

A woman with brown hair, wearing a light blue button-down shirt, is smiling and talking on a silver mobile phone. She is in an office environment, with a blurred background showing another person and office equipment. A green banner is overlaid on the left side of the image.

A DEFINITIVE GUIDE TO OUTSOURCING
VOLUME 2: RECRUITMENT PROCESS OUTSOURCING (RPO)

RESOURCESOLUTIONS

INTRODUCTION

Think about all the administration and compliance involved in recruiting top talent. The invoicing of multiple agency vendors. The (online) timesheets for contractors. The exorbitant costs of advertising your vacancies. A lack of suitably qualified candidates. The list goes on...

Wouldn't it simplify your life if you could hand all that over to an expert? A provider who can generate cost efficiencies, mitigate recruitment risk and above all find you the talent you need, when you need it most – minimum fuss and maximum impact. And all while having an industry expert on-site with your team, 100% dedicated to you.

At Resource Solutions, we know only too well that there is no 'one size fits all' solution. The recruitment landscape is changing at a rapid pace and there have been notable developments in the industry. We're excited to be shaping this ground-breaking journey. We know that if we are to keep providing you with a service that meets your growing needs, we also need to adapt and offer flexible solutions.



In this short, three-volume series we're going to help you decide which model of outsourced recruitment might be best for your business by exploring the three models in detail:

- 1) Managed Service Provider (MSP)
- 2) Recruitment Process Outsourcing (RPO)
- 3) Total Talent Acquisition (TTA)

Whatever you may be doing now, or planning to do in the future, we believe there is something relevant for your organisation, no matter what stage of the process you're at.

Throughout the series we reference results from a survey of 500 HR professionals, conducted by Resource Solutions for their 2018 Recruitment Outsourcing Insights report. These help identify the 'talent conundrum' facing businesses and HR professionals.

In this second volume of our series, we will help you build a case for the outsourcing of your recruitment function using a Recruitment Process Outsourcing (RPO) model.

You can find all three volumes of this series on our website: www.resourcesolutions.com

SOLVING THE TALENT CONUNDRUM

- Over a third (36%) of the 500 HR professionals surveyed said that high quality talent attraction is their biggest challenge
- The top three priorities for organisations when putting together a long-term hiring strategy are:

68% 1) Talent attraction

47% 2) Staff retention

43% 3) Employer branding



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RPO PRECISION HIRING FOR PERMANENT TALENT

If you're looking to generate cost efficiencies, increase your capacity to scale up your resourcing rapidly and improve the quality of your permanent recruitment, then you might want to consider implementing a Recruitment Process Outsourcing (RPO) solution for your organisation.

Working offsite or onsite (or a mixture of both), reputable RPOs offer a full end-to-end recruitment process, from initial sourcing, screening and interviewing, right through to the onboarding of new recruits. It all depends on your requirements. As an extension of your HR department, the RPO provider is fully accountable for the entire process, unlike traditional recruitment agencies.

There are many obvious advantages for hiring managers, not least that they can hand over all or part of their permanent hiring to their trusted RPO, saving themselves precious time and money, which can be invested in other areas. Their partner will provide a dedicated account team to deal with all aspects of the cycle, from invoicing, billing and administration through to management information and hiring metrics. And whatever the volumes, the candidate experience will not be affected in any way.



“

A global business needs a global partner, and one that can mirror the 24/7 nature of the business. That means having not just an account manager who knows your business inside-out, but a whole team who knows it inside-out and can provide the global 24/7 coverage you need. An RPO provides that in-house dedicated support and expertise, and when coupled with a network of Global Service Centres like that provided by Resource Solutions, you know that every base is covered and you're in safe hands.

”

Kelly Patterson, Executive Director,
Human Resources, Nomura Securities

1. COST

THE PRICE OF GETTING IT WRONG

With permanent recruitment, making the wrong recruitment decision can prove costly. It is not just the fees paid to the recruitment agency that you have to factor in but the money spent on training and investing in an individual who doesn't turn out to be the right person for the job.

An RPO provider will look at your recruitment processes and, through a combination of direct hiring and a more streamlined Preferred Supplier List (PSL), can reduce agency spend and get the most value for your recruitment spend. Direct sourcing will significantly lower fees as you become less reliant on agency vendors, while cost efficiencies are made from rationalising the PSL and ensuring that only the best performing agencies are kept on board.

