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Redefining RPO: Comprehensive Talent Solutions Changing the Employment Landscape

EXECUTIVE SUMMARY

Recruitment process outsourcing (RPO) has undergone a transformation. What once was a function focused on cost, scale and “filling seats,” today is a strategic workforce initiative that includes comprehensive, talent acquisition solutions that benefit buyers' businesses. Through the high-touch approach of the redefined RPO model, a strategic business partner will not only optimize your company's recruitment results but help you reach your organizational goals and grow your revenue. More than just sourcing, recruiting and onboarding, the redefined RPO model incorporates a suite of services critical in the modern recruitment environment, including employment branding, in-depth market data analysis, SEO strategies, social recruiting, talent communities, career website optimization, recruitment technology implementation and workforce planning. This comprehensive approach empowers chief human resources officers (CHROs) and other decision-makers responsible for talent acquisition to maximize recruitment strategies that combine business services and the latest technologies as part of a holistic solution that helps them attract top candidates and realize significant returns in recruitment, including being recognized as leaders in the field and reaching organizational goals. With these comprehensive capabilities, companies shouldn't settle for an RPO provider that doesn't act as a genuine advisor to their talent acquisition program. Vetting your prospective RPO providers to ensure they'll be offering you value beyond outsourcing your recruitment function is imperative.

By Kim Pope
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Evolution of RPO from Traditional to Redefined Model

Talent acquisition decision-makers have witnessed an evolution of recruitment process outsourcing (RPO). As the highly skilled workforce becomes sought-after and the costs caused by poor hiring grow, “filling seats” is no longer a sufficient employment strategy. You need flexible, industry-leading hiring solutions that address market fluidity to stay competitive. This is especially true as jobseekers are better informed today regarding employers' working environments. Perceptions of employment in the marketplace are easily accessible via career websites and social media platforms.

Many companies know the pain of poor recruitment practices. Resources – ranging from time lost to man-hours invested in the onboarding and training of poorly selected or “bad” hires – are forever wasted. High turnover is a bleed on the company's internal morale and employer brand.

The redefined RPO model goes beyond the efficiency and cost-saving plays of traditional RPO to

include comprehensive talent acquisition solutions that strategically work together to not only improve the recruitment function, but create a talent acquisition program that works in multiple capacities to attract candidates and retain employees while improving the candidate experience and increasing hiring manager satisfaction.

The redefined RPO model is a holistic solution that encompasses the entire life cycle of the hiring process, with an eye toward long-term results. It does more than source and recruit candidates. It identifies the shortcomings of a company's existing attraction strategy, highlights the organization's strengths and competitive advantages in the marketplace, implements solutions to maximize the recruitment process and positions the company as an employer of choice.

Today's mission is effective workforce optimization. Talent acquisition decision-makers must demand demonstrable business impact from their RPO partners, said Larry R. Heckathorn, Senior Advisor to the Outsourcing Institute and Co-Founder of the Human Capital Group, LLC. As quickly as recruitment is changing, companies need a recruitment partner. And one that's focus is on gaining quality hires – not just filling requisitions. Don't allow an RPO to take over your recruitment program. Collaborate and execute a comprehensive and strategic talent acquisition program with your RPO partner.

For example, recruitment technologies change so rapidly that a company that's not in the business of staying on the cutting edge of recruitment innovations may miss an opportunity that would take its talent acquisition program to the next level. Most organizations are better served to focus their efforts on strategic talent acquisition issues and capitalize on the investments their service providers have made in trialing the best technology solutions for their clients.

Your RPO should be a consultant that helps you implement talent acquisition services that improve your competitive position in the market. In the ever-changing employment landscape, a trusted partner can help ensure your talent acquisition program is being optimized to benefit the business.

Comprehensive Talent Acquisition Solutions are Integral to Redefined RPO

RPOs are not just vendors; they're strategic, vested business partners. RPOs operate as an extension of their clients by being the sole recruiters of talent and/or supplementing the in-house talent acquisition team, and therefore representing the brand. A company that utilizes an RPO as a vendor and not a partner isn't maximizing its relationship. The benefits to leveraging an RPO partner are not only to streamline recruitment processes and maximize recruitment results, but to build a proactive, comprehensive talent acquisition function that results in bottom-line business impact for your company.

RPOs must provide more than a mass of candidates each week; their value is their consultative approach to improving the talent

acquisition function. Expertise in the human capital space is backed by experience working with a number of different clients and helping each reach their independent goals. With this extensive knowledge, the quality of your recruitment program will dramatically improve.

RPO firms provide clients a holistic, 360-degree view of the entire recruitment life cycle – including attracting, hiring and retaining employees. With increasing frequency, companies need what RPO partners offer – comprehensive talent acquisition solutions that include employment branding, in-depth market data analysis, SEO strategies, social recruiting, talent communities, career website optimization, recruitment technology implementation and workforce planning.

What RPOs can provide – a combination of business services and the latest technologies deployed as part of a multi-faceted plan – will help you realize the impact of a comprehensive talent acquisition strategy. A group of recruitment tactics, without a comprehensive talent acquisition strategy in place, will fall short of transforming the recruitment function into a proactive and strategic business initiative.

