

HRreview

SPECIAL EDITION ON INNOVATION IN RECRUITMENT AND RPO AUGUST 2013



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Examining the latest strategies in RPO and digital recruitment

Thursday 19th September 2013 – Britannia International Hotel, London

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- Examine what innovation means for the RPO industry
- Leverage your culture to create an engaging employee value proposition
- Use a project model to support in-house teams
- Maximise talent pooling and proactive sourcing
- Engage line managers with a changing recruitment approach
- Integrate mobile and video in to the recruitment process
- Innovate and break with traditional sourcing methods
- Integrate talent management and recruitment
- Examine innovation in social recruitment

Chaired by:

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- **Allied Milling and Baking** – *Gareth Evans, Talent Acquisition Manager*
- **Autodesk** – *Tony Mancino, Senior Recruiter Talent Acquisition*
- **Barclays Bank Plc** – *Matthew Yates, Lead Resourcing Business Partner*
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- **Kenexa, an IBM Company** – *Jacques Bossonney, VP, RPO EMEA*
- **Barclays Bank Plc** – *Susan Firbank, Head of Resourcing*
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Dear Reader,

We are delighted to bring you our first special edition of HRreview, focused on Innovation in Recruitment and RPO. I would like to take this opportunity to thank our contributors and advertisers for their support.

The past few years have seen recruiters find it increasingly difficult to source the right talent, despite the rise in job seekers. Many HR departments are now looking for new and innovative methods to filter applications, attract people with the right skills and adapt to new technologies, which are changing the face of recruitment. In addition, we have witnessed global growth in the RPO industry, considered to be the fastest growing area within HR outsourcing and worth an estimated £3.2b.

This publication will address the above topics in four different sections: Recruitment industry overview, RPO, employer branding and recruitment technology. The information is provided in a variety of formats, including best practice case studies, opinion pieces by industry leaders, survey results and a buyer's guide.

Finally, we would like to encourage HR and recruitment professionals to continue to discuss and exchange ideas with other industry professionals at Symposium Events' 6th annual Innovation in Recruitment Conference, which will take place on the 19th September in London. We will be attending the event and have secured our readers a 20% discount. Booking details can be found on the inside front cover of this magazine.

Thank you and we hope you find "Innovation in Recruitment and RPO" informative.

Pamela Flores
Editor
July 2013

www.HRreview.co.uk

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Eight key market trends for recruitment

Kevin Green

Chief Executive at REC
(Recruitment and Employment Confederation)



At the end of 2012 the Recruitment and Employment Confederation (REC) published the Back to the Future working paper that took an in-depth look at the trends that have shaped the recruitment industry over the past few years and those we expect will impact on the industry over the next decade and beyond.

In 2012, many recruiters learnt a tough lesson and found that it is no longer possible to piggyback on strong economic growth in the wider economy as they have done in the past and we predict that running a successful agency is only going to get harder and demand more of recruiters. The starkest finding in the report is that the number of recruitment businesses fell by 11% in 2011. The REC believes it is likely that the drivers behind this period of

consolidation (weak economic growth, margin pressure, technological advancement and new channels to market) will continue for some time, leaving agencies with important choices to make if they are to remain successful.

The REC believes that the recruitment landscape up to 2020 and beyond will be shaped by eight key trends:

1. Economics drives the recruitment market:

It's clear that the whole recruitment market follows the UK's broad economic trends. In the recession, the economy shrank by just over 7% whilst agency sales contracted by nearly 30%. The forecast for 2013 is for growth of 1.5% rising to 2% in 2014, so the economy will not

drive industry growth over the next two years like it did in the 10 years prior to recession, when the industry grew by 200%.

2. Greater control of the supply chain:

The drift towards managed service platforms and RPO will continue, driven by large public and private sector organizations seeking better management information, reduced exposure to risk, simpler invoicing and reduced costs. Agency margins for temporary and permanent recruitment are likely to come under increased pressure as a result.

3. Continue margin pressure:

Employer organisations will continue to leverage the fragmented and competitive nature of the recruitment market



to reduce agency margins. This will be driven by procurement in large organisations and alternative models of provision amongst SMEs and be particularly prevalent in commoditised markets such as temporary staffing.

4. A maturing market:

As pressure on margins are maintained, weak economic growth continues and technological advancement drives new channels to market, the recent trend towards industry consolidation will continue.

5. Greater segmentation:

The recruitment market will be shaped by external pressures. The demand for rare talent will ensure the continued use of executive search; the need to maintain costs and workforce flexibility will drive temporary staffing volumes and greater efficiency whilst permanent positions (below board level) and professional interim/contractor business models will come under increased pressure from in-house resourcing

teams using sophisticated social media tools.

6. Increased 'professional flexibility':

Current trends in the US and UK suggest that employer organisations are increasingly using interim managers, fixed term contracts and other forms of contracts to engage talent whilst keeping fixed costs down. It is also clear that many professionals are becoming increasingly comfortable with this freelance or self-employed way of working. Agencies in this space are likely to do well especially when growth in demand returns to the UK economy, highlighting skills and talent gaps that employers will have to fill.

7. Demise of high street recruiting:

As the ability to reach candidates using email, SMS and social media becomes more prominent, the model of supply will move away from the high street for many sectors. Even high volume

temporary staffing could increasingly migrate to on-site locations.

8. An inch high and a mile deep:

The competitive pressures emerging leave SME recruiters with a number of strategic choices: to become a low cost provider of temporary workers via a range of low cost channels such as RPO and MSP; to become specialist providers of professional skills that are in demand for temporary and permanent staffing (project management, HR and financial services etc.); to compete as a high street 'generalist' agency by developing a deep relationship with local SME employers that are likely to continue to use traditional local recruiters. An inch wide and a mile deep rather than a mile wide and an inch deep may well be the right focus for many small and medium size recruiters.

For more information on this report and other REC research go to the REC website www.rec.uk.com.

The rise of the versatile recruiter

Ksenia Zheltoukhova

Research Associate at CIPD



Despite high unemployment it is still the employers who are hunting qualified talent. The latest CIPD/Hays Resourcing and Talent Planning survey — an annual benchmarking instrument recording the views of HR professionals on attracting and retaining talent — highlights that the proportion of organisations reporting an increase in competition for well-qualified staff has tripled since 2009. In a bid to secure the best candidates fast, employers are getting smarter in diversifying their recruitment practices.

In this day and age it is difficult to imagine an organisation that would bet 100% of its recruitment strategy on a physical job board, waiting patiently for handwritten and posted letters of application from potential candidates. Clearly conventional methods of recruitment have shown to be time-consuming, limiting and, ultimately, costly, as they delayed the introduction of a new employee into business as usual.

Moreover, the required skills do not seem to be readily available. As in previous years, in 2013 the main reason for recruitment difficulties faced by employers was a lack of specialist or technical skills among job candidates; managerial and professional roles were the hardest ones to fill. Despite high unemployment, one in six organisations in the survey



“In a bid to secure the best candidates fast, employers are getting smarter in diversifying their recruitment practices”

reported that an absence of applicants caused, or contributed to, their recruitment difficulties. This is against an average of 45 applicants for each low-skilled job, as demonstrated by the CIPD’s Labour Market Outlook.

Attracting candidates

Fortunately, recruiters are able to draw on multiple alternative ways of attracting and selecting candidates. As the CIPD/ Hays Resourcing and Talent Planning survey shows, in 2013 organisations were spending less on national newspaper advertisements and specialist journals/trade press, and invested more into social and professional networking sites, commercial job boards and apprenticeships. More than two-thirds of organisations, regardless of size or sector, conduct recruitment activity in-house (69%). Only a very

small minority (3%) outsource all recruitment activity, whilst just over a quarter (28%) combine in-house and outsourcing approaches.

The most effective methods for attracting candidates were corporate websites and recruitment agencies. However, the proportion of organisations quoting recruitment agencies to be effective has decreased slightly since 2010, across all sectors and sizes of organisation (although more so in the public and not-for-profit sectors). The current focus on costs may be driving organisations to seek cheaper attraction methods or use recruitment agencies more selectively.

The methods viewed as most effective in attracting candidates differed by organisational sector.

For example, public sector and not-for-profit organisations rarely favour employee referral schemes and speculative applications, but still rely on methods such as newspaper advertising. They are also less likely to use professional and social networking websites.

The use of social media

Each year about one-third of organisations in the CIPD/Hays survey report losing potential recruits due to the length of their recruitment process, rising to three-fifths of organisations with more than 5,000 employees. In a bid to reduce time and to reach out to a wider pool of job candidates, many organisations are exploring the potential of social media in attracting talent.

Over half of organisations report using social media in resourcing, with private sector organisations

leading the way at 63%. In comparison, only 43% of public sector employers used social media in recruitment, although a further 41% thought it would benefit their resourcing practices. Overall, only a fifth report they don't use social media and don't feel it is necessary, although this was more common in manufacturing and production organisations and in smaller organisations (30% of those with less than 50 employees).

Social and professional networks (e.g. LinkedIn, Twitter and Facebook) are considered to be a subset of e-recruitment practices, attractive for the substantial reduction on costs these media can offer. For example, according to the CIPD/Hays Resourcing and Talent Planning survey, nearly three-quarters of organisations using social media report that this has reduced their resourcing costs. More than four-fifths

report that using social media has increased the strength of their employer brand and increased their potential selection pool.

Social media is most commonly used for attracting candidates (86%) and brand building (74%). Just under half (46%) of organisations that use it also do so to keep in touch with potential future candidates, whilst a fifth (21%) use it to keep in touch with alumni. Only a minority (6%) use social media for screening candidates (previewing online profiles).

At the same time, some risks can be associated with the use of social media too. For example, 19% of respondents said the use of social media decreases the quality of candidates – potentially as wider reach dilutes the calibre of applications. In addition, 22% said it increased the time to hire – contrary to the assumption that

social media use accelerates the process; again this may be due to the higher volume of candidates. There is also a danger that ad hoc use of social networking accounts would not have the desired effect of attracting the right talent, if the users of those media are not engaged with the brand prior to seeing a job posting.

It appears that not all recruiters are trained in the strategic use of social media in resourcing. Only 19% of organisations using social media report they have a dedicated social media strategy, and only 44% had someone in their resourcing team that has been trained in using social media for recruitment. A smaller proportion (25%) have a dedicated role for it, although this is more common in the public and not-for-profit sectors (public sector: 38%; not-for-profits: 33%; private sector: 19%).

