

# Consultants in Search & Selection

Our aim is not to be the largest consultancy in Asia, our aim is simply to be the best.



## Recruitment Process Outsourcing (RPO)



**CONSULT  
GROUP**

Human Capital Solutions

# Introduction

**Recruitment Process Outsourcing (RPO)** offers executives a potential competitive advantage in the marketplace as it provides organisations with the ability to rapidly acquire the best people, reduce operational costs and risks, and gain access to consultancy expertise to develop their HR strategies.

Consult Group's approach to RPO combines a comprehensive transformation of the recruitment function of an organisation with a collaborative approach to delivering the service so you don't lose control. We evaluate and modify the recruitment process to deliver a higher quality outcome. Core to the success of our service is our commitment to transfer skills and share best practices with our clients.

Adopting an RPO strategy through Consult Group translates into tangible and measurable benefits for our clients.



The benefits of using Consult Group's RPO service include:

- Higher number of quality candidates identified quicker
- Reduced time to recruit staff
- Reduced recruitment costs
- Removal of the administrative burdens of recruitment
- Improved retention of staff
- Mitigation of operational risks
- Accessing the best available technology
- Greater management buy-in to the recruitment process

In summary, Consult Group's RPO service provides our clients with the power to rapidly acquire high performing staff, optimise their workforce, and reduce operational costs and risks, whilst accessing excellent technology and recruitment expertise.

With global competition increasing, it is essential for high performing businesses to build a competitive organisational capability.

Competition for the best talent and knowledge is increasing, not declining. For that reason, RPO is a vital component within the HR strategies of today's leading companies.

# Central to the concept of RPO is the examination and enhancement of recruitment processes.

In delivering a RPO service, Consult Group takes ownership for all or a discrete part of your recruitment process. We take full responsibility for enhancing the output. RPO is however more than simply changing who is operating the recruitment function and it delivers significant benefit when compared to a traditional managed service, master vendor, or preferred or sole supplier relationships offered by many recruitment companies.

Consult Group's RPO service involves a comprehensive re-engineering of recruitment and resourcing within an organisation.

## Before you make the assumption that outsourcing your recruitment is not for you, just stop and think.

Any company that uses agencies is outsourcing their recruitment. There's nothing new about the concept – it just hasn't been labelled outsourcing.

Recruitment is a prime HR area for outsourcing. On the one hand it involves a great number of low value administrative activities. On the other, it is an increasingly complex function that requires specialist knowledge and expertise to capitalise on the vastly expanded sources of candidates.



# So how does our Recruitment Process Outsourcing work?

## The First Steps

Recruitment is a complex process in most organizations and we do not pretend to have all the answers. Nor can we add value to every business. Our first step to developing a long-term relationship with a prospective client is to undertake a **Recruitment Process Audit**. During this process, we would:

- meet with key decision makers in the recruitment process and gain an understanding of your current recruitment methodologies
- benchmark these against global best practices
- evaluate current expenditure against potential costs and likely benefits of an outsourced recruitment service

If based on this research exercise, we truly believe that we can add value, we will submit a proposal detailing the likely benefits of RPO to our prospective client.

In the event that either the prospective client or we believe that outsourcing all or an element of the recruitment function will not add value, there is no cost implication to the client. Further, we sign a confidentiality clause in which we undertake not to utilize this information to our client's detriment.



# An On-site Team

Following the award of a contract, we will deploy either an individual consultant or a team of experienced recruitment specialists, who have undergone intensive training in our unique approach to recruitment, in your offices.



Generally, where we deploy a team this would comprise:

- **Client Relationship Manager (CRM)**, who would be responsible for the engagement at a strategic level. The CRM would be supported by regional consultants
- **Client Service Managers (CSM's)**, who would drive the recruitment process in each major location. They would also be responsible for quality management and adherence to a Service Level Agreement that would govern all aspects of the relationship
- **On-site Consultants**, who deliver against the specific client requirements. In the event that the volumes of recruitment did not warrant additional consultants, the CSM would be responsible for delivery. The delivery team is scalable, dependent on recruitment volumes and geographic locations

The benefits of having an on-site, specialist recruitment teams are numerous. These would include:

- A single national and regional contact point
- A team that is fully integrated with your business. As such they understand your unique culture and are able to identify staff who not only meet the technical and behavioral requirements of each position, but whose value systems are aligned with yours
- CRM's and CSM's who really understand your business, its staffing needs and recruitment processes. Relationships are developed and maintained with key decision makers in the recruitment process
- A team whose recruitment skills are at the cutting edge of global best practices
- A team whose sole focus is your business and ensuring that the right person is identified first time every time

Our staff are driven by client satisfaction not by commissions. Every staff member's performance is measured and managed on an assignment-by-assignment basis. Our clients play a key role in the selection of staff who will work on their sites. We provide our clients with a shortlist of CRM's and CSM's who have been screened against our competency models for these positions. Our clients interview these candidates against a competency model and make the final decisions around who will service them best.

