

HireReach

Frequently Asked Questions

August 2018

Q1: What is HireReach?

HireReach is a collaboration of Talent 2025 and West Michigan Works! that engages West Michigan employers in a Community of Practice as they implement an evidence-based selection process. Companies who join HireReach will be provided with training, guidance and consultation from the HireReach team and supporting subject matter experts. In return, employers will invest staff time and resources to implement and execute process.

The initiative will have five phases over three years:

- Phase 1 - Preparation and Awareness – HireReach will prepare materials and host employer awareness workshops (June – October 2018).
- Phase 2 - Employer Recruitment – HireReach staff will present the initiative at various community meetings, and as a follow up, will meet with individual companies to secure employer commitments to participate in the first CoP Cohort (September – December 2018).
- Phase 3 - Employer Cohort 1 – 10-15 companies implement evidence-based selection (2019).
- Phase 4 - Employer Cohort 2 – 10-15 more companies implement evidence-based selection (2020).
- Phase 5 - Tracking and Reporting – Reports and recommendations (January – May 2021).

For more information on the HireReach initiative, please email our team: info@hirereach.org.

Q2: How will HireReach work with employers?

HireReach will support employers as they integrate the essential elements of evidence-based selection into their talent acquisition processes process by engaging subject matter experts, and convening a Community of Practice (CoP), supported by on-site consulting.

Subject Matter Experts: Throughout the initiative employers will have access to, and receive training from, subject matter experts in evidence-based selection, inclusive leadership, unintentional bias, legal defensibility, change management and other areas.

Community of Practice (CoP): HireReach will create and facilitate a CoP where participating West Michigan employers will:

- attend monthly four-hour training sessions, from 8 a.m. - 12 p.m.;
- learn from by subject matter experts;

A collaboration of:



- engage in interactive learning and development activities;
- engage in peer to peer learning; and
- have access to curriculum specifically designed to support employers in the redesign of the talent acquisition process.

The CoP will have two cohorts, Cohort One beginning in January of 2019 and Cohort Two beginning in 2020. Each Cohort will contain 10-15 employers.

Consulting Support: HireReach will provide companies with limited on-site consulting support while active in the CoP. Various factors will be used to evaluate the level of support each participating employer receives. The consulting support will be provided by technical consultants with expertise in evidence-based selection and will 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

Q3: How will HireReach select the employer participants?

West Michigan employers located in the following counties are eligible to join HireReach: Allegan, Barry, Ionia, Kent, Lake, Mason, Mecosta, Montcalm, Muskegon, Newaygo, Oceana, Osceola, and Ottawa.

HireReach will recruit and select 10-15 employers for Cohort One in the second half of 2018. Cohort One will focus on large and medium employers (250 employees or more) located in the counties listed above. Programming for Cohort One will launch in early 2019.

In 2019, recruitment will begin for the 10-15 additional employers joining Cohort Two, which will expand to include small employers. Cohort Two will launch in 2020.

To engage with HireReach, employers should begin by attending an [Employer Awareness Workshop](#). At the workshop the HireReach team will provide employers with:

- An overview of evidence-based selection.
- An introduction to the HireReach initiative.
- A presentation and panel discussion on evidence-based selection from Mercy Health hiring managers and talent acquisition specialists.
- Structured table discussions to help companies begin to assess their readiness for an evidence-based selection process and plan next steps.

It is recommended that employers send the following team members to the workshop:

- Chief Human Resource Officer
- Director of Talent Acquisition
- Lead Recruiter
- Diversity and Inclusion Director
- Chief Executive Officer / Chief Operating Officer

Workshops are currently scheduled for:

- September 12, 2018 | 1:00 – 4:00pm | Grand Haven/Spring Lake
- October 3, 2018 | 8:30 – 11:30am | Muskegon
- October 31, 2018 | 9:00 – 12:00pm | Grand Rapids

After attending an awareness workshop, interested employers can contact the HireReach team at info@hirereach.org to schedule a 1:1 engagement session to engage key stakeholders at their company, answer questions about evidence-based selection, and review each organization's fit with HireReach.

Q4: Is there a cost for organizations to participate in HireReach?

There is no fee to participate in HireReach. Employers will be asked to:

- Commit to participate in the CoP with a project team of at least three individuals.
 - Recommended team members include: an executive sponsor (Chief Human Resource Officer), a technical leader (Talent Acquisition Leader), and a project lead/manager (Talent Acquisition Staff member or Project Manager).
- Commit to the project team attending monthly ½ day CoP sessions for 12 months.
- Designate and provide access to a project lead to partner with, support, and enable on-site consulting.
- Commit to the project team engaging with technical experts to provide consulting support to accelerate change efforts.
- Empower and provide support to the project team to perform the internal change management and process redesign tasks.
- Commit to track and report metrics on outcomes (quality of hire, turnover, and diversity) using a form provided by the project team.
- Engage with vendors and fund all costs associated with any tools and systems required to implement, execute, and manage an evidence-based selection process (i.e. assessments, tools, software systems).
- Fund any training or support outside the scope of the HireReach initiative.

