Enterprise-Wide Talent Acquisition Assessment

Client Demographics

Nonprofit HR Practice Area: People & Organizational Strategy
Location: New York
Sector: Nonprofit
Mission Type: Healthcare
Staff Size: 200+ Full-Time Employees
Annual Budget: $58 Million
Scope of Work: Recruitment Assessment

Scenario

Changes in the healthcare industry on a national and local level led to an unprecedented challenge in staffing and a considerable labor shortage in a New York-based nonprofit. Other factors of market competition for salaries by similar organizations left the client with critical staff vacancies and a need to improve many talent acquisition workflows, processes and systems.

Project Duration: 8 weeks

Project Goals

The project goals focused on five assessment domains. The approach required structuring project activities to form observations, detailed findings and recommendations, all to be reflected in a final report. Report key topics included:

- Culture, Strategy & Vision
- Workflow Processes
- Structure and Staffing
- External Environment
- Technology, Data & Analytics

Solutions

Nonprofit HR's expert consultants reviewed 90 documents and data files, including organization tables, workstreams, hiring and retention data, ATS/HCMS functionality, compensation data, job descriptions, marketing data and more. They also conducted 20 one-on-one interviews with C-suite leaders, HR leadership, HR managers and external vendors/consultants — in addition to facilitating seven staff focus group sessions with approximately 47 staff members consisting of department leaders, HR team members and new hires. From the findings, they delivered 21 key recommendations and 50 specific recommendations for the client's review and consideration in a comprehensive report.