



WHAT IS RECRUITMENT PROCESS OUTSOURCING?

The Definitive Guide to RPO



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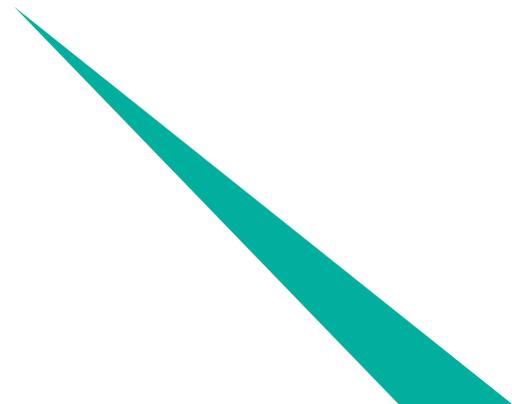
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PART 1: **INTRODUCTION**

What could you accomplish if you had the best talent acquisition team in your industry?

AN OVERVIEW OF RECRUITMENT PROCESS OUTSOURCING

The need for quality talent never ends.

New growth, new product lines and new acquisitions: these are just a sampling of the many situations that create new challenges for talent acquisition – most critically, finding and attracting the right talent. Even the best organizations struggle with this responsibility, because talent acquisition is not what they do best.

We believe businesses must focus on being the best in their industry, not on being the best at sourcing and acquiring talent.

Talent acquisition has changed, and it grows more complex by the day. As the world of employment evolves, so do the tools, tactics and strategies to locate the best talent. To master it all and find the right people for your organization, you need the help of dedicated talent acquisition professionals.

Recruitment Process Outsourcing, or RPO for short, provides just that.

Our industry helps organizations excel in this new age of talent acquisition. We immerse ourselves in the businesses of our partners and continuously develop new best practices. We implement cutting-edge recruitment methods and technologies, combined with deep industry knowledge, to deliver talent acquisition solutions that drive business results.

“Outsourcing” has many connotations, with some less positive than others.

But RPO is not outsourcing in the traditional sense. **It is a partnership between two organizations - built on mutual trust and shared goals - strengthened through transparency and strong results.**

Like any service, the approach taken by RPO providers varies depending on the organization you select. You should choose an RPO partner the same way you would any business partner. Review their offerings and perform due diligence to ensure the relationship will benefit your whole organization. Then choose the provider that is the best match for your organization’s culture.

This guide will help you make that decision by covering everything you need to know about RPO. We will start with the basics and answer bigger questions along the way. We hope you find this information helpful as you strive to build a function that makes talent the biggest strategic advantage for your organization.

PART 2:
**WHAT IS RECRUITMENT
PROCESS OUTSOURCING?**

What if all of your candidates met or exceeded hiring manager expectations?

RPO DEFINITIONS

At approximately 15 years old, the Recruitment Process Outsourcing industry is relatively new. As such, there is plenty of debate about the criteria for a “true” RPO solution. Here are a few definitions according to industry analysts:

Aberdeen Group: “Outsourcing one or more elements of the recruiting process. These elements can include, but are not limited to: sourcing and job advertising, screening, testing/assessments, interviewing and selection, background verification, drug testing, offer extension, onboarding and orientation.”

Everest Group: “Transfer of ownership of all or part of recruitment processes or activities on an ongoing basis.”

HRO Today Services and Technology Association: “Recruitment Process Outsourcing is a form of business process outsourcing (BPO) where an employer transfers all or part of its recruitment processes to an external service provider. An RPO provider can provide its own or may assume the company’s staff, technology, methodologies and reporting. In all cases, RPO differs greatly from providers such as staffing companies and contingent/retained search providers in that it assumes ownership of the design and management of the recruitment process and the responsibility of results.”

None of these are *incorrect* definitions. But the definition we proclaim at Cielo emphasizes partnership as an essential part of the equation:

Cielo: “Partnering with an expert to design and execute a customized process that delivers exceptional business results. Working together collaboratively and seamlessly to transform your organization’s approach to talent acquisition.”

This partnership aspect is often lost in other definitions. Upon seeing the words “outsourcing” or “recruitment,” people tend to think of temporary staffing agencies or offshore call centers. But neither of these are reflective of RPO, and certainly not Cielo.

Many apply the term “RPO” to other unrelated services, so in addition to definitions of what RPO is, we think it will be helpful to include a few things RPO is not.

RPO IS NOT:

- **A short-term solution or a quick fix.** RPO providers are not selling magic beans. They cannot solve your problems overnight. True RPO is a transformative process that requires time and effort to drive results. That said, Project RPO solutions do provide high quality results on relatively short timeframes.
- **A temporary staffing service.** Generally (and especially in the U.S.), RPO providers fill full and part time positions, not temporary or contract roles. However, this is not always the case for providers in Europe who more commonly include contingent worker or agency management services.
- **A consulting or training service.** Your RPO provider will be consultative throughout your partnership, but it will not operate solely as a consultant or training service. The scope of RPO is much larger and more hands-on.
- **Resource augmentation.** An RPO solution is not a way to add “a team member or two” to your existing HR team to fill roles. It is a transformative partnership between your provider and your organization.
- **For one-off hires.** RPO solutions require certain volumes in order to make sense. However, providers have the expertise to acquire talent at all levels, which makes them a single-source solution to all institutional hiring.

WHY CONSIDER RPO?

Those who get the most out of RPO solutions are looking to transform their talent acquisition function and win better talent faster and more efficiently. With the right RPO solution, you will give your organization a unique competitive edge in the marketplace.

