

4 PROMISES

TALENT SOLUTIONS PROVIDERS MUST KEEP

Your Toolkit to Deciphering Performance, Falsities and Half Truths

eBOOK: 4 Promises Talent Solutions Providers Must Keep

Your Toolkit to Deciphering Performance, Falsities and Half Truths

Talent solutions providers make many promises and, encouragingly, most deliver. And yet, too many customers enter multi-year partnerships without knowing how to carefully evaluate whether the elements they've been promised are being met. Rather, the talent solutions provider lacks the ability or drive to precisely communicate strengths, needs and differentiators.

With unemployment reaching a record low and the open job rate a record high, the stakes, expenses and competition surrounding talent acquisition have never been greater. It's vital you make certain your partner is not only meeting service level agreements, but constantly innovating to incite long-term, sustainable business and human capital performance.

Throughout this eBook, we explore the "promises" being made by Recruitment Process Outsourcing (RPO) providers, the questions you need to be asking to ensure they become reality, and how the talent landscape as a whole has evolved. Let the following serve as your talent solutions provider and performance toolkit.

Top 5 Reasons Organisations Choose Talent Solutions/RPO Partnership:

- Leveraging Vendor Expertise (recruiter expertise, consultation)
- Improve Quality of Hire (better talent, faster)
- Scalability (the ability to, quickly and strategically, scale recruitment services up or down depending on hiring needs)
- Access to Tools and Technology
- Cost Savings

*–NelsonHall & WilsonHCG 2018
"Next Generation" RPO Report*

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1. DEFINING, ACTUALISING CONTINUOUS INNOVATION

More than 60 percent of RPO customers say their provider brings talent acquisition “innovation” to the table less than once a year, if at all. But what does innovation even mean, and how can you be sure you’re receiving it? In the talent industry, innovation revolves around continuous improvement fueled by business challenges – but first you need to understand your challenges.

Begin by having a focused conversation with your RPO provider. Clearly communicate what your challenges and goals are. Then, ensure the RPO delves into how you will work together on surfacing, testing, and implementing new ideas that progress you towards goal realisation.



Innovative RPO providers will not only have established methods in place for the kind of disciplined collaboration needed to turn ideas into solutions in order to create measurable value, but they will also support innovations with the resources needed to make them happen.

Your workforce, hiring needs, products and brand, and processes – they’re all unique. In response, your RPO provider must create a valuable, novel, adaptable and flexible talent acquisition approach that is precisely tailored for your business. Ultimately, innovation begins with your provider helping you define what innovation means to your talent acquisition function. It continues with the provider being able to clearly illustrate their proactive, continuously improving efforts (i.e., results).

“Disruptive innovation is a process whereby a company with fewer resources is able to successfully challenge established incumbent businesses. Disruption is not about technology alone, however. It’s the combination of technologies and business model innovation.”

–Harvard Business Review



When an RPO Provider Promises Talent Acquisition Innovation, Ask the Following:

- ✓ What does talent acquisition "innovation" mean to you in partnership with our organisation?
- ✓ In what ways has your team set our organisation up for long-term success should we choose to bring recruitment processes in-house or look elsewhere?
- ✓ In what ways have you introduced innovation to our organisation?
How are we differentiating from our competitors and your competitors?
- ✓ Do you offer a wholly unique approach to innovation?
In what ways?

"Your RPO provider needs to have the flexibility, motivation and insight into what innovation looks like to you in order to support your innovation journey."

*-Stephen Gilbert,
WilsonHCG Vice President
of Client Solutions EMEA*





2. SUBJECT MATTER EXPERTISE, RECRUITER QUALITY

The promises made by RPO business leaders are only as effective as the teams delivering the solutions. High quality recruiters and subject matter experts will not only deliver better hiring results, but also enable an organisation to achieve its strategic business objectives. When your RPO promises “expert” recruitment teams, dig deeper.

One of the key values an RPO provider brings is recruitment team expertise and hiring manager consultation; specifically, how to best hire a position. Your recruiters must be equipped with market intelligence, experience in your industry and others, as well as the confidence to consult (bringing with them the recommendations you need to make an informed hiring decision). With international hiring, both language and market knowledge is integral – the most impactful RPO providers are stocked with regional, bilingual recruiters and consultants.



