

An introductory guide to successful

RECRUITMENT PROCESS OUTSOURCING



MOVING FORWARD

Now more than ever, companies need workforces ready to adapt to the challenges of tomorrow. Change is a constant, but HR and talent teams are hindered by existing processes and expectations.

In an era of increasing talent mismatch between the skills required and those available, stagnating productivity levels and tightening budgets, it's not surprising that many are struggling to keep pace.

In response, progressive companies are increasingly transferring all or part of their recruitment processes and activities to external providers. According to Everest Group, the Recruitment Process Outsourcing (RPO) market is one of the fastest-growing outsourcing markets today, with 15% plus growth consistently for the past three years.

RPO – Recruitment Process Outsourcing

The transfer of all, or part, of the permanent recruitment process to an external provider

In this guide, you'll find all you need to know to decide on if recruitment process outsourcing is right for you, including:

- What recruitment process outsourcing typically includes
- The benefits an RPO programme can bring
- What different solutions and models are available to you
- How to win over key decision-makers and build a business case
- How to select the right RPO provider



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WHAT IS RECRUITMENT PROCESS OUTSOURCING?

Recruitment Process Outsourcing (RPO) is a solution whereby a recruitment service provider supplements your Talent Acquisition (TA) function according to your needs. This is a strategic partnership that enhances your capacity to attract, engage and hire perfect-fit candidates at scale, helping you to meet and beat your business objectives.

The RPO solution provider becomes an integral part of your business, working closely with your hiring managers to handle all aspects of talent acquisition. A global recruitment company can use all their advantages and expertise just to support your business with the sole purpose of finding and engaging the best talent for your needs. Expert recruiters immerse themselves in your organisation's culture to become veritable brand ambassadors. This ensures seamless experiences for candidates, hiring managers, and all other internal stakeholders.

This service is underpinned by the latest technology and tools, providing access to enhanced workforce planning, market insights and talent analytics to support your decisions on locations, timings, and cost control. The RPO provider will use innovative sourcing strategies, proven talent marketing, and programmatic advertising to create talent networks for in-demand and niche skills, helping to quickly identify qualified candidates.



RPO solutions can support organisations through all, or just part of the employee lifecycle

WHO SHOULD BE INTERESTED IN AN **RPO**?

If you recognise yourself in these statements, it might be time to explore an RPO.

“
We don't have the resources to successfully manage our increasing hiring demand.”

“
We need to significantly reduce time-to-fill for open positions; our business is losing money by not having the right skills in place.”

“
We frequently use recruitment agencies to support our TA team.”

“
Our internal TA team does not have the expertise to recruit all the skills our company requires. They don't know where to find the talent.”

“
We need to reduce our overall recruitment costs by optimising our processes.”

“
We often experience significant change, either within a new project or division or across the entire business.”

“
We often have significant peaks and troughs in recruitment and are unsure of how to handle them effectively.”



WHY PARTNER WITH AN **RPO** PROVIDER?

In today's competitive business landscape, organisations across industries face the constant challenge of attracting and hiring top talent. The success of any company is closely tied to its ability to identify, engage, and secure skilled individuals who can drive innovation, productivity, and growth. However, managing a comprehensive recruitment programme can be challenging and laborious, demanding substantial time, resources, and expertise. This is where Recruitment Programme Outsourcing emerges as a game-changing solution.

RPO offers a strategic partnership with experts who possess the specialised knowledge and resources to streamline and optimise your recruitment efforts. By partnering with a trusted RPO provider, you can unlock many benefits that go far beyond the traditional internal recruitment approach. This playbook serves as a guide to understanding and harnessing the power of RPO, enabling you to elevate your talent acquisition strategies and achieve unparalleled results.

Access to Talent:

RPO providers are equipped with a team of recruitment professionals with in-depth knowledge and expertise across industries, geographies and job functions. They stay abreast of the latest trends, innovative sourcing and recruiting technologies, and best talent acquisition and management practices. With their extensive experience and expanded and diverse talent networks, RPO providers can quickly and effectively identify and attract high-quality candidates. This ensures that your organisation gains access to skilled talent that aligns with your unique business needs, as and when needed.

Market Insights and Talent Analytics:

An RPO provider will equip you with market insights and leverage talent analytics to enhance workforce planning. RPO providers have a deep understanding of talent market trends, competitor landscapes, and emerging skills. They use this knowledge to inform your decision-making, ensuring the right talent is in the right roles at the right time. By combining market insights and talent analytics, RPOs assist in forecasting and meeting future talent demand, creating talent pipelines, and implementing strategies for proactive sourcing.

Scalability and Flexibility:

Recruitment needs can fluctuate significantly based on market conditions, seasonal demands, or specific project requirements. RPO offers the flexibility to scale your recruitment efforts up or down according to your business needs. Whether you require a surge in hiring during a rapid expansion phase or a temporary reduction in recruitment activity, RPO providers can adapt their services accordingly so you can keep agile and optimise costs.

