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# GIVING SOMETHING BACK

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# RPO Planning adds value to Workforce Planning

Building recruitment bench strength, by **Ladd Richland**.

**R**ecruitment bench strength is defined as an organization's ability to assess and fill key positions externally by having a robust, 'on demand,' talent pool.

There are a number of reasons to pursue recruitment bench strength. It gives an organization the ability to:

- 1) Assess talent gaps and underperforming employees.
- 2) Fill open positions without loss of productivity.
- 3) Eliminate reactive hiring practices.
- 4) Build a pipeline of top talent.
- 5) Benchmark existing company talent to industry talent.

When embarking on a project to build recruitment bench strength, it is vital to follow the following best practices.

## Step 1: Align and preplan

Align with the business strategy. Building recruitment bench strength is not just an HR strategy issue; it is a fundamental business imperative that begins in the executive suite. Ensure the executive team owns the process. The commitment to identifying and developing top talent is essential for the successful implementation of a recruitment bench. Identify key roles and focus on those that add the most value to the organization. These are positions that are the hardest to replace and where losing talent has the highest business risk. Finally, organize your resources, guard against crisis and address any legal concerns before implementing any action plans. Establish program objectives including: existing workforce skills, experience and talent gaps and future workforce requirements and needs.

## Step 2: Define and evaluate talent demand

Identify responsibilities and leadership characteristics. Create a profile for each key role which includes specific behavioral criteria, skill sets, experiences, leadership characteristics and corporate culture attributes. Create a detailed duties and responsibilities check list that specifies high performance and can be measured by objective assessment.



Analyze future needs. Not having the right talent is often a growth-limiting factor in achieving business potential. Analyze your company's future talent pool needs and requirements. Know your competition and leverage organization chart profiling to map industry competitive roles, skills, experiences, leadership characteristics and titles.

Identify internal and external talent supply at multiple levels to predetermine the depth of bench strength required. Establish an assessment process by utilizing a core set of competencies or behaviors of top performers to establish a standard of comparison for assessment. Use multiple data sources, including behavior based methods that require skill demonstration. Include future requirements as well as existing performance metrics.

Make the "tough" choices to keep assessments objective and data reliant. Make choices objectively by identifying those who fit the success profile and those that do not.

## About CRI

CRI is a premier global RPO service provider dedicated to helping Fortune 1000 and emerging growth companies build talent-driven organizations through identifying, hiring and retaining exemplary staff.

Founded in 1997, CRI is a rapidly growing company serving such marquee and diverse clients as KB Home, AG Edwards and Intuit. They lead the industry by integrating best-practice processes and flexibly scalable resources into the HR function.

CRI's approach supports client efforts to transform their human resources activities into value-added channels for branding their company as employer-of-choice in their industry. CRI delivers a comprehensive and customized suite of recruiting and staffing solutions which can dramatically increase the quality of hires – and can deploy those solutions on very short notice or ramp them up or down, as clients' changing needs require.

**Ladd Richland** is CEO of CRI, a premier RPO 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 (YPO).

Prior to CRI, Richland founded two other successful ventures – DemoCast, a web casting and conference call company which sold in 2001; and SourceOne, a long distance telecommunications company. Richland started his career at Sprint Corporation as one of the youngest managers in the company's history. Richland is also a board member and officer of the Young Entrepreneur's Organization (YEO). He was recently named to the Board of the Recruitment Process Outsourcing Alliance (RPOA), is an active member in the Professionals in Human Resources Association (PIHRA), the Society of Human Resources Managers (SHRM) and the Employment Management Association (EMA).

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Utilize the competitive marketplace to benchmark internal workforce performance.

### **Step 3: Leverage recruitment bench strength to create a competitive edge**

Integrate technology to develop a robust database of talent that matches your predefined success profile. Utilize Human Resources Management Software to house key information about industry talent.

Invest in building a recruitment bench. Many companies face 30 to 40 percent attrition of their employment base. Building a recruitment bench eliminates the risk of reactive hiring, losses in productivity and creates the potential for unlimited growth.

Finally, leverage the recruitment bench. A recruitment bench creates a benchmark for objective assessment of workforce performance. Following these best practices enables you to create a workforce of top performers. ■

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# 30-40%

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