




The Definitive Guide to  
**RECRUITMENT PROCESS  
OUTSOURCING**

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

PART 1:  
**INTRODUCTION**

# 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 people. Even the best organizations struggle with this, simply because they do not give sufficient support to their TA departments.

We believe businesses should spend their time and energy on being the best in their industry, not on figuring out how to source and acquire talent.

As talent acquisition grows more complex, so do the tools, tactics, and strategies to locate top talent. To master it all and find the right people for your organization, you need the help of dedicated talent acquisition experts. Recruitment Process Outsourcing, or RPO, 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 apply and develop 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, many of which are less than positive. But RPO is not offshoring, nor does it involve an organization delegating any and all responsibility for a function.


**RPO is a partnership between two organizations built on mutual trust and shared goals strengthened through transparency, collaboration, and strong results.**

You should choose an RPO provider 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 can help you make the right decision by covering everything you need to know about RPO. We’ll start with the basics and answer bigger questions along the way.

#### TOP 5 WAYS ORGANIZATIONS MEASURE THE SUCCESS OF THEIR TALENT ACQUISITION FUNCTIONS:

- 1 Quality of Hire
- 2 Candidate Experience
- 3 Hiring Manager Satisfaction
- 4 Time to Fill
- 5 Customer Satisfaction



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

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

# RPO DEFINITIONS

Since the RPO industry is constantly evolving, there is plenty of debate about how to define RPO. Here are some definitions from 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.”



## **At Cielo we emphasize partnership as an essential part of the equation:**

**“Partnering with an expert to design and execute a customized recruitment strategy that delivers exceptional business results. Working together 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 is 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 believe it is 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, and 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 (see page 22) can provide high-quality results in relatively short time frames.

**NOT a temporary staffing service.**

RPO providers fill full-time positions. Many do offer Total Talent Acquisition solutions – which integrate contingent worker or agency management service – but RPO providers never fill solely temporary or contract-only roles.

**NOT just a consulting or training service.**

While your RPO provider will be consultative throughout your partnership, it will not operate solely on that basis. The scope of RPO is much larger and more hands-on.

**NOT resource augmentation.**

Do not look for RPO if you just need to add “a team member or two.” It is a transformative partnership between your provider and your organization.

**NOT for one-off hires.**

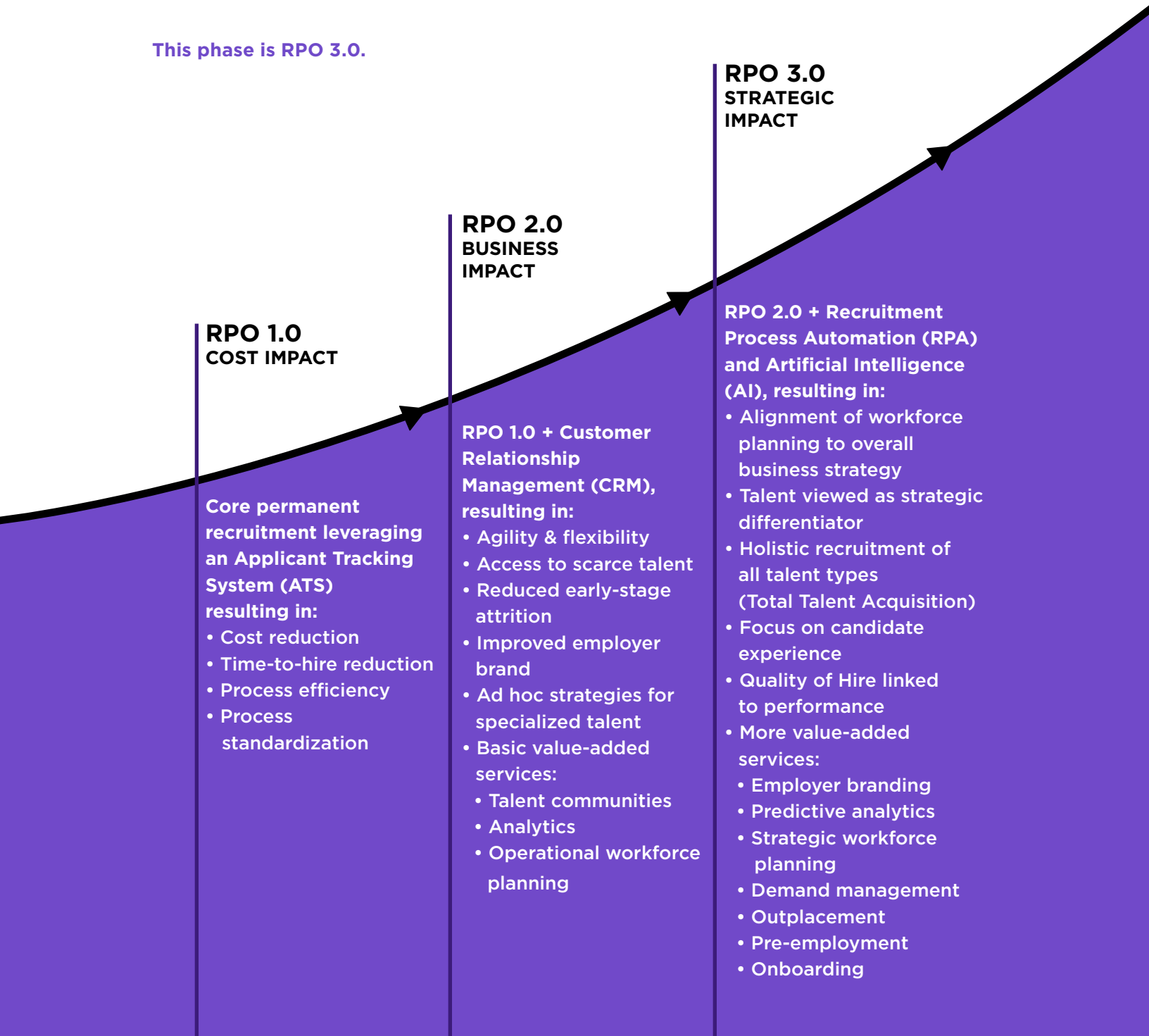
RPO solutions require minimum volumes to guarantee a strong ROI. Providers have the expertise to acquire talent at all levels.



