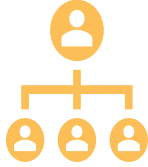


# Approach

## Understanding the Issues and Impact *leveraging Lean Six Sigma methodology*



### Step 1: Embarked on a Customer Journey Mapping exercise where we:

Aligned on current hiring process activities

Discovered pain points from multiple points of view: hiring manager (recruitment designate), hiring support staff, and the applicant/candidate

Mapped out the expected experience for each activity, the actual experience felt by each perspective and degree of impact on the overall hiring experience

Identified key areas of focus to improve experiences for each hiring process stage/activity

Agreed on **41 critical areas**, overall, to improve hiring process experiences



### Step 2: Prioritization activity of the 41 critical areas to identify where to best begin

The Team was asked to consider all touchpoints, perspectives, experiences, and pain points to recommend the most impactful areas of focus to create exceptional hiring experiences

The **top 5 areas** identified were as follows:

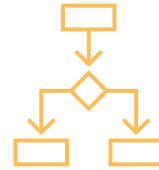
- Introduce more opportunities to provide more specific description of the position within the job posting template
- Screen to narrow down the viable applicant pool
- Manage salary expectations
- Provide guidance on interview questions & protocols
- Decrease inaccurate assignments of Interim positions

# Approach

## Understanding the issues and impact, Continued



**Step 3: Established small working groups to further understand and investigate root cause(s) for the top 5 improvement areas**



**Step 4: Developed and categorized potential solutions to address each improvement area**

Ready to Trial Solutions

Solutions to Enhance the Process/Experience

Solutions to Transform the Process/Experience



**Step 5: Recommend & Validate Implementation Approach**

Conducted Impact Analysis based on the following criteria, to inform Action Planning:

- System Changes
- IP Development
- Process Change
- Change Management Efforts

Develop Short Term Action Plan for the top 5 areas

Validate with key stakeholders

Confirm implementation plan