For example, market research prior to creating a sourcing plan increases the effectiveness of recruitment and ensures the strategy targets top-notch talent. It dives deep into identifying the ideal candidate profile and which recruitment methods yield the best sources. Using market analysis and data analytics, an RPO can explore the labor market and talent pool to identify and understand trends and help you make the best

recruitment decisions for your company. Market research also indicates employment branding opportunities you should consider in becoming an employer of choice.

The confluence of technology, social media and a savvy, information-hungry workforce means positive and negative impressions, opinions and observations posted by candidates, employees and past employees travel fast. Employers are forced to respond quickly, or risk lingering effects of negative commentary. If you manage your employment brand properly, you're able to identify such perceptions and comments posted in the public realm, and work toward turning them around. As negative brand messaging or public perception is identified and countered or marginalized, those with positive experiences are positioned as brand ambassadors and will encourage and motivate other employees and candidates. This goes beyond polishing your company profile; the practice establishes these brand

ambassadors as thought leaders in the market, therefore increasing the presence of your company and employment brand.

Boosting a company's employment brand has a positive effect on the company culture – from brand ambassadors who are advocates of the company to potential candidates who interact with it regularly via talent communities. It embeds a sense of transparency in your company culture, which makes you approachable (even as you're viewed as an industry leader). This type of company culture naturally encourages networking, information sharing and the growth of talent communities. This two-way connection between employer and candidate is an appealing factor for jobseekers. It's an assurance that as they become employees of your company, there will continue to be transparency in the relationship. The trust felt by both parties builds loyalty.

Working closely with the marketing team to create a persuasive employment brand and ensure consistency of the brand is imperative. Targeted advertising and marketing can proactively promote company culture and benefits of employment to a receptive audience. Once job opportunities arise, an interested talent community creates a pipeline of candidates for your company's open positions. The importance of a positive employment brand is evident during the attraction, recruitment and interviewing processes. A positive employment brand also contributes to employee retention. It fosters a sense of pride in working for your organization and it increases employee referrals.

At its core, an RPO seeks to instill a proactive recruitment mindset in its clients, which includes workforce planning. Those tasked with hiring must understand and embody your company's business goals in order to build a strategic recruitment plan. An analytical approach to workforce planning identifies and evaluates the internal and external forces impacting your company so supply and demand can be determined. Beyond the number of employees, workforce planning includes projected knowledge requirements and potential talent resources to ensure your company is adapting to the business landscape and industry market trends. A proper approach to workforce planning also provides constructive solutions to correct current and potential workforce inconsistencies. An RPO, as a workforce expert, should help you understand the full scope of the market and accurately forecast the future.

Long-Term Benefits Using the Redefined RPO Model

When developed around a redefined RPO model, delivered by an experienced organization that partners with its clients, your talent acquisition program will enjoy numerous long-term benefits beyond an improved recruitment function. The model creates a proactive talent acquisition function that presents a best-in-class organization and helps attract, recruit and retain top-tier employees. It reduces costs associated with high time-to-fill and turnover, and it increases hiring manager satisfaction due to higher quality candidates and streamlined recruitment processes.

Executing on a proactive, redefined RPO model sets the organization apart from the hiring competition. As your company becomes known as a progressive employer – one that values relationships and respects its employees – your access to talent networks and top candidates grows organically. Hiring becomes more efficient by leveraging market research to source and utilizing workforce planning to forecast; these tools all contribute to reducing cost and result in a higher quality workforce. Your company becomes the best-in-class employer it seeks to be – and one that employees seek to work for. With high-quality, loyal employees, your company is able to reach organizational goals and increase revenue.

Conclusion

To be successful, the redefined RPO model must be embraced as a strategic endeavor that will transform your recruitment process into a proactive business initiative. Companies have realized that talent acquisition deserves a “seat at the table,” and that a focus on the long view of an organization's employment brand and talent pipeline is imperative. Talent acquisition decision-makers who are not viewing RPO as a talent acquisition partner with an eye on the future risk being flanked by competitors who are.

Don't be left behind. Competitive organizations across all industries that embrace a proactive recruitment model will attract top talent to their companies, setting them up for a successful future. Too much is on the line to select an RPO provider that will just outsource your recruitment

function. Your company needs a partner committed to making an impact not only on your talent acquisition program, but your bottom line.

Redefined RPO has proven itself as a source of comprehensive talent acquisition solutions delivered in partnership with strategic business advisors who are vested in transforming organizations' recruitment processes. The result improves the talent acquisition function and creates an employment brand that will position your company as a progressive employer of choice. The talent that's attracted and retained will help your company reach organizational goals and realize an increase in revenue.

About WilsonHCG

WilsonHCG is a top global recruitment process outsourcing (RPO) and human capital consulting provider that operates on the principle of providing true partnership to its clients. Creating scalable and customizable human capital solutions, the company is revolutionizing the recruitment process and bringing innovation to the industry. Founded in 2002, the company headquarters is located in Tampa, Florida, with offices in London, New York City and Toronto. While maximizing clients' talent acquisition processes is essential, WilsonHCG recognizes the relationships it develops lead to the results its clients realize.

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