# THE EVOLUTION OF RPO

Part of what has helped RPO sustain success throughout its relatively brief history is its ability to adapt to changing global conditions. The initial phase – RPO 1.0 – saw rapid growth as RPO firms met key needs for buyers around direct and measurable benefits like cost reduction and process efficiency. RPO 2.0 featured a holistic approach that considered more nuanced and granular aspects of cost and business impact. Now, with RPO providers and the market having both matured, the industry has entered a new phase, one that fulfills strategic value creation in a rapidly evolving world.

**This phase is RPO 3.0.**



# DO I NEED RPO?

Organizations that get the most out of RPO solutions are looking to transform their talent acquisition function by winning better talent faster and more efficiently. Finding the right RPO solution provides that unique competitive edge in the marketplace.

There are plenty of reasons organizations invest in RPO. They may have critical positions not being filled, unsatisfactory talent that is dragging down their performance, or hiring-agency costs that are simply unsustainable. So, an RPO provider must deliver on five key areas in any partnership:

## 1. Quality

The best RPO providers hire recruitment professionals and invest heavily in their training. These recruiters are second to none in finding and delivering quality talent. RPO partners also make sure hiring managers are satisfied with their experience by extending full transparency to the organization with frequent reporting and unhindered access to recruiters.

## 2. Time to Fill

The longer a position is open, the more your organization loses in opportunity costs or revenue. RPO providers can reduce the time it takes to find great talent through a combination of industry expertise, technology, and recruiting acumen.

## 3. Cost

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

An RPO provider should be able to estimate a cost per vacancy for you, based on a thorough understanding of your current state of talent acquisition - taking into account your entire TA spend, new-hire turnover rates, times to fill, and salary ranges. Then, using the experience and technologies necessary for success in today's market, an RPO provider will shorten your time to fill and make the process more efficient.

#### 4. Agility

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

#### 5. Innovation

Many talent acquisition teams end up falling behind on what should be their top priority – consistently bringing in high-quality talent – when they pursue unproven and underutilized technologies. With RPO, your provider brings those innovative technologies and techniques with them, so you do not need to sacrifice your effectiveness while trying to advance your capabilities.