Organizations invest in RPO solutions for many reasons. They may have critical positions that are not being filled, unsatisfactory talent that is dragging down their performance or hiring agency costs that are simply unsustainable. Here is what organizations want from their talent acquisition functions according to research:

LinkedIn 2016 Global Recruiting Trends

1. Quality of Hire (39%)
2. Time to Fill (28%)
3. Hiring Manager Satisfaction (21%)

Cielo's Talent Acquisition 360 Survey

1. Deliver Quality Hires Consistently (89%)
2. Demonstrating Agility to Meet Changing Demands (85%)
3. Innovating to Meet the Demands of the Business (84%)

You can distill these down to five items an RPO provider must deliver in any partnership:

1. QUALITY

RPO providers are unbeatable in their ability to find and deliver quality talent for organizations. A key reason for this is the expertise of their recruiters. The best providers hire recruitment professionals and invest heavily in their training. A quality experience for hiring managers is also essential. RPO providers deliver this through transparency, frequent reporting and unhindered access to recruiters.

2. TIME-TO-FILL

Reducing the amount of time it takes to find great talent is another key benefit of an RPO partnership. The longer a position is open, the more your organization loses in opportunity costs or revenue. The reason RPO providers are so effective at reducing time-to-fill is a combination of their industry expertise, technology and recruiting acumen.

3. COST

When calculating the cost of talent acquisition, it is a common mistake to only review costs associated with department budgets. This misses the hard and soft costs that are hidden away in cost centers and line items that must be considered when looking at total cost savings. Your RPO provider will be able to reduce costs in a meaningful way – eliminating waste and improving efficiency across the organization.

4. AGILITY

Moving quickly to meet business demands is critical to a successful talent acquisition function. With an RPO partner, you will be able to scale your recruitment team up or down without the difficulty of reducing headcount or hiring and training new people.

5. INNOVATION

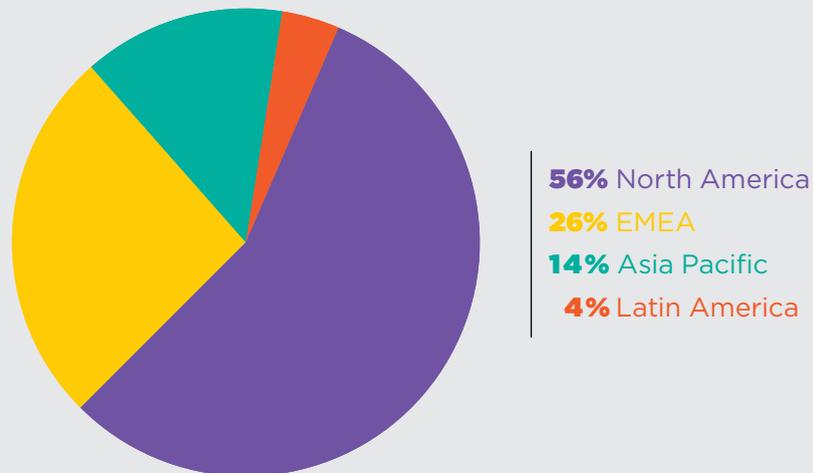
In Cielo's Talent Acquisition 360 research, we found that innovating to meet the demands of the business is a top priority for stakeholders. Many talent acquisition teams have lost their way in pursuit of this innovation, relying on automated technologies instead of bolstering their core recruiting skills. As a result, they have fallen behind on their top priority – consistently bringing in quality talent. Your RPO provider will bring innovative technologies and techniques into your organization, so you do not have to sacrifice your effectiveness to advance your capabilities.

WHO IS USING RPO?

According to the Everest Group's 2015 *Recruitment Process Outsourcing - Service Provider Landscape with PEAK Matrix™* Assessment, \$2.04 billion dollars in new RPO deals were completed in 2014 and the market grew by 13%. While still a relatively new service, RPO is maturing as the demands of buyers and solutions from providers evolve.

The Everest report breaks down RPO market size by region, which will give you a good idea of its adoption worldwide:

RPO ADOPTION RATE



Independent research from Cielo revealed that 66% of companies who utilize RPO in the U.S. and 63% in the UK indicate a significant or increasing utilization of RPO in their present day operations.

Everest Group's 2015 *Recruitment Process Outsourcing Annual Report* found that 17% of the global healthcare and pharmaceutical sector utilizes RPO solutions - making it one of the largest industry verticals to do so. The industry faces a massive mismatch

between the demand and supply of talent in specialized roles, and RPO providers are solving that challenge.

Companies worldwide are benefitting from RPO solutions and so are their talent acquisition leaders. Heads of talent acquisition are able to do so much more when they find a true RPO partner. These leaders arrive at work each day with actionable metrics in their inbox, positive feedback from hiring managers and the ability to quickly scale their recruitment teams as quantity and quality needs change. They are happier at work, because when an unexpected issue arises, they can pass it to their RPO partner with confidence it will be handled quickly and efficiently.

When business unit leaders need advice about building a new location based on talent availability, they know their RPO partner will provide accurate and detailed market data to position the business for success.

Keep in mind that RPO is not a “one-size-fits-all” solution. Many variations exist to meet different needs – as they should. No two organizations are alike, which is why cookie-cutter RPO solutions do not work. There are distinct categories of RPO, however, which is what we will discuss in the next section.

PART 3: **DIFFERENT FORMS OF RPO**

What if the quality of your talent improved while total costs were reduced?

