

The Value of a Fresh Perspective – and Intervention

Add an RPO to augment your talent management team and enhance your talent strategy.

When you think of outsourcing your talent acquisition process, the first benefit that comes to mind is likely the amount of resources you're freeing up. Yes, outsourcing will give your human resources (HR) or talent acquisition folks the opportunity to work on other projects. But true value comes in the consultative nature of a recruitment process outsourcing (RPO) partnership, including RPO's primary objective of building a best-in-class, strategic and proactive recruitment function for the long term.

Partnering with an RPO provider will augment your current talent strategy in many ways. The experts who become an extension of your internal team have gained a multitude of experiences transforming recruitment functions for renowned, global companies. RPO providers leverage best practices gained through designing and integrating customized solutions to ultimately inform your strategies and augment them into the most effective and efficient business impacting talent program. The following components make up a truly strategic RPO partnership and, done right, will help you build the program your company requires to outpace your competition.



ADAPTABILITY AND AGILITY

● Adaptability and agility are paramount when it comes to finding the right RPO partner, and integral to achieving the optimal RPO partnership experience.

a·gil·ity
noun
ability to move quickly and easily

a·dapt·a·bil·ity
noun
ability to adjust to new conditions

Strategic, Proactive Recruitment Approach

Talent acquisition strategy should always be a work in progress. Complacency cannot be part of your RPO provider’s vocabulary. Being agile and able to adapt or change course – and quickly – when certain sourcing tactics aren’t fruitful is going to lead to the most efficient and highest quality talent pipeline. To ensure quality of hire, the recruitment approach must be specific to your industry, organization, role and location – and, most importantly, the candidates you need to win.

Recruitment professionals have to be consultants in determining recruitment marketing, sourcing tactics, outreach strategies and communication style. In partnership with an RPO, these professionals will leverage their expertise in the field and experience working under similar circumstances to help foster their approach to your recruitment. Their experiences and qualifications are important, but your success hinges on their ability to adjust strategy at a moment’s notice based on your needs and data insights identified.

Dedicated Account Management

The flexibility of an RPO provider’s account manager is paramount to building a successful relationship. The account manager provides much more than directing of the RPO’s resources; they will become an expert in your talent needs. This person will serve as a business partner with the primary objective of building the most effective talent function aligned to your business objectives.

The account manager’s main responsibility involves customizing the recruitment process by first gaining full performance transparency through analytics and reporting, and leveraging talent acquisition best practices. Continuous calibration of the solution based on organizational and environmental forces is the keystone for a successful partnership. In addition, the account manager must be so immersed in their client’s business that they can accurately forecast needs and integrate adjustments proactively.

Another important element of the account manager function is the ability to conduct hiring manager training effectively and gracefully. While this person is responsible for ensuring the RPO team has the appropriate training to operate your recruitment function, they also serve you by making certain your resources receive the appropriate training to best integrate with the RPO provider, and vice versa.

“QUALITY IN RPO ACCOUNT MANAGEMENT HAS THREE MAIN DRIVERS, OF WHICH ONE IS ‘ADAPTS WELL TO CHANGING BUSINESS NEEDS.’”

— WilsonHCG and HRO Today Magazine research report “Exactly What Does Quality Mean in the RPO Space?”

SCALABILITY AT MOMENT’S NOTICE

One of the specific components of an agile partnership is the RPO’s ability to scale resources with hiring volume fluctuations. All businesses have times of increased need, such as the launch of a new product or service, or a global growth initiative. Seasonal operations, such as retail businesses or hospitality, for example, experience periods of rapid growth and therefore have a major focus on hiring. RPO providers become a true partner by aligning their local, regional recruitment resources with your specific hiring needs – and getting results immediately.

While RPO engagements provide dedicated resources to your account, there should be a utility bench of skilled recruitment professionals

who are trained and prepared to supplement your team at times of immediate need. This eliminates the necessary ramp-up time when dealing with a spike in hiring, which improves time-to-fill and leads to a higher quality of hire.

Strategic Workforce Planning

Alongside your talent acquisition solution, an RPO will initiate a strategic workforce planning program to help forecast future needs. This planning will not only take into account internal competencies and goals, but also consider market research, competitive analysis and other external data to make accurate predictions. A strong strategic workforce plan will do more than allow your company to avoid talent shortages or surpluses; it will align your talent management plan with company strategy, define consistent criteria across functional areas and roles, identify specific competencies to cultivate continued growth, and pinpoint internal supply and demand for critical roles and skills.

“COST (59 PERCENT), ENABLING CORE BUSINESS FUNCTIONS (57 PERCENT) AND SOLVING CAPACITY ISSUES (47 PERCENT) ARE PRIMARY DRIVERS TO OUTSOURCE. LEADING PRACTICE ORGANIZATIONS USE OUTSOURCING TO DRIVE TRANSFORMATIONAL CHANGE AND IMPROVE BUSINESS RESULTS.”