Lessons to learn

CIPD's research and anecdotal evidence from employers suggests that many recruiters are aiming to be ahead of the game in competing for talent by following a few key principles:

- Talent planning starts with attracting job candidates. Targeting the right audience is likely to improve the calibre of applications, without adding to the quantity of candidates to sift through.
- Candidate experience is crucial. Qualified talent is sought after, so the organisations cannot afford to lose a potential recruit by treating them poorly during the selection process. This includes outsourced agents representing the hiring employer.
- Be courageous to keep looking for the right recruits for the values your company stands for. The attitude and value alignment are at least as important as prior work experience.
- Reaching out to recruitment channels and markets requires a clear strategy. Considering alternative job sectors to draw candidates from and communicating with multiple audiences via appropriate channels (including social media) is likely to add value to your organisation's pool of skills.



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Tuesday 22 October 2013, London
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What is the difference between recruitment and resourcing?

Jo Taylor

Head of Resourcing and Talent Management at TalkTalk Group



The big book for HR says that recruitment 'Refers to the process of attracting, screening, selecting and on-boarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an employee offering' and that resourcing is linked to talent management which is: 'strategic and deliberate in how companies source, attract, select, train, develop, retain, promote and move people through the organisation. The mindset of this approach seeks not only to hire the most qualified and valuable employees but also to put a strong emphasis on retention'.

I have been looking at this really closely as we evolve our resourcing model at TalkTalk, which has primarily looked at simply recruitment. I am not saying that is a bad thing at all, but as businesses develop in a changing economy the need for a joined up approach to resourcing models which deliver value as well as cultural change is going to become more important. HRD's and CEO's are looking for quality talent that will enhance

their businesses and deliver their strategic priorities not just quantity. Therefore a resourcing model which embraces and builds an end-to-end talent management strategy for employees is critical to success.

Making decisions on whether you go in-house, out-house or hybrid is the wrong question to ask. In my opinion, the question should be: What do you want your talent and future talent to think, feel and do in relation to your brand? How can this be a congruent internally and externally and how do you ensure that you build advocates for your business internally and externally? I believe people join a business because they can see themselves reflected at whatever touch point that may be, whether a snappy website or a direct call from a resourcing consultant. The whole candidate experience throughout the process is forgotten when organisations simply focus on cost and time to hire. Let's move away from this and think more long term, align to the business needs, drive real innovation and ensure that your model is built from this starting point.

I believe that in resourcing we can over complicate things and build in extra processes and procedures which simply do not need to exist. Simple workforce planning allows your resourcing model to execute a seamless plan. These plans need to be led by the business, but supported by a centre of expertise that can ensure trends and market intelligence are all fed in. Managers and their capabilities also play a strong part in any resourcing function. Ensuring that you have strong resourcing business partners that can work as consultants with business leaders is one way of enabling change. Clarity in messaging from social media and careers sites through to on-boarding processes enable simplicity and congruent messaging at all stages of the recruitment process.

I do not believe that anything I am saying here you are not thinking yourselves. But, I hope that by challenging some assumptions and norms we can build better, simpler and cheaper models for businesses which deliver quality talent now and for the future!

RPO or not:

Creating the right business case

Shanil Kaderali

Global Talent Acquisition,
Strategy Leader at PierPoint Global



I've been agnostic over most of my career within corporate TA (Talent Acquisition) as to which is better (in-house TA teams vs. RPO hiring models) and would always respond: "Well, It depends." I'd cite complexity of positions, volume, readiness for change, cost, etc. In most cases also, that's the right answer. Now, I'm working in RPO, I still answer the same way. The final decision on engaging a RPO model should be based on a well-articulated business case that outlines the business impact, costs, risks, challenges and expected outcomes which will give a TA/HR Leader the guidance for the best decision.

Let's define Recruitment Process Outsourcing (RPO): the operational responsibility for one or more recruiting functions, from the client to a services provider where the provider essentially takes on the entire or part of

role of the clients recruiting department. Pricing is based on the process, usually at volume rates that could be per hire or a monthly retainer.

Originally RPO was viewed as staffing and research but now it has evolved to the full cycle including everything from sourcing to onboarding supported by data management, applicant tracking systems and integrations to social media, mobile and for some, big data.

The RPO landscape:

It is estimated to be currently a £3.2B industry globally and growing. It is the fastest growing area of all HR outsourcing practices.

The big US players include: Right Thing (Acquired by ADP); Kenexa (Acquired by IBM); Pinstripe (Pure Play RPO only) as well as legacy

staffing firms such as Adecco, Allegis, Futurestep and others. Some of the big UK players include Alexander Mann Solutions (AMS), Ochre House, Hays and others. The RPO market is very dynamic and changing.

How do you decide to go RPO?

- 1 Define the business problems you are trying to solve
- 2) Compare your current model versus a RPO for your specific needs
- 3) Develop a cost-focused business case and then compare the baseline (current approach) to RPO models

Define your business problem:

Are you trying to solve for short-term turnover? Improve time-to-fill? Agency costs are too high? There are examples of RPOs helping to solve the above



“RPOs are generally known for being scalable, cost-effective, and for representing the company...”

problems. Hays saved £2m by reducing reliance on temp workers for a major investment bank. Right Thing (ADP), through a rigorous standardised hiring process reduced >90 day turnover for Wal-Mart from 54% to 30% in various regions.

After you define your problems, you should calculate the total cost of the problem as well. I've always included cost-of-turnover in my analysis. At a private US education firm, there was 48% turnover for teachers resulting in hiring 12,000 teachers at a cost at approx. £658 per teacher. It was also determined that 3% of parents didn't renew due to the primary reason of teacher turnover which additionally resulted in over £3.2M in sales not renewed. This is a compelling problem. I encourage all TA/HR (talent acquisition and HR) leaders to work with their internal teams like finance to determine the cost of the problem.

Compare the models: When to use RPO?

There are no absolutes here but we do see trends

Some of the key drivers to look at RPO include:

- Cost management
- Scalable solutions (especially with global growth)
- Demand for quality talent

There are generalities about the pros and cons. RPOs are generally known for being scalable, cost-effective, and for process standardisation with high volume replicable positions with end result being better hires. They represent the company as well but are not employees of the company and have multiple clients.

Examples include Retail, Finance, Call Centers and Health Care. Aberdeen Group research shows that 43% of Healthcare organisations worldwide are investing in RPO as a way to

improve efficiencies, and stay compliant. Pinstripe hired over 4000 nurses in 2012.

There are exceptions – Starbucks and Chipotle are great examples of large volume retail hiring that have made investments in their in-house capabilities, yielding positive results. HSBC (Bank) lowered their agency costs by 60% a few years ago with an internal sourcing team.

With the need to globalise quickly, RPOs are good options. Some firms have strategic partnerships as observed by Pinstripe & Ochre House. Allegis with their global relationships/investments in Hayes & Talent 2 is another example.

When to not use RPO?

Again, no absolutes but having been a TA (Talent Acquisition) Leader, there are situations I have not entertained RPO:

- Complex, niche based positions

CURRENT VS RPO MODEL

| | Current Model | RPO (2013) | Variance |
|--|---------------------|---------------------|--------------------|
| Total Delivery Cost (12,000 Hires) | | 4,200,000 | 4,200,000 |
| Recruitment Technology/Transition Costs | | 79,000 | 79,000 |
| Hiring Costs (EA, Training) - \$486 per Hire | 5,830,000 | 5,830,000 | - |
| Sourcing/ Advertising | 459,000 | 272,000 | 187,000 |
| Interview Time Costs (Soft Costs)* | 6,000,000 | 1,200,000 | 4,800,000 |
| Turnover Reduction Benefit | | (1,125,000) | |
| Total Recruitment Costs | \$12,289,000 | \$10,456,000 | \$1,843,000 |
| Turnover | 48% | 43% | 5% |

Figure one

(ex, Statisticians at senior levels)

- VPs and above (building an internal Exec Recruiting function – Apple & WellPoint are good examples)
- When the RPO provider has large clients in the same industry (how to determine loyalty?)
- When the RPO is not willing to put fees at risk if they don't achieve Critical Service Level Agreement Metrics (SLAs)

Industries with strong internal employment brands and a strong established culture such as high tech in Silicon Valley tend to be hostile to RPO. Examples include Google, Facebook, Cisco, Disney, Bain Consulting – The culture just doesn't align to RPO, or at least not yet.

Finally, the business case:

This provides a common point of measurement to compare service provider pricing to internal cost of providing the in-scope activities and should be an “apples-to-apples” comparison between service providers (generally with a moderate amount of “normalisation”). To clarify, I recommend the business case to be contrasted with multiple

service providers, but the template should stay same.

Here is an example:

The example above (figure 1) is based on hiring 12,000 employees of the same role (replicable positions). Cost is quoted at £230 per hire and involves some transition expenses with technology. Hiring Costs (training, EA is administration – These are expenses you'll incur with or without a RPO). There is an assumption that the firm is covering some level of sourcing which needs to be factored (lowering costs of job boards). In this case, it was estimated to reduce posting costs by 40%. Here, we factor in interview time for hiring managers as a soft cost. The RPO should reduce HM (Hiring Manager) time (in this case, HMs were doing the heavy lifting for screening).

Any RPO deal should have fees at risk negotiated. In this case, the goal was to reduce >90 turnover by 5% (the business problem to solve). If the RPO delivers on that promise, then that is 600 less hires with the turnover cost saved and should be factored. We call this a

normalisation and here, a turnover reduction benefit. Partner with your internal teams to get the right data. The variances will tell you about the costs. I'd compare over three years to determine if it really is a good idea. In this example, this company would save approx. £1.8M with a standardised process, technology it didn't have prior and resources to interview candidates usually handled by the hiring manager. A compelling business case.

Also with RPO, if you bundle services into a pricing model, you have leverage. For large companies, while it's not advisable to put all your eggs in one basket, synergy makes sense. It's not just cost; it's efficient to have one partner if the data is all in one place – This could apply in cases where the RPO is offering their applicant tracking system and/or offering Vendor Service Programs (VSP).

As stated, there are no absolutes (death, taxes and need for hiring great talent notwithstanding), a good business case will help guide your decision-making for RPO or not.