WHAT AN RPO PARTNERSHIP INCLUDES

Consider your Recruitment Process Outsourcing provider a transparent extension of your HR team. They will integrate seamlessly within your organization and partner with you to transform your talent acquisition program. Here is how RPO providers accomplish this for you:

- **Job Scoping and Talent Intelligence.** Your RPO partner will work closely with you to define the core skills and attributes people must have to achieve your organization's objectives. With this information, they will work to gain a thorough understanding of the talent landscape by locating and analyzing data such as pay scales, talent availability and demographics. This keeps you informed about the realities of available talent and the resources required to reach them.
- **Candidate Sourcing.** Candidate Sourcing is often considered one of the most important aspects of the RPO process. Your RPO team will be fully dedicated to sourcing both passive candidates (those not currently seeking a new position) and active candidates (those seeking a new position). Once identified, these candidates will be added to your talent pipeline, which is essentially a repository of potential candidates for critical roles. This proactive approach ensures you have the talent you need today and in the future.
- **Candidate Engagement and Campaigning.** Candidate Engagement includes all outreach efforts via social media, phone calls, email and other channels. Frequent contact keeps individuals interested and makes them feel valued - preventing potential falloff due to lack of communication. Campaigning involves all promotional efforts, including employer branding strategies, for the career opportunities available at your organization.

- **Hiring Manager Engagement.** To successfully transform your talent acquisition function, it is essential that hiring managers are supportive of, and engaged in, the process. It takes a strong communication plan and frequent contact between stakeholders and your RPO provider's recruiters to keep all parties aligned and working toward the same goals.
- **Employer Branding.** While your corporate branding will always play a role in attracting candidates, your employer brand is what really resonates. That is because the recruitment marketing team targets these messages toward talent. The way you position your organization – and each opportunity – to potential candidates makes a world of difference in the quality, skill level and cultural fit of the applicants you attract.
- **Candidate Screening.** Candidate Screening involves the careful examination of resumes and applications to ensure only qualified, interested and available individuals make it to the interview stage. This saves time and results in better hires.
- **Interviews and Assessments.** RPO recruiters specialize in behavioral interviewing techniques that reveal a candidate's skills, personality and motivation. Having your RPO partner manage this stage saves hiring managers a substantial amount of time, because they will not have to meet with every candidate – only the best. Your RPO partner will assist in the development and administration of skills assessments to further narrow the candidate pool. Recruiters will provide preparatory information prior to hiring manager interviews as well as meaningful feedback afterwards, resulting in a positive experience for the candidate regardless of whether a job is offered, as well as a positive experience for the hiring manager.
- **Offer and Pre-Employment Process.** The RPO team will extend your offers to candidates. They will ensure a smooth and efficient pre-employment experience,

and work closely with vendors to ensure all necessary background checks and screenings have been completed prior to the candidate's start date. This ensures there are no surprises on day one.

- **Start Date.** Be sure your hires are ready to hit the ground running! RPO providers will communicate the start date to new hires and answer any lingering questions. This eases their anxiety and ensures candidates are immediately able to be effective at work.

ENTERPRISE RPO

Enterprise RPO is the most comprehensive form of Recruitment Process Outsourcing. It is the full package - consisting of all the services listed in the previous section. When you invest in an Enterprise RPO service, you gain a team of talent acquisition experts who tackle all aspects of recruitment so your organization can focus on delivering its products or services. Although technically employed by the RPO provider, these on-site, remote or mixed-location teams are completely embedded in and aligned with your culture, mission and values. Here are a few of the major benefits afforded by this category of Recruitment Process Outsourcing:

STREAMLINED TALENT ACQUISITION

Your talent acquisition process will be streamlined with an RPO recruitment team that has a clear picture of the roles that drive your business. This team will proactively build a talent pipeline for critical roles to ensure there is a pool of candidates to call upon whenever you need them. Your RPO provider will also source, engage and screen prospective talent. Depending on your provider, certain onboarding services may also be available.

SCALABILITY

RPO providers have the resources to scale up or down in response to fluctuations in demand. This is an essential and unique capability of Recruitment Process Outsourcing. Responding to these changes internally would require hiring staff or reducing headcount as your needs change.

Terminating or replacing experienced staff is costly in money, morale and time. With an RPO provider, staff may be reassigned or pulled from projects without a loss of alignment or expertise. Those who leave an account during slow seasons can be brought back when volume increases. New recruits benefit from the institutional knowledge shared by account veterans.

PROTECT YOUR BRAND AND TALENT PIPELINE

With an Enterprise RPO partner, you will not need to worry about the “candidate black hole” that 57% of candidates experience according to CareerBuilder. This occurs when candidates expect to be contacted after applying (regardless of your intent to hire), but receive no contact at all. RPO partners eliminate this gap to make sure quality talent is never lost.

QUALITY HIRES

Quality talent means something different for every organization and every hiring manager, which is why your RPO provider will work closely with your stakeholders to ensure they are finding the candidates who best fit each role. In addition to traditional sourcing tactics, RPO recruiters evaluate soft skills such as character, professionalism and leadership potential. Their expertise in behavioral interviewing skills uncovers traits that a resume cannot cover such as an individual’s acumen, aptitude and attitude.

ANALYZE, INTERPRET AND REPORT

RPO providers use technologies that analyze your workforce needs against the external market. For talent acquisition leaders, that means you can rely on your RPO partner to provide you with sound data and recommendations based on reliable intelligence. Many solutions on the market require significant fees or costly subscriptions to analyze and present data. RPO providers have evolved this approach by ensuring that talent acquisition teams have access to a broad range of talent analytics – including the expertise to simplify, speak the language of business and consult with your stakeholders. In short, you reap the benefits of leading-edge technology without shouldering the costs.

DIVERSITY AND INCLUSION

RPO providers promote diverse hiring, ensure compliance and make certain your dedication to diversity and inclusion, reflected through your culture, mission and values, is clearly and prominently communicated to your candidates. They accomplish this by leveraging market mapping, diversity job boards, emerging talent programs, veteran programs, referrals and social media.

BUILDING RELATIONSHIPS AND ENRICHING YOUR BRAND

To candidates, your employer brand is your identity. It attracts or turns away top talent. Perception of your brand improves when all aspects of talent acquisition operate at peak performance. From helping you define what is unique about your organization and aligning with your culture and values, to creating rich relationships between employees, candidates and customers, your RPO provider will support and promote your brand in a way that is authentic and inspiring. A key prerequisite to an effective employer brand is your employee value proposition (EVP). An EVP is the sum of experiences and rewards provided by an employer in exchange for the employee's skills, knowledge and commitment.

