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GIVING SOMETHING BACK

BRUCE PFAU ON HOW STAFF AT KPMG COMMUNICATE ITS VALUES TO THE WIDER WORLD

The business benefits of RPO



Many companies are turning to recruitment process outsourcing to streamline their business processes. We brought two industry leaders together to answer your questions: **Anthea Collier** from Momentum and **Ladd Richland** from CRI.

HRM. Many people say an organization's success is largely dependent upon its ability to attract and retain top talent. Would you agree?

AC. Absolutely. Every business publication today speaks of labor shortages, from factory floors to corporate boardrooms. Successful organizations understand that today's marketplace is truly global. The increase in the number of global RFPs we see signifies the desire of companies to partner with an RPO or staffing provider that recognizes the importance of looking for top talent on a global level, understands global labor trends, and can help build a recruitment strategy aimed at locating and attracting top talent regardless of geographic location. Whatever an organization's business or the goods or services produced, the key differentiator between one company and another is their talent.

LR. An organization's success depends on multiple factors including but not limited to quality of product or service, price points, market demand for product, quality of distribution channels, innovation of products and execution of delivery. The concept that an organization's success is dependent on its ability to attract and retain top talent is a broad concept that requires a bit more exploration. People are the foundation of any business. Without people, companies are unable to deliver on the aforementioned factors for business success. Given that people are necessary to run any business, then it would serve to reason that the higher quality of talent that an organization is able to attract and retain, the more likely an organization can gain a competitive advantage in its industry.

HRM. In today's competitive market where talent is so scarce, how can companies position themselves to attract and retain talent?

LR. CRI is no stranger to how companies can position themselves to attract and retain talent. In fact three out of our top four clients made the *Fortune Magazine* 2007 "Best Places to Work List." Not only is it critical for companies to be creative in their offerings to win top talent, they must market their employment brand as they would market their products. This includes a well designed and easy to navigate career portal that highlights "life at your company." Companies must also remove

barriers for employees to apply by making the application process as user-friendly as possible and respond to applicants in an expeditious manner. The internet has given employees have many choices when seeking employment. Companies who create the best applicant experience will ultimately have a competitive advantage to attract and retain the best talent.

"RPO drives a recruitment paradigm shift by allowing companies to focus on core competency"

AC. Building employer branding is a critical component in attracting talent to your company. Additionally, it is important to understand what attracts today's candidates, which requires an understanding of motivators across different generations. Are the motivations of Gen Y different than those of Baby Boomers? Partnering with an RPO provider who has expertise in building and promoting employer brand is a first step. The RPO should educate the client company about what is motivating their target candidates today, and assist them in crafting a value proposition that is attractive to the desirable employee. It is well understood that the best candidates are



Anthea Collier serves as Regional Vice President – Client Solutions for Momentum, Volt's RPO division. Volt is a \$2.3 billion global recruitment company head with offices in New York and traded on the NYSE under VOL. Momentum provides direct hire recruitment process outsourcing for Fortune 500 companies. In addition to managing Client Solutions for Momentum North America, She currently sits on the board of the RPO Alliance.

typically passive candidates, but the key to activating a passive candidate into considering a new career opportunity is not clearly understood. An RPO can assist in this.

HRM. What non-traditional methods of recruitment are rising in popularity?

AC. RPOs are driving a paradigm shift within the recruitment landscape to really address the global marketplace as a key to top talent acquisition. For the first time, we are seeing many clients keen to explore RPO providers who have knowledge of the global landscape and the ability to capture global work patterns and turn this into successful recruitment strategies. Recently, on behalf of a Fortune 50 company, Momentum orchestrated recruitment trips to European countries where we knew candidates with hard-to-find skill sets were present. We were able to attract and capture an employment commitment from more than 200 individuals. Employers are seeking this kind of results-driven solution to recruitment, and providers who have the ability to look outside of their own geographic boundaries.

LR. We are seeing an accelerated use of social networking sites such as LinkedIn, Facebook, Second Life, Classmates and a whole series of other sites to connect with passive job seekers. These sites are breaking down the barriers of traditional “cold call” recruiting and allowing access to individuals who otherwise would only be available through a telephone contact. Just 20 percent of the workforce is currently looking at job boards (or considered “active” candidates”). The remaining 80 percent is only accessible through traditional cold calling or now social networking sites. According to a recent sur-



Ladd Richland is CEO of CRI, a premier Recruitment Process Outsourcing service provider helping companies build talent-driven organizations through identifying, hiring and retaining exemplary talent. CRI has been named as an Inc 500 recipient and to *HRO Today's* Bakers Dozen. Richland serves on the RPO Alliance board and is an active member of PIHRA, SHRM, EMA and is a board member of the Young Presidents Organization.

ability and agility that effectively respond to the constantly changing environment of the Human Resources market. RPO provides: higher quality of new hires, recruitment expertise and focus on corporate objectives, flexibility and agility with hiring needs, appropriate development, contribution and utilization of various human capital assets and integration of corporate objectives.

AC. An RPO optimizes the recruitment process and allows companies to focus on their core business while candidates who can add value to that business are engaged. Each company has its own hiring process and each company encounters unique recruitment issues. In general, however, an external RPO provider can perform the following functions:

1. Map existing processes – identify process blockages and make recommendations for improvement.
2. Reduce cycle time.
3. Increase depth and breadth of candidate pool.
4. Position the employer effectively as Employer of Choice through employer branding.
5. Reduce cost per hire.

“We invest our time and resources into forging partnerships that help our clients reach their growth and structural goals”

vey conducted by Jobster at least 90 percent of college undergraduates have accessed or used Facebook. This is an incredible statistic that allows access to new undergraduate talent that was only partially available through on campus interviewing or collegiate job boards.

HRM. How can an external RPO provider help a company?

LR. RPO is a tailored recruitment strategy providing companies with planning and execution for recruitment needs. Best-in-Class RPO providers can seamlessly integrate their outsourced solution into HR operations without introducing new complexities. This implementation of outsourced services maximizes a company’s ability to rapidly scale and adapt, creating the flex-

HRM. Can you tell us about your company’s recruitment solutions?

AC. Momentum provides both onshore, near shore and off shore recruitment capability to its Fortune 500 client base. We have that global marketplace knowledge that results in finding top talent, inclusive of hard to find skill sets.

Momentum offers best practice sourcing methodology, expertise in building employer brands, focus on driving an exceptional candidate experience, streamlined implementation led by certified project managers, business consulting methodology that drives continuous improvement, dedicated hiring logistics professionals and onshore, near shore and off-shore recruitment capability driving a cost effective recruitment capability.

LR. We consistently reach into new territory to create unique problem-solving techniques that can be measured and packaged to become “best practices” not only for us, but our client partners. We invest our time and resources into forging partnerships that help our clients reach their growth and structural goals. We offer an entire range of RPO services from recruiting augmentation to a state-of-the-art Applicant Tracking System, and we tailor each client RPO solution to achieve the goals and meet the needs of the client company.

Services include full scale RPO, sourcing/candidate development, resume response, staff augmentation, diversity/ inclusion hiring, CRI consulting and an applicant tracking system. ■