



Resource Solutions 

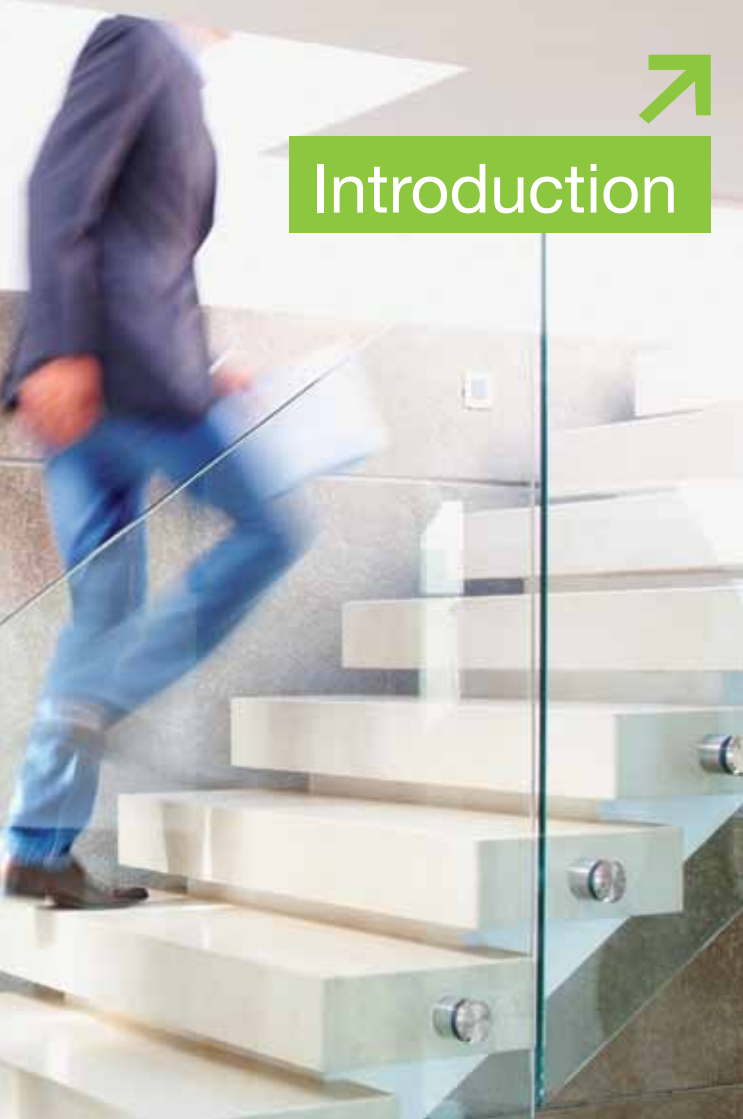
Building Partnerships with your
Recruitment Outsourcing Provider

RESOURCESOLUTIONS

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Introduction

At Resource Solutions, we use insight, innovation and expertise to support leading global businesses with their recruitment programmes and requirements. As part of the Robert Walters Group, we have delivered these solutions to leading organisations since 1997. We recognise that every organisation's Recruitment Processing Outsourcing (RPO)¹ needs are different and therefore take pride in really getting to know our clients and building true partnerships with them.

An in-depth understanding of an organisation, often facilitated by a good relationship, can not only cut hiring times and recruitment costs, but also increase quality of recruits, reduce risk, introduce a scalable and flexible recruitment capability, and enhance the employer brand. A great relationship, based on mutual trust and respect, can lead to even more benefits.

To illustrate how Resource Solutions works, two of our clients have kindly provided their insights to create this white paper, and we are very grateful for their contribution.

Will Roberts

Head of Talent at Threadneedle Investments



Will inherited the on-site RPO team when he joined Threadneedle in 2012. Here he offers his perspective on what to expect from your RPO provider and how to go about building a genuinely strategic working partnership.

