

A woman with long dark hair, wearing a light blue button-down shirt, is sitting at a desk. She is looking at a laptop screen and holding a pencil in her right hand. The background is a bright office space with a globe and other office equipment visible.

A DEFINITIVE GUIDE TO OUTSOURCING
VOLUME 3: TOTAL TALENT ACQUISITION (TTA)

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 third and final volume of our series, we explore the case for outsourcing your recruitment using a Total Talent Acquisition (TTA) model, which encompasses Managed Service Provider (MSP), Recruitment Process Outsourcing (RPO), and potentially Statement of Work (SOW) models to provide an integrated and holistic approach to your workforce.

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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TOTAL TALENT ACQUISITION SEEING THE FULL PICTURE



In traditional talent management models, permanent and contingent hiring are often managed separately, with SOW spend often a separate category. HR typically takes responsibility for permanent hiring, and procurement for contingent and SOW. A Total Talent Acquisition (TTA) model encompasses RPO and MSP, and SOW spend can also be incorporated as well. In this way, TTA seeks to provide organisations with an integrated and holistic approach to their workforce needs – aligning both workforce and business strategies.

Whereas Total Talent Management (TTM), which is often led by HR departments, impacts critical business metrics in the recruitment cycle, TTA includes strategic business imperatives that affect the structuring and management of the talent supply chain as well as the use of technology, automation and artificial intelligence.

TTA – the status quo



Over a third of organisations admitted to not managing their permanent, temporary and consultancy workforce as one entity with a TTA model