Furthermore, an RPO can improve retention rates by supporting your talent teams with internal mobility and referral programmes. Promoting internal moves as opposed to hiring externally will significantly reduce the cost per hire and keep invaluable knowledge in the business.



CASE STUDY

SAVING ON SEVERANCE

Resource Solutions' banking client was concerned about losing its highest performers and wanted to put in place measures to retain its top talent.

What was the organisation's strategy?

The bank wanted to focus on internal mobility by redeploying its staff and thereby saving itself millions of pounds in severance payments.

What did Resource Solutions do to achieve the client's targets?

Resource Solutions had to build and re-design a dedicated internal mobility function from the ground up. This began with one full-time employee, but this was quickly increased to a team of three. In this way, Resource Solutions was functionally aligned across Operations, Infrastructure and Front Office.

How closely did the team work with the client's own talent team?

Resource Solutions' internal mobility team would typically meet with their counterparts on a weekly basis, collaborating on sourcing strategies to fill upcoming roles with their internal pool of talent, while assessing future requirements. Resource Solutions would also organise events to promote internal roles.

KEY RESULTS

28

'at risk' employees deployed into new roles (December 2016-February 2017)

£3m

generated in cost savings

2. TIME STAYING ON TRACK



Being able to hire talent as efficiently and quickly as possible is the holy grail for all organisations. Long, drawn out processes are the bane of HR managers' lives, as departments can be left without mission critical resource to move their projects forward. This can be costly both financially and in terms of lost productivity, but also motivationally, as team morale can be adversely affected.

An RPO can help organisations streamline their recruitment processes, reduce the administrative workload and improve the efficiency of back office functions. Dedicated financial administrators can also support you by providing key management information, answering your queries throughout the process. A reduction in time to hire will also significantly enhance the candidate experience and therefore your employer brand will reap the benefits.

Allied to their extensive sector experience and global networks of candidates, these specialist providers can forensically examine all aspects of the recruitment cycle and pinpoint those areas which need addressing, significantly reducing the time to fill for your permanent recruits.

CASE STUDY

REDUCING INTERVIEW TIME

One of Resource Solutions' financial services clients wanted to streamline its recruitment processes, as they were concerned they were losing top talent due to their lengthy processes.

How did Resource Solutions reduce the time spent on interviews?

Resource Solutions used a mobile responsive video interviewing tool (Sonru) that helped the hiring managers pre-screen and subsequently shortlist candidates. This improved the logistics of first-round interviews, saving both the recruiter and candidate time, in terms of screening and time off work respectively. Hiring managers had previously implemented a traditional three-stage hiring process.

What happened next?

Resource Solutions' team organised an assessment centre with interviews pre-arranged so that the hiring managers could meet the candidates face-to-face within a four-hour period. Out of 16 attendees, seven out of nine accepted their offers, thereby consolidating two stages of the process.



What about the remaining seven hires?

These were prioritised with the hiring managers and Resource Solutions supported the client by providing a bespoke competency-based interview framework during the subsequent one-stage face-to-face interview.

KEY RESULTS

27%

Time to hire was reduced by **27%**, from 33 to 24 days

3. QUALITY

SETTING THE HIGHEST STANDARDS

No matter the recruitment requirements, organisations can't afford to cut corners on quality. Finding the person with the right skills and background is never easy, but through a mixture of talent pool management, internal mobility, market intelligence and in-depth sector knowledge, expert RPO providers identify the right people for your roles. An RPO will engage with only the most reputable agencies, partnerships that they've relied upon to deliver the highest quality candidates at the most competitive rates.

By strategically promoting your employer brand at all stages of the selection process, an RPO can help you provide that premium experience that will help you stand out as an employer of choice. Right from initial contact, to offer and onboarding stages, even unsuccessful candidates will be left with a positive impression about your organisation.

From white papers and webinars to seminars and technology, RPO providers lead the way in industry best practice and innovation.

CASE STUDY

VALUE OF QUALITY

In 2017, Resource Solutions' information technology client gave them a brief to find a senior-level executive for their Technical Innovation function, which was a newly created role paying a salary of £130k.

What sourcing strategy was used?

Resource Solutions deployed targeted headhunting via LinkedIn, which they deemed to be the best platform for this sector and role.

And the timings involved?