REDUCED, OFTEN ELIMINATED AGENCY SPEND

Rather than react to need as agencies are often employed to do, RPO providers proactively source candidates and build talent pipelines for critical roles to ensure your organization is prepared for current and future hiring needs. With an RPO partner, you will have the opportunity to significantly reduce or eliminate agency, headhunter and staffing usage by optimizing your workforce planning.

RECRUITMENT PREVENTION

Recruitment prevention may sound counterintuitive, but it is actually a major benefit of the partnership. The goal of an RPO provider is to help improve the efficiency of your talent acquisition process while enhancing the quality of your workforce. As a result, your need to increase headcount may actually decrease over time. While this would conflict with the goals of an agency, it aligns with the partnership that is inherent to a true RPO solution.

In addition to better talent acquisition efficiency and improved Quality of Hire, a strategic RPO provider will use a combination of employer branding and smart screening strategies to dissuade less-than-ideal candidates from applying for your organization's open positions. This saves time and money that would otherwise be spent sorting through individuals who are not qualified for the roles you are looking to fill.

ZERO DISTRACTION

Internal recruiters are often pulled away from recruitment to focus on other daily tasks, which lessens their ability to strategically recruit the very best talent. Dedicated RPO teams are built for one purpose: to bring you better talent faster. While embedded in your team, there is nothing to distract RPO recruiters from achieving your strategic hiring objectives.

ENTERPRISE RPO CASE STUDY



Agilent Technologies

Originally a spinoff of Hewlett-Packard, Agilent is a leader in life sciences, diagnostics and applied chemical markets. The company provides laboratories worldwide with instruments, services, consumables, applications and expertise, enabling its customers to gain the insights they seek. Agilent realized its ability to attract and retain top talent from around the globe was key to its future growth, so it partnered with Cielo for an Enterprise RPO solution. Together, the combined Cielo and Agilent teams have exceeded all expectations in terms of implementation, budget and results. Agilent now has a dedicated “resourcing center of excellence” based out of regional hubs in both APAC and USA where all recruitment and resourcing activities, including planning, sourcing, assessment, selection and induction are centralized and managed.

HYBRID RPO

Hybrid RPO is one of the most utilized RPO solutions. The benefits of a Hybrid solution are very similar to Enterprise RPO. Also known as “co-sourcing,” Hybrid solutions tackle the talent acquisition needs of a specific geography, business unit or group of critical positions.

With the Hybrid model, you may utilize more than one provider – assigning each to the needs they best address. Providers could be assigned by role, geography, process point or any other factor. You may also elect to retain certain talent acquisition functions in-house. Organizations gain the following benefits in addition to those provided by Enterprise RPO when adopting the Hybrid model:

FOCUSED EXPERTISE

Like Enterprise RPO, a primary benefit of Hybrid RPO is the focused expertise of the co-sourcing partner(s). For instance, if you are seeking to outsource the recruitment

of engineers, your RPO partner will task a team with engineering recruitment expertise to find the most qualified, interested and available candidates. This enables your internal teams to focus on other areas of need with the confidence that these vital positions are receiving unwavering, expert attention.

PERCEIVED AS LESS RISKY THAN ENTERPRISE RPO

Hybrid RPO is seen by some as a way to mitigate risk and control costs by keeping the recruitment of some job families in-house. There are also benefits to using this model with more than one RPO provider to recruit for separate job functions or business units. If one provider fails and the other succeeds, you can transition fully to the successful provider. But it is not always a success or failure scenario - working with multiple providers to capitalize on their regional expertise may be a smart way to operate.

STRATEGY THAT BALANCES SPEED AND QUALITY

For truly strategic RPO providers, talent acquisition is not standardized. Whether Enterprise or Hybrid, strategic RPO providers build customized solutions to develop and ultimately transform talent practices. Providers that focus on temporary staffing but advertise co-sourcing are more likely to concentrate solely on time-to-fill, rather than Quality of Hire or other key metrics.

HYBRID RPO CASE STUDY

When Ingram Micro, the world's largest distributor of computer products, experienced a rapid upturn in business, it turned to Cielo for its high-volume hiring needs. The partnership aligned talent acquisition with Ingram Micro's revenue targets. Cielo has established an external candidate interview-to-offer ratio of 3:1, increasing productivity of hiring managers while keeping the focus of all hiring activities on the quality of candidates.



PROJECT RPO

Project RPO helps organizations meet their talent acquisition needs during mergers and acquisitions, expansions or other change initiatives. Finding the right talent during these times of change is critical. It is also beneficial during periods of timely or unexpected growth. Typically, this arrangement covers a specific number of hires over a designated time period that ordinarily lasts no longer than one year. Organizations benefit from the quality and quantity afforded by an RPO partner, balanced by the need to meet strict deadlines.

PROJECT RPO CASE STUDY

The University of Virginia Health System (UVA) is consistently ranked as one of the nation's top hospitals. UVA had a critical need to hire nurses and surgical technologists to support its 28 operating suites. At one point, UVA had 60 staff vacancies and more than 40 travelers on contract. UVA partnered with Cielo to provide proactive, consistent and results-oriented recruitment to hire superior nursing talent and reduce its reliance on travelers.