HireReach and participating employers will sign a Memorandum of Understanding (MOU) to confirm commitments prior to joining.

Q5: How is HireReach funded? What is the objective of the funders?

HireReach is generously supported by the W.K. Kellogg Foundation and the Doug and Maria DeVos Foundation. The goal of these contributions is to spur innovation by supporting West Michigan employers as they adopt and adapt the evidence-based selection model to improve hiring quality and diversity. The HireReach initiative will be funded by the foundations for three years, June 2018 – May 2021. The Community of Practice is Intended to live on and be self-sustaining beyond the three years of grant. Through the CoP leading employers will be identified and developed to provide ongoing leadership.

Q6: How does HireReach connect or align with other community initiatives?

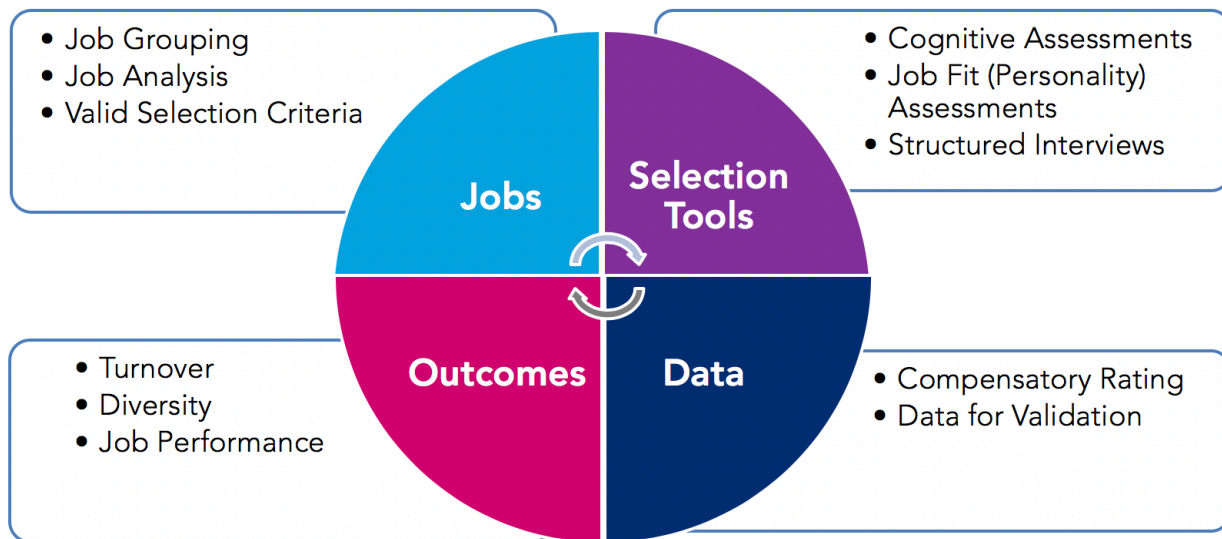
HireReach is a collaboration of Talent 2025 and West Michigan Works! The initiative's work and outcomes are closely aligned with the work of both organizations, as well as partnering organizations. HireReach will coordinate and collaborate with other organizations working to improve the talent pipeline in West Michigan. One of the goals of HireReach is to transform West Michigan to become higher performing and more inclusive and reduce racial, ethnic and economic disparities, allowing *everyone* to benefit from the region's growth and success. Talent 2025 and West Michigan Works! are uniquely positioned to collaborate and connect both the demand (employer) and supply (job seeker) elements of the talent pipeline. In the initial phases of HireReach, employers are the main audience and focus of the initiative. We believe that improving the talent pipeline begins with changing employer behavior through the use of best practice models, process, and tools. As the initiative progresses and employers implement an evidence-based selection process, increased collaboration with talent providers to enable the development and growth of diverse talent pipelines will occur. Any organization or group interested in learning more about HireReach is encouraged to contact our team at info@hirereach.org.

Q7: What is evidence-based selection?

Evidence-based selection is a fair, objective, data-driven selection strategy that has been proven to improve the quality of hires, reduce first-year turnover, and increase workforce diversity.

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

- Understanding Jobs
 - Job Grouping
 - Valid Selection Requirements (Job Analysis)
- Understanding and 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



Q8: What are the benefits to utilizing 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, and data-driven strategy that helps organizations make better hiring decisions, and is proven to improve quality of hire, reduce first-year turnover, and increase workforce diversity.

This leading practice has been implemented at Mercy Health in West Michigan with great success. Mercy Health has hired over 10,000 candidates using their evidence-based selection process and reports results including a **23% reduction in turnover** and **significant increases in the diversity of the workforce**. Through the HireReach Community of Practice, employers will learn about and explore the essential elements of evidence-based selection and how these elements can be integrated into each organization’s selection processes.