Ten things you wanted to ask about making a resourcing supplier selection but were too afraid to ask

Andrew Wilson

Resourcing & Workforce Planning
at Visa Europe



Andrew Wilson, Head of Resourcing & Workforce Planning at Visa Europe, recently completed a selection process for the supplier of a combined temporary & permanent resourcing service. Here are ten key learning points he felt worth sharing.

1. Understand your current situation

You might think you know how good/bad things are but it is important to be clear. If you have an incumbent supplier, your daily, weekly and monthly reviews and/or your management information (MI) might suggest there is/isn't much to fix. However, in advance of your tendering process, engage with line managers face-to-face to understand their current levels of satisfaction, what their pain points are and what is working well. MI and surveys do not always tell you the detail of what is going on the

ground. Use all the information available to you to shape your tendering process.

2. Be clear what you want

Knowing what you want makes it much easier to shape your request for information & request for proposal and select the right supplier. Some things to consider are:

- Scope of services (are you extending services? Outsourcing them?)
- Cultural match up (Do you want a partnership approach or a more formal relationship).
- Key areas of improvement (based on the line manager feedback and MI what do you want to improve?)
- Are you looking to make a leap forward or marginal improvements on existing service?
- How important is cost? (focusing

heavily on driving cost down will lead you to a different solution to one focused on candidate and manager experience).

- What is going to be your approach to technology? (do you have any? Will you have to transition from an existing supplier's).

When you know what you want, it is important to prioritise/ weight the elements to help in the selection process too.

3. Procurement & HR need to be united!

Having a procurement partner who understands that cost is only one factor and that driving this too hard will affect delivery and candidate & customer experience is crucial. It is important to ensure your procurement partner understands the dynamics of the recruitment world. (e.g. Make

sure they understand how the supplier and supplying agencies make money and how that drives behaviours) If they do not, it is your job to educate them! However, you need to let your procurement partner guide you through the process so that you get the most out of it and achieve your objectives.

It is also vital to agree clear roles and rules of engagement. This is especially the case if there is an incumbent supplier who will need to know who can talk to whom about the tender process.

4. Engage stakeholders throughout

It might sound obvious, but one of the most important elements is identifying and involving all your stakeholders in the supplier selection process. There will be implications for other parts of your organisation including IT, finance, legal & risk as well your hiring managers. Involving them early on will mean your implementation will be much smoother. There would be no point completing a supplier selection process only to find that you can't obtain enough support from your legal team to create/ negotiate and finalise a contract or your IT organisation can't support a technology changeover.

Another key aspect of making your process a success is making sure you have people from across the business involved in and supporting the ultimate decision. Select a combination of managers who hire high and low volumes and niche skills to ensure you get the perspective of the different needs in your organisation. Without these steps, the organisation may feel like HR/ Procurement imposed a decision on them.



“A key aspect of making your supplier selection process a success is making sure you have people from across the business involved in and supporting the ultimate decision.”

5. Recognise your incumbent's advantage & disadvantage

If you have an incumbent, they have a distinct advantage over other suppliers because they already know how your business works, what works well, what pricing you already have and a detailed understanding of your resourcing operating model. Therefore, you are right to expect them to provide you with a good proposal that aligns with your

requirements (e.g. do you prefer an on/off site service, is price more important than speed? etc). However, an incumbent also has the distinct disadvantage that stakeholders know that their service is not perfect, whereas new bidders will be judged (initially at least) on their formal submissions and presentations. New bidders are likely to put their best bid team together, but that is not normally who will be delivering your service.

There is no easy formula to build these factors into your supplier selection process, but making sure your supplier selection team is conscious of them is a good start point.

6. Allow enough time

Good things are worth waiting for. If you rush the process, you will end up with a poorly specified RFI/ RFP, poorly informed bidders, a poorly formed contract, badly implemented technology and customers who do not know what is going on. Building in sufficient time means you can make sure everyone is able to do their best in the selection and implementation process. (Allow extra time for suppliers to submit a quality RFP response and for the RFP scorers to fit the scoring around their day jobs).

7. Don't leave suppliers guessing

Given that your incumbent supplier will have lots of

information on the service, it is important to level the playing field as much as possible by providing the other bidders with information that will help them understand the existing service.

- Provide them with a breakdown of recruitment in previous years by country/division/skill set, attach typical job specs, outline how the service is delivered (on/off site) and anticipated levels of recruitment for coming years.
- Allow suppliers to ask questions after they had received the RFP and then publish the answers to all the bidders.

9. Telling the difference between the bids

Inevitably, many of the bids will look similar and it's key to making the right decision for you to be able to differentiate from what can look like very similar offerings. A few factors are:

- Will you be a key account or "one of many". There is value in being an important account (either in

scale or in brand).

- How customised will the service be? Some suppliers provide a standardised solution and customisations cost significantly more.
- Is there a culture fit with both organisations?
- Has the supplier thought about your organisation's needs in the bid or could it have been copied and pasted?
- Do you want someone to lead you in driving service improvements?
- Are they thought leaders?

10. When it's done, you've only just begun

When you have made your decision, you are not finished. You will need to do at least some of the following:

- Update/replace an existing contract or create a new one.
- Launch/re-launch a service to your customers, outlining changes and getting them on board.
- Retain service delivery (as much as you can) in the exit phase.
- Transfer applicant data.
- TUPE transfers.
- Change technology.
- Build new operating procedures.
- Train users.
- Build new relationships etc etc.

A helpful tip in making it a successful roll out is to use your stakeholder group to make sure your roll-out is shaped to each customer group.

Summary

Running a supplier selection process is no small task, done properly. Nevertheless, it is worth the effort. Having the right supplier(s) means you can be sure you have a strong delivery mechanism at the right price to allow you to focus on taking your wider resourcing service to new heights.

8. Be clear on your priorities

Knowing what is important to your organisation is crucial when it comes to scoring and supplier selection. Some things to consider:

- Is price more important than speed of delivery? (some suppliers promise extremely high direct ratios, but this often results in slower delivery).
- Do you prefer an on site/off site service?
- Are you (and your customers!) prepared for the drop off in service if you de-select an incumbent?
- Is expertise in your key areas of recruitment more important than a "jack of all trades"?

Internal recruitment capacity: Discovering the holy grail of talent acquisition

Terry Terhark

**Divisional President, TheRightThing®,
an ADP® Company**



If there's one question keeping HR Execs up at night, it may be this: How do organisations maintain a true core competency in recruiting? As recruiting and talent acquisition becomes more of a social science deemed necessary to the ultimate success of a company's longevity, maintaining recruitment expertise as a core competency could arguably be considered the Holy Grail of talent acquisition.

Historically, organisations have struggled with how to build capacity into their recruiting organisations. Limited on viable alternatives in managing business need, a predictable cycle has emerged over the past fifty years which has proven to be minimally successful. When times were good, most organisations would increase internal headcount or partner with contract recruiters. When times were bad, most would downsize, reducing their staff significantly.

Between the ebb and flow of economic conditions compounded by each company's own variableness, the ability to build expertise while simultaneously scaling up and down is complex and costly. This constant variation of recruiting resources has caused many organisations to lack true core competency in recruiting. While a small minority of companies enjoy the freedoms

of unlimited budgets and steady hiring needs, the vast majority of organisations have yet to discover an effective solution. Trending has revealed many of yesterday's practices are no longer in line with tomorrow's business goals and the fractured state of our global economy has required organisations to strategise differently. Research shows that organisations across the globe are creating a more flexible and leaner operating model for the future which means less internal headcount.

Today, many best-in-class companies are turning to recruitment process outsourcing (RPO), as a viable way to build and maintain expertise. As a true expert in talent acquisition solutions, RPO partnerships ensure companies strategically stay competitive by managing the hiring process, creating innovative



"Maintaining recruitment expertise as a core competency could arguably be considered the Holy Grail of talent acquisition."

recruiting strategies and helping to reduce cost and boost quality of hire. Providing on-demand scalability which flexes with hiring demands without committing to significant internal investment, organisations currently utilizing RPO are realising the ability to keep proprietary recruitment expertise and knowledge in place during economic downturns which in turn, enables them to better prepare for the improving economy.

With a variety of customised models, RPO solutions enable organisations to engage in end-to-end hiring, front-end hiring or simply use the partnership as a way to build scale into the recruiting function. Additionally, top RPO providers embed technology, analytics and benchmarking as part of their standard models and have worked tirelessly to build service delivery

that exceeds market expectations.

Consider this:

- An RPO report by the Aberdeen Group concluded that organisations achieving Aberdeen's Best-in-Class designation experienced significant gains in cost quality and efficiency metrics, including a 60% reduction in time-to-fill, 55% increase in their new-hire retention rate and a 48% reduction in cost-per-hire.

- Everest, a global consulting and research firm reported healthy RPO growth in Continental Europe and APAC. The overall global RPO market is estimated grow between 12-17% in 2013 with the highest regional growth in APAC and Continental Europe estimated at 25-30%.

- NelsonHall, an independent BPO analyst firm based in Boston and the UK predicts a strong RPO growth forecast at ~14% CAAGR

2012-2016 and expects revenues to double by 2016 to 4.9bn

As organisations move forward, it will be strategically imperative for HR and Staffing executives to examine new recruitment strategies in order to fully realize the Holy Grail of talent acquisition. With increasing research and proven case studies, RPO offers a compelling answer to the recruitment capacity conundrum, enabling organisations to break the traditional cycle and enter into a new age of talent acquisition.

For more information on The RightThing's recruitment process outsourcing services, please visit, www.rightthinginc.com



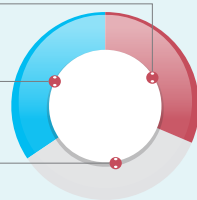
HRreview 2013 RECRUITMENT SURVEY



Recruitment Trends

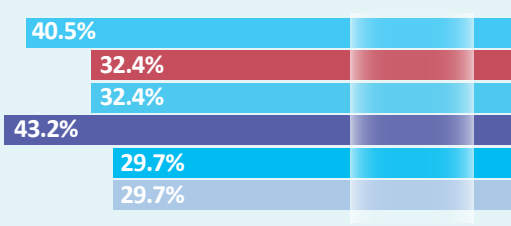
Has the number of employees you recruit per year changed?