— Deloitte’s “2016 Global Outsourcing Survey”

IDENTIFYING AND INTEGRATING THE RIGHT TECHNOLOGIES

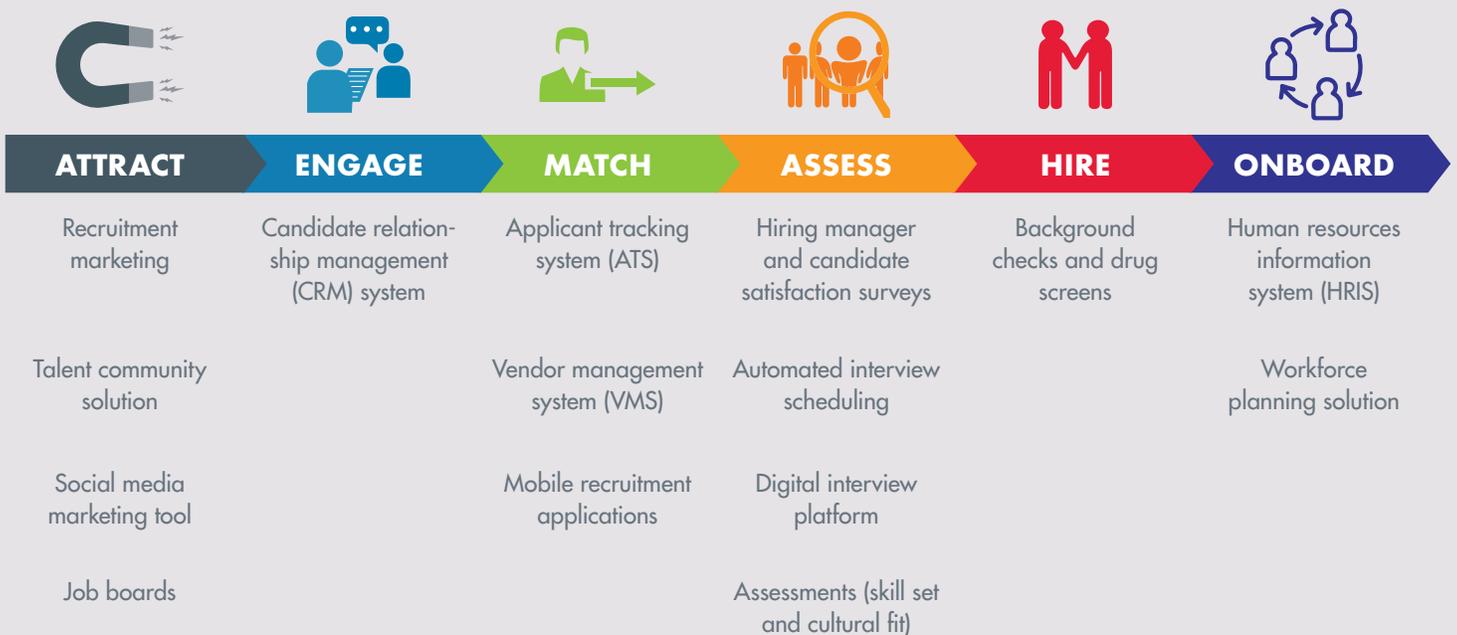
Consultative high-touch RPO partnerships deepen when business impacting initiatives – such as evaluating current and new HR technologies – become a shared goal and you have full confidence in your partner’s ability to supply the strategy, direction, information and recommendations.

The abundance of talent management technologies on the market today is overwhelming. Most corporate talent acquisition teams don’t have the time to dedicate to culling through the endless amount of options and, even if they did, the return on investment likely wouldn’t be worth it.

Understanding the market, what’s best and right for your business falls squarely within the RPO’s job. They have dedicated technology subject matter expert (SME) teams whose responsibility is to research, trial and assess new recruitment tools to gain a deep understanding into what’s available and their capabilities.

These technology gurus are often client-facing in the sense that they provide consultation not only on the technology options that would best benefit your company and bolster the solution’s results, but also in customizing and maximizing the use of the tools for your specific needs. They are tasked with staying abreast of new talent management tools coming into the market, as well as which will enhance your recruitment process and how to integrate them effectively.

An RPO has intimate knowledge of many recruitment technologies that may strengthen your talent management process, including:



“JUST 1 IN 5 COMPANIES ARE TRACKING ANY RECRUITMENT METRICS, MUCH LESS ACTUAL ANALYTICS THAT DRIVE BUSINESS RESULTS.”

— Ben Eubanks, Owner and Principal Analyst, Lighthouse Research & Advisory

i TRANSPARENT ANALYTICS

There are three different categories of metrics that will round out your analytics program: descriptive, predictive and prescriptive data.



Descriptive

This data provides insight into what has already happened. Historical metrics are gathered and aggregated to provide information that helps us understand the past.



Predictive

This data helps us understand what is likely to happen in the future. It makes predictions about future events based on current data, statistical modeling and forecasting techniques.



Prescriptive

This data informs what we should do in certain situations. Both structured and unstructured data is combined with business rules, simulation algorithms, machine learning and computational modeling procedures to recommend several outcomes for companies to further assess.

