

HireReach Case Studies Series



UPJOHN INSTITUTE FOR EMPLOYMENT RESEARCH

How a private, nonprofit research organization developed a skills-based hiring process for its entire workforce.



W.E. UPJOHN
INSTITUTE
FOR EMPLOYMENT RESEARCH

HireReach provided us with the resources to implement an evidenced-based candidate selection process, which reduces bias and identifies those individuals with the skill sets that best meet the needs of our organization.

— DON EDGERLY, chief administrative officer

Everyone is seeking talent solutions, and finding one that reduces bias while also improving efficiency is a win-win."

— JAKKI BUNGART-BIBB, director for Michigan Works! Southwest, managed by the W.E. Upjohn Institute's Center for Workforce Innovation and Solutions



Discover why 93% of HireReach graduates say they have a better understanding of how to mitigate and reduce bias and noise in their organization's selection process:



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Scan this code to learn more. (<https://www.hirereach.org/contact-us>)

The Employer

The W.E. Upjohn Institute, headquartered in Kalamazoo, Mich., employs 140 people, including economists, researchers, analysts, support staff, and workforce development professionals.

The Challenge: Improving Selection

Upjohn sought to improve efficiency and reduce bias in its hiring, addressing steps in its strategic plan to increase diversity.

The Solution

After enrolling in HireReach, Upjohn launched a skills-based hiring process in 2022. Rather than starting with a pilot, the organization implemented the process across all job families. Twenty-eight external candidates had been hired using the process as of August 30, 2023.

Like many organizations, Upjohn has DEI goals aimed at increasing representation and creating more inclusive work environments. The skills-based hiring approach of HireReach supports these goals by providing a more objective and transparent method of evaluating candidates.

The Results

- Greater efficiency and consistency of the hiring process
- Reduced bias
- Greater collaboration with newly formed internal DEI group
- Using the HireReach framework to offer career navigation to existing employees, supporting their growth and exploration of new roles within the organization.



West Michigan Works!, the region's Workforce Investment Board, was a founding partner of HireReach and served as its initial parent agency. HireReach now operates under the auspices of Strategic Workforce Solutions, a 501(c)3 created by West Michigan Works! to advance workforce innovation. JOFI®, a registered trademark of Metrics Reporting Inc., is the technological partner of HireReach, providing expertise in industrial psychology, assessments, compensatory scoring and legal defensibility.