- 31.6% Declined
- 34.2% Stayed the same
- 34.2% Increased



40% of private sector companies have increased recruitment compared to 18.2% of public sector organisation.

What part of your recruitment process would you like to improve?



- Time to hire
- Candidate experience
- Cost of hire
- Quality of hire
- Lack of suitable skills available
- Employer brand



Recruitment Process Outsourcing

Do you currently outsource any part of your recruitment process?



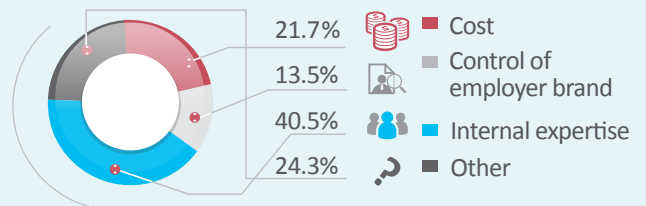
35.1%

of organisations
outsourced
recruitment

Main benefit for using an RPO:



Main reason for not using an RPO:



76.5%

of respondents use multiple RPO providers.

37.5%

of private sector respondents use a project model (on demand service) compare to 20% of public sector respondents.

12.5%

of respondents in the private sector and 20% of respondents in the public sector are considering changing RPO providers.

Are you satisfied with your RPO providers? ■■■■

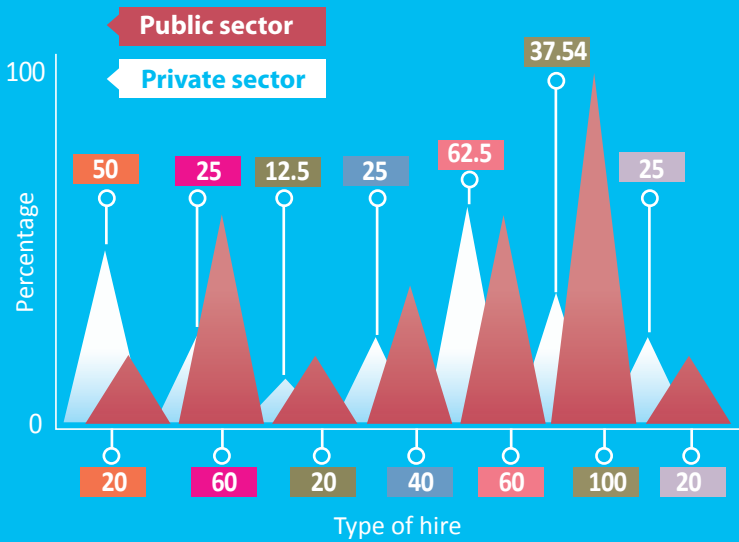
Yes, they have met all expectations
6.3%

Generally satisfied but improvements can be made
62.4%

Had initial teething problems but we are working them out and we are developing a partnership
18.8%

No, we are considering changing provider
12.5%

Who do you employ through your RPO?



Key

- Volume recruitment
- Senior management
- Graduate recruitment
- Middle management
- Temporary/seasonal worker
- Special skills
- End to end campaign management



Recruitment Technology

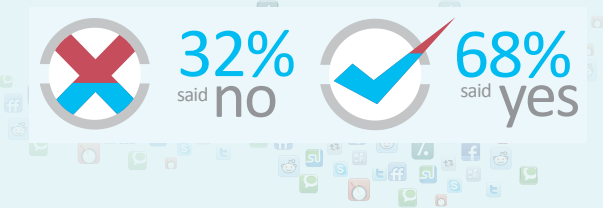
Are you considering investing in new recruitment technology?



Yes – 29.7% No – 62.2% Unsure – 8.1%

Only 27% of respondents have found social media the most effective tool for attracting candidates.

Do you use social media for recruitment?



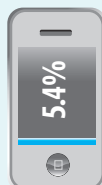
64.9% of respondents said that the most popular method of attracting candidates was through their own corporate website.



in (73.3%)

The most used social media site to attract candidates is LinkedIn (73.3%).

Only 5.4% of respondents are using mobile recruitment.



21.6% have tried video recruitment instead of face to face meetings and a further 29.7% are interested in trying in the future.



Futurecasting:

Map, standardize & segment your talent organisation's data IP

Dave Mendoza

Multi-award-winning talent acquisition thought leader and global speaker



"... the essential ingredients of a strategic roadmap is within its data output. It must be equipped with the means to be easily scalable, distributable throughout the organisation, and can easily be migrated without dependency on any one given vendor technology"

Big data, clean data, social data. If you work in talent acquisition, you've heard these terms a lot lately. Leaders in the recruiting industry are starting to measure the impact the onslaught of data will have on everything: from how we source, to how we screen and protect competitive intelligence, essentially, the entire talent acquisition and management lifecycle. However, many are frustrated by the lack of common terminology, while others have yet to define just what Big Data is (within talent

acquisition)...

So what is everyone talking about when they say "big data"? Big data is a collection of information so large and complicated that it becomes awkward to process using traditional means. John Sumser recently quoted Gartner in his article "Really, Big Data Isn't Analytics":

- **Increasing volume (amount of data)**

Generally speaking, the first big data problem is dealing with the amount of data. The important point about the volume of data is that it's bigger than current toolsets can handle.

- **Velocity (speed of data in/out)**

Historically, data has been processed when possible, not in real time. Companies like Google, Facebook, Twitter (and the rest of

the high volume, real time data processors) are perfecting the art of handling information as it emerges.

- **Variety (range of data types, sources)**

In some ways, this is the biggest piece of the puzzle. Big data is a way to make novel correlations that create insight that wasn't before possible by integrating disparate (and what used to be seen as unrelated) data sets.

For recruiters this can include: candidate profiles, competitor practices, talent pipelines, information gathered from social media, ATS data, CRM data, regional and demographic data (this list goes on for awhile). In talent acquisition, the variety comes from having lots of users and lots of different input, collection and accumulation styles.

Finding a way to standardise process across all avenues and automate what we can, simply makes it easier for sourcers, recruiters and HR professionals to make sense of the data we've been collecting for years. The potential of using data to identify industry patterns and trends is being realised, increasing the value of properly processed and stored data.

Often recruiters are working with candidate relationship management platforms (CRMs), social media funnels from at least one social network (often many more), the applicant tracking system or HRIS. I submit that together, these technologies can be a compass pointing straight toward relevant talent for the future. The Futurecasting methodology I've developed has taken the guess work out of calibrating that compass.

Enhancements and modifications to your data management can lead your company straight to its talent audience, showing talent acquisition executives where and how your target market spends its time. In addition, you can create a data shadow for your company's future workers.

These seven steps are the core of Futurecasting:

1. Map the organisation's process:

Go step-by-step through the whole cycle of your recruiting process, starting with sourcing. The first step in creating a fully functional system is becoming aware of current practices. From the first contact to on-boarding, map out how your team does everything, particularly when someone comes into contact



with data. The purpose of this step is to find the flaws, holes and redundancies in your system.

Who inputs the data? Is it automated? Who has access to the data? Where does this data go from here? At what point will someone need to come back to retrieve this data?

2. Standardise the organisation's process:

Create a clearly defined new process. Formulate and document a consistent way to work through the lifecycle of each and every candidate. This initiative should be documented and shared as a mandatory process. This step won't help if everyone continues to do things their own way. By starting consistent practices, you cut down on redundancies, inefficiencies and data storage mistakes.

For instance, default and customisable fields for data entry can turn into a mess of untraceable information if everyone is doing their own thing. Make sure that complete and incomplete files are defined and labelled. And while you're at it, complete them! Things as simple as dashes and commas

can render data useless. Your organisation pays to gather and store that data, so when something as minor as spaces in a phone number make it unusable you are losing money.

Be sure to share consistent terminology for job titles, IDs and tags. Remember that if your system can't read a data set, it doesn't include it in search results.

3. Add social data:

It's not enough to note that a candidate has a LinkedIn profile, link to it. Many of the systems that you're probably using don't really make this possible straight out of the box; however there are always modifications to improve these systems. Customise fields specifically for social media. Even if you can't create a clickable link, you can always enter the URL into the customised field. By adding these links to each and every profile, you have expanded your candidate profile by leaps and bounds and made it easily accessible to sourcers in the future.

Social data is far more evergreen than much of the data that talent acquisition has used in the past. While you might go through

several email addresses or mobile numbers, you're less likely to get rid of a LinkedIn profile or Twitter handle. Candidates are the same. Begin collecting this data now before it's standard protocol and you lay the groundwork for best practices later.

4. Segment the organisation's data:

On your run of the mill systems, segmentation is easy enough, but as you grow with your system and master the available functionality, you will find ways to filter and create rules that take segmentation to a whole new level. The relatively new addition of URLs from social media sites (this is not standard on all CRM or ATS as of this writing), when entered properly and consistently can be segmented to create lists; Twitter lists that allow you to distribute jobs to highly targeted candidates, LinkedIn lists that can expand candidate profiles and give you access to "sub-nodes" of other qualified candidates, SMS and Facebook lists that allow you to compile a living "data shadow" for multiple candidates, with one push of a button.

5. Reinforce competitive intelligence as a workflow process:

Each company has different ways of distinguishing positions, titles and awards. How are you supposed to search for them if they aren't streamlined within your system? Again, creating a consistent and communicated list of job titles will tidy up your data, and make life a whole lot easier. Also, consider using tags and notes for other distinguishing talents and awards. But again, this must be enterprise-wide adoption to work. Considering your competitors' job titles, award system and compensatory framework can help when

searching outside your system.

6. Re-duplicate and enforce data quality standards to your organisation's database

Clean it up folks. This is probably the hardest one, but clean data is data that works for you. It's a long and painstaking process, but it is worth it in the end. File by file; get rid of duplicate and inaccurate information. In this process you can determine where you have flaws in your data entry process and it will ultimately save time when you're looking for records. In addition, information can go bad very quickly; people change numbers, addresses and names. By creating fully searchable and updated profiles, your data is now working for you.

7. Recognise the value of your talent acquisition organisation's intellectual property:

By streamlining your process and cleaning up your data, you have added exponential, long-term value to your company's talent roadmap. This information was paid for. If your system is outdated and unsearchable, you have wasted it. When you realize the potential of big data, you are more likely to value it. Take step 6, once you have had one talent acquisition pro identify the competitive landscape in his or her region, should that information only be accessed by that person? Of course not, they have paved a small piece of the road that can be an integral part of your talent map, but only if others in your organisation can access it and add to it.

