

Lean Yellow Belt Project – Improving Job Postings at the City of Kitchener

Project Team






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Organization: City of Kitchener








Challenges

-  Outdated table-based templates caused accessibility issues on mobile and for visually impaired users
-  Inconsistent formatting and green fonts weakened the City's employment brand
-  Job seekers spend an average of only 14.6 seconds reviewing a posting, indicating weak engagement
-  Redundant tasks and error corrections created inefficiencies in recruitment
-  Job postings were shared via a legacy group email, originally intended for printing, no longer aligned with modern communication or applicant tracking tools



Objectives

-  Ensure postings are readable on mobile and accessible to those with visual impairments
-  Minimize manual, repetitive work for Recruitment Leads
-  Create consistent formatting that reflects the City's values and visual identity
-  Design concise, visually appealing postings that attract and retain job seekers' attention
-  Develop inclusive language standards and remove barriers to encourage applications from all communities

The recent Lean training provided me with practical tools and a structured approach to process improvement. I was able to apply what I learned to enhance our job postings, making them more appealing, user-friendly, and accessible, while also reducing the time spent on formatting. This training has helped me approach everyday tasks with a more analytical and efficiency-focused mindset.

– Erin Wilton
Talent Management Business Partner, Human Resources



Solution



New Job Posting Template

Designed with input from Recruitment Leads and aligned with accessibility standards (e.g., no tables, readable fonts, clear structure)



Inclusive and Accessible Posting Guideline

Introduced best practices for language, formatting, and outreach based on equity, diversity, and inclusion principles



Technology Integration

Incorporated MS Pilot to assist with simplifying language while maintaining evaluation integrity



Posting Process Redesign

- Phased in a new ATS-compatible format starting January 28, 2025
- Continued dual distribution (ATS + email) during transition
- Future plan to move fully to ATS notifications aligned with the SuccessFactors rollout in Fall 2025



Communications and Training

Scheduled KHUB (the City's internal knowledge-sharing and communication hub) and email campaigns to support the change and educate users on the new process



Results



A new job posting template, supported by inclusive and accessible guidelines, established a consistent, branded format that is mobile-friendly and clear for all users



MS Pilot was integrated to simplify language without compromising job evaluation integrity



The redesigned process reduced duplicate work, targeting 25% faster turnaround for existing postings and 50% for new ones



Dual ATS and email distribution ensured a smooth transition, with engagement to be measured before full rollout in Fall 2025



Impact

This Lean Yellow Belt project successfully transformed job postings into a consistent, accessible, and engaging format. The new approach improves efficiency, strengthens the City's employment brand, and supports inclusive hiring practices