Cost Savings and Efficiency:

Recruitment involves various expenses, including advertising, applicant tracking systems, background checks, and internal HR personnel costs. Externalising your recruitment programme allows you to leverage the RPO provider's economies of scale and expertise to save costs. RPO providers employ efficient processes and technologies to streamline recruitment workflows, reduce time-to-fill for open vacancies, minimise turnover rates, and ultimately lower the cost per hire.



Proactive talent pooling and improved selection decreases the number of 'empty seats' in revenue generating roles



Recruitment Technology for Enhanced Efficiency:

RPO providers leverage advanced recruitment technology to streamline and optimise the hiring process. They have access to a wide range of tools and platforms that automate various stages of recruitment, such as applicant tracking systems, AI-powered resume screening, video interviewing platforms, and candidate assessment software. This automation reduces manual tasks, eliminates administrative burdens, and enables faster candidate screening and selection. As a result, your organisation can benefit from reduced time-to-fill, improved candidate quality, and enhanced overall recruitment outcomes.

Partnering with an RPO provider gives your organisation access to the latest recruitment technologies without the need for significant upfront investment. The streamlined processes, automation, and data-driven insights provided by recruitment technology enable you to make informed decisions, optimise your talent acquisition strategies, and enhance the overall candidate experience.

Employer Brand Optimisation:

RPO providers continuously assess and refine recruitment strategies to optimise results. They analyse market trends, competitor insights, and candidate feedback to ensure your employer brand remains relevant and competitive. This proactive approach helps to position your organisation as an employer of choice. It allows for timely adjustments to attract the best talent in a dynamic talent landscape.

Consistent Brand Messaging:

An RPO partner works closely with your organisation to understand its unique values, culture, and employer brand positioning. They ensure consistent messaging throughout the hiring process by aligning their recruitment efforts with your brand identity. This consistency strengthens your employer brand, making it more compelling and attractive to prospective candidates.

Expert Brand Representation:

RPO providers act as brand ambassadors, representing your organisation to potential candidates. They have the knowledge and expertise to effectively communicate your Employer Value Proposition (EVP), showcasing the benefits of working for your company. This professional representation enhances your employer brand's reputation. It helps attract high-quality talent who align with your values and vision.

Improved Candidate Experience:

A positive candidate experience is vital for attracting and retaining top talent and plays a crucial role in shaping your employer brand. RPO providers prioritise delivering a positive and engaging candidate experience throughout the recruitment journey. With their dedicated resources and streamlined processes, RPO providers can provide prompt communication, personalised interactions, and a seamless candidate journey, enhancing your employer brand and strengthening your talent pipeline. This increases the likelihood of attracting top talent and fostering long-term relationships.

Expanded Talent Networks:

RPO providers often have extensive networks and access to diverse talent pools, including passive candidates who may not be actively searching for job opportunities. RPO providers can tap into these networks through their expertise and connections and engage with a wider range of potential candidates. This expanded reach helps to strengthen your employer brand's visibility and reputation among talented professionals, increasing the likelihood of attracting top-tier candidates. Finally, a good RPO provider will offer a fully bespoke service, building specific talent communities for each and every client.

Knowledge of employment laws, regulations and hiring policies:

RPO providers offer in-depth knowledge of employment laws and regulations, ensuring your recruitment practices comply with legal requirements. They closely follow updates in legislation, including equal opportunity and data privacy laws. By partnering with an RPO provider, you can ensure consistent adherence to your organisation's hiring policies, encompassing candidate screening, background checks, interviews, and documentation. This minimises any risks of compliance violations and ensures a compliant recruitment programme.



Compliance and risk mitigation:

The legal landscape surrounding recruitment is intricate and constantly evolving.

Non-compliance with employment laws can result in severe penalties, lawsuits, and damage to your organisation's reputation. RPO providers help mitigate legal risks by ensuring recruitment practices align with legal requirements. They implement standardised processes, conduct proper documentation, and follow best practices to minimise the risk of compliance issues. Recruitment involves the collection and handling of sensitive personal information of candidates. RPO providers are well-versed in data privacy and security regulations, such as the General Data Protection Regulation (GDPR) or similar local laws. They have robust data protection measures in place, including secure storage, access controls, and confidentiality agreements. This helps us to safeguard candidate data and ensure compliance with relevant data privacy regulations.

- Expert talent delivery combined with external strategic insight provides increased effectiveness.
- Improved visibility of both internal and external data with streamlined processes helps drive cost control and deliver talent faster.
- By outsourcing background checks and verification, you benefit from risk mitigation.
- Best practice, stakeholder management and technology deliver improved process efficiency.

All of this allows you to achieve your workforce objectives faster.

By embarking on the journey of Recruitment Programme Outsourcing, you unlock a wealth of advantages that empower your organisation to achieve its recruitment goals efficiently and effectively. The subsequent sections of this playbook delve into the key considerations, strategies, and best practices to successfully implement and optimise RPO, equipping you with the knowledge and tools to harness the full potential of this transformative approach to talent acquisition.