The year-long Project RPO partnership accomplished UVA's goals and measurably increased the quality of nurses being hired while also reducing its dependency on traveling nurse services. The strategic results included:

- *Filling more than 350 positions with an average time-to-fill of 64 days.*
- *A 74% reduction in travelers' contracts in 12 months.*
- *An increase in 90-day retention to nearly 94% as a direct result of the improved recruitment process.*
- *Through reduction in traveler, overtime and agency expenses, UVA saved a minimum of \$1.1 million over the duration of the partnership.*

PART 4:
**SELECTION AND
IMPLEMENTATION**

**What if you could gain your unfair share
of the world's best talent?**

BEFORE YOU START AN RPO PARTNERSHIP

Starting is always the hardest part. Even with RPO.

Unlike contingent staffing and recruitment agencies, engaging an RPO provider requires you to clearly understand the goals you want to achieve, agree to a plan created in partnership with your provider and embrace short- and long-term change. While not always simple, your RPO provider will make this as smooth as possible – being consultative and helpful throughout the process. Here are a few of the obstacles you and your provider must overcome sooner rather than later.

CLEARLY DEFINE STRATEGIC OBJECTIVES

This is a critical step in any RPO partnership. You must work with your provider to choose a few Key Performance Indicators (KPIs) as the initial focus for the partnership and ensure they align with the overarching goals of your organization.

Your RPO partner will provide helpful advice, but it is important that your executive team and other stakeholders are getting the results they want. For example, if your organization is pushing you to improve Quality of Hire and retention, those are key objectives you should agree to tackle first.

Keep in mind: it is not enough to say you want to improve a metric. You need to set clear expectations about what you will improve – and how you will improve it.

In our Talent Acquisition 360 research, Cielo surveyed stakeholders from nearly 700 organizations around the globe. The results showed that “**Delivering Quality Hires Consistently**” is the most important and desired deliverable from talent acquisition teams (89% of all respondents). This was followed by “**Demonstrating**

Agility to Meet Changing Demands,” (85%) and **“Innovating to Meet the Demands of the Business”** (84%). Less than half of all stakeholders said their talent acquisition teams were performing well in these areas. If you are unsure what to focus on improving with an RPO partner, look here first.

METHODICALLY BUILD THE BUSINESS CASE

Any good RPO provider will take time to consult with you and provide a detailed cost-benefit analysis for your organization. Ideally, you will work with your provider to find this data rather than going it alone. With a data-driven business case in hand, you will be better equipped to articulate the benefits of RPO to Procurement and Finance.

*To help you approach your organization’s decision-makers about the benefits of partnering with an external talent acquisition provider, Cielo has developed a resource titled **“Get It Right to Get Results: Creating the Business Case for RPO.”** This resource will teach you:*

- *The macro and micro trends leading the movement to RPO*
- *How to define RPO for your business*
- *Questions to ask to prepare your organization for RPO*
- *The financial and operational benefits of RPO*
- *Tips for RPO partnership success*

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CHOOSE A STAKEHOLDER TO CHAMPION THE PROCESS

When involving any third party in business decisions, it is essential to have an internal stakeholder who is passionate about the service being provided. This individual should help secure buy-in from executives and rally hiring managers across all functions. It is important that this champion recognizes the effort that will be required to

affect change, and is willing to work within the organization to support and enable the successful implementation of the RPO solution and ongoing process improvement. You need this person because change is tough. Without a champion to encourage the transformation, it is easy to stick to the status quo even when it is unsustainable.

COMMIT TO THE PARTNERSHIP

RPO works best when the provider becomes fully embedded within your organization and culture. There has to be trust and transparency between both groups, complete with accurate metrics, honest discussion and a dedication to mutual success. You cannot arrive at the same destination if you are traveling on routes that go in separate directions.

To help build that trust, governance measures must be put into place. These include verifications of performance as defined by Statements of Work, Service Level Agreements and other contractual provisions. Key operational measures must be tracked and reported, and presented in a strategic and formalized manner during monthly and quarterly program reviews. You must also enact a clear communication plan and change management processes to ensure all parties are on the right path.

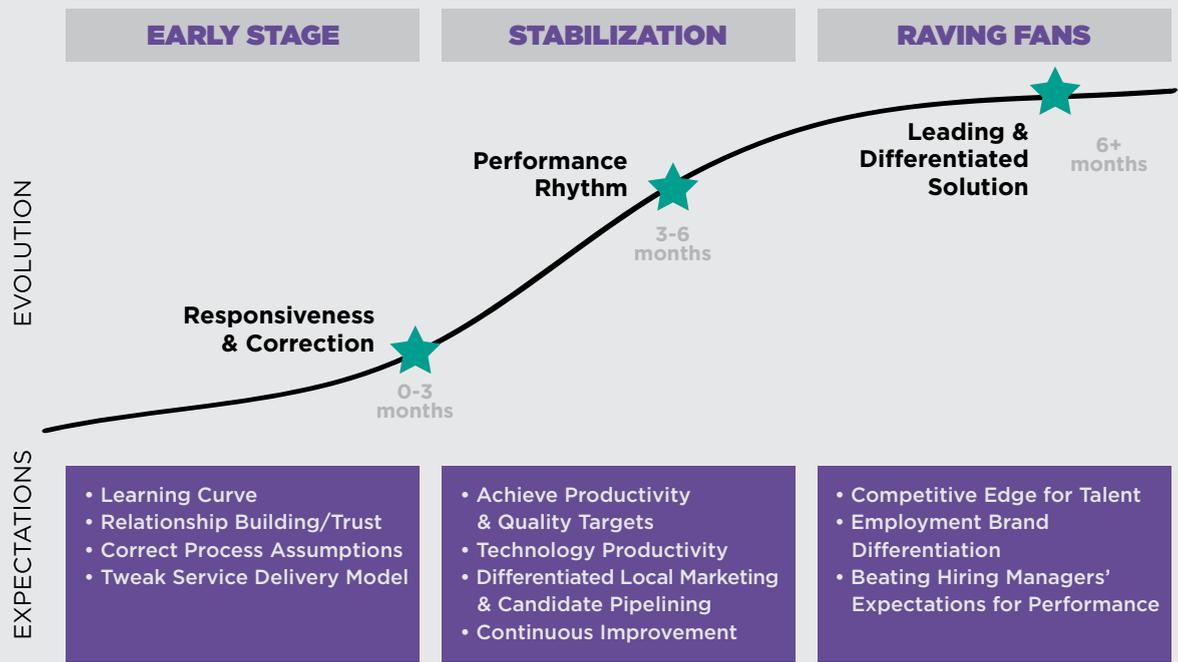
MAKE SURE IT IS A CULTURAL FIT

Just like the talent you hire, the RPO provider you choose must be a good cultural fit for your organization. Your RPO partner will be working closely with your hiring managers and representing your company to each individual they contact. That is why it is critical you work well with them, and that they are able to perfectly communicate your vision and EVP.