What we're really talking about is a way of organisation that lends itself to improving sourcing functions, planning for the future and increasing the strategic value

of competitive knowledge as an all-inclusive solution. The current data management systems that most of us have in place now are disorganised, cluttered and aren't exactly making room for even more data. In contrast, key to successful workforce planning is the data vehicle to your hiring forecast destination. A successful talent strategy is assembled within the platform of choice and the vision and processes of the strategic innovator's roadmap. For the innovators in the talent acquisition space, and the newly converted – it's a solution aligned to technologies that maximise the advantages of an always accessible data cloud, integrated social media and increasingly powerful APIs. There are key components that establish the foundation of any solution. The essential ingredient of a strategic roadmap is within the data dictionary and structure of its data repository. It must be equipped with the means to be easily scalable, distributable throughout the organisation, and can easily be migrated without dependency on any one given vendor technology. By supporting powerful tools with simple, human processes and a dash of technologies with ingenuity in mind, - you can turn the data game around.

Dave Mendoza is a multi-award-winning talent acquisition thought leader and global speaker. He provides talent strategy roadmaps and customized innovations on behalf of leading Fortune 500 companies, and recently wrote "Futurecasting: How the rise of Big Social Data API is set to Transform the Business of Recruiting." For direct inquiries he can be emailed directly (ldavemendoza@gmail.com) or through LinkedIn: <http://www.linkedin.com/in/ldavemendoza>

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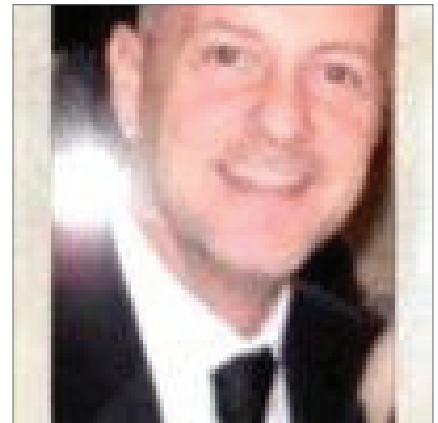
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ResourceBank

Social media in recruitment

Andrew Hyland

Recruitment and Resourcing Manager
at Macmillan Cancer Support



What are the uses of online social media in hiring?

Social media can be used in various ways. Employers are using sites such as LinkedIn to identify talent, but some are also attracting talent through targeted and innovative social media campaigns to engage and challenge candidates and find the right fit for the organisation. Social media is also an important promotional tool. For example, the right company profile on Facebook is a powerful asset when attracting graduates and shaping first impressions of company culture. However, the role of social media doesn't stop at hiring, it also has a role in helping people begin a new job and in internal communications, keeping individuals engaged once recruited.

What are the downsides?

There will always be an element of risk for any organisation

when opening up social media communication channels for recruitment. Use is still in its infancy and return on investment is not yet really known. However, the greater risk is to "dip a toe" in the water, rather than make the commitment needed. Social media by its very nature is an immediate and constant channel of communication and failing to maintain a presence can be more detrimental than never getting started. Similarly, if the channel just broadcasts messages without "engaging" with its audience, it risks losing followers and discouraging candidates.

How should hirers use social media?

It is important that organisations do not simply view social media channels as an extended job board to advertise vacancies. Instead, there needs to be an element of engagement and personalisation in order to attract

the best talent. The boundaries between traditional recruitment practices and online engagement are now blurred, and how organisations use these channels is an important part of the candidate experience. Organisations should be using social media to highlight positive contributions, interesting projects and industry-leading work, and encourage feedback and interaction from interested individuals.

Websites such as YouTube can give potential job applicants an authentic insight into the people and its culture, offering the insider knowledge that was once lacking in traditional recruitment processes.

Is it a targeted hiring tool – or does it produce a mass of responses?

To get the most out of social media, messages need to

Spontaneous and automated: online video interviews are set to revolutionise the recruitment process

Eleanor Hammond

**Communications Director
for Video Recruit**



More than ever, these are challenging times for HR professionals, tasked with providing their organisations with the raw talent and leadership qualities they need to succeed. At a time when technology and globalisation are changing the world in ways that most of us are not even beginning to understand. At a time when whole countries and industries may - or may not - be emerging from recession and corporate budgets continue to be squeezed, HR directors are in turn feeling the pinch.

They could also be forgiven for feeling defensive: their teams are all too frequently perceived as cost centres, a drain on increasingly-scarce organisational resources, ignorant of core business whilst introducing time-consuming compliance initiatives or performance appraisal systems better known to the initiated as the annual box-ticking exercise. Increasingly, however, technological developments are offering HR significant opportunities to automate many time-intensive but essential activities. Harnessed effectively, this gives HR the exciting prospect of being in a position to focus its resources on value-added talent acquisition and management programmes which contribute directly to business strategy and the bottom line.

The next generation HR tool

Let's take a look at one of the next generation HR tools: the automated video interview. You

may think you know what this is. In reality, the chances are that you don't. It's not about Skype and it's not about video CV. No: with automated video interviewing, your applicants record a spontaneous video interview, at the time and place of their choosing. Their answers will leave you either wanting to learn more through a face-to-face interview or glad that you haven't wasted your time or theirs in meeting! Automated video interviews eliminate the need to synchronise your diaries or for either party to travel. With a well-structured video interview, the recruiter can tell within minutes whether they wish to invest any more time in a particular candidate. According to some estimates, the tool reduces time invested in the first stages of recruitment by as much as 80%.

Companies offering automated video interview solutions have been springing up for some years,



primarily in the US. The costs were at first high, the process elaborate, often including the cost of providing candidates with a webcam in order to record their interview. But now, as internet connectivity increases exponentially year-on-year, built-in webcams are a standard feature on most computers and mobile devices, and with ever-higher ownership levels of these devices, automated video interviewing is certain to become a component of every employer's recruitment toolkit. Venture capital firms and other canny investors are starting to take note.

How does automated video interview work?

Companies identify a role to be filled. The interviewer develops a structured set of questions and selects a maximum amount of time to answer each question. The position is advertised through the employer's existing recruitment channels, applicants submit their application, and are then invited to record a video interview. Such invitations can be extended before or after an initial screening exercise and may even replace the first round of the interview process altogether. The candidate

is given a deadline by which to record their interview; with no advance notice of the questions, their answers are spontaneous and unrehearsed; the recording cannot be paused, reviewed or re-recorded. Once the interview is complete, the recruiter receives a notification email and can then view the recording (also at the time and place of their choosing), make comments and share the interview with colleagues, and speeding up the decision-making process. The tool is being used for positions from the most junior up to middle management, and is particularly useful for internship or graduate recruitment programmes and those positions which typically attract high volumes of applicants, many of whom who may not be in a position to travel easily to interview .

The benefits of automanet video interview

Clearer now? The benefits are enormous! For employers, the efficiencies are obvious: reduced screening times, elimination of travel expenses or costly recruitment fairs, and faster time to hire. In addition, a process that ensures that every applicant is asked the same questions

and given the same amount of time to respond makes it both fairer and easier to demonstrate non-discriminatory recruitment practices. Subscription-activated, there is no requirement for complex IT implementation and recruiters are charged per interview recorded rather than invitation extended. More exciting perhaps are the qualitative benefits: faster screening times allow for access to a broader talent pool; candidates, particularly younger applicants with little or no work experience, have a chance to demonstrate that they really do possess the presentation or language skills that they claim on their CV. And if perception is (as some say) reality, the employer's brand is present throughout the interview process, positioning it as innovative and forward-thinking to applicants who may also be existing or potential customers. Finally, a thoughtfully-structured interview and a well-communicated guidance process will put the interviewees at ease and ensure they deliver a good interview. A typical candidate will be nervous at the outset, but fully at ease by the close.

So what are you waiting for? Join the recruitment revolution!

The challenge of global recruitment

Colin Minto

Global Head of Resourcing at G4S



With 620,000 employees who work in over 110 countries, in sometimes challenging environments, making sure we have the right people for the job is crucial.

Factors such as strong business growth and the nature of organising events mean that we hire over 200,000 people a year and have a unique challenge when it comes to recruitment. This is why employing, training and retaining the best workforce is critical to our future success.

The G4S Global Careers Centre

To meet the task of recruiting such a diverse group on such a large scale we realised that we needed to harness the power of online technology and e-recruitment, and so created the G4S Global Careers Centre in late 2010. The Centre is a centralised online platform which

encompasses recruitment across the company, and is the first and most comprehensive centralised recruitment network of its kind anywhere.

One of the strengths of G4S is the diversity of our workforce. We are one of the world's largest employers and recruit positions for anything from leadership roles, to middle management and support to operational employees. Every position is equally important, and therefore recruitment is critical. Strong leadership is necessary to ensure the smooth operation and running of the business, but the ground level workers are equally crucial, and make up the lifeblood of our company. Our Global Careers Centre brings together all these roles into one place and allows complete transparency of opportunity, promoting the G4S employer brand to the widest possible internal and external

job seeker audiences around the world.

Before the creation of this central hub, we had 135 different ways of recruiting online across the globe – driving approximately 40,000 unique visitors a month. With such high volumes of traffic, it was difficult to oversee this process and ensure that the right person was being selected for the right position. In addition job seekers wanting to apply for roles across different divisions or indeed countries were hampered by difficulty in communication between career centres. From a logistical perspective, all these sites required different logins, making the recruitment process even more disparate.

How the Centre facilitated the recruitment process for G4S

The Global Careers Centre has revolutionised this complicated system by bringing all activity

into one central hub, but significantly, has done so without taking away from the efforts of the individual branches and countries. Technology such as Multiple Applicant Tracking System integrations enable the use of a range of different recruiting technologies in each decentralised operating business without being tied to one single global vendor, whilst still allowing interaction between the central and individual parts of the business.

Given the global nature of G4S as a business, the Global Careers Centre has been highly beneficial in advertising overseas positions and allowing job seekers opportunities. The site provides a multi-lingual, community based job board to support the 30 languages commonly used in our global operations, and is therefore non-exclusive and engaging for all candidates.