Audit and reporting capabilities:

RPO providers often offer comprehensive reporting and auditing capabilities. They can generate detailed reports on recruitment activities, including candidate sources, diversity metrics, time-to-fill, and compliance-related data. These reports assist in monitoring and demonstrating compliance with internal policies and legal requirements. They also provide valuable insights for identifying areas of improvement and enhancing your overall recruitment strategy.



The key to a successful talent attraction strategy is to combine attraction activity with ongoing communication to build a talent pool in advance of each vacancy

THE RPO PROCESS

A flexible, end-to-end solution

To effectively address all your recruitment needs, your RPO provider will become part of your team and represent your brand in this context. This allows you to fully benefit from their recruitment expertise and the associated advantages.

How do the individual phases unfold?



An RPO diagnostic process improvement service includes a thorough evaluation of your organisation's goals, culture, current approach to TA, available technology, and end-to-end recruitment process. They will identify any specific challenges your organisation is facing and assessing how technology is being used to support recruitment, identifying gaps or areas for improvement.

They will then review the end-to-end recruitment process, recommend enhancements to streamline it and increase the likelihood of finding the right candidates. They also work with you to ensure that your employee value proposition (EVP) aligns with current candidate demand and is tailored by location and function to maximise its impact.

An RPO provider will give a recommendation for a bespoke service that meets your TA needs. This recommendation will be underpinned by a service level agreement and measures of success to ensure accountability and continuous improvement.





In the planning phase, your RPO partner brings in their experience from other projects and supports you in your recruitment planning for the coming year. They will then develop a strategy for implementing the plan that

has been drawn up. Particular attention is paid to identifying the key roles in your company to take appropriate measures, such as setting up specific talent networks tailored precisely to your needs.

In addition, your RPO partner supports you in creating requirement profiles and advises you on the target group available on the market. The experience gained in comparable projects, and the use of market insights play a central role here.

The aim of this phase is the realistic assessment of how difficult or easy it will be to gain the necessary skills for your company. Within the framework of predictive analyses, the strategy with the highest probability of being fulfilled should be selected before the start of the recruitment process. Which will be more effective and cost- and time-efficient between expanding the search radius to international talent markets or developing internal employees will be analysed and discussed together. In times of demographic change, alternative paths must be taken.

Throughout all of this, you can see the RPO partner as your sparring partner, helping you to develop innovative solutions.



Based on the previous analysis and identification of the right recruitment strategy, your RPO partner creates a target group-specific sourcing strategy. A central component here is the use of multiple sourcing channels

and a message tailored to the specific target group to attract the talent. The sourcing team's main task is making the talent excited about the position and working for your company. Sourcing teams are engaging with active as well as passive candidates who may not be actively looking for a new job opportunity but form part of the talent networks.

An RPO provider collaborates with you to shape your employer brand and create a recruitment marketing strategy to share your organisation's story and values to attract and engage with the talent you need. A candidate's journey begins well before they apply for a job. They may have interacted with your organisation as customers or visited your social media pages, careers page, or job adverts. Every touchpoint plays a crucial role in their decision on whether to join your organisation.

By developing effective marketing strategies that genuinely tell your organisation's story, we can build talent networks of relevant candidates that we already know will be keen to join your organisation, about which they are already well-informed. This reduces time-to-hire and creates a smoother candidate experience.



RPO providers use cutting-edge technology and AI to quickly identify and shortlist candidates, for example, within our global CRM, your database/application tracking system, and in the external market. By focusing on candidates

that match your specific criteria, recruiters provide customer-centric experiences that ensure a positive impression and understanding of your organisation. This way, positivity and excitement about joining your team are cultivated throughout recruitment.

Technology underpins the candidate journey, automating, for example, regular communication and interview scheduling, which reduces the response times and results in an excellent candidate experience with fewer dropouts.



Once you've chosen the successful candidates, it's important to support both your hiring manager and the candidate throughout the hiring and onboarding process. Your RPO provider ensures that all questions

are answered about the title, compensation, benefits, working hours, and start date. Close collaboration with your internal teams is essential to ensure work email and any other technical set-up are ready from day one.

However, the hiring process doesn't end once the candidate signs the contract.

A smooth onboarding process and access to the right training programs are essential to engage and motivate your new hire. An RPO provider can help you with that process, enabling the candidates to settle into their new positions and set them up for long-term success.





Retention and development are essential components of a comprehensive recruitment outsourcing programme. The RPO provider plays a pivotal role in enhancing the Employee Value Proposition

(EVP) by offering guidance on competitive salary benchmarking and comprehensive benefits packages. They also contribute to fostering an inclusive and diverse workforce through strategic support for Diversity, Equity and Inclusion (DE&I) initiatives. In addition, an RPO provider can assist with succession planning by identifying high-potential individuals and facilitating internal career moves.

Moreover, an outsourced recruitment programme can offer valuable insights and solutions for reskilling and upskilling initiatives. They can assist in identifying skill gaps within the workforce, providing guidance on training programs, and sourcing candidates with the potential for growth and development.