WHAT TO EXPECT DURING IMPLEMENTATION

Each RPO provider is different, and so is each implementation process. Cielo approaches implementation in five stages. Keep in mind that if you partner with us, the steps we take will vary depending on your specific needs.

PARTNERSHIP EVOLUTION



1. DISCOVERY

The goal of this phase is to develop a comprehensive understanding of requirements and business drivers. This lets us learn about the standard operating procedures and intricacies of your organization and culture so we can customize a detailed solution in addition to proactively anticipating any issues.

2. DESIGN

This is where we partner to create and approve the process we will take to achieve your business goals. Change management and communication plans are created to ensure all stakeholders are on the same page with the right expectations. Details are brought to life along with the specific handoffs throughout the hiring process. This stage also involves the development of new roles and responsibilities for each team member. We will discuss expectations for the launch, what the transition will look like and agree on key metrics and targets to identify success and ROI.

3. TEST

Here, we will look at the entire lifecycle of the solution and make sure that the original requirements and objectives are met. We also prepare for launch by creating mock scenarios and non-standard circumstances to make sure each component functions correctly. All processes and systems – separately and together – are tested against business requirements to ensure they are sound before launch.

4. LAUNCH

The most critical time in any outsourced talent acquisition program is the program launch, and the most important factors of a successful launch are implementation planning, execution and consensus building. Consensus building involves incorporating the voice of the stakeholders, addressing their concerns and communicating effectively.

This phase is devoted to managing the transition from implementation to service delivery and ensuring it has taken place in its entirety. Special attention is paid to the deployment of people, processes, systems and structures. We also initiate measures and communications to sustain overall program governance and management. Risk assessment, handoff of duties, continued training of the recruitment team and oversight from the implementation resources to ensure consistency and quality also occur.

5. STABILIZE

Stabilization typically occurs 60-plus days post-launch. This is the “business as usual” phase, meaning implementation obstacles have been overcome and enhancements have been made if needed. Service Delivery Leaders take full control of the program, and the day-to-day responsibilities of the program’s sponsors on the client side are relaxed.

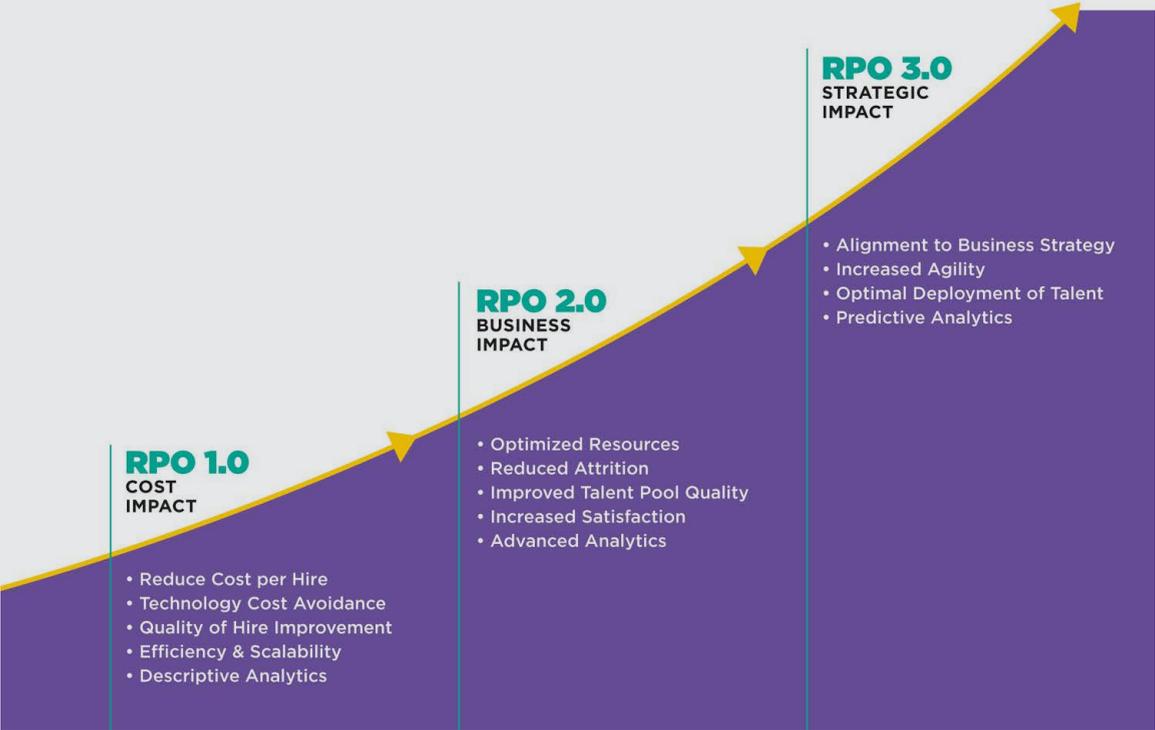
CONTINUOUS IMPROVEMENT AND ONGOING ANALYSIS

In each of our partnerships, we are always on the lookout for process or technology improvements that can impact both cost and performance. Our client services teams routinely evaluate our programs to identify opportunities for optimization and efficiency. During our due diligence, we capture these items so we can bring you additional savings and efficiency.

