



Navigating RPO: **A Roadmap to Recruitment Process Outsourcing**

**What to Expect—and Inspect—
Before Starting the RPO Journey**

The massive disruption and crippling change in the labor market are creating widespread workforce instability across all industries.

Not only are companies contending with [The Great Resignation](#), but they're doing so within an era of significant hiring challenges due to changing candidate demands.

And, it's all on top of a severe lack of available talent. The labor shortage is expected to continue for the next three to five years, according to [Everest Group](#). And, in fact, some industries may never recover based on current candidate trends.

How can recruiting teams best move forward in this difficult labor market? For many, the answer is Recruitment Process Outsourcing (RPO). In order to fill the funnel with enough candidates and hire the best talent, businesses need the support of an experienced recruiting partner.

HR and Talent Acquisition leaders often feel like RPO could be the solution, but aren't sure where to start. This E-Book will answer the biggest questions that leaders have along the way when it comes to RPO. It also includes survey findings from fellow practitioners to understand the road ahead, and demonstrate how a successful RPO partnership can come to life.

"In manufacturing and production, the talent shortage could be permanent. Low-wage and entry-level workers have been shifting from light industrial jobs to service roles and may never return."

—Jason Krumwiede, Broadleaf Senior Vice President,
Client Delivery

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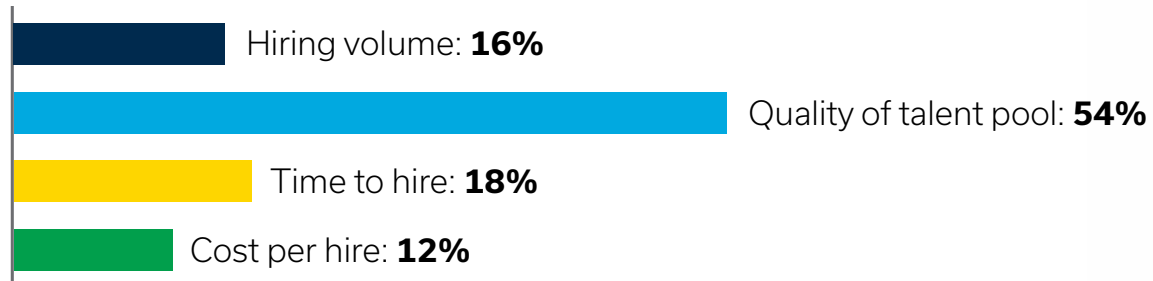
What does RPO look like in action?

What is RPO?

Recruitment Process Outsourcing (RPO) solutions allow businesses to tap into external hiring experts for some or all parts of the recruiting and hiring process.

It can be an effective way to increase the bandwidth of an internal recruiting team, accommodate unexpected hiring increases, or infuse best practices into recruiting processes to better attract talent.

Flash poll: What is the biggest hiring challenge you are facing today?



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5 Types of RPO Models

RPO is not a one-size-fits-all solution. Companies can engage RPO partners in a variety of different ways based on their own unique hiring challenges. They can also adapt their use of RPO over time, as their business needs evolve. It's important for first-time RPO buyers to understand [five key types of engagement models](#), in order to determine the best path forward.



1. On-demand

An organization that needs support meeting seasonal or variable hiring needs can benefit from an on-demand RPO engagement. With this model, a dedicated RPO provider's resources integrate with the existing internal talent acquisition team, utilizing existing tools and processes, to manage hiring volume spikes.

Best for: scalability



2. Project-based

Project-based RPO support is best for companies who need support with a specific hiring event with a definitive start and end date, or a defined scope of effort. Examples might include launching a new product or service, expanding to a new market, or executing a widespread change to the hiring strategy.

Best for: supplementing



3. Hybrid

A hybrid RPO approach allows businesses to outsource a specific piece of their recruiting function, often due to bandwidth challenges or a lack of expertise. In this model, for example, an RPO partner can take on hiring in a particular category of talent, such as IT, a particular geography, or a component of the process such as sourcing and screening.

Best for: flexibility and filling skill or location gaps



4. Enterprise

To outsource the entire, end-to-end recruiting process, a full talent lifecycle RPO engagement is the best approach. An RPO provider will handle everything from candidate sourcing and screening to conducting interviews, offering management, and navigating the onboarding process.

Best for: efficiency of buy vs. build



5. Total Talent (RPO+MSP)

A total talent program integrates both an RPO and a Managed Service Program (MSP) solution. Taking a holistic approach to talent, inclusive of both contingent labor and direct employees, helps organizations make more strategic talent decisions.

