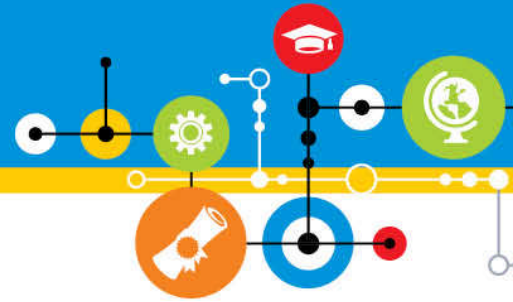


MANAGING THE TALENT PIPELINE:

A New Approach to Closing the Skills Gap



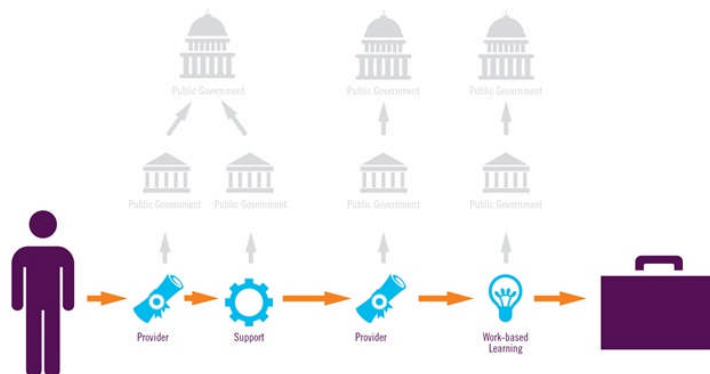
Case Study: Talent Pipeline Management

Profile: CHE Trinity Health

Title: Aligning and Streamlining the Hiring Process

In 2010, The West Michigan Region of CHE Trinity Health recognized that their successful growth in the booming healthcare industry relied heavily on their ability to hire highly competent and compassionate staff throughout their network. Trinity engaged Metrics Reporting, a workforce development and talent management consulting firm, to support the development of evidence-based hiring practices that would promote “talent excellence” across the organization.

Metrics Reporting designed key competency maps for 21 job families in the healthcare industry, which identified the specific knowledge, skills, abilities, and work styles required for core capabilities. By supplementing the competency maps with a data-driven hiring process and utilizing such tools as cognitive and



personality assessments, rigorous reference checks, and structured interviews, Trinity Health was able to monitor and optimize end-to-end performance of their talent recruitment and hiring processes. First-year turnover was dramatically reduced and for every 14 candidates referred to hiring managers by the human resources team, 10 people were hired, demonstrating the initiative’s success.

In 2013, Trinity Health and Catholic Health East merged to become the fourth-largest healthcare provider in the United States. CHE Trinity Health is actively sharing competency information on local and national levels to engage educational institutions and workforce agencies in this talent system improvement.

Learn more at TheTalentSupplyChain.org



U.S. CHAMBER OF COMMERCE FOUNDATION