#### Here is a formula to calculate CPV:

Salaries and benefits of recruiting staff

Technology costs

Administrative and overhead expenses of recruitment staff

Temporary staffing/agency costs

Incurred overtime due to unfilled positions

**TOTAL COST OF ALL VACANCIES:**

Average number of vacancies

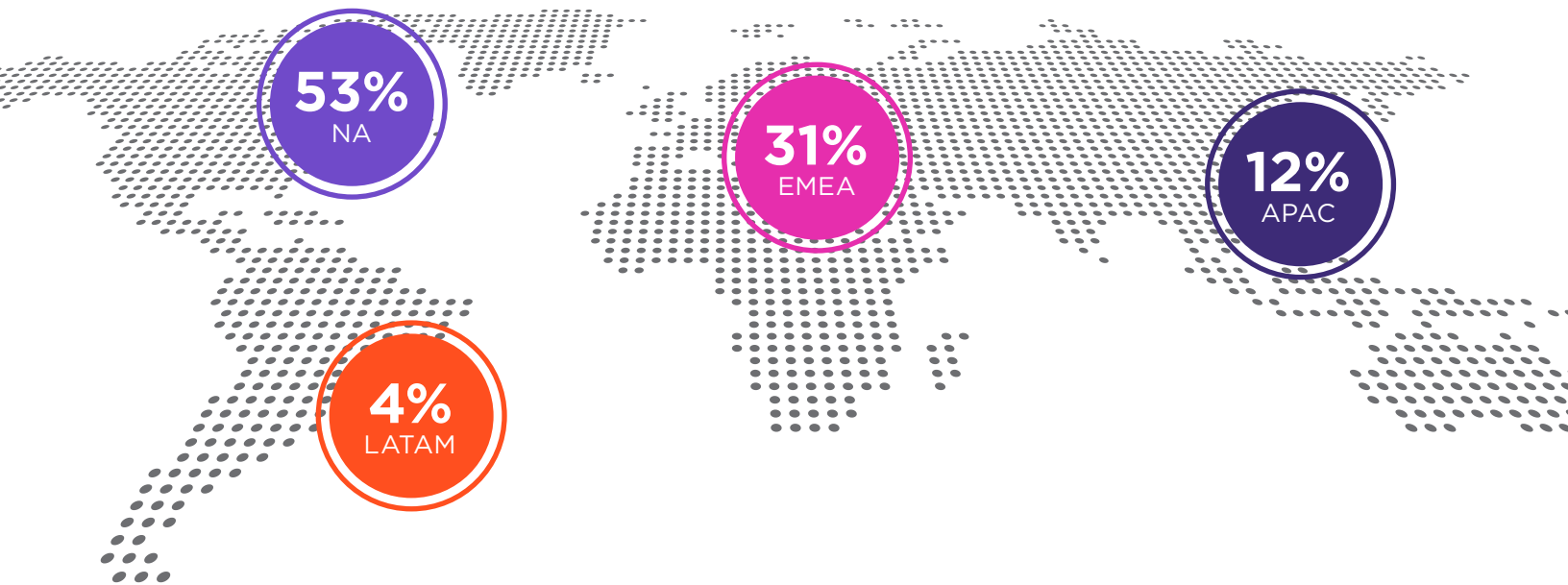
**AVERAGE COST PER VACANCY:**

	_____
	_____
	_____
	_____
+	_____
=	_____
	(÷ divided by)
	_____
	_____

## WHO IS USING RPO?

While still a relatively new service, RPO is maturing as the demands of buyers and solutions from providers evolve. The Everest Group's 2018 Recruitment Process Outsourcing Annual Report estimates the RPO market size at \$3.3 billion, growing at 16% annually.

Everest breaks down RPO market size by region, which gives you a good idea of its adoption worldwide:



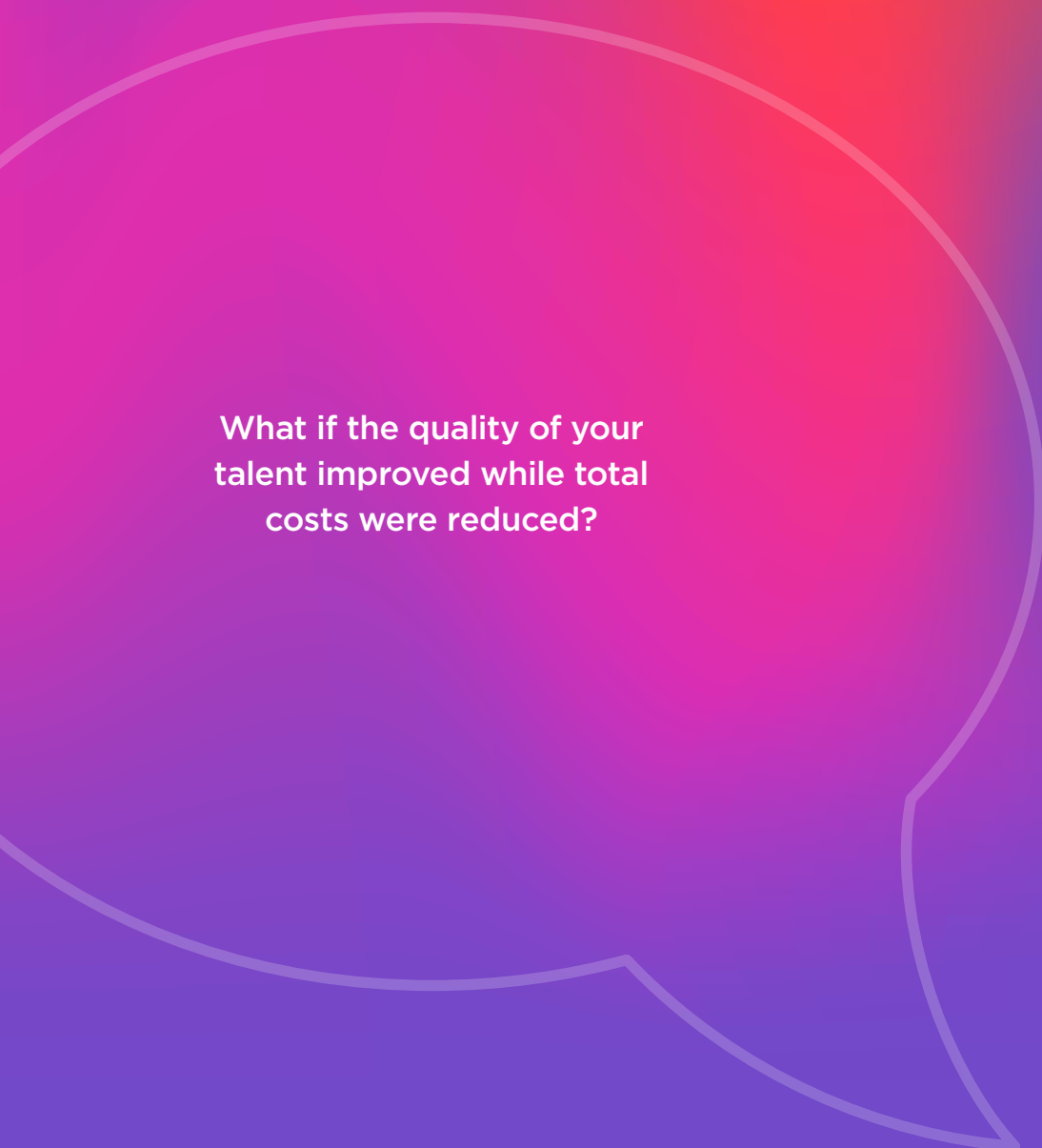
Independent research from Cielo found that 89% of companies that utilize RPO in the U.S. and 83% in the UK indicate a significant or increasing utilization of RPO in their present-day operations.

### **TA Leaders Take a More Strategic Role with RPO**

Companies worldwide benefit from RPO solutions and so do their talent acquisition leaders. Heads of talent acquisition can 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 they have confidence in their RPO partner to help handle any unexpected problems quickly and efficiently.