# A Re-designed Recruitment Process

Our team will review your current recruitment processes against our global best practices benchmarks. In the event that the process can be improved, we will, in conjunction with HR and Line Managers, re-design the process to align with global best practice. This will include:

- Implementing competency based recruitment methodologies
- Behavioral event interviewing, which includes candidate measurement metrics against the relevant competencies
- Competency based reference checking
- Alignment with your business processes
- Integration with your HR Information Systems

Our candidates are presented on the basis of a match against pre-determined competencies. We do not believe in a perfect candidate. As such, our candidates are presented realistically and truthfully against the competency model. The decision to hire, or not, by our client, is ultimately based on whether any deficiencies against the required competencies represents an “area for development” or a “deal breaker”.



# All Sourcing Methodologies can be Incorporated in the Process

We understand the inherent risks to our client of “putting all the eggs in one basket”. This is particularly true in situations where a company has used a number of recruitment agencies in the past.

*The difference in our approach* is that we are constantly scanning the market for talent and intellect that would fit your specific business. We develop *client specific databases* that are proactively populated with candidates who are likely to meet both current and future needs.

This process not only speeds up the recruitment cycle, but also reduces costs.

Once it becomes market knowledge that we represent the “gateway” into a client, our experience has clearly shown that we are regularly approached by top candidates in the industry sector to gain access to our clients.

In addition our on-site teams are trained in search, advertised recruitment, database search, networking and in the development of employee referral programmes. They are *supported by teams of research consultants* for senior executive and specialized technical positions where search methodologies are more appropriate. Additionally we are also experience in managing direct sourcing channels.

The combination of these different approaches to the identification of candidates results in a far more effective and efficient approach than the traditional approach which generally tends to be one-dimensional. It has also proved to be far more effective in identifying the right candidates for a position than the “shotgun” approach of using 3-4 agencies who do not really understand the strategic recruitment drivers. Managing agencies is one of the biggest drains on management time – and time costs money. Consult Group offers a genuinely independent interface between you and recruitment agencies to save time, control costs and improve service standards.



# Applicant Tracking Systems – Technology Alignment

In today's economy, operational efficiency is a top priority for all organizations. We are all looking for ways to improve overall effectiveness while cutting costs while managing our human resources platform. One common solution is to deploy an Applicant Tracking System (ATS) to easily standardize activities in the hiring process.

Consult Group considers that the many benefits and operational efficiencies associated with technology to manage human capital should be an essential component of any outsourced recruitment solution. In addition to the operational efficiencies the ability built-in ability of analyse data and produce performance metrics are invaluable tools.

We can either walk in with a pre-aligned ATS or integrate with a client's existing system. Alternatively we can recommend and manage any recruitment technology for the clients business. We are aligned with the leading ATS providers for fast and efficient implementation. Systems can be supported locally on-site, or can be cloud based. We can manage all back up and data security where required.

## Additional Recruitment Tools

In addition, we are able to recommend **psychometric profiling tools** that measure the specific competencies or behaviors being sought. Where necessary, we will also undertake qualification checks with tertiary institutions, credit and criminal record checks.

The entire process is relevant **Labour Legislation compliant**.

The production of a short-list is only part of the process for our team. They will **facilitate the interview process** to its conclusion. To this end they provide guidance and support to your line managers during the hiring process.

**Reference checking** is an integral part of our process. Our belief is that a candidates historic behaviour patterns are likely to be repeated. To this end we undertake comprehensive reference checks to validate our interview findings.

The thoroughness of the process reduces, significantly, the likelihood of any surprises once a candidate commences duties and therefore reduces the risk inherent in every new hire.



# Let us work your agencies for you!

The pressure is on to reduce cost per hire, cut time to hire and increase the calibre of new talent into your organisation. Agency fees are one of the biggest drains on companies' recruitment budgets. Managing agencies is one of the biggest drains on management time – and time costs money.

Consult Group offers a genuinely independent interface between you and recruitment agencies to save time, control costs and improve service standards.



Working with us as your single point of contact for all agency communication will help you to:

- Reduce cold calls by up to 70%
- Reduce time spent on CV vetting by up to 40%
- Reduce time spent on interviews by up to 30%
- Reduce time spent on invoicing by up to 75%
- Reduce administration by up to 90%

Agencies still have a valuable role to play in sourcing niche specialist skills. But one of the problems is that many organisations have almost as many agencies as hiring managers.

