

Calls for Random Drug & Alcohol Testing Analysis

Date: 4/18/13

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Project Description

Problem Statement: Dominion is a regulated company that has safety sensitive positions and/or positions where an employee is required to hold a Commercial Driver's License (CDL). Therefore they are required by the Department of Transportation (DOT) to have a drug and alcohol testing program.

On a regular basis, a list and schedule is received in Employee Services from Corporate Safety & Health Services of employees marked as being safety sensitive, who are randomly selected to complete required drug and alcohol testing. Based on the random list and schedule, each Monday–Wednesday & Friday, Employee Services is responsible for contacting the employee's supervisor and advising them of the instructions for their employee to go for testing. If supervisor/manager is out, it can be time consuming when determining who else to call; as well as not hearing back from them in a timely manner after leaving a message.

There are approximately 210 calls each month, or 14 daily, and takes Employee Services an average of 2 – 2/12 hours each day to complete the process.

Project Description

Objective: Determine if there is an automated solution available that will meet requirements of the program and lessen or eliminate the amount of time it currently takes for Employee Services to complete the process.

Defect Definition: Any notification not made to the correct Supervisor or contact person in the time required according to the drug and alcohol testing program.

Primary Metric (Y): Each required drug & alcohol test notification is completed.

Project Description

Baseline: 3.1 Sigma Level

Goal: Determine if there is an automated solution available that will meet requirements of the program and lessen or eliminate the amount of time it currently takes for Employee Services to complete the process.

Project Scope: Dominion-wide, excluding Nuclear access

Measurement System (poor, marginal, good): Good

Customers & Benefits

Who are the Customers?

- Corporate Safety & Health Services
- Dominion Information Technology
- Employee Services
- Department of Transportation



Benefits - what is the impact to:

- **Customers (CTQ's):** Less manual, automated solution
- **Dominion:** Gained efficiency

Team Charter

Atmosphere

Team members will facilitate a supportive environment showing respect for each team member. We will not criticize ideas or be competitive within the team. We will communicate effectively to achieve the highest level of performance possible.