They can also collaborate to implement effective career review processes and conduct valuable employee surveys. By leveraging their expertise, an RPO provider helps organisations create a positive and growth-oriented environment, ensuring the retention and development of valuable talent. It fosters a culture of continuous learning and empowers companies to build a skilled and adaptable workforce that remains competitive in a rapidly evolving business landscape.



A recruitment outsourcing programme can provide valuable support to companies in effectively managing the offboarding process for departing candidates and employees. Through structured

exit interviews, the programme facilitates open and constructive conversations with exiting employees, enabling companies to gain insights into their experiences and reasons for leaving.

Additionally, anonymous exit surveys offer a confidential platform for employees to provide feedback on their overall employment journey, highlighting areas for improvement. The programme also assists with various offboarding tasks, such as managing logins and access rights, ensuring a smooth transition out of the organisation.

Moreover, it helps facilitate payroll and administrative procedures for the employee's departure.

By implementing a well-structured offboarding process, a recruitment outsourcing programme maintains positive relationships with former employees. It fosters a positive employer brand, benefiting the company's reputation and future talent acquisition efforts.



RPO, TAILORED TO YOUR NEEDS

Finding the right solution

Each organisation has a unique way of outsourcing its recruitment needs, so no solution ever looks the same.

An RPO provider can support your Talent Acquisition in many ways. An initial diagnostic assessment must take place to understand your recruitment processes so the provider can advise you on which option would work best for you.

Start with the following questions:

- Why do you need support with Talent Acquisition?
- How many people do you need to hire? Where? When? And what skill sets/job titles, etc.?
- What is your current recruitment process? Try and provide as much information as possible, including EVP, talent attraction and engagement, the technology used, approval processes, what assessments you use to validate talent, how you manage the onboarding of a successful candidate, what you do with candidates that apply but are not suitable, and how you engage 3rd party support.
- What is the current recruitment infrastructure that this solution will support/replace? Think about this for people as well as technology.
- How long does it take you to recruit? What are your main pain points?
- Do you have access to any reporting or metrics?
- What is the current average cost per hire?
- How does your potential candidate population view your brand?



Six Key Focus Points

To determine which solution best suits your company, carefully examine the following six key areas.

1. Objectives

The most important thing you must review before you explore other areas or decide which recruitment outsourcing model and solution is for you: what are the primary outputs you are looking for from the service? What is the problem you are seeking to resolve? Optimising your ability to access, engage and manage the best quality talent should always be the primary objective. On top of this, your end solution and model should deliver a combination of visibility, control, cost, speed, quality and compliance improvements, as well as reduced risk. Before you go to market, it is important to define the objectives and prioritise them.

2. Geography

When deciding on which locations to include in your recruitment outsourcing plan, it's essential to evaluate each location's strategic importance, sustained hiring volume, and potential for regional or offshore servicing. Even if some locations present challenges, it's essential to consider them. Ask yourself questions such as whether the hiring managers will utilise the service enough and whether partial service with local HR managing some processes is a viable option. By carefully considering these factors, you can determine which locations will be the most beneficial to include in your outsourcing plan.

3. Types of Resources

RPOs are generally set up to deliver most or all of your recruitment needs. However, certain exceptions may arise where it is more appropriate to maintain an in-house delivery model. These exceptions include recruiting executive-level positions or highly localised low-skill industrial hiring. For other parts of your business, a different delivery model may be better suited, for example, annual intern/graduate intake programmes. An experienced RPO provider can recognise your unique requirements and tailor the solution accordingly.

Additionally, it is worth considering whether to include non-permanent workers in your recruitment strategy and, if so, which categories to focus on. This may involve exploring options for temporary workers, contractors/freelancers or SOW (Statement of Work). By assessing the specific needs of your organisation and the nature of the roles you require, you can determine and select the most suitable model to help build and manage an engaged talent community.

4. Process

As mentioned, evaluating your existing infrastructure and the primary motivation behind exploring outsourcing is essential when considering outsourcing processes.

Implementing a modular programme where only a few of your recruitment processes are outsourced might be a good approach to exploring the benefits an RPO can deliver. Typically, the most commonly outsourced processes include sourcing and screening, the management of the interview and offer process. By strategically selecting which processes to outsource, you can gradually integrate RPO into your operations and optimise recruitment efficiency



5. Delivery Models

Enterprise RPO: Enterprise RPO is a comprehensive end-to-end outsourcing solution that covers the entire recruitment process for an organisation. In this model, the RPO provider takes full responsibility for all aspects of the recruitment function, from sourcing and screening through to managing the onboarding of the successful candidate and the offboarding of the unsuccessful candidates into a talent community.

Enterprise RPO is typically suitable for organisations with high-volume hiring needs or complex talent acquisition requirements. The RPO provider becomes an extension of the organisation's HR or talent acquisition team, working closely with internal stakeholders to understand the company's culture, values, and specific hiring goals. The RPO provider uses their expertise, technology, and resources to streamline and optimise the recruitment process, ensuring a consistent and efficient approach to talent acquisition.