Amor C. Villalon

Regional VP of Human Resources at Fujitsu ASEAN



Having appointed Resource Solutions to work alongside her team in Singapore, Amor has particular insight into the process of hiring an RPO and how to manage the relationship to create mutually beneficial outcomes.

¹RPO means partial or full outsourcing of the internal recruitment function to a third-party specialist provider. Typically, RPO relates to permanent recruitment and the term Managed Service Provider (MSP) is used for temporary hiring. We use RPO here to include both categories.

Why outsource?

We were sourcing from multiple suppliers, we didn't have a standard rate with agencies or a standard sourcing framework in place and costs were escalating as a result.

“At the time we kicked off the search for an RPO partner, we were highly challenged in the area of recruitment and were looking to improve on the situation,” says Amor. “We had very high attrition rates - people were leaving and we couldn't fill their positions fast enough. We were sourcing from multiple suppliers, we didn't have a standard rate with agencies or a standard sourcing framework in place and costs were escalating as a result. Time to hire was also very high – it was taking us months to secure talent. In addition to this, we were tracking the recruitment process manually – having no access to any applicant tracking system (ATS) or recruitment technology – and this just didn't support the dynamic nature of our business.”

For Will at Threadneedle, the priority was to create complete confidence in the company's recruitment processes and use that as the basis for continuous improvement and strategic initiatives. **“When you're part of a relatively small HR team, you try to replicate what some of the teams in much larger organisations are delivering,”** he says. “You try to deliver an exemplary quality of service and ‘punch above your weight’. If you can get strong underlying systems and processes in place, that can allow you time for other high value-added improvements, such as using succession planning information strategically or generating better results in the area of direct recruitment, for example.

“That's where RPO fits in nicely – it's a huge amount of what an HR team delivers to the business and it's an incredibly difficult thing to get right. By working really closely with me, the Resource Solutions team has developed systems that deliver absolute peace of mind. I see the successful implementation of the new processes we put in place as one of our biggest successes of last year.”



↗ The selection process

In its formal search for an RPO partner, Fujitsu analysed three sets of attributes:

1.

Technical

from resource and candidate management, technology and database tools, all the way through to payroll and invoicing systems

2.

Corporate

including the company's history, capability, specific regional experience, and quality of the management team

3.

Cost

to improve on the value for money received from previous supplier arrangements

Amor says: "At the end of the formal process, we were very impressed by Resource Solutions' technical capabilities, but a concern was the team's lack of prior experience with Fujitsu's business. However, the credibility of the Group as a whole gave us confidence, especially as Robert Walters is so well regarded and has an established commitment to the region.

"We also really appreciated the very real commitment of the Resource Solutions management team on the ground in Singapore. This was clear during

the tender process and I am delighted that it was followed through into day-to-day operational management. The team at head office was there for us from the outset and throughout – always very helpful and readily on hand for us. You need that level of service and commitment to make things happen and it continues to give a very good impression of the company. Through that, my trust in Resource Solutions started to grow, which is key to maintaining a beneficial working partnership."





Getting the basics right

For Fujitsu, success is about:

Time to hire

As a service company, each day counts in terms of cost and so any delay in hiring has a 'double whammy' effect



Quality of CVs being passed on to hiring managers

If you have that right, the placement hit rate is much higher



Support on the ground

Visibility of the recruiters to hiring managers, and their ability to provide relevant and timely feedback



Candidate retention

The number of direct hires remaining within the business within six months of hire



These factors formed key elements of its RPO service level agreements (SLAs).

"We have seen an immediate impact since having the Resource Solutions team in place," says Amor. "Our time to hire has already dropped dramatically, from peaks of 190 days, down to an average of 34 days – there was even a low of five days. We're also seeing 97% hiring manager satisfaction with the level of service and the quality of candidates being introduced."

At Threadneedle, Will says that it's all about establishing robust underlying systems. "There were pockets of excellence

in some parts of the business," he says, "But I wanted to see watertight success throughout. This meant strengthening controls to minimise risk and ensure fair and just hiring decisions were made, improving documentation and developing the competency-based interviewing skills of hiring managers."