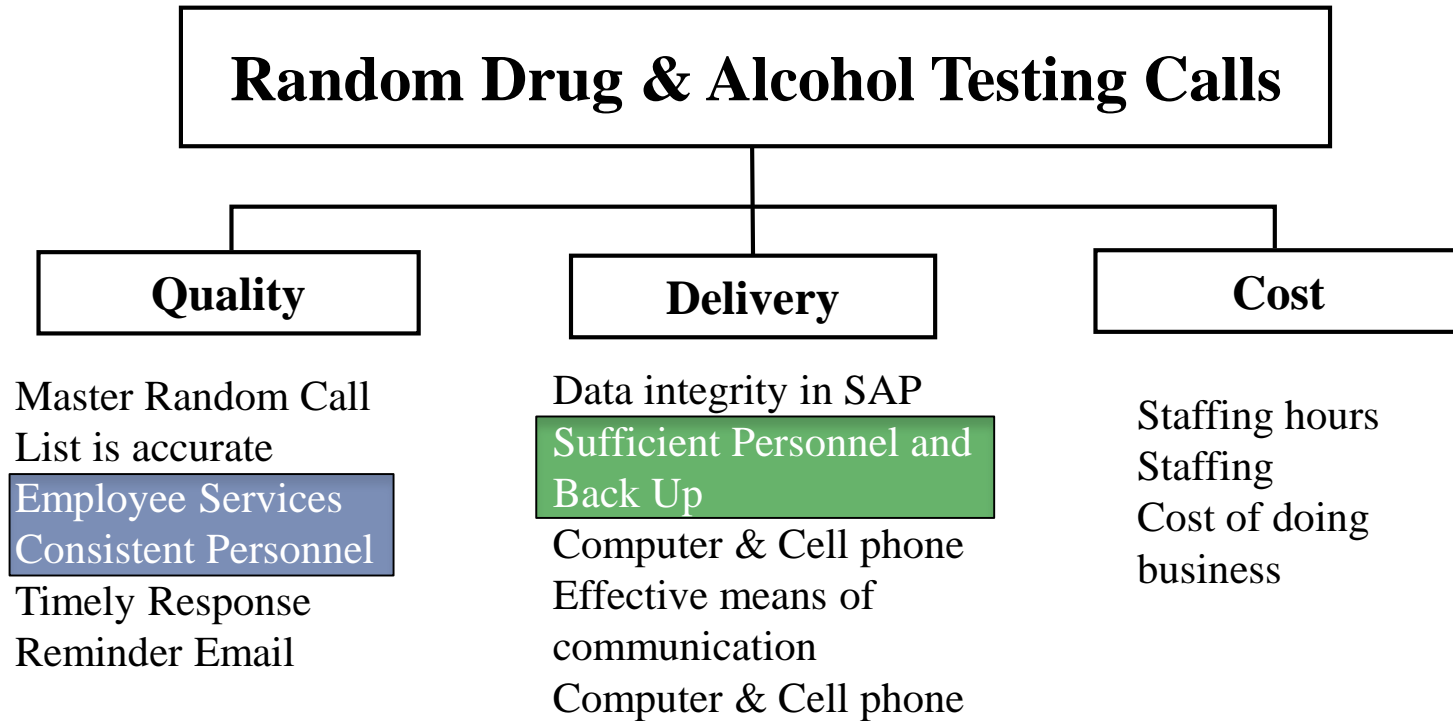
Efficiency

We will not begin with the end in mind. Project solutions will come from utilizing Six Sigma tools such as brainstorming, and data analysis. We will work to complete all projects and group assignments in a timely manner. Group members will deliver material on or before the date determined by the team.

Excellence

We will achieve the highest success possible on both individual and team assignments. To achieve excellence, we will be committed to each meeting, be productive, and contribute to the discussions and decisions.

CT Tree



- Rotation of duties
- Staffed properly for day to day function

Hypothesis Testing

Ho: There is no difference in the amount of calls made for Drug & Alcohol Testing in Q1 vs. Q4

Ha: There is a difference in the amount of calls made for Drug & Alcohol Testing in Q1 vs. Q4

Alpha = 0.05, Pv = 0.00, Pv < Alpha

Reject the Null: There is a difference in the amount of calls made for Drug & Alcohol Testing per quarter



DILBERT: © Scott Adams/Dist.
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Chi – Square Test

Data from 2012

Total Count Going For
Drug & Alcohol Testing
In Quarter 1

Jan	Feb	Mar	Total
171	166	176	513
225.64	155.00	132.36	
13.230	0.781	14.385	

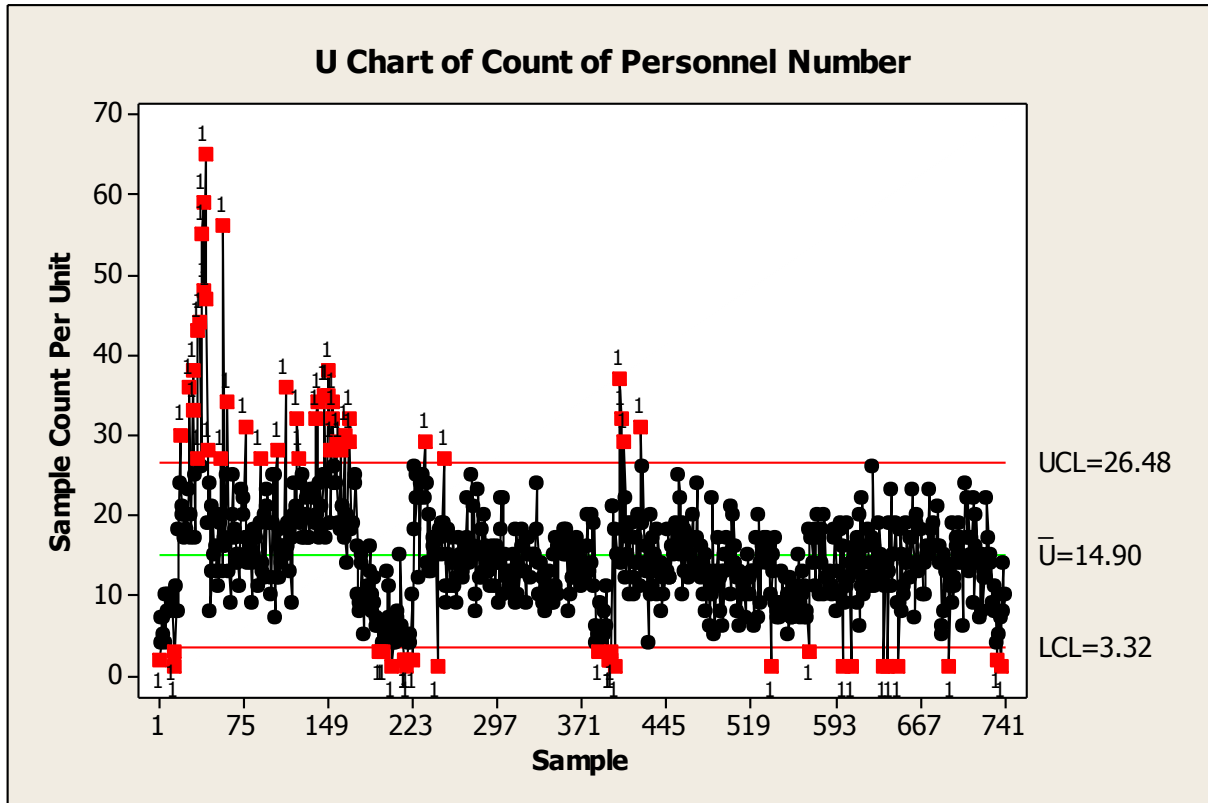
Total Count Going For
Drug & Alcohol Testing
In Quarter 4

