with the support of quality and lean tools, using the DMAIC methodology. Also this research presents a viable solution proposal to reduce time and variability of the recruitment and selection process and its results of implementation. Through this application of Lean Six Sigma methodology for an administrative process in human resources, the company improves its performance indicators to satisfy the demand of recruiting personal required.

### **Keywords (12 font)**

Lean, six sigma, human resources, administrative process.

## **Biography**

**Luz María Valdez de la Rosa** is a Director of Engineering Management Bachelor Academic Program in the University of Monterrey, in the state of Nuevo Leon, Mexico. She earned B.S. in Industrial Engineering and Systems and Masters in Quality Management from University of Monterrey, Mexico, and she is currently studying the Ph. D. in Administration Sciences from the Autonomous University of the State of Nuevo Leon, Mexico. She has 18 year of experience in the Quality field and 10 years as a higher education teacher. She has participated as consultant for the manufacturing and services in the quality field, and participated as ASQ member, IIE member.

**Daniela Garza Gutiérrez** is a candidate of the B.Sc. in Engineering Management at the University of Monterrey, Mexico. She earned a certification as internal auditor for the ISO 9000: 2015. And she has work experience in project management, quality improvement in human resources and financial processes for the companies Oxxo, FEMSA and Value leasing financial group.

**Paulina Hoyos Benítez** is a candidate of the B.Sc. in Engineering Management at the University of Monterrey. She earned a certification in project management, strategic planning, quality improvement and operations management. Also she has experience in consultant projects applying lean services for a Company in the commercial and service sector.