Robust recruitment team training is an essential component of RPO. They should also have the ability to not only monitor recruiter quality as part of an on-going performance review strategy, but be able to clearly illustrate to you what “quality” means in comparison to the market. Regardless of where a recruiter ranks in terms of being an expert, your partner should be able to show you the continuous development path your dedicated team is on.

When partnering with an RPO provider and “expert” recruitment team, Aberdeen found that companies benefit from:

1. Increased accountability toward external business drivers in the development of recruitment strategy
2. Increased analysis of talent pipeline performance data
3. Improved talent branding and resulting analytics
4. General improvement in the effectiveness of talent pipelines
5. A greater understanding of how candidate behavior impacts the hiring process



When an RPO Provider Promises Recruitment Subject Matter Expertise, Ask the Following:

- ✓ Can you "show" us the subject matter expertise of your recruitment team?
- ✓ What do you have in place, either regionally or globally, to ensure the continued growth in expertise of your recruiters?
- ✓ If your recruiters are located in a different country or continent from our business, how can they really have local expertise in our region?
- ✓ All talent solutions providers promise expertise; in what ways do you differentiate from your competitors?

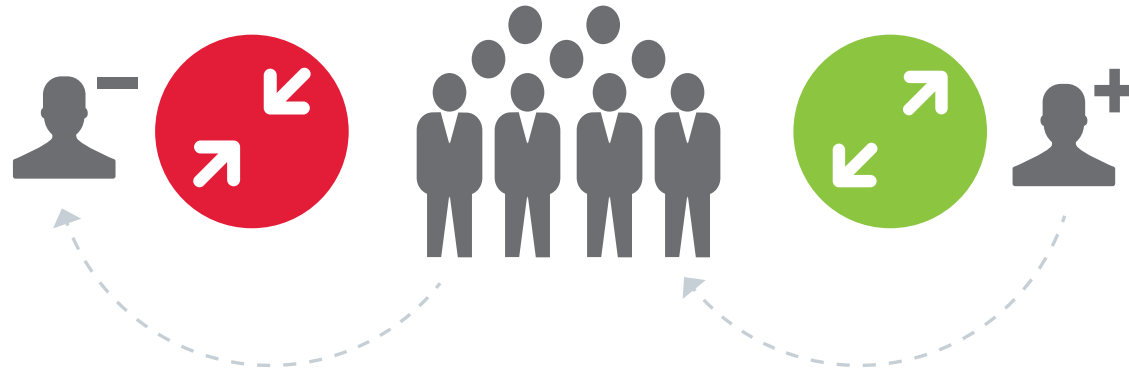
Companies that fully internalise talent acquisition without consulting an outside subject matter expert are 11% more likely than those engaging a talent solutions provider to lack a formal understanding of why they are failing to attract top talent.

-Aberdeen





3. SCALABILITY ALIGNED TO YOUR BUSINESS NEEDS



RPOs promise scalability during growth but, equally important is how they operate during a downturn. Performed well, these efforts ensure you retain the highest performing talent, and strategically add only the positions needed.

While RPO engagements provide dedicated resources to your account, there should also be a utility bench of recruitment professionals who are trained and prepared to supplement your team at times of immediate need. This eliminates the necessary ramp-up time when dealing with a spike in hiring, which improves time-to-fill and quality of hire.

In addition, to support and ensure your ability to scale, RPO providers often promise strategic process design, applicant tracking system improvement, hiring manager training and integration of innovative technologies. It's vital to uncover whether these vows are more than lip service.

96% of executives plan to make a workforce design change this year to increase productivity, flatten organisational structure, and build and/or eliminate departments – confirming the need for agility and scalability with regard to talent acquisition.

