

## Round Table Discussion

**1. *What are you seeing buyers looking for now that they weren't looking for 12 to 18 months ago? What specific services are they asking for in their RFP's?***

Buyers have always focused their review of providers in three main categories: Quality, Speed and Service. Although these remain the primary qualifiers, we are finding that buyers choose providers who will: guarantee number of hires, actively involve clients in RPO team selection and have relevant industry experience (specialization). Additionally, CRI has seen, over the last 12 months, more companies outsourcing candidate screening and selection as well as sourcing. The top 5 requests in RFPs include: 1.) Candidate sourcing (active/passive) 2.) Candidate screening/selection 3.) Assessment administration 4.) Applicant tracking 5.) Employment process management.

**2. *What is the motivating factor behind these companies looking for RPO? Cost savings, access to technology, process realignment?***

Although the initial incentives for evaluating RPO are improved cost savings and efficiencies, our clients have realized RPO delivers increased industry competitive advantage. An organizations' ability to attract and retain great people, adopt and scale recruitment best practices and increase their speed to market are measures of both market leadership and share. Simply put, the ultimate business benefit is that RPO allows an organization to hire quality people faster.

**3. *What are the hallmarks of a good RFP and what common mistakes do buyers make when preparing an RFP document?***

Most well-composed RFPs include documented and established baselines for the recruitment function in 1.) Number of hires 2.) Salary ranges 3.) Days-to-fill 4.) Job skill requirements 5.) Current Recruitment spend including contingent, retained and internal staff and 6.) Hiring manager satisfaction. Many buyers tend to overlook the following critical components of any successful RPO relationship:

- Predetermined Return On Investment measurement and valuation
- Short and long-term metrics and reporting standards
- Documentation of best-practices and business process
- Service model
- Service Level Agreements
- Exclusivity commitments
- Buyer's and Provider's mutual commitment to collaborative relationship

Recruiting is a measurable function that must be benchmarked against all other inputs to optimize RPO relationships. More and more buyers are leveraging metrics and reporting standards to better quantify and manage outsourcing providers. In addition, as more buyers realize that the relationship and corporate culture of their providers are essential to successful outsourcing, increased focus on provider service level agreements, exclusivity commitments and client collaboration are necessary.

**4. *What should buyers make available to RPO providers to help them put together better RFP's?***

Successful Recruitment Process Outsourcing relationships are a result of collaborative open partnerships. RPO suppliers should provide full documentation and details for the following:

- Full explanation of hiring process
- Interviews with key hiring managers
- Long-range strategic workforce plan
- List of positions with job descriptions
- Salary bands perceived market supply for positions
- Priority ranking of positions to fill
- Certification of recruiters and outsourced employees

**5. *If you had one piece of advice for a company considering RPO, what's the one piece of advice you would you offer?***

The most critical component of any successful RPO relationship is collaboration – “Evaluate the cultural fit of the provider you choose.”

Any Recruitment Process Outsourcing provider should be able to create a close, collaborative relationship between your requirements and their implementation of a custom-tailored execution of the recruitment function. You should have “on-demand” access to all the recruitment support you need. The recruitment function should not decouple the recruitment process from your business operations, providers should work in total alignment with your corporate objectives. The result: lower cost-per-hire and faster time-to-fill. RPO's ability to supplement the HR department with recruitment best practices, scale and technology is dependant on how closely they work and learn to operate within your organization.