Q9: How does an evidence-based selection process help increase workforce diversity?

Mercy Health outcomes show an increase in diversity. Multiple best practices are incorporated to mitigate adverse impact, such as:

- Cognitive Assessments – We use a literacy test, which has basic cognitive measures. Not complex knowledge domains like the ACT and SAT college readiness tests.
- Banding – Scores are not combined algebraically. We use thresholds to determine bands Red-Yellow-Green.
- Compensatory – No one score eliminates any candidate. It is the average of multiple scores.

- Balance – We balance the cognitive measures with two personality/behavioral measure to mitigate the adverse impact of the cognitive assessment.

Q10: What are the essential steps, tools, or systems needed to implement an evidence-based selection process?

HireReach will train and support employers as they perform the following activities required to implement an evidence-based selection process:

- **Job Grouping** – Group job codes into job families of similar job codes.
- **Job Analysis** – Perform job analysis to identify competencies related to job performance. (Optional depending on quality of job descriptions).
- **Validation Studies** – Perform data collection for longitudinal validation studies to improve the performance of the selection tools and process.
- **Assessments** – Identify and implement cognitive and personality assessments that are valid and reliable predictors of those competencies.
- **Structured Interview Guides** – Talent Acquisition and Hiring Managers utilize structured interview guides to assess competencies through interviews.
- **Compensatory Scoring** – combine results of all tools used in the selection process in a compensatory scoring system.

HireReach will support employers in identifying and accessing tools to support tracking and managing an evidence-based selection process. It is recommended that employers plan to utilize an Applicant Tracking System to manage their candidates and selection workflow.

Q11: How many staff are required to support our organization’s participation in HireReach and the initial process redesign? Once implemented, will we need to increase the size of our team to support using an evidence-based selection process?

During the implementation of an evidence-based selection process, employers will be asked to provide support for the following activities: job grouping and job analysis, change management, process improvement, process and tool training (assessments, Structured Interview Guides), system configuration (ATS, HRIS) to support process changes, and workforce analytics. Specific staff needs are outlined below:

- Project Team to attend the Community of Practice sessions (monthly ½ day sessions for 12 months), recommended attendees include the executive sponsor (CHRO), technical leader (Talent Acquisition Leader), and project lead/manager (Talent Acquisition Staff member);
- Project Lead to partner with, support and enable on-site consulting;
- Project Team to engage with consulting support to accelerate change efforts;
- Project Team to perform the internal change management and process redesign tasks; and
- Track and provide metrics to track and report on outcomes (quality of hire and diversity).

On an ongoing basis, staffing needs to support an evidence-based selection process will vary based on hiring volume, industry, job families and other factors. We recommend a Talent Acquisition team that includes both senior recruiters and coordinators.

Mercy Health participates in national talent acquisition process benchmarking. Over 400 health care organizations participate in the quarterly data collection and benchmarking. Mercy Health staffing ratios (talent acquisition staff to requisitions filled) are typically within the recommended benchmark zones and process outcomes are typically in the top box (top 25% performance). Currently, recruiters fill approximately 150 – 200 requisitions per year.

Q12: What is the financial investment required to implement an evidence-based selection process?

HireReach offers employers access to training from subject matter experts in evidence-based selection, inclusive leadership, unintentional bias, legal defensibility, change management and other areas. Additionally, on-site consulting support services will be provided to participating employers.

Employers participating in the HireReach initiative will be responsible for the following costs: assessments and tools, staff time to support preparation for and the implementation of an evidence-based selection process, and any costs associated to the ongoing use of an evidence-based selection process. Specific costs will vary based on hiring volume, job families and other variables. Through the Community of Practice, HireReach staff will train and support organizations in estimating costs to utilize an evidence-based selection process.

Q13: How did Mercy Health prepare, train, and support both talent acquisition and hiring managers for process and systems change?

Mercy Health hired external consultants to support the implementation of an evidence-based selection process. Metrics Reporting led the consulting team, Bill Guest (Metrics Reporting) and Rachel Cleveland (formerly an employee of ACT) supported the Mercy Health implementation and are members of the HireReach.

Additionally, Mercy Health established a steering team and project teams to guide the process improvements. HireReach will help employers determine the optimal steering team / project team structure for their organization.

Q14: Does Mercy Health West Michigan use the same process for hiring entry level workers as they do for top level executives?

The evidence-based selection process is used for about 85% of positions from entry level jobs to pharmacists and managers. Executives and Physicians use separate processes.

Q15: Does Mercy Health use the same process for internal hires?

Mercy Health employees moving into a new job family use the evidence-based selection process. Employees moving between roles within the same job family (i.e. changing shifts, teams, etc.) do not use the process.

Q16: What is the ROI for Mercy Health West Michigan?

Mercy Health primarily measures ROI using turnover reduction calculations. The annual savings from reduced first year turnover exceeds the investments.

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