Oct	Nov	Dec	Total
158	60	17	235
103.36	71.00	60.64	
28.882	1.705	31.401	

Total 329 226 193 748

Chi-Sq = 90.384, DF = 2, P-Value = 0.000

Data Collection



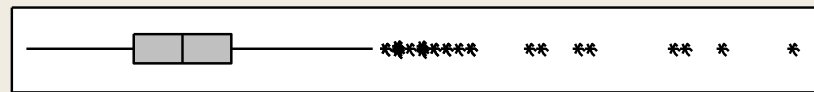
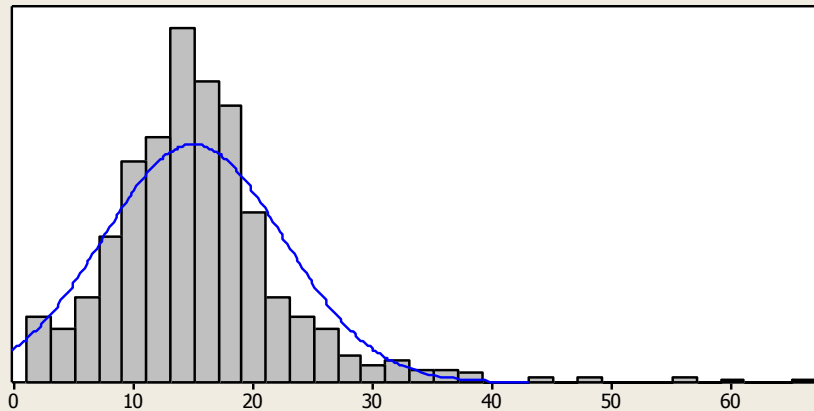
2008-2012

-Seasonal
-DOT Quota
-Volume Varies quarterly

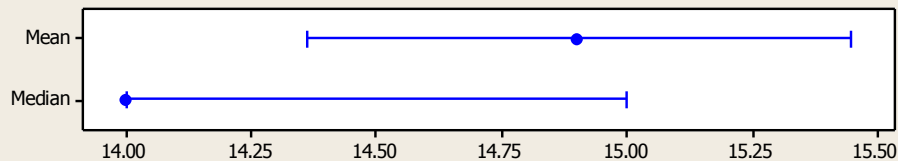
Graphical Analysis

2008-2012

Summary for Count of Personnel Number



95% Confidence Intervals



Anderson-Darling Normality Test

A-Squared 12.65
P-Value < 0.005

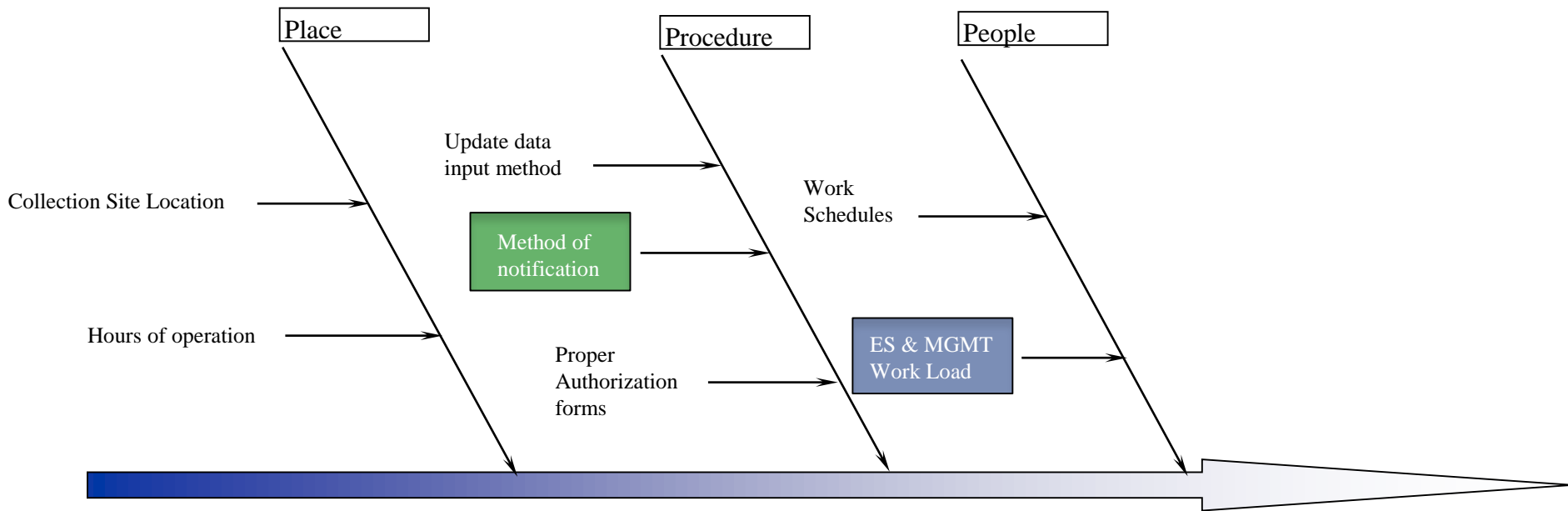
Mean 14.903
StDev 7.543
Variance 56.900
Skewness 1.70373
Kurtosis 7.11510
N 742

