

# HR HireReach Executive Summary

Better fit. Less turnover. More diversity.

Talent 2025 and West Michigan Works! have collaborated to create HireReach, a three-year initiative designed to help West Michigan employers meet their talent demands using an evidence-based selection process.

Selecting the right candidate is one of the most important decisions an employer makes. That decision is often influenced by bias and other variables unrelated to job skills. Decision making can be enhanced by using a disciplined process, accurate tools, and relevant data.

**Evidence-based selection is a fair, objective, data-driven strategy that helps organizations make better hiring decisions. It's proven to improve quality of hire, reduce first-year turnover, and increase workforce diversity.**

## A Leading Practice

HireReach uses a strategy based on one developed for Mercy Health in 2010. The health system implemented an evidence-based selection process to improve talent acquisition. The process evaluated candidates holistically, targeting skills relevant to each job and reducing the potential for unconscious bias. After hiring over 10,000 candidates using the process for the past eight years, Mercy Health reports:

- First-year turnover of those hired using the strategy dropped 23%

- The amount of time it took to hire a candidate dropped 16%
- The diversity of the workforce more than doubled

2x

Workforce Diversity More Than Doubled

23%

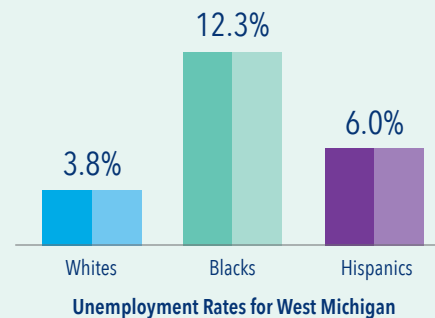
Reduction in Turnover

*"We are pleased our investment resulted in a higher quality workforce to serve our patients, both in job fit and in diversity."*

— SHANA WELCH, Executive Director of Talent Acquisition, Mercy Health

Finding talent is harder than it's been in decades, but even in a tight labor market, some populations struggle to find employment. Expanding the use of evidence-based selection will help West Michigan decrease those disparities and improve the quality of our workforce.

## The Opportunity for Talent



Sources: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates.

## Essential Elements

Evidence-based selection is a methodology that incorporates a disciplined process with:

### Understanding Jobs

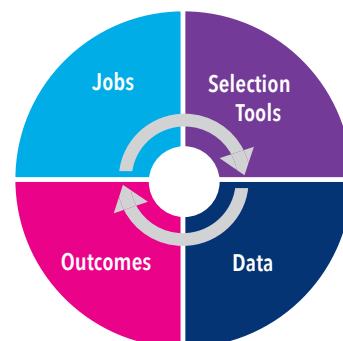
- Job Grouping
- Valid Selection Requirements (Job Analysis)

### Understanding/Using Selection Tools

- Assessments (Cognitive, Job Fit/Personality)
- Structured Interview Guides

### Using Data to Improve Decision Making

- Compensatory 5-Star Rating System
- Data Collection for Longitudinal Validation



## Employer Engagement: Scaling Success

Focusing on entry level and middle-skill jobs, HireReach is designed to replicate Mercy Health's diversity and retention results at other West Michigan employers across various industry sectors. Participating employers will benefit from a Community of Practice, on-site consulting, and access to essential subject matter experts as they implement an evidence-based selection process.

### Subject Matter Experts

The subject matter experts will advise on:

- Evidence-based selection process and tools
- Inclusive leadership
- Unintentional bias
- Legal defensibility
- Change management
- Other technical areas

### Community of Practice (CoP)

The CoP will have two cohorts of 10-15 employers each. One starting January 2019, the second in 2020.

Participating employers will meet monthly for:

- Training with experts
- Peer-to-peer sharing
- Interactive learning and development
- Support for selection process redesign

### Consulting Support

Consulting will consist of monthly on-site meetings to support employers as they:

- Identify and train the guiding team
- Create internal communications
- Engage colleagues
- Gain stakeholder buy-in
- Train talent acquisition teams and hiring managers

## HireReach Phases

- 1 Preparation and Awareness: June-Oct. 2018
- 2 Employer Recruitment: Sept.-Dec. 2018
- 3 Cohort 1: 2019
- 4 Cohort 2: 2020
- 5 Tracking and Reporting: Jan.-May 2021

For more information on the HireReach initiative, please contact our team at [info@hirereach.org](mailto:info@hirereach.org).

## 2018 Employer Awareness Workshops

A series of workshops are scheduled that will provide employers with:

- An overview of evidence-based selection
- An introduction to HireReach
- A Mercy Health case study review and panel discussion
- Structured table discussions to help employers assess readiness for the initiative and plan next steps

Interested employers are encouraged to choose a workshop to attend with a team that includes the Chief Executive Officer or Chief Operating Officer, Chief Human Resource Officer, Director of Talent Acquisition, Lead Recruiter, and Diversity and Inclusion Director.

2018 Workshops (attend one):

- **August 22, 8:30-11:30am, Holland/Zeeland**
- **September 12, 1:00-4:00pm, Grand Haven/Spring Lake**
- **October 3, 8:30-11:30am, Muskegon**
- **October 31, 9:00am-12:00pm, Grand Rapids**

A collaboration of:

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