Best for: strategy associated with building a talent community

Understanding all the possible ways to engage with an RPO partner is the first step to getting the support needed to compete for talent in today's environment.

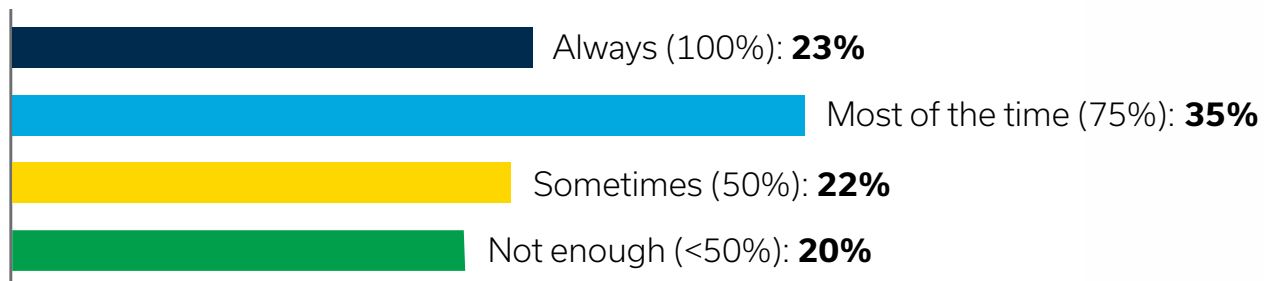
Why not hire a contract recruiter?

With a contract recruiter, you get the benefit of additional resources but those resources still need to be managed. They don't come with tools and there is no guarantee they will perform well in your environment. If you are looking to hire efficiently and effectively, an RPO solution may still be your best option.

What can RPO do for my business?

Once the right type of RPO engagement is determined, the next step is to set expectations around the benefits a company hopes to achieve. It is critical to establish the right engagement goals to ensure both the internal team and the RPO partner are working towards the same outcome.

Flash poll: How often are you hiring the quality talent you need?



8 Benefits of RPO Partnerships

1. Operational efficiency

Inefficiency is often the real issue behind recruiting cost and bandwidth issues. Companies often fail to evaluate their processes often enough, or are hesitant to change. RPO partners can infuse best practices into existing processes to optimize costs, internal bandwidth, and hiring effectiveness overall.

2. Time savings

With a higher-than-normal rate of vacancies, speed-to-hire is important to every business right now. Just as important, today's candidates expect real-time communication and status updates at each point in the hiring process. According to a [CareerBuilder study](#), 81% of candidates want continuous communication throughout the hiring process. An RPO partner can help companies meet their expectations while also ensuring no time is wasted when it comes to filling roles.



3. Cost containment

Recruiting costs are at an all-time high, and companies are overspending to compete for talent in today's market. RPO partners can help businesses optimize their recruiting tools to get a higher return on investment, and supplement them with targeted strategies that would be too expensive for companies to replicate on their own.

4. Hiring flexibility and versatility

An RPO partner gives companies on-demand recruiting bandwidth to [accommodate any hiring spikes without overburdening internal teams](#). This is critical to ensuring a consistent candidate experience no matter what.

81% of candidates
want continuous communication
throughout the hiring process.

—CareerBuilder

Direct Sourcing: Hire Higher Quality Talent—Faster

Direct sourcing is a workforce strategy rising in popularity. It leverages technology and an organization's brand to attract and hire quality talent.

At Broadleaf Results, we cultivate a custom talent pool that pulls candidates from a client's applicant tracking system. We identify "silver medalist" candidates who were not chosen for roles, alumni, and recruited talent who have shown an interest in working for our client. We engage contingent workers, including independent contractors, interns, and seasonal workers.

The candidate database includes people looking for full-time work as well as temporary positions. Instead of looking for one or the other, we focus on finding the right candidate. We use technology such as AI-based job matching and SMS text messaging tools to engage potential hires. Over time, we grow talent pools with a steady stream of new, interested candidates.

The benefits of direct sourcing include:

- Time-to-fill
- Candidate quality
- Process efficiency
- Program cost
- Hiring visibility

8 Benefits of RPO Partnerships, continued

5. Improved candidate quality

RPO partners take a data-driven approach to finding candidates, using proprietary tools and strategies to target the right talent. The result is a higher caliber of candidates from the start, and ultimately better hires.

6. Greater compliance

RPO partners can help businesses develop proven recruiting practices with proper interview procedures that are in line with Equal Employment Opportunity Commission (EEOC) and Office of Federal Contract Compliance Programs (OFCCP) requirements.

7. Access to the latest tools and technologies

The recruiting technology market is growing significantly, offering companies a number of ways to attract better candidates, match talent to roles, and speed up hiring. An RPO partner not only has access to these tools, but the expertise needed to use them effectively.