"Thanks to the calibre of the team and their focus, Resource Solutions did a fantastic job in supporting this project; their approach with the business is outstanding."



Managing your recruitment outsourcing provider

Will recommends being very open with the team and extending every opportunity to take part in strategic review.

“The more I do that (and the more I see of their suggestions in response to my challenges), the more I have the confidence to share detail.

“Invariably, people are quite closed at the start of a relationship,

“When we go out as a team they come with us, when we have fun together they are one of us. And to ensure that they perform to their fullest potential, I openly welcome them into our full Asia HR team meetings and they’re privy to everything that is happening.”

Working closely with your RPO team and being visible to them is important.

“We all sit together, we see each other every day (when I’m not travelling), we meet frequently and I encourage them to keep me aware of any issues. As a business partner, I work very closely with the business leaders and so I remain very involved in recruitment. But if any issues are raised with me, I empower our RPO team leader to solve them independently – there’s very direct, very open communication between us.

but from early meetings onwards I could see that the senior team at Resource Solutions understood the pressures we were under.

“We talked very openly about our need to continuously challenge and improve the service. We were not prescriptive, but just gave the team the problem and invited ideas. We were really impressed with the speed of turnaround and with the quality of suggestions. We particularly liked the fact that their ideas presented us with very straightforward decisions – so it was a simple process for us to evaluate and sign them off.”

Similarly, Amor recommends fully embracing your RPO provider as part of your HR team.

“What this gives me in practice are the concrete benefits of a team that works seamlessly in its interaction and decision making.

I know it’s working because I don’t need to be involved in the day-to-day. All I’m doing at the moment to check that things are running smoothly is dipping in to do some quality checks and keeping an eye on the SLAs. I am pleased with how things are progressing.”





➤ Avoiding issues

Will's advice is that issues can arise when there are grey areas in understanding or expectations between the RPO team and the business partner in relation to policies or processes. Mapping, documenting and embedding the processes are good ways to minimise any problems.

Will says: "It's good to be able to call on the support of the senior team when required."

During a recent project, for example, looking at the streamlining of our pre-employment screening processes, our relationship manager changed mid-way through discussions and the project nearly stalled. But because the relationship is strong at all levels, I was able to draft in another member of the head office team and we quickly got the project moving again. We all learn from situations like that and being open really pays dividends."





➤ What can you do to support success?

For Fujitsu, the first factor is good communication.

Amor says: “I have established a regular pattern of communication, designed to inform all levels of the business, and the RPO team supports this proactively.

“I formally communicate with the regional business heads at both weekly (if need be) and quarterly regional update meetings and the RPO team keep the country level management teams updated monthly, in addition to their day-to-day contact with hiring managers.

“This type of ‘top to bottom’ communication not only helped us launch the new service initially, but it has also allowed us to keep it visible as we have moved into ‘business as usual’. Our internal customers (who, after all, are the ones paying for the service and who need to feel the impact of it) have gained an understanding of what we are achieving and that has helped us win buy-in at a high level.”

The second factor is culture fit.

“The RPO team is the face of Fujitsu to the external market and the face of HR to the internal market, so culture fit is extremely important. I want them to be able to exude the values that we have in HR, and to absolutely embrace our HR team’s service levels – this is very important to me as a leader of the team.”



What to expect from your partnership

Beyond the basics, Will says he expects his RPO team to show initiative in response to his strategic and operational challenges.

“Resource Solutions has shown its willingness and capability in this area time and again,” he says. “In terms of continuous improvement, the team has stepped up and taken on more senior roles directly as well as strategically important recruitment campaigns which have really impressed the business. These successes are linked to strategic initiatives for us and have therefore also enhanced the overall reputation of the HR team.

“Our RPO team also demonstrated great creativity to find a solution when I challenged them to assist in cost control; and they have always provided valuable advice in terms of the skills I require from the team.”

