

## EMPLOYER SPOTLIGHT: City of Holland

How a mid-sized city with complex hiring needs leveraged the data provided by JOFI<sup>®</sup> to implement and scale an evidence-based selection process.



### THE EMPLOYER

With about 34,000 residents, the City of Holland, Michigan, has nearly 200 full-time employees, a permanent part-time staff of nearly 100, in addition to seasonal workers.

### THE CHALLENGE: IMPROVE SELECTION PROCESS

With a complex mix of hires, the city sought to establish an unbiased hiring process, reduce turnover, and expand the diversity of its candidate pool.

### THE SOLUTION

The city enrolled in HireReach<sup>1</sup> in 2021 and that year launched an evidence-based selection process using the JOFI assessment system. After starting with a pilot for temporary, non-union firefighters, the process was expanded to full-time firefighters in 2022 because the Fire Department captain was impressed by the data JOFI provides. JOFI is now used for key roles in all city departments.

### THE RESULTS

- Four full-time firefighters, including a female, hired the first year
- All successfully completed six-month probationary period
- First-year turnover reduced
- As use expanded to other departments, more women hired
- City Council and city manager provide strong support for process
- Expanded use for career navigation and coaching for existing employees

<sup>1</sup>The integrated selection, career navigation and team-building technologies of JOFI power the evidence-based process promoted by HireReach, an initiative that West Michigan employers have been using to meet their talent demands since 2019. HireReach grew out of a 10-year collaboration of Trinity Health and Metrics Reporting Inc., the creator of JOFI, to redesign and optimize their hiring process. The success of this pilot created the framework for HireReach to extend the evidence-based process for other employers to emulate, with JOFI as a key component.

*"JOFI has helped to establish a consistent and efficient process with hiring a talented workforce."*

— VERONICA ESTEVES  
Human Resources specialist  
City of Holland

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PERMANENT POSITIONS  
FILLED IN 2022

90%

RETENTION RATE  
ACHIEVED

### CONTACT

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Data-driven accuracy in hiring,  
career navigation, and team building.

Discover how JOFI's proven tool set can help you accurately match the right people to the right job and career paths where they can thrive.