This comprehensive RPO solution often includes services such as employer branding, recruitment marketing, talent insights, workforce planning, candidate sourcing, engagement, assessments, interview coordination, offer management, background checks, on- and offboarding, and reporting. The RPO provider leverages their industry knowledge, best practices, and scalable infrastructure to deliver a tailored recruitment strategy that aligns with the company's goals and helps attract, engage, and retain top talent.

Hybrid RPO: In Hybrid RPO, the organisation retains some of the recruitment process in-house while outsourcing specific locations, business units, functions, components or tasks to an RPO provider.

The division of responsibilities is customised to meet the organisation's specific needs and capabilities. For example, the organisation may choose to manage the offer process while outsourcing candidate identification, engagement, assessment and interview coordination with the RPO provider. The focus is on

creating a collaborative partnership where both the organisation and the RPO provider work together to optimise the recruitment process.

Project RPO: A Project RPO typically supports a particular hiring project for a defined period, for example, the setting up of a new business unit where dedicated support is required to fulfil the initial hiring. Then, the client organisation picks up the ongoing recruitment needs. A Project RPO is often an opportunity to test whether an RPO solution is a good fit for your business, as performance can be measured via agreed recruitment metrics to see if a long-term partnership could work.






































In a Project RPO engagement, the RPO provider works closely with the organisation to understand their hiring requirements, develop a tailored recruitment strategy for the project, and execute the necessary recruitment activities. This can include sourcing candidates, conducting screenings, coordinating interviews, and managing the overall hiring process. Project RPO allows companies to effectively manage large-scale recruitment projects with the support of an experienced recruitment partner, ensuring the timely and successful delivery of qualified candidates.

Modular RPO: Modular RPO is an approach where specific components or processes of the recruitment function are outsourced to an RPO provider rather than outsourcing the entire recruitment process. Instead of a comprehensive end-to-end solution, Modular RPO allows organisations to select and outsource specific recruitment functions based on their needs, such as sourcing, screening, recruitment administration, onboarding, etc. This flexible approach enables companies to strategically address areas requiring additional support or expertise while retaining control over other aspects of the recruitment process in-house. It provides a customised and scalable solution that can be tailored to fit the unique requirements of each organisation

Staff Augmentation: Staff augmentation, often called 'Recruiter On Demand', is commonly used by organisations to supplement their existing workforce with external RPO resources, which are then integrated into the organisation's current teams. In staff augmentation, the organisation remains responsible for managing and directing the RPO resources, often used for sourcing and selecting suitable candidates based on the organisation's requirements. The RPO provider continues to employ the resources whilst they are on assignment to the organisation. Staff augmentation provides organisations with flexibility in scaling their workforce according to project demands or skill gaps. It allows them to quickly access specialised talent or expand their capacity without the long-term commitment or costs associated with traditional hiring. Staff augmentation can be particularly valuable for short-term projects, peak workloads, or accessing specialised skill sets, where hiring full-time employees may not be necessary or feasible.

Location Strategy Projects: Location Strategy projects are when an RPO organisation provides talent insights to help organisations make informed decisions about the best locations to establish their presence. This includes analysing and sharing information on salaries and wage arbitrage, the availability of talent in specific regions, and the diversity profile of the local workforce. By understanding these dynamics, organisations can strategically choose locations that align with their talent needs and optimise their recruitment efforts.

Furthermore, an RPO provider who delivers Location Strategy projects assists organisations in navigating the practical aspects of establishing operations in new locations. This involves providing information on housing options, schooling facilities, transportation infrastructure, and other amenities essential for employees' well-being. Additionally, and if required, the provider can deliver RPO services, help develop your location-specific EVP, and create and manage an attraction strategy to hire all requisitions needed within the required timescale.

	Enterprise RPO	Project RPO	Modular RPO	Staff Augmentation	Location Strategy Projects
	Full, end-to-end outsourced solution	Support for a specific project or time period	Support for specific elements of TA	Deployment of a recruiter onsite to support existing client team	Provision of market and talent insights to support with location selection. Localise EVP and create attraction strategy.
Dedicated team					
Tailored client branded services					
ATS technology provision					
CRM technology provision					
Process review					
Talent insights					
Brand enhancement					
Recruitment marketing					
Talent pooling					
Analytics and reporting					

6. Technology

Technology plays a significant role in supporting recruitment processes. It has revolutionised the way organisations attract, evaluate, and hire candidates. Your RPO provider should have considerable expertise and use their experience to analyse and implement the right technology to enhance and optimise your processes.

There are many technology solutions available, offering multiple benefits and enhancements:

Job Posting and Advertising: Platforms and job boards where employers can post job openings, reaching a broader audience and attracting more candidates. Online job portals and social media platforms enable companies to advertise vacancies effectively.

Applicant Tracking Systems (ATS): ATS software automates and streamlines the recruitment process. It helps employers manage and track job applications, store candidate data, and screen resumes. ATS can parse resumes, extract relevant information, and rank candidates based on predefined criteria, saving time and effort for recruiters.