Consult Group has established numerous preferred supplier arrangements for clients, helping them to consolidate their agency base, reduce costs and raise service standards.



# Reporting, Quality Assurance and Performance Standards

Implicit in the management of a Recruitment Process Outsourcing project is regular feedback to our client in respect of our performance. We would propose a monthly feedback session, where a report is presented to client management teams. Our performance is assessed on a monthly basis. Formal quality reviews are also built into the process.

Typically the benchmarks against which our service would be measured would include:

- Number of vacancies filled in the preceding month
- Time taken to fill each vacancy
- Positions not filled within the agreed time parameters of the Recruitment Process Outsourcing Agreement, reasons for the positions not being filled and corrective action being taken
- Demographic breakdown of applicants, short-listed candidates and placed candidates, by position
- Feedback from QA procedures and post assignment client and candidate feedback
- Performance against other benchmarks as may be determined in the Service Level Agreement

In addition to the monthly meetings and other client feedback mechanisms, we implement a rigid quality assurance programme to ensure compliance with processes and procedures as laid down in the Recruitment Process Outsourcing Agreement.

We also implement a problem escalation process to ensure that any issues or problems are resolved quickly and effectively. The quality of our service to our clients is paramount and every possible step is taken to ensure that our on-site staffs exceed your expectations.



# Governed by a Recruitment Process Outsourcing Agreement

**A Recruitment Process Outsourcing Agreement** governs the entire arrangement between our clients and Consult Group. This contract would detail the responsibilities of both parties, the processes and procedures to be implemented, define the benchmarks against which the service will be measured, quality standards that will be achieved, reporting standards and timing, the fee structures and payment terms, remedies in the event of non-performance and any other issues that are relevant to the agreement.

Whilst our objective will always be to exceed our client's expectations, it is critical to the long-term success of the arrangement that a joint culture is created and the parties behave in a manner that ensures the spirit of partnership is maintained.



# Case Study

Client:	<b>World Leader in Business Software Solutions</b>
Onsite Locations:	Beijing, Shanghai, Singapore
Placement Locations:	Australia, China, Hong Kong, India, Japan, Korea, Singapore
Candidate Sources:	Global (Asia Pacific, United States, Europe)
Product Area:	On-site Recruitment and Assessment
Project Purpose:	Outsourced recruitment of <b>306</b> people across Asia Pacific, delivered via seven onsite Consult Group recruiters and the utilization of a multitude of candidate sourcing channels

## Solution – Key Elements

- **Rapid mobilization** and commitment of resources to the project. First onsite consultants being on board within 1 business day of the initial request.
- **Consultation with line management** to obtain objectives and secure business unit “buy-in” for the duration of the project. Implementation of “change” by ensuring closer integration between the business lines and the recruiting function.
- **Design of a robust end-to-end recruitment process** to comply with unique employment & monitoring legislation in a variety of Asian countries and delivery of resourcing requirements to exacting quality standards and deadlines in very buoyant and sensitive markets.
- **Provision of seven on site recruiters, spread across three locations** each conducting end to end recruitment activities and integrating with client human resource professionals and business unit line managers. Our recruiters were also responsible for managing external data sourcing companies and third party agency recruiters.
- **Design of an integrated multi-channel candidate attraction framework** incorporating: website advertising, independent research/candidate mapping, direct sourcing, e-recruitment, recruitment fairs, referral programs and the management of executives search agencies.
- **Act as a key point of contact for candidates** from initial interest through to arranging interviews, making verbal offers and rejecting unsuccessful applicants and any other communication during the process.
- **Strong project management** to ensure that appropriate candidates were delivered in line with time-critical on-boarding strategies. Close liaison with line management throughout the whole recruitment process from position specification through to candidate on-boarding.
- **Design and delivery of an effective competency-based assessment process**, quality monitoring and assessor support.
- **Assistance with hiring decisions**, verbal and written offer management and follow-up together with referencing and background checking.
- **Supply and maintenance of a legislation-compliant computerized monitoring system** and the production of regular project progress reports.

# Consult Group

Consult Group is a leading human capital solutions provider that specialises in the Asia Pacific marketplace. We source, select, appraise and recruit talented Human Capital for a wide variety of clients at middle, senior and executive levels of management and technical positions, covering a broad range of industry sectors and diversity of cultures. Consult Group enables our clients to maximize their commercial endeavours by attracting and securing the most capable of individuals.

We have always placed an emphasis on building long-term client relationships. Our success in this regard is demonstrated by a high level of repeat business with existing clients.

**To find out more about our Asia Recruitment Solutions and our contact information, please visit:**

[www.consultgroup.net](http://www.consultgroup.net)



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