Minimum 1.000
1st Quartile 10.000
Median 14.000
3rd Quartile 18.000
Maximum 65.000

95% Confidence Interval for Mean
14.359 15.447
95% Confidence Interval for Median
14.000 15.000
95% Confidence Interval for StDev
7.178 7.948

C & E Fishbone Diagram

Save Valuable Hours



Benchmarking

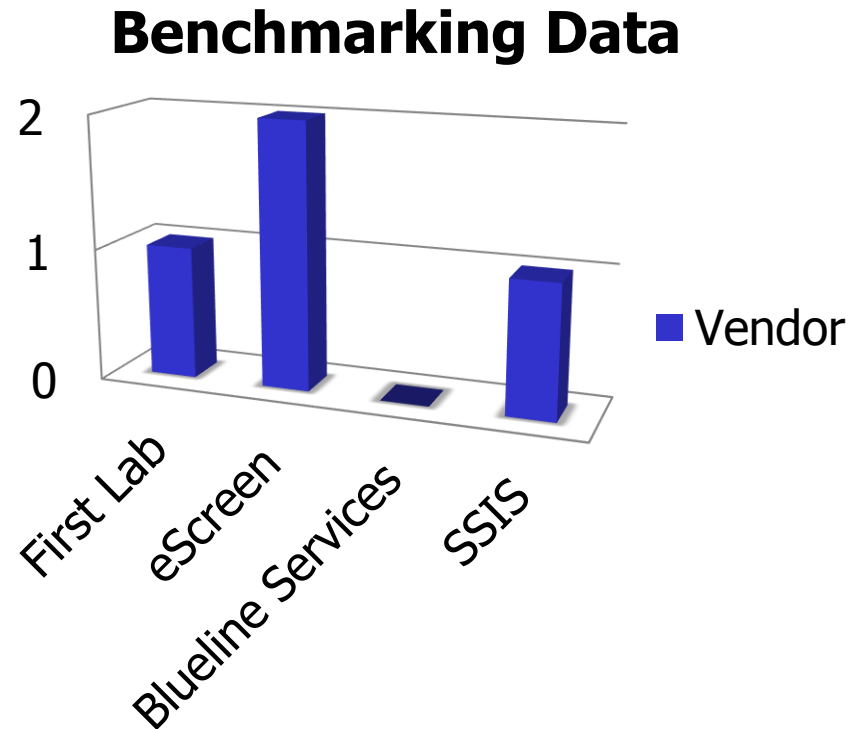
Please forward to the most appropriate contact for
Random Drug & Alcohol Testing

Reminder: Respond only to the person requesting this
survey (to minimize the number of emails the
members get)

EU-HRMG (The Electric Utility HR Metrics Group) **Survey: Random Drug & Alcohol Testing**

As a member of the EU-HRMG, Dominion Resources
is seeking information on which department, in your
company, conducts Random Drug & Alcohol Testing?

Dominion is interested in how Random Drug &
Alcohol testing is conducted in other companies, is it
out sourced or done within a specific department, if so
what vendor is used, and how timely is the process?



Improvements

- Employee Services notifies Corporate Safety & Health Services that there is no coverage to make the calls.
- Spreadsheet is uploaded to a SharePoint Site
- Third back up is now available to make calls

Future Recommendations

- RFI / RFP – Outsource the entire process
- RFQ – Outsource Employee Services piece

Issues & Barriers



- **ARCOS Solution**
- **Notification Constraints**
- **Budget Constraints**

Key Learnings

- **By using data determined that 2 – 2.5 hours daily can include other duties, and the the amount of calls needed tapers due to quarterly decline and quotas**
- **Excel file sharing**