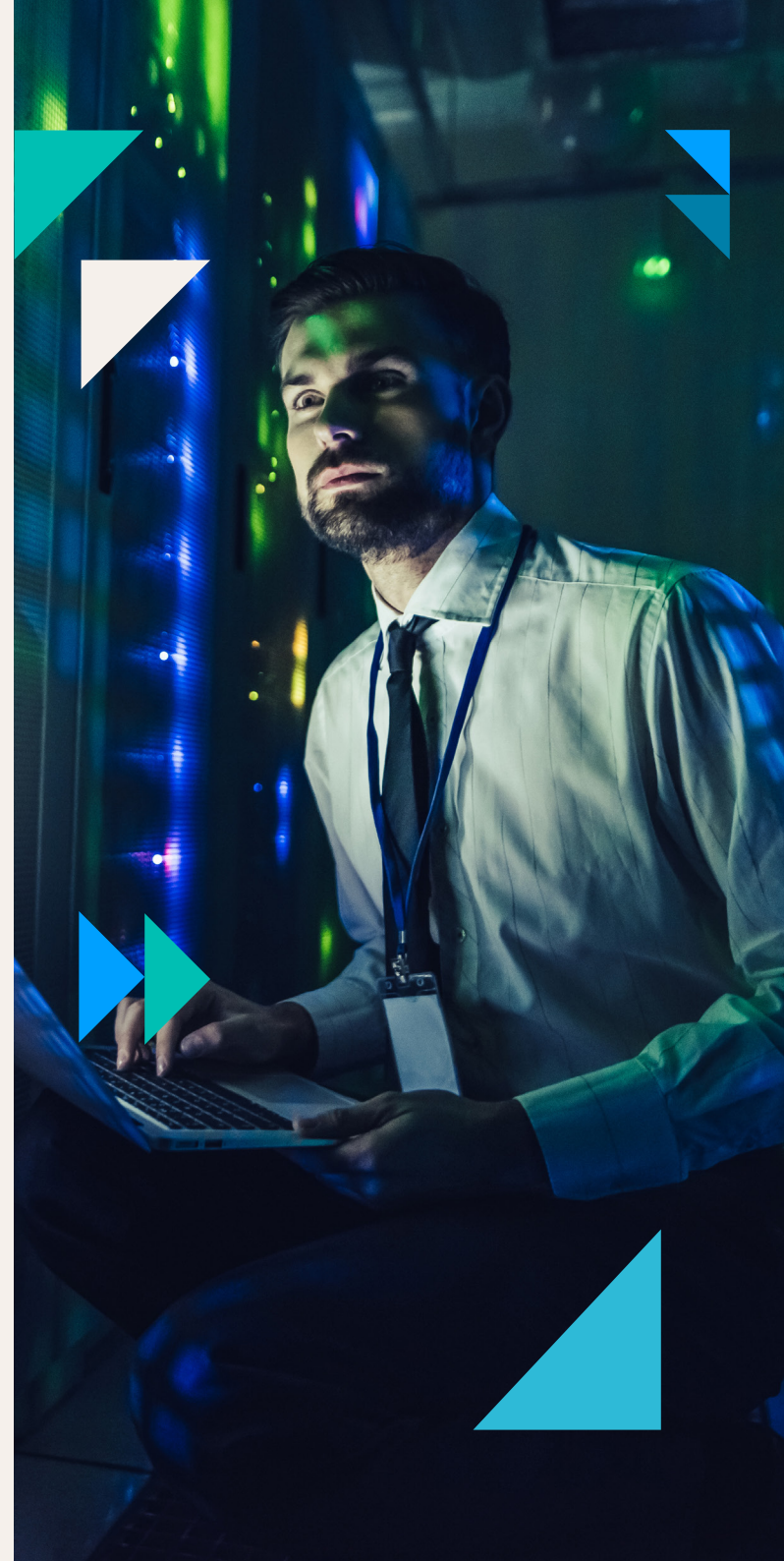
CRM solutions to support candidate sourcing and talent pooling: Technology enables recruiters to proactively source candidates from different channels, such as online professional networks, social media platforms, and resume databases. Talent pool software helps build and maintain a database of potential candidates for future job openings, making it easier to find suitable candidates quickly.

Screening and Assessment: Technology facilitates the screening and assessment of candidates through various methods. Online assessments, tests, and questionnaires can be administered remotely, saving time and allowing for standardised evaluation. Video interviews and video conferencing tools enable virtual interviews, making it more convenient to connect with candidates regardless of their geographical location.

Data Analytics and Artificial Intelligence (AI): Advanced analytics and AI-powered tools assist recruiters in analysing large volumes of data. They can identify patterns, predict candidate success, and provide insights into sourcing strategies. AI chatbots can automate initial candidate interactions, answer frequently asked questions, and collect relevant information.

Remote Hiring and Onboarding: With the rise of remote work, technology facilitates remote hiring and onboarding processes. Virtual interviews, online document signing, and remote collaboration tools enable employers to evaluate and hire candidates from anywhere. Virtual onboarding platforms help new hires integrate into the company remotely.

Employer Branding: Technology assists in building and promoting an employer's brand. Company websites, social media platforms, and online employer review sites allow organisations to showcase their culture, values, and work environment, attracting top talent.



