

Recruitment Process Streamlining – Ethiopia (World Vision)

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The problem: 1 <ul style="list-style-type: none">•Recruitment timelines were extremely long—averaging 150–160 days per hire•Delays in filling critical humanitarian roles created staffing gaps in life-saving programs• The slow process was impacting program execution, team morale, and donor confidence	The cause: 2 <ul style="list-style-type: none">•The recruitment process had too many manual steps, approvals, and unclear role ownership• Inconsistent use of digital tools, lack of standardized documentation, and siloed communication contributed to delays	The change: 3 <ul style="list-style-type: none">• Applied Kaizen and Lean Six Sigma tools to map the recruitment process and eliminate non-value-adding steps• Streamlined redundant approvals, clarified role responsibilities, and automated key workflow elements• Standardized recruitment through templates and full process documentation 4• Aligned HR and operations teams around shared performance targets to reduce lead time	
The impact: <ul style="list-style-type: none">• Reduced recruitment cycle from 160 days to just 42 days, accelerating staffing for critical roles• Improvements were documented and published internally to support sustainability and replication• Boosted morale by demonstrating responsiveness to staff needs and program urgency• The improvement is now serving as a model for other departments, and Lean is being re-applied during ongoing budget constraints• Standardized templates and process maps helped digitize formerly manual workflows, increasing quality and compliance• Demonstrates Lean's value as a tool for both cost-efficiency and mission alignment, especially during donor shortfalls			