After liaising with the US-based stakeholders, Resource Solutions presented four directly sourced candidates to the hiring manager within three weeks.

What were the biggest challenges?

There were no suitable internal candidates or any previous benchmarking data, so Resource Solutions had to start from scratch and focus their attention on external hires. Given the seniority of the role, the organisation was not just looking for someone with consummate technical skills but leadership attributes to match.

What feedback did the client give?

They appreciated Resource Solutions' ability to provide a quick response and first-rate shortlist from which they were able to find the right senior specialist for their role. The job holder has since helped the organisation drive their Diversity & Inclusion agenda, particularly for executive level appointments.



first-rate

The client praised Resource Solutions' quick response and first-rate shortlist for their specialist role

4. COMPLIANCE KNOWING YOUR RIGHTS

Changes in the regulatory and legislative landscape can affect a worker's rights to work in a permanent capacity. Not carrying out due diligence such as professional reference checks, can prove extremely costly to organisations and so these risks must be mitigated.

By providing legal advice about workers' rights, as well as having specialist compliance and internal audit teams, an RPO provider is perfectly placed to ensure that all permanent hires undergo the most stringent checks to ensure that all domestic and regulatory procedures are complied with in full. Dedicated delivery teams will implement robust governance frameworks from the outset.

An RPO provider can also provide all the necessary auditing throughout the entire recruitment process, liaising with internal stakeholders to ensure that all policy and process requirements are communicated and adhered to.



CASE STUDY

COMPLIANCE FOR CONTRACTORS

Following the UK government's legislative changes affecting public sector contractors, Resource Solutions was brought in by their client to reduce the number of contractors, which stood at 128.

What was the reason behind this?

The IR35 or 'intermediaries' legislation, which from April 2017 affects the tax status of contractors, is now the responsibility of public sector bodies, agencies or the third-parties paying them.

What was the task?

Given these changes, Resource Solutions had to significantly reduce the size of the temporary and contract team while adding resource by way of support for their permanent team.

What were the specifics?

Resource Solutions had to manage the increased numbers of fixed-term and permanent contracts – all within six weeks – ensuring that all remaining contractors didn't fall foul of IR35 regulations.

KEY RESULTS

- £8m+ spend saving (2017)
- 40% decreased contractor headcount
- 59 left before the legislative changes
- 24 moved to fixed term contracts
- 2 accepted permanent positions

TECHNOLOGICAL KNOW-HOW

INTRODUCING talentsource

As part of Resource Solutions' overall RPO and MSP offering, they are proud to offer their clients their very own industry-leading, proprietary ATS and VMS recruitment technology application – talentsource.

Following a major two-year improvement programme, which started in 2016, Resource Solutions incorporated the latest mobile responsive technology to provide organisations with the ultimate in candidate and client experience.

Supporting end-to-end lifecycle tracking of your permanent and temporary workforces, as well as SOW models, using Resource Solutions' application means no money spent on any third-party recruitment technology.

talentsource – at a glance

- Agency and non-agency source management
- Fully branded candidate career portals
- Contractor management (timesheets and invoicing)
- Real time management information
- Social media integration

The numbers:

- £2bn+ recruitment spend managed (annually)
- 40,000+ global users (weekly)

IN SUMMARY

In this second volume of our series on outsourcing your recruitment, we've delved into building a business case for adopting a Recruitment Process Outsourcing (RPO) model.

We've shown how the RPO model can realise considerable cost savings, help save precious time for all involved, help you set and maintain the very highest standards, and give you peace of mind around compliance.

In volumes one and three we explore Managed Service Provider (MSP) and Total Talent Acquisition (TTA) models. Wherever you are on your recruitment outsourcing journey, we believe there is something relevant for your organisation in this series. If you would like to find out more, please contact us using the details on the next page.

You can find all three volumes of our definitive guide to outsourcing on our website: www.resourcesolutions.com.



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Resource Solutions is a provider of Recruitment Process Outsourcing and Managed Service Provider solutions. We have delivered these solutions to leading organisations since 1997 and manage a recruitment budget of over £2 billion on behalf of our clients. As part of the Robert Walters Group, our business has considerable resources at its disposal. With a truly global footprint across 28 countries, we're able to work in close partnership with organisations and manage everything from global accounts with demanding resourcing strategies to single sites with lower recruitment volumes.