HOW TO ESTABLISH AND BUILD A COMPELLING BUSINESS CASE FOR RPO

Winning over key decision-makers and creating a compelling business case for outsourcing your recruitment processes requires a strategic approach. Here are some key considerations that may help build your business case for change:

Understand Stakeholder Needs: Thoroughly understand key decision makers' pain points, challenges, and organisational goals. Align your RPO proposal with their objectives, such as reducing time-to-fill, improving candidate quality, or optimising recruitment costs. Customising your approach to address specific stakeholder needs increases the likelihood of buy-in and support, as what is important to one stakeholder may be less for another.

Highlight Tangible Benefits: Clearly articulate the tangible benefits of an RPO to key decision-makers. For example, emphasise the potential for cost savings through streamlined processes, reduced administrative burden, and improved operational efficiency. Showcase the potential for faster time-to-fill, enhanced candidate quality, increased retention rates, and improved overall recruitment outcomes. Providing concrete examples and data-driven insights strengthens your business case.

Showcase Expertise and Experience: Demonstrate the expertise and experience of the chosen RPO provider or provide an overview of multiple RPO providers you may invite to tender. Highlight their track record of success, industry knowledge, and ability to navigate complex talent markets. Share case studies or testimonials that showcase how other organisations have benefited from RPO in similar contexts. This instils confidence in decision-makers regarding the provider's capability to deliver results.

Align with Business Strategy: Show how RPO aligns with business goals such as growth, expansion into new markets, or enhancing employer brand reputation. Emphasise how RPO can support talent acquisition in critical areas, drive workforce diversity initiatives, or enable scalability during periods of rapid growth.

Aligning RPO with strategic objectives enhances its perceived value and relevance. To do this, you need to link the RPO proposal to the broader organisational strategy.

Financial Analysis and ROI: Conduct a thorough financial analysis to demonstrate RPO's ROI. Compare the costs of implementing and managing an in-house recruitment function with the cost structure of an outsourced solution. Consider both direct and indirect cost savings, such as reduced recruitment advertising expenses, decreased employee turnover costs, and increased productivity.

Then, present a clear financial picture to justify the investment in RPO.

Address Potential Concerns: Anticipate and address potential concerns or objections that key decision-makers may have. Typical concerns may include loss of control, integration challenges, or cultural fit. Develop strategies to mitigate these concerns and emphasise the benefits of partnering with an experienced RPO provider. Provide a detailed implementation plan and highlight the ongoing collaboration and communication processes to ensure a smooth transition and alignment with the organisation's culture.

Present a Comprehensive Plan: Craft a comprehensive plan that outlines the implementation process, timelines, key milestones, and performance metrics for measuring success. Include a detailed breakdown of the scope of services provided by the RPO provider and how they align with the organisation's specific needs. This demonstrates a well-thought-out approach and instils confidence in decision-makers that the partnership will deliver tangible results.

By following these steps, you can win over key decision-makers and build a compelling business case for RPO, increasing the chances of obtaining support and approval for implementing an RPO solution.

For those organisations considering whether to externalise for the first time...

It's never possible to get the full picture. If you can get about 80% of the information, you will be able to ascertain whether a programme will help. Ask:

- How have staffing spend figures changed in the last three years? Can you see a trend?
- For permanent hiring, how many interviews or assessments are typically involved?
- Who approves the offer? Are there delays?
- How much is this currently costing you to run?

Putting the data to work

Once you have all your stakeholders and all of the data you are ready to begin building your business case. The three step business case process:

1. Define project success

Based on the information you have collated and the feedback from your stakeholders, agree the current pain points and the key objectives the programme should achieve. It is important to get these aligned across your business so that all stakeholders agree on the definition of a programme's success or failure. Often, it is as important to understand what is not in scope, as what is.

Industry reports, such as those produced by Staffing Industry Analysts, can help by providing solid quantifiable examples of how solutions can help.

2. Identify risks

You are about to embark on an organisation-wide change project, therefore any business case should not only explore the benefits, but the risks too. What are the risks to your organisation of the change?

For example, the loss of knowledge or the interruption of continuity. What are the costs to you of implementing the new service?

3. Seek help!

Seeking help from a third party to conduct the line-by-line analysis and stakeholder interviews can be a wise investment. Look at independent consultancies, or service providers who are often prepared to perform consultancy for a potential client to gain better insights into your organisation. In turn, you get a feel for their culture, which will be key to future success.

Whoever you turn to for help or advice be sure to enlist their help as a second pair of eyes on your final presentation or document.

Business case checklist

As a minimum, make sure that you cover the following:



1. Why do you need this and why now?
2. What does the current process look like?
3. What will change?
4. How will things improve?
5. What results can be expected?
6. What is required?
7. What are the projected costs, resources and timeframes?

You're all set

Once you've done all this, schedule your business case meeting with the senior members who will need to sign this off. You'll need a mandate from the very top to ensure success. After you get the green light to select your supplier, it's time to build your RFP (Request For Proposal).



