



## CASE STUDY:

# University Puts Improving Process Performance to Work

### **The Client**

A premier technical and professional university with more than 12,500 students, 850 faculty members and 500 staff members.

### **The Situation**

Critical human resources processes included a cumbersome, paper-based hiring process with more than 110 steps to complete.

### **The Challenge**

Increased efficiencies were needed to streamline the hiring process.

### **The Solution**

A new Web-based recruitment system was developed by utilizing IRI Consultants' Improving Process Performance (IPP) program. The program helped university employees learn how to work in teams and collaborate to make the recruitment process measurably better. A "Hiring Process Review Committee" was formed to streamline the process and eliminate steps that did not add value.

Employees at all organizational levels became highly resourceful in the use of group process skills and analytical tools. The purpose of improving process performance is to increase quality by being able to:

- Identify opportunities for process improvement
- Use criteria to select the best opportunities



- Describe the opportunity through a mapping process
- Identify and quantify stakeholder requirements
- Identify gaps between stakeholder requirements and process performance
- Find why gaps exist
- Identify solution(s) to reduce or eliminate gaps
- Institutionalize changes throughout the organization

## **The Results**

The reengineered hiring process has provided numerous benefits for the university, such as increasing the time-to-hire, lowering the cost-per-hire, and ultimately, increasing the quality of hires. The Web-based solution integrates every aspect of the recruiting process, from requisition management to complete candidate sourcing and automated communication and data storage.

## **Lessons Learned**

Feedback from university personnel has been overwhelmingly positive and the university earned the Midwest Best Practices Award from the College University Personnel Association for its initiative.