CIELO'S RECRUITMENT PROCESS

Every RPO provider's approach to talent acquisition and solution design varies. As the market leading pure-play provider of RPO, we hold our approach to the highest standards. Remember, each of Cielo's solutions is customized to your unique challenges. This is our guiding approach, not a catch-all methodology.

EVOLUTION OF RPO



STRATEGY

Strategy is at the core of Cielo's solutions. We start each of our RPO partnerships with a focus on change management through our award-winning implementation team and processes. We gain a deep understanding of "who" your organization is, what is working successfully and what could use improvement. Then we design your custom solution and processes with an eye toward the results they will bring.

When it comes to execution, the strategy starts with our core philosophy – we become the talent acquisition department for our clients, or as we like to say – **WE BECOME YOU™**. To accomplish this, each of our teams go through in-depth training that is specifically designed for each client. During this early stage we also work with you to better understand your Employer Value Proposition and how we can be brand stewards, improving your organization's ability to attract top talent.

Once the team is fully integrated into your business, we begin the requisition specific strategy, which includes conducting talent landscape research, based on location, industry, company and position. To fully understand each open position, recruiters will interview the hiring manager who has the opening, develop a clear job description and create a list of requirements the position demands. Each step in Cielo's strategy is thoughtfully considered and executed to ensure the best results for your organization.

SOURCING

Customized Recruitment Marketing and Sourcing plans are created for each role, starting with a report that contains statistically reliable projections of the labor supply and pay expectations in a specific geography.

Once this is completed, recruiters begin creating a pool of qualified candidates by implementing the Recruitment Marketing Plan. Each plan contains strategies for attracting both passive and active candidates through channels such as cold-calling,

industry-specific networking, social, reviewing candidates who apply directly to the job, as well as online job postings and social sourcing. All relevant channels are scoured to ensure your organization finds the best people, no matter where they are.

CANDIDATE ENGAGEMENT

Once a pool of qualified candidates is identified, it is critical to get and keep them engaged with your employment brand. Cielo's exclusive SkyRecruit platform is used by Cielo recruiters for their client teams and integrates into how we do all of our work.

SkyRecruit enables each dedicated recruitment team to manage the administrative components and the sourcing of candidates (job boards, resume searches, etc.) more effectively. Self-scheduling, email and SMS campaigning and talent pooling capabilities ensure consistent and brand-compliant communications with desired talent pools.

SkyRecruit is not an Applicant Tracking System (ATS) - it sits alongside your ATS, providing our recruiters with the cutting-edge technologies needed to attract and engage top talent. As an organization, we are ATS agnostic and have extensive experience working with almost all market players. If you do not have an ATS currently, Cielo will happily recommend one based on your specific needs and develop an implementation plan that includes the integration of the new system.

Another way Cielo guarantees a high-tech, high-touch experience is our Impression Center team. The Impression Center is a shared resource that is a seamless extension of our client teams. They are dedicated to immediate availability, single call resolution and process efficiency. The Impression Center leverages phone, live chats, email and social media to engage with candidates for questions such as interview feedback, application assistance and interview logistics when recruiters are unavailable. Our unique high-tech/high-touch blend ensures prospective candidates and hiring managers have an incredible, effortless experience.

SELECTION

Once we have identified a narrowed pool of qualified candidates, the recruiter uses a phone interview and pre-approved behavioral interviewing questions to determine which qualified, interested and available candidates to present to the hiring manager. This allows the recruiter to verify that the candidate meets the requirements of the position and is a strong cultural fit. It also saves time and money for your organization, as only the best are sent forward for interviews with hiring managers.

This is also the phase of the process when any required assessments are administered. Cielo is unique in that we are neutral in our integration of assessments. We will work with any provider you currently partner with, or make a recommendation based on our experience.

POST-OFFER

Cielo's recruiters continue to partner with their hiring managers throughout the interview process until the ideal candidate is identified and an offer is extended. As soon as a candidate accepts an offer, a Cielo Bridge agent reaches out to the candidate and becomes their single-point of contact - a high-touch concierge through the pre-employment process.

Our post-offer team consists of experts in background verification, reference checking, drug screening and onboarding. Having a dedicated contact helps mitigate new-hire fallout and reduces the time-to-start. Our clearly defined approach ensures compliance and mitigates risk. The team's expertise allows them to take on typical pre-employment tasks so recruiters do not have to. That means the recruiters dedicated to your team are able to spend more time finding quality candidates.

PART 5: **THE RESULTS**

**What if you could optimize the quality,
experience and cost of every hire?**

ALL THESE ACTIONS LEAD TO ONE THING. RESULTS.

RPO providers define and measure these results through data and analytics to:

- Provide transparency into all operations
- Use that data for measurement, to take action, make smarter decisions about the program and continuously improve processes and solutions
- Ensure quality in all aspects of the partnership

Desired metrics should be identified with you and based on a mutual understanding of the recruitment strategy, objectives of the talent acquisition function and clear agreement on the measurement of success. Overall program performance is best measured through weekly, monthly and quarterly reporting.

In summary, here are the benefits you should expect from an RPO partnership:

QUALITY

A primary benefit of Recruitment Process Outsourcing is its ability to source and attract high quality candidates. When you hire phenomenal talent that aligns with your business goals, your organization cannot help but succeed.

Cielo's Talent Acquisition 360 research showed that 89% of stakeholders view delivering quality hires consistently as their top priority for talent acquisition teams. Your RPO provider will be your strongest ally in the measurement and improvement of this metric.