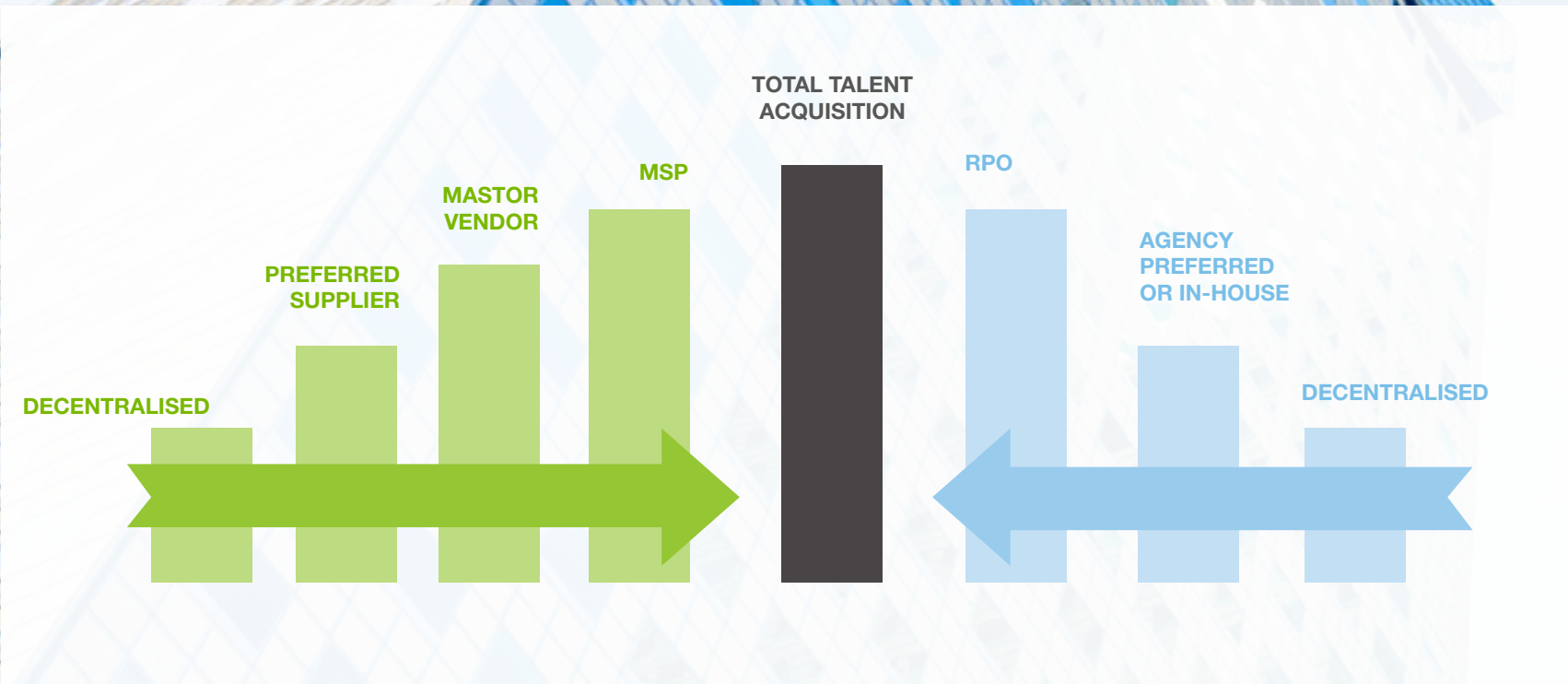


Fewer than 1 in 5 respondents are currently using a TTA model, allowing for greater efficiency when it comes to managing, engaging and retaining their workforce

(Source: Recruitment Outsourcing Insights report, Resource Solutions, 2018)

Furthermore, having one provider ensures a consistent experience throughout for hiring managers, HR teams and candidates alike. A consistent recruitment methodology under a TTA model means that there is less risk of non-compliance with the organisation's recruitment policies and procedures.

As the graphic overleaf shows, there has been a natural evolution towards a TTA approach. Working with a single provider that can apply a uniform approach to their temporary, permanent and consultancy workforces, businesses have seen not only improved efficiency gains but also an optimal deployment of talent throughout their organisations.



“ Historically, larger clients have been hesitant to award large contingent workforce programmes to the same providers as their permanent RPO solution, largely due to avoid concentration of risk. With the evolution of TTA, this is starting to change as the holistic benefits of having contingent, permanent and SOW management under one roof create a more compelling case.

”

Janine Chidlow, MD - EMEA & AMER at Resource Solutions



CASE STUDY

GLOBAL RPO & MSP – WORKING IN UNISON

Resource Solutions' remit was to remotely manage the end-to-end recruitment process for a major global bank's permanent and temporary hiring (including third-party recruitment agencies) across the Middle East and North Africa (MENA) region.

When did Resource Solutions first start working with the client?

Resource Solutions initially partnered with the client in 2011. At the time they provided an end-to-end RPO and MSP solution for their teams based across several UK locations (London, Birmingham, Sheffield, Edinburgh and Stirling) and Switzerland (Geneva).

How did the relationship then progress?

In 2017, Resource Solutions was awarded a contract to provide a full RPO end-to-end solution and MSP Vendor Management solution, but this time for the MENA region covering Algeria, Bahrain, Egypt, Kuwait, Morocco, Qatar and Turkey.

As of 2018, Resource Solutions has also provided additional services, managing aspects of the client's consultant population.

Which service model did Resource Solutions provide?

Resource Solutions used a combination of direct sourcing and internal mobility within the region. There was a specific focus on graduate hires, professional and specialist roles as well as senior hires. Resource Solutions' own technology platform, **talentsource**, was used for all temporary recruitment tracking (Taleo for permanent).

What were the logistics of the operation?

Of Resource Solutions' 20-strong offsite account team, eight were based in their Dubai office and would work at the client's base in the United Arab Emirates' largest city, as and when required. They were supported by 12 colleagues who provided transactional support from Resource Solutions' Global Service Centre in Johannesburg.

What challenges did this setup bring?

Given the global nature and location of the client's base, Resource Solutions had to adapt their working patterns, for example working Sundays and during the Christmas holidays.

KEY RESULTS

48

Fast contract agreement – working closely and collaboratively with the client, an SLA was signed and completed within 48 hours of 'go live'.

Talent Retention

Talent retention – staff were recruited from the internal talent pool, which meant that they could retain the valuable knowledge and expertise without having to start again.

Knowledge Transfer

Knowledge transfer – Resource Solutions also made sure that there was a detailed handover with the previous agency suppliers so that they had all the resources to validate the information in readiness for 'go live'.

240

To date, Resource Solutions has made 240 hires, split equally by direct sourcing and internal recruitment.

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 third and final volume of our series on outsourcing your recruitment, we've explored the case for adopting a Total Talent Acquisition (TTA) model, encompassing Managed Service Provider (MSP), Recruitment Process Outsourcing (RPO), and Statement of Work (SOW) models to provide a holistic approach to your workforce needs.

We've shown how the TTA model combines the best of all possible worlds, allowing you to see the whole picture, with MSP, RPO and SOW working in unison.

In volumes one and two we explored Managed Service Provider (MSP) and Recruitment Process Outsourcing (RPO). 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.