Will also seeks the peace of mind that comes from knowing that the RPO team’s quality of service is exemplary.

“The Resource Solutions team absolutely delivers. Not only is the on-site operation highly professional, but it also has considerable back-up to help resolve issues, provide guidance and support. They have impressed my HR professional colleagues, who see the same quality of service that they have experienced working in vast global financial organisations.”

At Fujitsu, Amor says that she expects to see her RPO team take a proactive approach to improvement.

“I look forward to knowing that I don’t have to call a meeting with them, but that instead they will proactively approach me to say, ‘By the way Amor, these are the pain points, these are the things that we could still further improve’. When your RPO takes the initiative in this way – that to me is the trusted advisor role that leads to becoming a strategic partnership.”









Judging success

“In formal updates, the Resource Solutions team use a dashboard which they create using their ATS, **talentsource**.

This gives us visibility of the whole recruitment process and highlights tangible benefits that business leaders relate to – such as cost per hire, time to hire, quality of hire and the source of our talent.

Whilst dashboards serve as a powerful tool, verbatim feedback from the hiring managers with regard to their actual experience balances the dashboard insights”. - **Amor**

“For me, the absolute nuts and bolts of recruitment are at the forefront of what defines success.

Empirical results – such as regular feedback from new hires rating their experience and from hiring managers rating their satisfaction with the service delivered – have shown continual improvement over the last 12 months.

But beyond that, what counts is the quality of service you receive from your RPO partner – not only their efficiency, but also their grasp of your issues, their initiative, their creativity in finding solutions and the confidence they instil in senior management.

Resource Solutions has really delivered – so much so that they’ve enhanced the overall reputation of the HR team.” - **Will**



Top tips

“Use the team; allow them to advise you. We’re not experts in outsourcing, we expect their advice and we openly encourage it. It’s what we’re paying for!” - **Will**

“Encourage transparency in problem solving: look at the important bottlenecks and address them. Empower the team – allow them to operate independently and make decisions. This way, they’ll only come to you when they need help getting to an agreed outcome.” - **Amor**

Resource Solutions' perspective

Both these examples of RPO in practice illustrate how each and every solution has to be tailored to a client's specific requirements. This is our fundamental philosophy at Resource Solutions.



Janine Chidlow
MD EMEA,
Resource Solutions

Janine believes that being treated as part of the team at Threadneedle has been a key driver of success in their relationship.

“We thrive in partnerships that have trust at their foundation,” she says, “and Will shares his goals with us so openly. We love being challenged to come back with suggestions that will make a notable difference to Threadneedle and take real pride in finding ways that we can enhance their business. I think we’re even more creative as a result.”



Simon Bradberry
MD Asia,
Resource Solutions

Simon feels that working through demanding recruitment requirements, opportunities and challenges together has helped achieve the buy-in to RPO across Fujitsu.

“Our on-site team has truly embedded themselves within the HR function and I believe we have achieved a genuine partnership model,” he says. “This has enabled us to provide impactful recruitment solutions while hitting all of our SLAs, and I’m very much looking forward to growing our services with Fujitsu throughout the region.”



Biographies



Amor C. Villalon
Regional VP for
Human Resources,
Fujitsu ASEAN

With a proven track record in designing innovative HR programmes to drive business performance, Amor works closely with senior business leaders. She influences and co-ordinates the development of a performance culture, through effective implementation of integrated people management strategies and plans. These include talent acquisition, rewards, talent management and employee engagement. She plays an integral role in business transformation programmes and supports the achievement of the company's overall strategic objectives.

**Fortune named Fujitsu as one of the
“World’s Most Admired Companies in 2013”.**



Will Roberts
Head of Talent,
Threadneedle
Investments

With previous experience at HSBC and Barclays, Will Roberts joined Threadneedle in 2012. He has overall responsibility for organisational development. His role incorporates not only recruitment and resourcing, but also learning and development, performance management, talent and succession management, executive coaching and the planning of and management reporting on integrated people strategies.



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