INDUSTRY EXPERTISE

No one knows your business as well as you do. Even so, it makes sense to find a partner who has a keen understanding of your industry.

An RPO provider with industry expertise will know which candidate is right for the role, as well as their level of compatibility with the wider culture within your organization. A provider with a proven industry track record will give your company a huge edge in the search for, and engagement with, quality talent.

COST SAVINGS

Talent Acquisition expenses are typically hidden in cost centers and line items. Among these are recruitment team overhead, agency fees, hiring manager time/salary spent on requisition and candidate work, technology costs, candidate travel and lodging, etc. RPO solutions offer tremendous savings on all of these accounts. It is not unusual to see between 20-30% operational savings. The less immediate benefits of improved hiring cycles, reduced turnover and securing candidates that are a perfect fit professionally and culturally are equally valuable.

STAKEHOLDER EXPERIENCE

The stakeholder experience for organizations with a true RPO partnership is second to none. Executives will see the metrics in your Service Level Agreement improving. Hiring managers will have attentive and consultative recruitment experts who are consistently filling requisitions with quality candidates. Talent acquisition leaders will be happier at work, because they know their RPO team will be capable of handling any concerns brought to them by executives and other stakeholders.

RESULTS

In addition to a measurable positive impact, true RPO partnership will provide you with peace of mind because of results such as:

- Scalability and flexibility – the ability to scale up and down quickly to meet changing demands for hiring volumes
- Improved process effectiveness
- Improved employee engagement from the moment of hire
- Increased strategic focus from liberated hiring managers and HR leadership
- Increased new hire/employee retention
- Ensured compliance and balanced costs
- Preparation for the future through deep talent pools
- Improved time-to-fill cycles and reduced employee turnover that can produce large savings on top of reduced operational costs
- Scale, geographic reach and access to proprietary networks/databases and methodologies
- Powerful talent management tools and technologies
- Reduced (if not eliminated) use of more expensive, third-party contingency firms
- A superior pre-employment experience that preserves and enhances your employer brand by providing a consistent approach to all candidate interactions
- Freedom to focus on other strategic imperatives, with the full confidence that your talent acquisition needs are being met

To tie a bow on the whole thing, take a look at the results below.

Cielo surveyed nearly 700 organizations around the world on 12 key talent acquisition capabilities that high performing organizations consistently exhibit. Organizations with an RPO provider were significantly more satisfied with the performance of their talent acquisition teams, as you can see in the graphic.

RPO RESULTS FROM TA 360

Effectiveness of Talent Acquisition by RPO Utilization

STRATEGIC TALENT ACQUISITION



Delivering Quality Hires Consistently



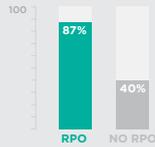
Demonstrating Agility to Meet Changing Demands



Innovating to Meet the Demands of the Business



Measurably Impacting Major Organizational Initiatives



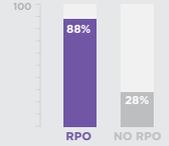
Providing Strategic Thinking to Shape Business Decisions



Generating Workforce Insights

Effectiveness of Talent Acquisition by RPO Utilization

CORE TALENT ACQUISITION



Using Recruiting Analytics to Inform Business Decisions



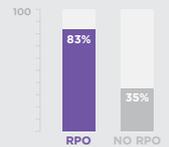
Sharpening Recruiting Acumen



Simplifying Recruiting Processes



Crafting a Comprehensive Strategy



Delivering Great Experiences for Stakeholders



Communicating Your Employer Value Proposition

Source: Cielo's Talent Acquisition 360 Research Report

To be clear, these results are from organizations utilizing a variety of RPO vendors, not just Cielo clients. The RPO process is transformative, and it achieves significant results for businesses around the globe.

The right RPO provider will put your organization on track to achieve your business goals, whether those goals are new growth, new product launches, new locations or any number of strategic objectives. Get an edge in increasingly competitive markets – and your unfair share of the world's best talent.

PART 6: **CONCLUSION**

**Are you ready to transform your
approach to talent acquisition?**

WE WERE BOLD IN CALLING THIS GUIDE DEFINITIVE.

In truth, there is always more to learn about Recruitment Process Outsourcing. The industry is growing at lightning speed, seeking better and more innovative ways to recruit top talent.

The good news is, you stand to benefit from this rapid evolution.

Rather than pour your energy and resources into a process that changes daily, you can partner with a group that is always at the cutting edge. It will improve the quality of your hires, reduce your costs and give you a strategic competitive advantage.

We hope this guide has given you some clarity into the world of Recruitment Process Outsourcing. If you have any questions, we are always happy to answer.

Contact a Talent Acquisition Expert from Cielo.



**Define Your
Talent Acquisition
Challenges**



**Partner with
an Expert**



**Achieve
Transformational
Change**



**Gain a
Strategic Talent
Advantage**

FOR MORE INFORMATION ON RPO:

HRO Today Services and Technology Association

hrotoday.com

Everest

everestgrp.com

Nelson Hall

research.nelson-hall.com

About Cielo

Cielo is the world's leading strategic Recruitment Process Outsourcing (RPO) partner. Under its **WE BECOME YOU™** philosophy, Cielo's dedicated recruitment teams primarily serve clients in the financial and business services, consumer brands, technology and media, engineering, life sciences and healthcare industries. Cielo's global presence includes 1,400 employees, serving 130 clients across 69 countries in 32 languages. The industry has verified Cielo's reputation for executing innovative solutions that provide business impact through numerous awards and recognitions, including its annual top three leadership position on the HRO Today RPO Baker's Dozen listing, Peak Matrix Leader placement by Everest Group and Industry Leader designation by NelsonHall. Cielo knows talent is rising – and with it, an organization's opportunity to rise above.

For more information, visit cielotalent.com.