HOW TO SELECT THE RIGHT **RPO** PROVIDER

You've decided you want to outsource your recruitment. You understand the various options available to you, the different business considerations you need to consider, and you're ready to start choosing which provider. Selecting the right outsourcing partner can be one of the most difficult parts of the process, but it doesn't have to be.

Selecting the right Recruitment Programme Outsourcing (RPO) provider is crucial for a successful partnership. Here are some key considerations for choosing an RPO provider:

Define Your Objectives:

Clearly articulate your recruitment objectives and desired outcomes. Identify specific pain points, challenges, and goals within your organisation. Understanding your unique needs will help you assess whether a potential RPO provider can effectively address them.

Evaluate Expertise and Experience in three steps:

1. Assess the expertise and experience of the RPO provider in your industry and the specific recruitment areas you require support in.
2. Consider their track record, client testimonials, case studies, and references.
3. Look for a provider with a proven ability to deliver results and a deep understanding of the talent landscape relevant to your organisation.

Cultural Alignment:

Consider the cultural fit between your organisation and the potential RPO provider. Ensure that their values, working style, and approach align with your company culture. A strong cultural fit will enhance collaboration, communication, and the overall success of the partnership.

Technology and Innovation:

Evaluate the technology and tools utilised by the RPO provider. You should prioritise providers that leverage advanced recruitment technology, such as applicant tracking systems, artificial intelligence, and analytics tools. Then, assess their ability to incorporate innovative practices and stay ahead of industry trends.

Scalability and Flexibility:

Consider the provider's capacity to scale their services according to your organisation's evolving needs. Assess their ability to handle fluctuations in recruitment demands and adapt to changing market dynamics.

A flexible RPO provider can seamlessly adjust their resources, processes, and strategies to accommodate your organisation's growth or downsizing requirements.

Service Level Agreements (SLAs):

Establish clear SLAs with the RPO provider and define key performance indicators (KPIs) and metrics that will be used to evaluate their performance. Ensure that the SLAs align with your objectives and expectations. This will provide a framework for measuring the provider's performance and holding them accountable for delivering results.

Implementation and Transition Plan:

Evaluate the provider's implementation and transition plan. Ensure they have a structured approach to onboarding, knowledge transfer, and change management. Assess their ability to seamlessly integrate with your existing systems and processes. A well-planned implementation and transition process will minimise disruption and ensure a smooth and efficient partnership.

Communication and Collaboration:

Assess the provider's communication and collaboration practices. Look for transparency, regular updates, and a proactive approach to problem-solving. Effective communication and collaboration are essential for building a solid working relationship and ensuring the provider understands and meets your recruitment needs.

Financial Considerations:

Evaluate the financial aspects of the partnership, including the pricing structure, contract terms, and cost-effectiveness. Consider the total cost of ownership, including any additional fees, potential cost savings, and the overall value delivered by the provider. Ensure that the financial arrangements align with your budget and provide a solid return on investment.

By considering the above, you can make an informed decision that aligns with your organisation's specific requirements. A thorough evaluation process will increase the chances of choosing the right RPO partner who can effectively support your recruitment goals and drive success in talent acquisition.

WHAT MAKES HAYS DIFFERENT FROM OTHER RPO PROVIDERS?

Our talent & scale:

We employ 13,000 talent professionals worldwide and give them world-class training and clear career paths at all levels. This allows us to attract the very best talent specialists from across the world, and we have the scale to ensure we can deploy them rapidly enough to meet any recruitment demand.

Our partner-focused approach:

We are meticulous in building a detailed understanding of your organisation, your brand, and the exact location(s) you need to hire. This doesn't just help us to consistently find the right candidate fit. It gives us a deep understanding of your culture and customs, which we then leverage to ensure a seamless process and experience for everyone involved.

Our flex:

We provide a genuinely turnkey solution, tailoring our service entirely to your requirements. We won't try to upsell you; we work efficiently to deliver nothing less than the exact solution you need.

We also offer additional services in the 33 countries in which we operate, meaning we can provide a solution for all your requirements, from temporary, contracting and freelance management to advisory services around recruitment marketing and employer branding, DE&I consultancy, salary benchmarking, talent planning, assessment, development and more.

Our commitment:

We're serious about our commitment to delivering on our promises. We're always eager to hear feedback on how we can improve our service delivery, and we underwrite all programs with structured KPIs (key performance indicators) and SLAs (service level agreements) to demonstrate service performance.



A good external provider will become a part of your team and will integrate seamlessly

STILL HAVE QUESTIONS?

If your workforce strategy and hiring needs are becoming increasingly complex, if your internal hiring team are struggling to meet demands/ keep pace with ever-changing best practices and the latest technology, it may be time to talk to an external workforce solutions provider. Even if only to discuss the right innovations and technology investments you should be making.

Where we commonly see internal programmes failing isn't a lack of expertise, but capacity to manage the required internal change management that comes with the implementation of a new technology or process. Your team simply don't have time to tackle the inevitable roadblocks and hand-holding required.

To talk to one of our workforce solution experts today [click here](#) to request a consultation.