

Managed Talent Acquisition

Is outsourcing your recruitment right for you?
Opinion Paper

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Hasn't it been an interesting handful of years for corporate recruiting? A nasty recession that started in 2008 has had a very anemic and hesitant recovery. The markets have been volatile. The economic strategists can't seem to find consensus on whether we're pulling out of, still in, or double dipping back into this "Great Recession". With all this uncertainty in the market, organizations are struggling with whether or not to hire staff and whether to invest and build up or retrench and tear down their recruitment capability.

Despite high unemployment rates for the past few years in North America, organizations are challenged to find the right candidates for their business. Even in this weaker job market, they are struggling to hire and retain skilled employees. With one in three North American employees now open to looking at new employment opportunities, there is an impetus on HR departments to be prepared to scale up their hiring capability. The traditional methods of disparate recruitment functions and outsourcing to multiple vendors, though still the norm are leaving HR constantly floundering to deliver the desired results. As HR continues to make strides towards impacting business outcomes, they are increasingly being held accountable for their share of the bottom line. It can be tempting to believe that keeping your recruitment activities in-house is the safest option. You might feel that you will have more control; however the risk is that by maintaining the status quo in your recruitment practices, it may actually have the opposite effect and negatively affect your bottom line. I believe that taking advantage of Managed Talent Acquisition – sometimes referred to as RPO or Recruitment Process Outsourcing - in a questionable economic climate may be

one way to keep your organization lean and efficient.

You may have already dismissed Managed Talent Acquisition because you are not sure how it is really any different from what the contingent staffing firms do or because you consider recruitment far too important to your organization to outsource, or perhaps, facing today's economy, you are simply consumed reviewing your staffing plans and determining how your company is going to weather the economic storm. Given that effective recruitment can enable greatness whilst poorly executed recruitment can be an impediment to success at best and devastating to an organization at worst, I truly believe that taking the time to objectively evaluate all potential options available to HR leaders will lead to the best recruitment strategy for your company. Organizations turn to Managed Talent Acquisition for a variety of reasons. According to a recent Aberdeen RPO study, "a lack of effective internal HR resources is the number one reason that companies turn to Managed Talent Acquisition." However, there are other drivers at work here. There is no doubt that achieving accountability and transparency to the desired metrics, and controlling and predicting overall cost per hire are goals that are motivating organizations to consider Managed Talent Acquisition. As you contemplate options for your long-term, strategic approach, do not overlook an Managed Talent Acquisition partnership – it can relieve you of the chores and headaches associated with recruitment while providing a cost per hire pricing model backed by stringent service level agreements. As a third option to internal recruiters and high cost contingent staffing firms, a high performing Managed Talent Acquisition partner can positively impact your bottom line.

Some of the questions you should aim to answer as you consider Managed Talent Acquisition:

- Do you have a true and accurate grasp of your cost per hire? Do you know what your industry and competitor's true cost per hire is?
- Are you using staffing agencies for more than 5% of your hiring? Has this simply become an acceptable use of your organization's capital?
- If your HR generalists are tasked with partnering with your hiring managers to recruit, what is the "opportunity cost" to the organization of their time spent recruiting versus workforce planning, Employee Relations, Leadership Coaching?
- Assuming you have the technology and staff in place to manage your recruiting efforts internally how is this team accountable to the quality of candidates, the cost of their sourcing efforts and the time in which they are filling positions?
- Do you track and manage the time to fill positions, the age of open requisitions, measure the impact that delayed starts on revenue generating positions has on your company's bottom line?
- Are you confident that your candidates, new hires, hiring managers are treated professionally throughout the process?
- Do your candidates know where they stand in the recruitment process? Do they experience the "Black Hole of Recruitment"?



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Mike is a recruitment effectiveness expert, leading the efforts to help his customers solve their hiring challenges. As the President of Xscient Talent, he identifies and aligns his customer's recruitment function with their overarching business objectives, enabling the recruiting function to

establish credibility and deliver business impactful results.

Prior to re-establishing Xscient Talent, he managed the Implementation PMO for Futurestep RPO, led the Government Solutions division of Adecco RPO and created Ceridian's Talent Acquisition Practice, leading Ceridian's Recruitment Services and Technology Solutions globally.

About Xscient Talent

We are a recruitment services and consulting organization committed to our customer's results. From decades of experience, we help our customers analyze, design, implement, maintain and measure talent acquisition programs, technology and processes.

For more information, please visit our website <http://xscient.com> or call us at 604.755.7519 in Canada or 303.539.6938 in the United States