Many people do not actually realise the breadth of services covered by G4S operations, and hence the job opportunities we provide. Our roles at ground level vary from security officers, drivers, events stewards, prison custody officers and immigration officers to cash controllers and baggage handlers. Furthermore, work with G4S doesn't have to be temporary; we believe strongly in career progression and always aim to ensure that we give our employees the support, training and encouragement they need to build a long-term career with us.

Far from merely being advantageous for those looking for work, our Careers Centre also simplifies the process for all G4S hiring managers across the world as well, by providing a single globally-searchable candidate



"We use our HR expertise to provide the right talent in the right place at the right time in the appropriate volume"

database. Artificial intelligence and semantic matching help to effectively match candidates to relevant jobs and suggest suitable applicants to hiring managers as soon as a new role is posted, removing some of the arduous leg work traditionally associated with recruitment.

The core of the Centre

The core of the Centre is its adoption of community engagement, which helps to promote the G4S employer brand, employee value proposition and global career opportunities. Visits to the site are largely driven through search engine optimisation, online partners and social media. The centre has taken e-recruitment to a new level and we have seen a 620% rise in visits to the site since its launch in 2010.

We have created an environment where people can come, not just to seek a job, but get some additional takeaways and positives to help them in their job search. It goes without saying that finding a job is the main objective of anyone visiting the site; however our social community offers an enriched experience, allowing users access to videos,

forums, groups, networking opportunities, learning and job seeker resources.

The success of our recruitment centre is important not just for the job seekers and hirers, but also for our customers, who rely on us to provide the best people across a very broad spectrum of sectors. We have seen demonstrable results since the introduction of the Global Careers Centre. Since launch we have advertised 126,000+ positions, received 1,026,000+ applications from more than 938,000+ registered candidates in 184 countries and saved £5m+ in costs due to intermediary fee avoidance, efficiency and time savings.

As the world's second largest private employer, we are constantly working to manage the scale and global nature of operations and ensure that we use our HR expertise to provide the right talent in the right place at the right time in the appropriate volume. Our Global Careers centre has helped us to achieve these goals, simplifying the process for ourselves, our employees and our customers. People are the key to help our business to function more efficiently in the future.



Bring their employer brand to life, reduce recruitment costs and attract new recruits using latest technology and direct marketing

Paul Smith

HR Director at LV=General Insurance



In their own words

“At LV= we pride ourselves on running successful recruitment campaigns which promote us as an employer of choice and attract great talent to join our growing business. People bring LV= to life and we wanted to show that in our employer brand. People are at the heart of our success and therefore a perfect articulation of our culture, spirits and values. Although we’ve nearly 6,000 employees in 22 different locations, we still have a very local feel so our recruitment advertising celebrates local areas we’re recruiting in and shares stories of the people working in our offices. We’re also making the most of rapid advances in technology to strengthen our employer brand message – from

using social media to reach candidates and IP recognition to give visitors to our website a ‘local welcome’, to recruitment leaflets that come to life with video testimonials at the scan of a mobile phone. Is it working for us? Absolutely. We’ve filled vacancies very successfully and saved significant costs of recruitment agencies.”

The organisation

In 2007 Liverpool Victoria invested in a major rebranding programme, and later that year LV= was born. The organisation is a leading financial mutual with product offerings ranging from investments and general insurance to life and retirement solutions. They are also a top provider of income protection, car

insurance and enhanced annuities in the UK. As well as their head office in Bournemouth, LV= has 16 other offices in Basildon, Brentwood, Bristol, Croydon, Exeter, Hitchin, Huddersfield, Ipswich, Leeds and London, growing from just three offices back in 2007.

Today, LV= has around 5,800 staff compared to around 1,750 five years ago. Much of the growth has been organic using direct marketing and innovative recruitment advertising techniques. In 2007, LV= was spending around £4m on recruitment with an 80% reliance on recruitment consultants, the organisation now uses consultants just 3% of the time, usually for very niche, complex or senior



roles. In 2012, they handled 23,000 direct applications.

How they articulate their employer brand

"People are at the heart of what we do. You need to be sharp with a heart and we'll give you a job you'll love." The organisation's employee proposition is present and consistent in all of their recruitment campaigns. People are featured prominently and often with their signature 'big green heart' to represent their caring values. Their careers website is filled with LV= employees from across the UK, and their experiences, in their words. LV= also successfully manipulates the latest technology to welcome prospective employees into their culture and offer them a true insight of what working at LV= is like directly from their people. For example, the organisation launched posters using image recognition technology, allowing prospective candidates to take a photo of the employee featured on the advert and subsequently, receive a message from that person about their experience working at LV=.

Refreshing their employer brand

At the end of 2011, LV= decided that due to their growth and

presence in different locations, it was time to refresh the look of their employer brand and its associated marketing materials and careers site. With the assistance of ThirtyThree, their partnered recruitment advertising agency, it was agreed that they would refresh and update their employer image while still keeping their people, their signature green hearts and their brand personality as key focuses.

LV= wanted to be recognised as a major employer in the locations they're based but they also wanted to show that although now a big company, they still have a local, 'family' company mentality in many ways. It was clear that their range of locations needed to be reflected within their employer image and to encapsulate this, the LV= recruitment teams and ThirtyThree decided to use employees from varying levels, departments and offices as the focal points of their new recruitment campaigns, branding and advertising.

Rather than management hand-selecting people, LV= launched an internal competition inviting existing employees to submit their photos with the chance of becoming one of the 'faces of LV='. They carried out roadshows

where employees could have their photographs taken with fun props and in groups of friends. The response was overwhelming and a diverse cross-section of employees 'who represented the real LV=' were picked to attend a day's photoshoot where they posed on or around the heart-shaped Big Brother chair and beanbag, to capture their personality. The photographs are featured on the careers website and also used for an ongoing suite of advertising materials. This proved to be a good internal engagement piece for the organisation, thoroughly enjoyed all who took part. As a thank you, they all received a personalised 'Face of LV=' mug afterwards and a DVD of their best shots.

The LV= careers website

Since launching their initial recruitment website, LV= has become a much larger and more complex organisation with 10 major offices across the UK. With up to 100 vacancies at any one time on the site, LV= wanted to ensure all information was clear and easy to digest as well as to build their employer brand in each of their key locations.

To achieve this, the new careers website uses IP recognition software to identify the

geographical location of a visitor and deliver content specific to the LV= office nearest to them. The 'welcome' video and stories from the local LV= office are designed to make the website feel personalised and familiar. Simply having the 'welcome' message in an accent familiar to the visitor has an instant impact. Jobs local to the visitor are also advertised on the homepage of the site to make career opportunities relevant and easily accessible. Put simply, someone looking at the website in Bournemouth will see one thing, and somebody in Croydon or Leeds, something else. If the visitor is based outside of a commutable distance from the office, they receive a more general website experience, also given the option to choose their nearest location. The IP recognition, mapping and content delivery takes less than 0.5 seconds having no impact on the page load time, and because it is done on the server (and not the website) there is no need to wait for any content to load. So, from a visitor's point of view they have no idea that it is all taking place. This more personalised, localised experience means that visitors receive the information they need and has worked very well for LV= with 75% of visitors arriving on the website and seeing film, stories and jobs all relevant to their geographical location.

Thinking smartphone and tablet

Recognising that over 20% of visitors access their careers website through a mobile device, LV= knew that to meet the needs of the jobseeker they needed a careers website that would render on a desktop, tablet and smartphone, any time, anywhere. The new LV= careers site was designed and developed with this in mind. For example, the website is fully responsive without the use of Flash

so works perfectly on iPads and other tablets. What's more, LV= has also launched a smartphone enabled website. Not only does the site use the user's GPS to locate jobs close to them, the job search and online application process have been specifically designed and simplified to meet the needs of the mobile job seeker. In just over six months, the mobile site had received over 25,000 visits, the LV= careers iPhone app had been downloaded 3,485 times and 3,600 people visitors had used the 'email me this job to apply later' option.

LV= has also used mobile technology to encourage jobseekers to engage with them. LV= decided to use Aurasma augmented reality to make their careers leaflets interactive, so that people could see and hear for themselves – and from the people who already work there. They developed a suite of leaflets covering a number of departments within LV= each carrying a specific 'Aura' that when viewed using the 'Work at LV=' App would play a video relevant to that department. They also used interactive bus shelter advertising to allow people to bring LV= adverts to life and have the employees in the posters talk to passers-by.

Social media

Another huge part of LV='s employer brand is their social media activity. The 'Social LV=' function of their website features regularly updated stories from different employees' from across the organisation such as mothers returning to work after having a child, graduates, people on secondment, senior management and many more – each with a different story to tell. These are in the people's own words to portray the variety of personalities and encapsulate the LV= culture.

There are also a number of stories about corporate happenings such as awards events and financial reviews. This is a great platform to celebrate LV= as an employer and give people an insight into life at LV=.

These stories are shared on LV= Careers' site and regularly updated Facebook and Twitter pages. These channels also feature jobs, charity events, useful tips for jobseekers, information about the local areas and much more. They also provide a helpful forum for prospective candidates to interact with LV='s resourcing team, ask questions and get additional information.

Measuring success of recruitment campaigns, branding and advertising

Since working with ThirtyThree to enhance their employer brand and adopt a direct recruitment model, LV= has made significant recruitment savings. In 2007, they were spending over £4 million on agencies to recruit 750 people over just three locations. Today, they've nearer 2,000 vacancies to fill and they spend half of the budget. 97% of their hires are now direct. LV= has also found that because of the continued improvements to their employer brand, the organisation has managed to recruit individuals with the right attitude which has led to improved retention.

The industry average for turnover in call centres is around 42%. In 2012, LV='s turnover was just 15.2% compared to 38% two years before. Engagement rates have also rapidly increased with a recent employee engagement survey showing an 85% engagement rate, up 20% from 2007. LV= is currently carrying out a nationwide employer branding survey to find out how satisfied employees and candidates are and ascertain their reputation in the market.

The Candidate Experience

Carol Hondonga

**Principal Adviser Talent Acquisition
in the Talent and Learning Global
Practice at Rio Tinto**



The candidate experience is the emotional impression created in an individual from the moment they consider employment in an organisation, the subsequent application and how this is handled at every touch point throughout the recruitment process. The candidate retains a lasting memory of this total experience.

