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# RECRUITMENT STRATEGY TRANSFORMATION CASE STUDY

312-475-2800 | [info@exetergroup.net](mailto:info@exetergroup.net) | [www.exetergroup.net](http://www.exetergroup.net) | Chicago, IL

## Overview

A small children's hospital in the Midwest partnered with Exeter to transform its decentralized, manual recruitment process into a modern, efficient, and scalable talent function. Using a data-driven approach, we mapped the current state, identified critical gaps, and implemented a technology-enabled recruitment model that empowered a lean HR team to operate with significantly greater speed and consistency. Our work combined process redesign, ATS implementation, and capability-building to create a sustainable recruitment engine that improved quality of hire and candidate experience.

The Exeter Group was engaged to:

- Build a recruitment function from the ground up
- Implement and configure a robust ATS to automate manual workflows and optimize recruitment processes
- Enable a lean HR team to manage hiring efficiently
- Train recruiters, HR, and hiring leaders on new processes and recruitment best practices

## The Challenge

The hospital faced mounting hiring delays and poor candidate/hire quality. Without a structured model or modern tools, the organization struggled to compete for talent and needed a recruitment function that could operate effectively with minimal headcount, streamline processes, reduce time-to-fill, and elevate the experience for candidates, recruiters, and hiring managers.

## The Solution

- Assessed the current state through stakeholder interviews, materials review, and workflow mapping to identify bottlenecks and opportunities.
- Designed and implemented a structured recruitment model supported by a configurable ATS that automated scheduling, communication, and feedback collection.
- Standardized workflows while allowing for department-specific variations to maintain consistency and flexibility.
- Built capability by hiring a dedicated recruiter and training HR staff and hiring leaders on new processes, ATS usage, candidate profiling, feedback expectations, and interviewing best practices.

## Results

- Automated recruitment process to allow recruiters to shift from administrative tasks to proactive strategic work
- Delivered a more predictable and efficient recruitment process, resulting in faster response times and an improved experience for candidates and hiring managers.
- Enabled scalable hiring without added administrative burden, increased quality of hires, and established a sustainable talent function for long-term growth.