–Mercer's Global Talent Trends Study 2018



When an RPO Provider Promises Quick-Ramp, Strategic Scalability, Ask the Following:

- ✓ If faced with an unexpected growth initiative, how will you scale?
- ✓ Do you have an available, qualified "bench" of resources should we be hit with immediate need to scale?
- ✓ How will new recruiters added to the team ramp-up in a timely fashion, and get to know our organisation?
- ✓ What tools do you have in place beyond "people" and how will they be leveraged to ensure we meet our targets?
- ✓ If faced with a downturn in sales and the need to downsize, how would your team's experience and knowledge with our organisation benefit?

"Due to internal staffing constraints, organisations may not have the resources to handle spikes in hiring volumes. It may take organisations too long to hire the needed sourcers and recruiters to meet business needs to ramp up hiring. Then, when volumes subside, companies need to either redeploy resources or pursue staff reductions."

*-Quantity and Quality,
HRO Today*





4. DATA & ANALYTICS: TELLING YOUR "STORY"

The need for data isn't new information. But it's also just the starting point. You understand the need for data analytics to enable proactive decisions and informed, strategic workforce planning. You also understand how data can help uncover where executives and recruitment teams need be challenged regarding human capital processes.

But how can you be certain your talent solutions provider is best capitalising on their use of analytics, how they're capturing information, how it's being presented to you, and whether it's informing both talent and business decisions? You shouldn't have to wonder; it's should be built into your talent solutions partnership and transparently communicated.

The right RPO (hopefully your current partner) understands this clearly, and brings a team of analysts who integrate an analytics programme that precisely informs your historical and current processes and performance. Ultimately, analytics are the foundation for informed decisions and change. As you weigh the performance of your RPO provider or evaluate potential partners, make certain data and analytics is a two-way conversation; that you understand trends, what's ahead, and that your partner is candid even if there is no right answer.

91% of HR leaders cite roadblocks such as a lack of integration among data systems and a lack of management expertise in effectively using analytics.

-Mercer's Global Talent Trends Study 2018





When an RPO Provider Promises Data & Analytics Proficiency, Ask the Following:

- ✓ How are you collecting our data and, once you've done this, how are you providing our organisation with advanced data analysis?
- ✓ We want to enter a new region, but need insight into the labour market and how our competitors are performing. In what ways can you help in this area?
- ✓ What trends might predict/inform what we can expect in the months ahead?
- ✓ Do analytics fail to tell the whole story? If so, how would or do your teams make decisions on our behalf?

"Data is only as good as the numbers being captured. Leading organisations – RPOs and otherwise – have gotten the basics right and are now using advanced data analysis to support and challenge both talent and business strategy."

*–Craig Sweeney,
WilsonHCG Senior Vice
President, Global Strategic
Talent Solutions*

Summary:

Your Talent Solutions Provider Performance Checklist

RPO originated with talent acquisition. In 2018, it has evolved to the point that true talent solutions partnership provides integral consultancy components – including innovation, subject matter expertise/recruiter quality, scalability, as well as data and analytics. These components help organisations build a framework for longer-lasting, higher-impact and business-aligned candidate sourcing, recruitment, hiring, talent management and insight into employer branding.

As you evaluate the current state of your RPO partnership, or seek your first talent solutions provider, it's vital to ensure the promises made by external partners with regard to the above components are being delivered on. In summary, begin by asking and pressing talent solutions providers on the following:

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NelsonHall NEAT 2018 Report: "Next Generation" RPO Leader

NelsonHall's Evaluation & Assessment Tool (NEAT) provides an objective toolkit to evaluate potential talent solutions partners. The report peels back the curtain on RPO providers based on a combination of feedback from clients, analyst assessments, and measurements around the ability to deliver immediate and future benefit. The report also provides a look at what providers promise and what customers seek most from their partners. Dig deeper, ensure your partner is delivering on their promises!

 **Access the Report!**

WilsonHCG is a premium provider and global leader in innovative talent solutions, operating on the principle of providing true partnership to our clients. We bolster organisations' efforts to attract, engage and retain top talent required to win in the rapidly evolving talent marketplace.

Through our integrated and highly configurable model, we transform each client's talent function into an employer of choice to drive strategic, business impacting results. While optimising clients' talent strategies is essential, WilsonHCG recognises that the relationships we develop lead to the results our clients realise.

For more information, please visit wilsonhcg.com.



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