When business unit leaders need advice about building a new location based on the availability of talent, they know their RPO partner will provide accurate and detailed 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 we will discuss in the next section.



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

PART 3:  
**DIFFERENT FORMS OF RPO**

# WHAT AN RPO PARTNERSHIP INCLUDES

Consider your RPO provider a transparent extension of your team. They will integrate seamlessly within your organization and partner with you to transform your talent acquisition function. 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 necessary to achieve your organization's goals. 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**

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**

Candidates will be engaged via social media, phone calls, email, and other channels. Frequent contact keeps individuals interested and makes them feel valued – and prevents you from losing them 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 engaged in the process. It takes a strong communication plan and frequent contact between stakeholders and your RPO provider's recruiters to keep everyone aligned and working toward the same goals.

### **Employer Branding**

The way you position your organization – and each opportunity – makes a world of difference in the quality, skill level, and cultural fit of the applicants you attract. Your recruitment marketing team will target messages toward talent that will truly resonate.

### **Candidate Screening**

Resumes and applications will be carefully examined to ensure that only qualified, interested, and available individuals make it to the interview stage. This saves time and results in better hires.

### **Interviews and Assessments**

Interviewing candidates to get a better understanding of their skills, personality, and motivation is an essential step in the recruitment process. 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 afterward. This results in a positive experience for both the candidate and the hiring manager, regardless of whether a job is offered.

### **Offer and Pre-Employment Process**

The RPO team extends 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 partners will communicate the start date to new hires and answer any lingering questions. This eases their anxiety and ensures new employees can be effective at work immediately.



# ENTERPRISE RPO

Enterprise RPO is the most comprehensive form of Recruitment Process Outsourcing – 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 embedded in and aligned with your culture, mission, and values. Here are some of the major benefits afforded by Enterprise RPO:

## **Streamlined Talent Acquisition**

Your process will be streamlined with an RPO recruitment team that has a clear picture of your current and future hiring needs. 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 also may 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 productivity. With an RPO provider, staff can 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 CareerBuilder says 57% of candidates experience. 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 never suffers this fate.

## **Diversity and Inclusion**

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

### **Quality Hires**

Quality talent means something different for every organization and every hiring manager. Your RPO partner will work closely with your stakeholders to ensure they find 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 show, such as a person'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 bleeding-edge technology without shouldering the costs.

### **Building Relationships and Enriching Your Brand**

Your employer brand is your identity and will either attract or turn away top talent. It works best when all aspects of your talent acquisition function operate at peak performance. This is why your RPO partner will support and promote your brand in a way that is authentic and inspiring - helping you define what is unique about your organization, aligning your culture and values and creating rich relationships between employees, candidates, and customers.

Essential to an effective employer brand is your employee value proposition (EVP) - the sum of experiences and rewards provided by an employer in exchange for the employee's skills, knowledge, and commitment. RPO providers should have experts to help you develop, refine, and strengthen your EVP.

### **Zero Distraction**

Internal recruiters often are pulled away from recruiting tasks. Dedicated RPO teams, however, are built for one purpose only: to bring you better talent faster. While embedded in your team, there is nothing to distract RPO recruiters from achieving your strategic hiring objectives.

### Reduced, Often Eliminated Agency Spend

Agencies are often used to be reactive, but RPO lets you be proactive in sourcing candidates and building talent pipelines for critical roles. This ensures that your organization is prepared for both current and future hiring needs. With an RPO partner, you can significantly reduce or eliminate agency, headhunter, and staffing use by optimizing your workforce planning.

### Recruitment Prevention

It might sound counterintuitive to want to prevent some recruitment to your organization, but it actually proves to be a major benefit of an RPO partnership. Since an RPO partner's goal is to improve the efficiency of your talent acquisition process while enhancing the quality of your workforce, your need to increase headcount should decrease over time.

**This is in stark contrast to the goals of an agency.**

A strategic RPO partner will dissuade less-than-ideal candidates from applying to your organization, using a combination of employer branding and smart screening strategies. This saves you time and money, improving your efficiency and quality of hire in the process.



## ENTERPRISE RPO CASE STUDY

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. 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 exceeded 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

Also known as “co-sourcing,” Hybrid RPO solutions tackle the talent acquisition needs of a specific geography, business unit, or group of critical positions. This is a popular RPO solution with similar benefits to Enterprise RPO.

With the hybrid model, you may use more than one provider – assigning each to the needs they best address. Providers could be assigned by role, location, or any other factor. You may also elect to retain certain talent acquisition functions in-house.

Hybrid RPO gives organizations the following benefits:

## Focused Expertise

If you are seeking to outsource the recruitment of engineers, for example, 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 sometimes seen as a way to mitigate risk and control costs by keeping the recruitment of some job families in-house. There are also benefits to having 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 is often 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 uptick in business, it turned to Cielo for its high-volume hiring needs. The partnership aligned talent acquisition with Ingram Micro’s revenue targets. Cielo 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. It also is beneficial during periods of timely or unexpected growth. Finding the right talent during these times of change is critical. 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 an RPO partner brings, balanced by the need to meet strict deadlines.