RPOs bring a team of business analysts who will integrate an analytics program that precisely informs your current processes and performance, then helps guide your company toward becoming a best-in-class talent acquisition program. Having data to support your recruitment decisions provides full transparency, accountability and peace of mind that you're on the path toward improvement. The following, internal and external analysis, are two additional forms of analytics that RPOs leverage to help you gain insight into your internal recruitment function.



Internal Analysis to Drive Strategic Decisions

Are you overwhelmed with so much data that you're not sure where to start? This is common! In response, RPOs step in to help you get a grip on your internal data and analyze it in a way that enables you to begin to form strategies and make confident decisions. There are so many descriptive internal metrics that you may already be tracking in a way that can inform your recruitment strategies with little work. RPO partnership helps you fully understand what you're tracking and how to put these analytics to use.

If you're looking for one step to take internally, regular employee surveys can help you understand employee satisfaction and can drive employee value proposition creation or adjustment. Additional steps include taking a look at sources of hire for high-performing employees to advise your strategic sourcing plan, and surveying successful and unsuccessful candidates to help guide your candidate and employee experience. RPOs bring expertise in this area, and can help your organization transition from high level to deeply transparent internal analysis.

External Analysis to Outpace Your Competition

Gaining a handle on surrounding business and talent acquisition environments ensure organizations are making smarter talent decisions for a more efficient internal recruitment process. RPOs provide in-depth market research in order to determine where top passive candidates are located and how to most quickly tap into this market to identify candidates. RPOs go beyond advising strategic sourcing plans; they can use this, among other relevant analysis, to help companies find expansion opportunities based on human capital supply. Understanding the workforce market – industry trends, location specifics and candidate supply and demand – will ensure you're making competitive decisions.

80.4 PERCENT OF SURVEY RESPONDENTS RATED RECRUITING ANALYTICS AS VERY IMPORTANT OR IMPORTANT TO THE RECRUITMENT PARTNERSHIP, AND 85.2 PERCENT RATED REPORTING AND METRICS AS VERY IMPORTANT OR IMPORTANT.

— “Exactly What Does Quality Mean in the RPO Space?”

AN ENVIRONMENT OF INVENTIVENESS

The recruitment process shouldn't be linear – it's a cycle of constant improvement. You can't expect to get better without a concerted focus on innovation. For many organizations, when time and resources are limited to the point of reactively trying to keep up with daily demands, it can be challenging to think strategically let alone innovatively. RPO providers build innovation and continuous improvement into your recruitment process. An RPO will have constant improvement exercises as part of the recruitment cycle to ensure with every sourcing slate, interview round and rejected offer, there will be lessons learned and proactive measures taken.

The right RPO partner will set up regular reviews as part of the constant knowledge transfer, such as quarterly business reviews (QBRs). These meetings ensure stakeholders from both teams take the necessary time to evaluate success of the partnership, and they also make certain time is set aside to encourage inventiveness in the recruitment process. As the relationship matures, your RPO



partner will work closely with you to revise strategy and alter processes in a way that reaches beyond meeting hiring quotas – and instead begins to think strategically in terms of future talent and organizational goals. Fine-tuning the talent management program by optimizing the existing process and always looking for ways to innovate will maximize results.

RPO providers work hard to help their clients leverage internal and external data to support all adjustments, ensuring their partners are on the fast track to a best-in-class program. Finding the right RPO provider will help your organization achieve true partnership consultation; a team who serves as an extension of your internal staff and shares your goal of elevating the talent program.

NINE OUT OF 10 (89.1 PERCENT) HR PROFESSIONALS CITED A CONNECTION BETWEEN QUALITY OF RPO SERVICE AND INNOVATION. FURTHERMORE, 93.1 PERCENT OF RESPONDENTS WITH QUALITY RPOS MADE THIS CONNECTION, COMPARED TO ONLY 78.6 PERCENT OF RESPONDENTS WITH NON-QUALITY RPOS.

— “Exactly What Does Quality Mean in the RPO Space?”

RPOs can offer a number of benefits to your organization through their expertise and specialization. But they’re not all created equal. So, what should you look for in an ideal RPO?





TAKEAWAYS

And how can you best partner with an RPO to make the most of the engagement?

- **Allow your RPO to serve as a consultative adviser.** Often, companies are resistant to change. Sometimes, though, change is the only route toward improvement. Be open to outsider thoughts and ideas.
- **Listen to the data.** You may have a feeling about how your talent acquisition program is performing, but don't only trust your gut on this one. Look for proof, trust the numbers.
- **Consider the latest technologies and tools to augment your talent management function.** New solutions are constantly hitting the market, and the right ones may push your program to a new level of efficiency and precision.
- **Provide one main point of contact for the account manager.** For ease of effective communication, assign one program manager contact to the RPO's account manager. Filtering communication through a single source of contact creates numerous efficiencies.
- **Set goals!** For your RPO provider to maximize their usage, you need to be direct and clear regarding what you hope to achieve and what you feel your organization needs. Whether it's increased diversity slates, improved employment brand or more efficient ATS procedures, let them know upfront. The right RPO provider will listen, and respond.



For information about RPO services, [Contact WilsonHCG](#).



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