Attracting quality talent is vital to meeting any organisations future business needs. The recruitment process is where you create your 'first impression' of the organisation and persuade or discourage applicants to pursue an opportunity with you. Employee engagement also begins in the recruiting process. How well someone is treated as a candidate is a strong indicator of what

they can expect as an employee. All candidates are guaranteed an experience - whether they actively apply for a position or are approached by a third party, and regardless of whether or not they are offered and accept the job. So what is the rationale for caring to improve the candidate experience? The more you understand candidate perceptions, behaviour and their experience of your recruitment process, the more you are able to access key data and insights to refine your recruitment process and strengthen your brand reputation.

The candidate experience has evolved from a past based on paper resumes and applications and manually managing the recruitment process. If lucky, the candidate would receive a

standard "thank you, but no thank you" reply in the post a couple of weeks later. Today traffic is driven to the career site to complete the online application process. If lucky the candidate receives a standard automated response when rejected. Candidates only receive a call if they are to be interviewed or are being offered the job.

The most common candidate experience pain points are around overall communication, job description/advert, the experience of the website and ATS, the interview experience, the offer, onboarding and the human side of the organisation. Recent surveys have shown that a large majority of candidates share their experiences with their friends and family and use social media such as LinkedIn, Facebook,



"A positive candidate experience leads to better quality hires, strengthens your brand and reduce costs per hire"

Twitter or their blog to spread the word about their experience. Candidates who have a positive experience become *de facto* "brand ambassadors" for your organisation and willingly refer family and friends to consider a career with you. A positive experience leads to better quality hires, strengthens your brand, reduces cost per hire, increases referrals, return candidates and engagement. Sadly the reverse is also a reality and it is that much harder to work to rebuild a tarnished image. A negative experience results in declined offers, a decrease in the quantity and quality of applicants/ referrals and a negative company image in the talent market. These scenarios illustrate the "Multiplier Effect" whose potential impact is exacerbated by the ever growing social connectedness of people.

The future - It is now an imperative to re-define the candidate experience and design an impactful candidate journey and influence the moments of truth. These moments of truth are points of interaction within the candidate journey at which

you have the opportunity to strongly trigger value-driving emotions that will boost the entire experience. Done repeatedly they create emotional engagement. The imminent future scenario requires leveraging and taking control of your brand in collaborative technologies to drive engagement across multiple platforms e.g. web, text, mobile etc. Candidates should be able to blog, call, email or text Recruiters directly to enquire on the role or application status.

Organisations still want to attract the best talent to them and should allow candidates to easily assess whether they possess the relevant skills and then self-select out of the recruitment process. This way there will be fewer rejected candidates and this allows recruiters and hiring managers to dedicate more time to achieving quicker, better and more cost effective recruitment outcomes. Continuous capability enhancement in effective interviewing and assessment will be required. Review and optimise your end to end recruitment process. Consider more flexible

interviewing for time pressured and mobile candidates and allow submission of applications on mobile phones. Manage expectations throughout the process. Stating the obvious, respond to all applications promptly, no one likes to be ignored. Think more about your future talent requirements and create a candidate talent pool.

Candidates are also not exonerated from all this, as they also have their little irritants that include using slang, abbreviations and applying for positions they are not qualified for. Recruiters must be careful not to be unconsciously biased throughout the process.

The candidate experience is now a critical element for differentiating your employer brand and employers must aspire to create a "WOW!" experience.

As Maya Angelou, an American author and Poet, says: "People will forget what you said, People will forget what you did, but people will never forget how you made them feel".

RPO Suppliers directory

Futurestep

Website

<http://www.futurestep.com/>

Address

Ryder Court
14 Ryder Street
SW1Y 6QB London

Telephone number

+44 207 024 9200

Info

Futurestep is the global industry leader in high-impact recruitment solutions; offering fully customised, flexible services to help organisations meet their talent and recruitment needs. As a Korn/Ferry Company, Futurestep can meet a variety of workforce requirements; from RPO and project recruitment, to search and consulting, our solutions apply a truly world-class capability to deliver talent with impact, providing the experience and global reach to identify, attract

and retain the people who drive business success.

Key delivery locations worldwide

Argentina, Australia, Belgium, Brazil, Canada, China, France, Germany, Hong Kong, India, Italy, Japan, Malaysia, New Zealand, Poland, Singapore, Spain, Switzerland, United Kingdom, United States of America

Number of clients

100+

Hires managed per year

10000+

Capabilities/Services

- RPO
- Project Recruitment
- Search
- Consulting: recruitment diagnostic, workforce planning, talent communications & Employer brand, assessment & selection,

recruitment technology services

Specialise in particular industries

We're specialised in six key industry verticals: industrial, Consumer/retail, Technology, Life Sciences, Financial Services and Government/Public Sector.

What differentiates this company from other RPO suppliers

Futurestep RPO with impact offering encompasses a whole host of services including technology assessments, sourcing strategies, risk assessments, hiring plans, talent communities and brand audits. It also incorporates custom solutions around change management, vendor management, governance, and metrics and measurement. In essence, it includes all the elements companies need to optimise their recruitment and attract the best talent.

The RightThing, An ADP Company

Website

<http://www.rightthinginc.com>

Address

3 More London Riverside,
London, SE1 2RE

Telephone number

+44 0203 283 4000

Contact

Brett Gerard
Division Vice President, Sales

Email

Brett.gerard@rightthinginc.com

Info

The RightThing is a leader in

recruitment process outsourcing.

Harnessing the power of our proprietary technology, The RightThing continues to lead the industry with innovative, scalable solutions along with unique sourcing strategies that help clients find, recruit, hire and retain top talent. Dedicated to recruitment leadership, technology and outsourcing, The RightThing offers recruiting solutions to small, medium and large organisations serving many of the world's leading companies.

Capabilities/Services

From a market leading recruitment

outsourcing solution to cutting-edge talent acquisition training and tools for internal recruiting teams, The RightThing® helps companies find, recruit and hire world-class talent with recruitment, leadership, technology and outsourcing®.

Type of hire

Clients of The RightThing span across all industries

Key clients

The RightThing offers recruiting solutions to small, medium and large organisations, serving many of the world's leading companies

Ochre House & Pinstripe

Website

<http://ochrehouse.pinstripe.com/>

Address

Gray's Inn House, 127 Clerkenwell Road London EC1R 5DB

Telephone number

Simon Lythgoe : 0207 850 9236

Info

Ochre House combined with Pinstripe in July of 2013 to form the largest independent provider of global Recruitment Process Outsourcing (RPO) and talent management solutions. Serving world-class organisations in the financial services, healthcare, technology, life sciences and advanced manufacturing industries, Ochre House and Pinstripe deliver customised, talent-centric solutions that drive business results.

Key delivery locations worldwide

Americas, Europe/Middle East/Africa (EMEA) and Asia/Pacific

Capabilities/Services

Workforce Planning
Employer Branding
Assessments
Analytics/Diagnostics
Strategic Resourcing
Executive Search & Senior Leader
Short Term / Fixed Volume
Co-Source / Growth
Enterprise RPO
Full RPO Technology Suite
Social RPO resourcing

Specialise in particular industries

Manufacturing, Consumer, Technology, Financial Services, Technology

Type of hire

70/30

Number of clients

50 - 100

Key clients

GE, Telefonica, Honeywell, Citi, Juniper, Agilent amongst others

Hires managed per year

10000+

What differentiates this company from other RPO suppliers

We are the world's largest independent global RPO and strategic talent management provider. We bring together leadership, resources and expertise to change the way the world views talent.

Kelly Outsourcing & Consulting Group

Website

www.kellyocg.com

Address

999 W. Big Beaver Rd. Troy, MI 48084

Telephone number

+1 414-815-1822

Info

KellyOCG is a global leader in innovative talent management solutions in the areas of Recruitment Process Outsourcing

(RPO), Business Process Outsourcing (BPO), Human Resources Consulting, Career Transition and Organisational Effectiveness Consulting, Executive Search and Contingent Workforce Outsourcing (CWO), which includes Independent Contractor Solutions.

Capabilities/Services

Innovative talent management solutions in the areas of:
- Recruitment Process Outsourcing (RPO)

- Business Process Outsourcing (BPO)
- Contingent Workforce Outsourcing (CWO) which includes Independent Contractor Solutions
- Human Resources Consulting
- Career Transition and Organisational Effectiveness Consulting
- Executive Search

Hires managed per year

10000+

Capita Resourcing

Website

<http://www.capitaresourcing.co.uk>

Address

Barnards Inn/86 Fetter La
London EC4A 1EN

Telephone number

020 7202 0002

Info

Capita Resourcing brings a unique blend to Strategic Talent Acquisition - sophisticated resourcing services strengthened by market leading expertise in business process transformation. Through in-house consultancy and bespoke outsourced solutions, we partner employers to recruit the right people to drive organisational performance forward. Our teams work across the UK commercial, regulated and government sectors - shaping individually

tailored solutions in permanent and contingent workforce recruitment. Over the last 15 years, we've built an outstanding client retention record by placing collaboration at the heart of every relationship. We foster genuine partnerships which develop the maturity and impact of resourcing activity.

Key delivery locations worldwide

UK

Capabilities/Services

Contingent Workforce Solutions
Recruitment Process Outsourcing
Total Workforce Solutions
Project Recruitment
Talent Consulting:
- Strategic Resourcing Assessment
- Strategic Workforce Planning
- Employee Value Proposition/Branding
- Quality of Hire
- Recruitment Discovery Audit

Specialise in particular industries

Energy/Utilities, Local Authority, Media, Public Sector

Type of hire

Permanent and contingent workforce

Number of clients

5 - 15

Key clients

BBC, Nuclear Decommissioning Authority, Severn Trent Water, EDF Energy, Essex County Council,

Hires managed per year

10000+

What differentiates this company from other RPO suppliers

Our service offering is based on

PPS Works

Website

<http://ppsworks.com/>

Address

1st floor, Friars Gate, 1011 Stratford Road, Shirley, Solihull, West Midlands B90 4BN

Telephone number

0121 713 8320

Email

info@ppsworks.com

Info

We are a team of recruitment experts who work with organisations delivering Recruitment Process Outsourcing, Temporary Managed Service and Employee Survey services. Our "new recruitment" gives you in-house recruitment services designed

to increase efficiencies, improve your talent attraction and selection, and save you time and money.