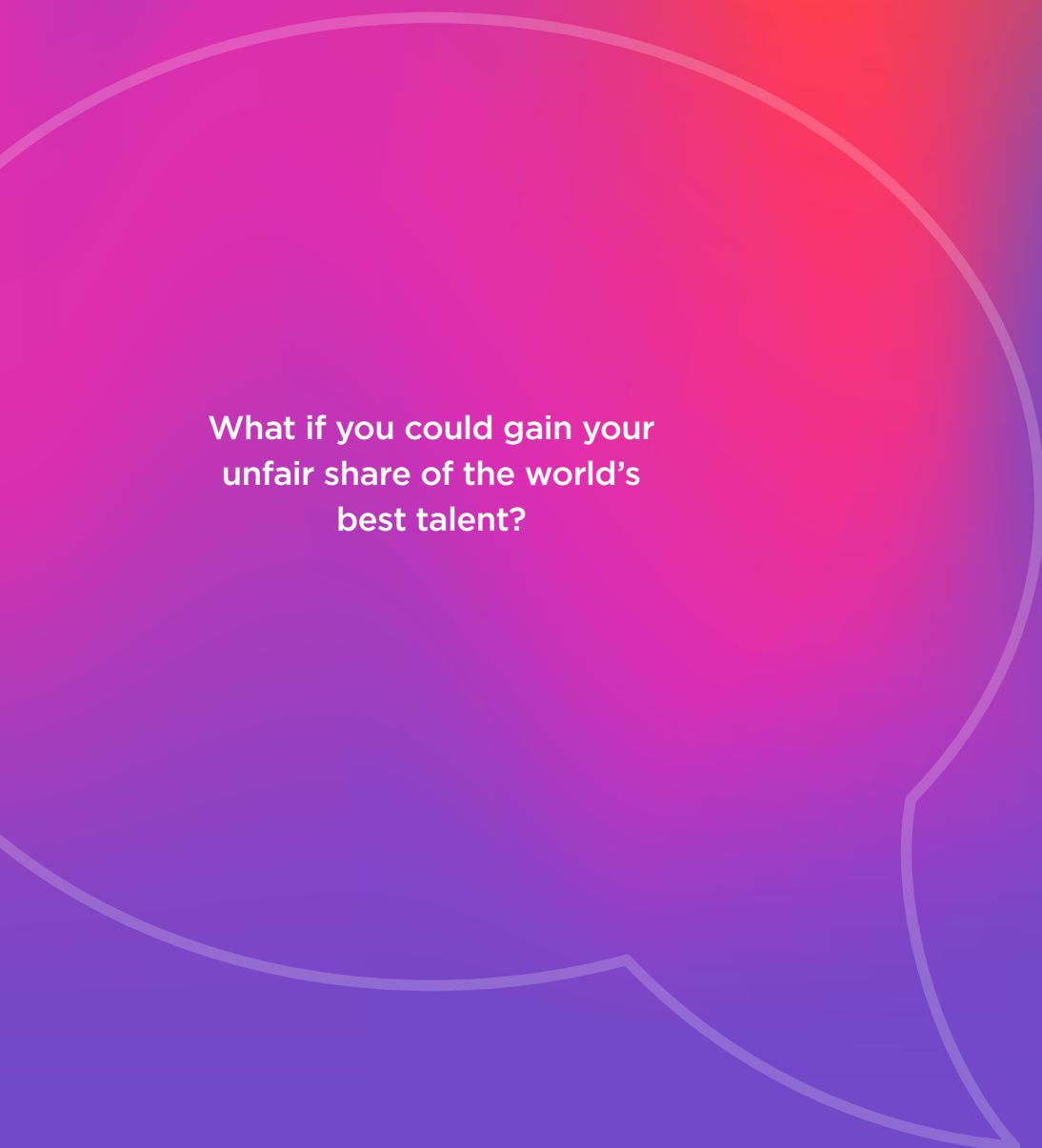


## PROJECT RPO CASE STUDY

The University of Virginia Health System (UVA) consistently ranks 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. 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.



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

PART 4:  
**SELECTION AND  
IMPLEMENTATION**

# BEFORE YOU START AN RPO PARTNERSHIP

Starting is always the hardest part. Even with RPO.

Unlike contingent staffing and recruitment agencies, engaging an RPO partner requires you to clearly understand the goals you want to achieve, agree to a plan created together, 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 some of the steps you and your partner must take to ensure success:

## Clearly Define Strategic Objectives

This is critical in any RPO partnership. You must work with your provider to choose the 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 get the results they want.

**Keep in mind that 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 most recent Talent Acquisition 360 research, Cielo surveyed C-Suite, HR, Procurement, and Operations leaders from nearly 1,100 organizations around the globe. The results showed that “Innovating to Meet the Demands of the Business” is the highest strategic recruiting priority for talent acquisition teams. This was followed by “Developing Strategic Workforce Planning” and “Delivering Quality Hires.” Only 60% 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.

### **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 person 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 effect change and is willing to work within the organization to help make it happen. You need this person because change is tough. Without a champion to keep everyone motivated, it is easy to stick to the status quo even when it is unsustainable.

### **Commit to the Partnership**

RPO works best when the partner 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 going in separate directions.

To help build that trust, put governance measures in place. These include verifications of performance as defined by Statements of Work, Service Level Agreements, and other contractual provisions. Track, report, and present key operational measures in a strategic and formalized manner during monthly and quarterly program reviews. You also should have a clear communication plan and change management process to ensure all parties are on the right path.

### **Make Sure it is a Cultural Fit**

Just like the talent you hire, the RPO partner you choose must be a good cultural fit for your organization. They 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 can clearly communicate your vision and EVP.



# WHAT TO EXPECT DURING IMPLEMENTATION

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

## 1. Discovery

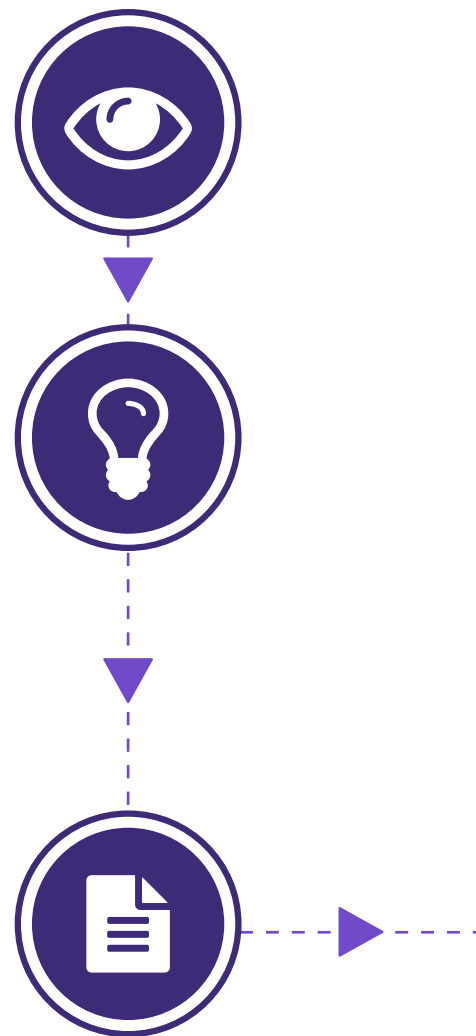
The goal of this phase is to develop a comprehensive understanding of requirements and business drivers. This lets us learn about your organization's standard operating procedures, intricacies, and culture so we can customize a detailed solution and anticipate any issues.

## 2. Design

This is where we partner to create and approve the process to achieve your business goals. We create change management and communication plans to ensure all stakeholders share the right expectations. Conversations at this stage reveal important details and specific handoffs throughout the hiring process. We also develop 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 look at the entire lifecycle of the solution and make sure we meet the original requirements and objectives. 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 launch. 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.

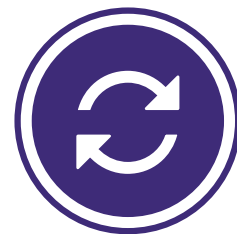
At this stage, we manage the transition from implementation to service delivery and ensure it has taken place in its entirety. We pay special attention to the deployment of people, processes, systems, and structures. We also initiate measures and communications to sustain overall program governance and management, risk assessment, handoff of duties, continued training of the recruitment team, and oversight from the implementation resources to ensure consistency and quality.