Key delivery locations worldwide

UK wide

Capabilities/Services

Recruitment Process Outsourcing; Graduate Recruitment; Employee Surveys; Consultation services (Assessment Centres, Career sites, ATS systems).

Specialise in particular industries

Energy and Utilities, Retail, Automotive, Water, Social Care and Housing

Type of hire

It varies between clients - but predominantly we hire front line

staff (80%), back office staff (10%), head office staff (10%).

Number of clients

5 - 15

Key clients

Halfords, Thames Water, Severn Trent, Metropolitan Housing, Turning Point, St Mungos.

Hires managed per year

500 - 1000

What differentiates this company from other RPO suppliers

New recruitment is the pride of PPS and represents our innovative and resourceful habits. Tailor-made to you and your needs, new recruitment at PPS cuts costs and increases retention rates.

ManpowerGroup Solutions

Website

www.manpowergroup.co.uk

Address

ManpowerGroup UK Head Office,
Capital Court, Windsor Street,
Uxbridge, UB8 1AB

Telephone number

+44(0)1895 205 200

Contact person

Steve Gilbert, Practice Lead,
Recruitment Process Outsourcing

Info

ManpowerGroup is the world leader in innovative workforce solutions, connecting human potential to the power of business. ManpowerGroup serves both large and small organisations across all industry sectors through four main brands and offerings: ManpowerGroup Solutions, Experis, Manpower and Right Management. We operate a worldwide network of offices in 80 countries

and territories. With global insight and local expertise, ManpowerGroup partners with clients to accelerate their business by providing the people and services that raise the quality, productivity and efficiency of their total workforce, including recruitment and assessment, training and development, workforce consulting, outsourcing and career management.

Key delivery locations worldwide

Worldwide network of offices in 80 countries and territories

Capabilities/Services

Recruitment and assessment, training and development, workforce consulting, outsourcing and career management

Specialise in particular industries

Automotive, IT, Finance, Engineering, Logistics, Telecoms, Public Sector, Utilities and Energy

Hires managed per year

10000+

Type of hire

ManpowerGroup support direct hiring in all sectors and job family areas at all levels.

Number of clients

100+

Key clients

Morrisons, Babcock, Kerry Foods, Sky, Hewlett Packard, Thomson Reuters, Jaguar Land Rover

What differentiates this company from other RPO suppliers

Leaders in innovative recruiting techniques including:

- Advanced Sourcing and Social
- In-house assessment design and ATS platform
- Scalability through market leading infrastructure
- Global and local approach in 80 countries
- Named Global leaders by Everest Group for the last three consecutive years

Agenda Security Services

Website

<http://www.agenda-security.co.uk>

Address

P.O. Box 24
Hull HU12 8YJ

Telephone number

08456 44 55 46

Info

Providing high quality, fast and cost effective pre-employment screening and background checking services - Agenda was established in 1996. Still a family owned and run business it is now the longest established UK owned screening company. Externally audited ISO27001 (information security), ISO9001 (Quality), ISO14001 (Environmentally

Friendly), Investors in People (CPD) and Secured by Design promises reassurance is matched by our friendly and personal service.

Key delivery locations worldwide

UK primarily but with global capabilities

Capabilities/Services

Criminal checks (Umbrella body DBS ex CRB and Disclosure Scotland), identity checks at source, employment history, right to work in the UK checks, qualification checks at source, address checks, reference checks and over 50 other checks are available.

Specialise in particular industries

We work across all sectors.

Type of hire

Mainly pre-employment but also some annual and other types of re-screening checks are conducted.

Number of clients

100+

Key clients

Confidential, but references are available upon request.

Hires managed per year

10000+

What differentiates this company from other RPO suppliers

We utilise technology and are externally audited to reassure clients but we keep it personal.

ResourceBank

Website

www.resourcebank.co.uk

Address

RBR House, Hawksworth Road,
Central Park, Telford, TF2 9TU

Telephone number

01952 281920

Contact

Ed Longhurst

Info

ResourceBank recruits, retains and manages talent on behalf of leading organisations in the UK and World-wide. We offer a range of services including recruitment outsourcing, executive search, HR administration and workforce assessment. Service delivery and customer satisfaction are the two cornerstones of our approach and, as a result, we have built long-term relationships with our clients and the majority of our new business is sourced from repeat clients and from recommendation. Every client challenge is treated as a

new unique project and our services are tailored to meet the specific needs of each and every customer.

Key delivery locations worldwide

UK, Europe, Australasia

Capabilities/Services

Full white label RPO, on-site and off-site, employer reputation consultancy, resourcing strategy, careers website, advertising, social media, direct sourcing, supplier management, executive search, HR outsourcing specialise in particular industries We have expertise in a wide range of sectors including retail, industrial, FMCG, services, manufacturing and leisure.

Key clients

Pitney Bowes, Northgate, Aliaxis, Magnet, Tesco, World Duty Free, Muller, Vector Aerospace

What differentiates this company from other RPO suppliers

Unlike other companies within the RPO sector, Resourcebank's

approach to recruitment outsourcing is to provide you with a bespoke, tailored and unique service which suits your culture and needs. You will have a dedicated resourcing team which becomes an integral part of your organisation – answering the phone as though they work for you and communicating with candidates and hiring managers as your company's resourcing department. Your team will also be experts in optimising recruitment; developing and tailoring a process that suits your business and uses the most innovative and effective methods of talent identification, attraction, assessment and matching to deliver the results that you want.

Number of clients

25 - 50

Hires managed per year

5000 - 10000

Type of hire

Mostly permanent, some contract

Recruitment Connection Ltd

Website

www.recruitment-connection.co.uk

Address

Carlton House, 19 West St Epsom,
Surrey KT18 7RL

Telephone number

Simon Bean: 01372 237058

Info

Boutique recruiter for the financial services industry in the UK and internationally.

Key delivery locations worldwide

London / SE, Southern Europe,

Middle East and Far East

Capabilities/Services

Full end to end recruitment, psychometric testing, advice on digital marketing. Specialise in particular industries financial Services - IFA and product provider

Type of hire

95% permanent,
5% contract/temp

Hires managed per year

0 - 100

Number of clients

5 - 15

Key clients

Towry, Legal and General, Just Retirement, Chase, Blevins Franks.

What differentiates this company from other RPO suppliers

A successful collaborative approach to working with my clients on finding the ideal candidate. I help create a recruitment strategy with my clients and provide realistically priced solutions. This is also based on years of experience and knowledge of the industry!

Kenexa, an IBM Company

Website

www.kenexa.com

Address

6825 South 27 Street, Suite 100
Lincoln, NE 68512 USA

Telephone number

+1-402-419-5865

Info

To us, business has always been personal—and it's always been about making the workforce smarter, which is why we're proud to be the platform for a Smarter Workforce. We look at it from two angles—empowering people and transforming business. Our tools enable businesses to attract and keep the best people, develop their skills, cultivate new leaders and capitalise on their collective intelligence by applying human insights, social tools and workforce analytics to transform the way they work. We provide deep insight

and experience in employee engagement, talent management and leadership development mixed with the world's best technology and social platforms, giving us the unique ability to build a Smarter Workforce.

Key delivery locations worldwide

Frisco, TX; Raleigh, NC; San Jose, Costa Rica; Hortolandia, Puerto Rico; Buenos Aires, Argentina; Krakow, Poland; Dubai, UAE; Suzhou, China; Vizag, India; Shanghai, China; Manila, Philippines

Capabilities/Services

Full service delivery RPO (sourcing, screening, interview tracking/scheduling, offer management letter, background verification, vendor management, etc.), project-based recruiting solutions, employment branding, applicant tracking system, onboarding, assessments, organisational culture survey, sourcing science,

compensation solutions, learn solutions and employee engagement surveys.

Specialise in particular industries

We offer solutions in all industries including manufacturing, pharma, oil & gas, financial services and telecom.

Hires managed per year

10000+

What differentiates this company from other RPO suppliers

What makes IBM Kenexa unique is that our solutions are designed around the client—from sourcing strategies, technology and tailored implementation to geography, culture and scope. Each company is unique with its own culture, processes and people and we can connect talent to business outcomes through proven workforce science and technology.

BrightPool

Website

http://www.brightpool.co.uk

Address

6 New Street Square
London EC4A 3BF

Telephone number

+44 (0)20 7936 3011

Email

info@brightpool.co.uk

Info

BrightPool works in partnership with its clients to build talent pools so we can swiftly deploy large scale contingent workforce solutions. We

create assessment centres to test, reference, check and benchmark candidates. Post on-boarding we work closely with our clients to measure progress towards key goals and with our candidates to assess their performance. We strive to deliver high quality aftercare and drive up retention rates. BrightPool is part of the New Street Group.

Key delivery locations worldwide

UK

Capabilities/Services

RPO, Online assessment and management of professional contractors.

Specialise in particular industries

Financial Services

Type of hire

60%

Number of clients

5 - 15

Hires managed per year

250 - 500

What differentiates this company from other RPO suppliers

On-line ability to manage and review the performance of professional contractors whilst on assignment

HR and Recruitment Training Days

To register call 020 7231 5100 or visit www.symposium-training.co.uk

HR Strategy

- Advances in HR Measurements & Analytics
- Enhancing Organisational Capability through Learning & Development
- Getting to Grips with HR Business Partnering
- Transforming the Organisation: Strategies in Design and Development
- Business and HR Process Design
- Employee Engagement and Organisation Performance: A New Agenda
- HR and Innovation
- Successful Change Management

Employee Wellbeing

- Manage Stress in the Workplace
- Alcohol and Drugs: The Management of Workplace Problems

Recruitment

- Managing Work Permits & Immigration for Recruiters
- Moving from Recruitment to Strategic Talent Acquisition
- Brand Strategy and Human Resources
- Social Media Skills for HR Professionals

Employment Law & Mediation

- HR in Business Acquisitions
- Managing Dismissals
- Grievance Investigation Skills: Managing Employment Investigations
- Whistle Blowing
- Mediation Skills Training
- Conducting Difficult Conversations

Symposium Training events take place across the country throughout the year. Please check the website at www.symposium-training.co.uk for dates and locations near you.

All one day training seminars are competitively priced at £350 + VAT and half day events cost only £249 + VAT

FINDING HIDDEN TALENT IS HUMANLY POSSIBLE



ManpowerGroup™
Solutions
Recruitment Process Outsourcing

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