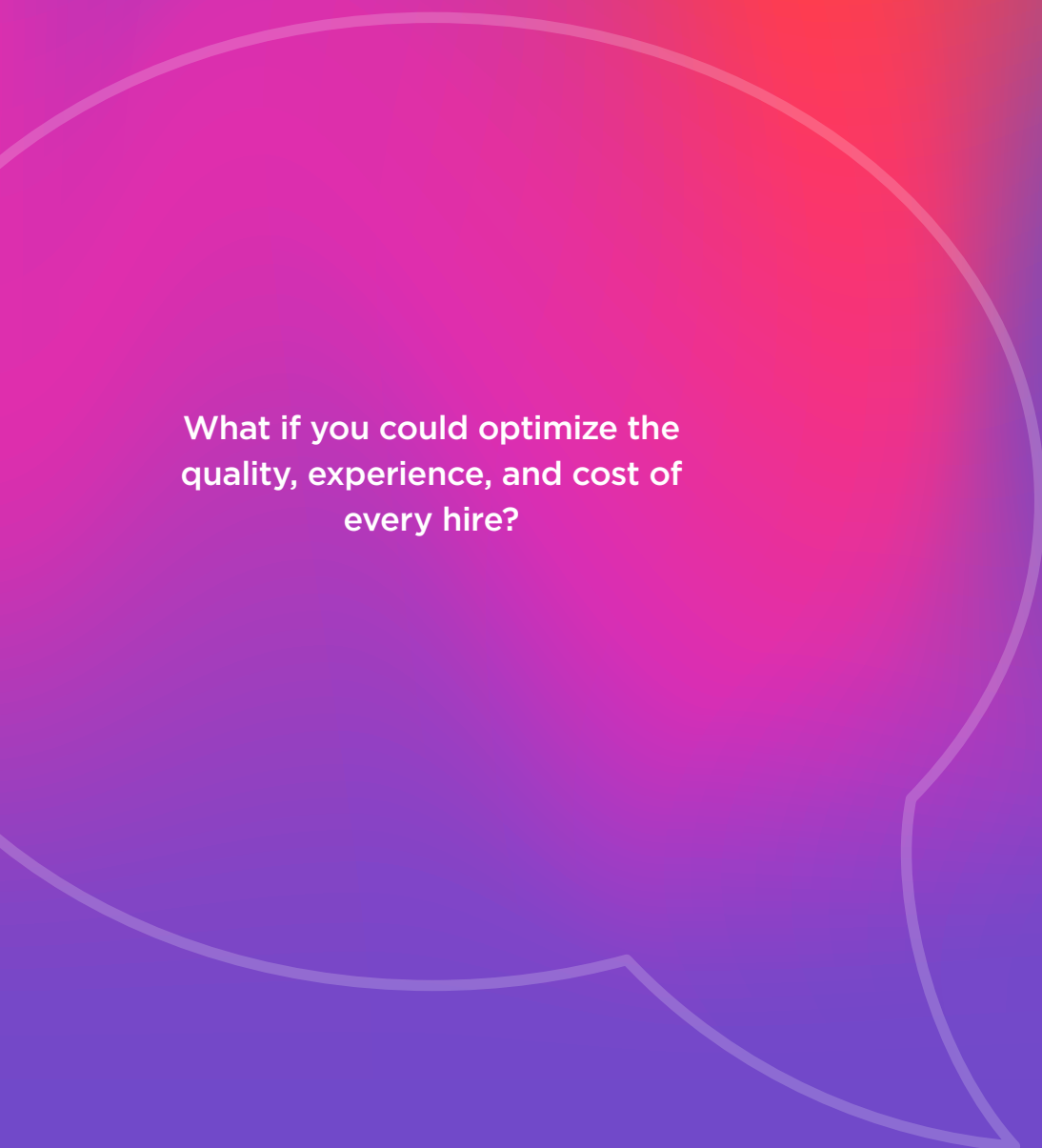
#### 5. Stabilize

Stabilization typically occurs at least 60 days after launch. This is the “business as usual” phase, meaning we’ve overcome implementation obstacles and made enhancements 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 stay 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.





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

PART 5:  
**THE RESULTS**

# RPO RESULTS

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

## Quality

A primary benefit of Recruitment Process Outsourcing is the ability to source and attract high-quality candidates. When you hire phenomenal talent who aligns with your business goals, your organization will succeed.

Cielo's Talent Acquisition 360 research showed that 61% of stakeholders view delivering quality hires consistently as their top core 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 of 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. RPO solutions offer tremendous savings on all of these. It is not unusual to see between 20-30% operational savings. The less immediate benefits of improved hiring cycles, reduced turnover, and securing candidates who 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 can handle 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 reduced risk
- 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 package, take a look at the results on the next page.**

Cielo surveyed nearly 1,100 organizations around the world on 16 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.

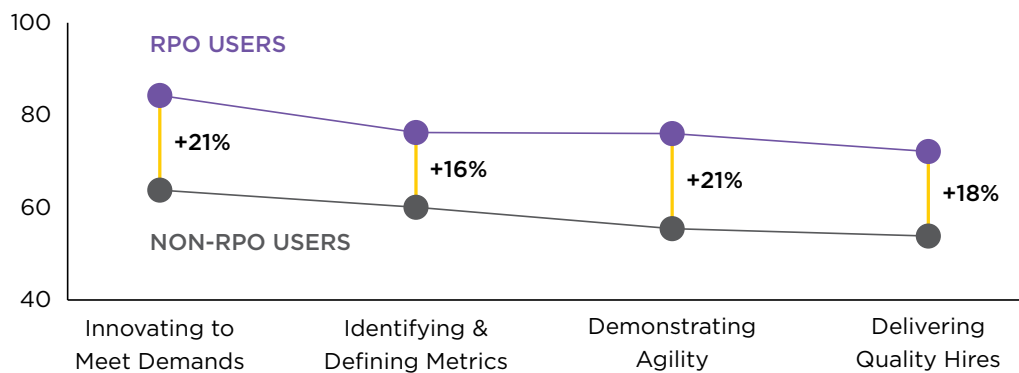
Take note that these results are from organizations utilizing any RPO vendors, not just Cielo. The RPO process is transformative, and it achieves significant results for businesses around the globe.

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.

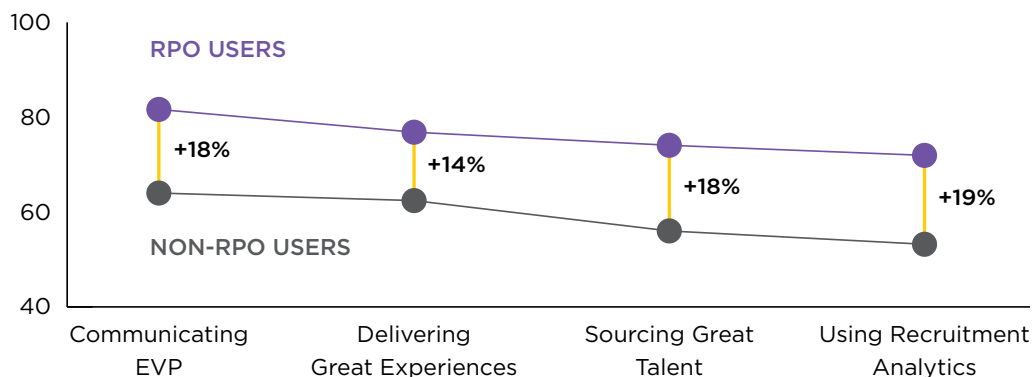
# EFFECTIVENESS OF STRATEGIC AND CORE TALENT ACQUISITION BY RPO UTILIZATION

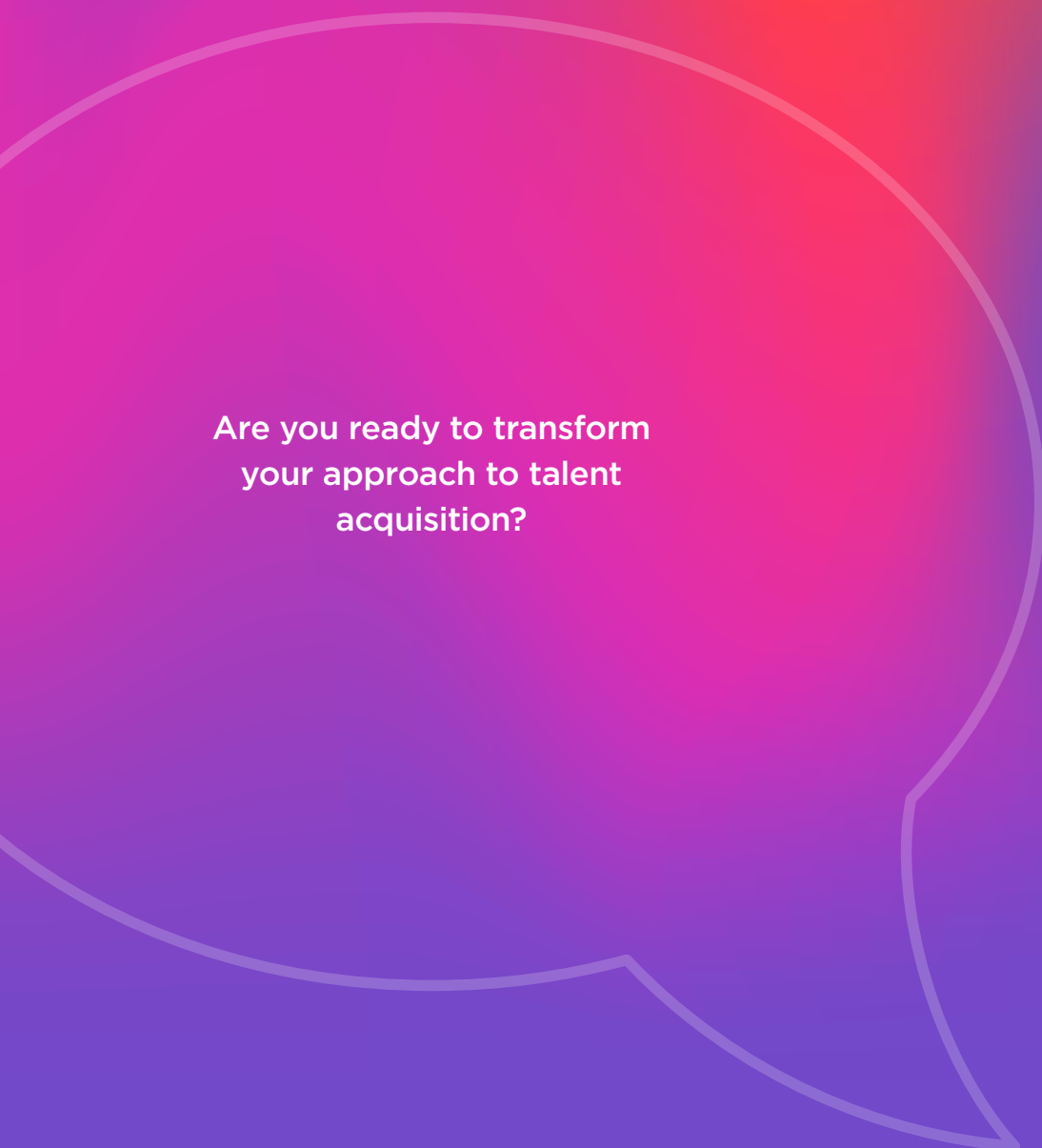
Through each step of the recruiting process, organizations that take advantage of Recruitment Process Outsourcing (RPO) partnerships consistently perform better than those that go it alone. From the planning stages all the way through hiring, it is clear that RPO better prepares organizations for success through stronger branding, communication, and analytics. The following metrics – gathered from survey data from nearly 1,100 talent acquisition leaders across North America, Latin America, Europe, Asia Pacific, and the Middle East – clearly illustrate the difference RPO makes.

## STRATEGIC PRIORITIES



## CORE PRIORITIES





Are you ready to transform  
your approach to talent  
acquisition?

PART 6:  
**CONCLUSION**



# 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 RPO. If you have any questions, we are always happy to answer.



Cielo is the world's leading strategic Recruitment Process Outsourcing (RPO) partner. Under its WE BECOME YOU™ philosophy, Cielo's dedicated recruitment teams serve clients in the financial and business services, consumer brands, technology and media, engineering, life sciences, and healthcare industries. Cielo knows talent is rising – and with it, an organization's opportunity to rise above.

For more information, visit [cielotalent.com](https://cielotalent.com).

# ADDITIONAL READING

For complimentary insights referenced in this guide or on the topic of Recruitment Process Outsourcing, consider the following thought leadership from Cielo:

## **Guide to Quality of Hire**

The definition of “Quality of Hire” varies from company to company and role to role. In this article, you will learn methods to define, measure, and leverage Quality of Hire for improved business outcomes, the six levers you must measure and adjust to ensure your organization is on the best path to quality, and how to use quantitative metrics to objectively define quality for key roles.

## **10 Reasons to Outsource Recruitment**

“Outsourcing” often gets a bad name. But when it comes to your recruitment function, partnering with an outside expert can successfully transform your approach to talent acquisition and deliver measurable business results faster. Learn about the 10 challenges a Recruitment Process Outsourcing (RPO) partner can help you overcome.

## **Get It Right to Get Results: Creating the Business Case for RPO**

While economic uncertainty can stifle progressive strategic initiatives, the current climate is an ideal time to approach your organization’s decision-makers about the benefits of partnering with an external recruitment provider. Find the questions to ask to prepare your organization for RPO in this guide.

**Visit [cielotalent.com](http://cielotalent.com) for free access.**

# MORE INFO ON RPO

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