8. Customized hiring strategy

RPO partners take a consultative approach to client engagements. Their experts can help businesses better understand and solve specific hiring challenges, whether it's [strengthening the employer brand](#), optimizing job descriptions, or evaluating compensation competitiveness.

RPO partners take a **data-driven approach** to finding candidates, using proprietary tools and strategies to **target the right talent.**



Spotlight: LiveHire

At Broadleaf Results, we've partnered with LiveHire, a direct sourcing software platform that connects companies and job seekers. This enables us to attract talent through a variety of cutting-edge tools:

- Company-branded "talent clouds," or online communities of engaged, qualified candidates
- Referral networks
- AI matching technology that targets specific locations, job functions, and job titles
- Text messaging dialogue engagement
- A streamlined digital staffing platform
- Higher engagement because job seekers opt in

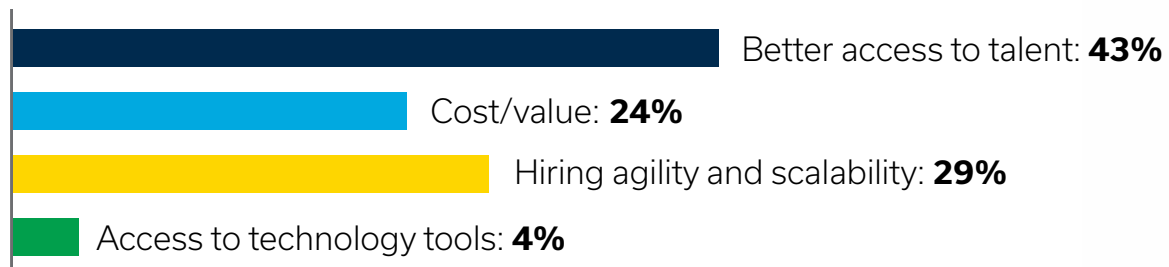
What does a great RPO partnership look like?

Not all RPO providers are the same. The best partners will take the time necessary to assess existing recruiting strategies, processes, and goals and determine the best path forward. That custom strategy makes a huge difference in today's market.

Similarly, not all RPO partnerships are created equal. Even with the best of intentions, if a partnership doesn't have two specific components, it will fail to achieve its desired potential. Those two things? Mutual investment and value. Both the RPO provider and the client have "skin in the game", a motivating factor in delivering results.

The RPO provider offers, and the client recognizes, the value being procured with the partnership. Value can be a variety of things with the easiest being cost but more commonly, increased candidate quality and a better candidate experience.

What do you want most in a hiring solutions partner?



3 Must-Haves for a Successful RPO Engagement

1. A seamlessly integrated relationship

Integrating an RPO with an existing team and process is important both on paper and in practice. Integration is also absolutely critical to achieving hiring goals. An RPO recruiter should be seen as an extension of the internal team, not as an outside resource.

One of the simplest ways to enable this is to ensure each RPO recruiter has a company email address and the authority to represent an organization's internal team. Companies should also work with their partner to establish clear roles and responsibilities. Having any confusion on who is responsible for what limits collaboration and perpetuates an us vs. them mentality.

2. Mutually agreed upon rules of engagement


RPO resources should be complementary to an existing team. This is only possible when the engagement has complete buy in and clear goals. An RPO partnership needs full support from company executives and HR leadership, down to even the most junior recruiter or team member.

Once this is secured, setting very clear goals will ensure that the engagement can be accurately tracked and evaluated over time according to agreed upon performance metrics. Both internal teams and RPO teams should set expectations accordingly and manage them appropriately.

3. Established trust

An RPO team should be seen as true subject matter experts. The resources themselves have worked at all levels of an organization's talent acquisition function and across many different industries and geographies, and have access to a number of tools and data sources. That experience and expertise can't easily be replicated.

RPO resources can proactively identify any recruiting challenges, such as if talent availability is low in a particular market or if compensation packages aren't competitive. They can also make recommendations along the way to increase efficiency. This is only possible if RPOs are able to establish trust with their internal counterparts.



"RPO is all about mutual investment. The provider and the client have to share a common objective, and both have some exposure related to achieving the desired end result."

—Dave Savarise,
Broadleaf Executive Vice President

What does RPO look like in action?

Since [47 million workers left their jobs in 2021](#), the U.S. labor force is facing staggering talent shortages.

Here are several factors contributing to our current labor crisis:

- 3.4 million have retired, and are not returning
- 6.5 million of the 11 million open jobs need to be filled by people without a college degree, but our population is highly educated
- Immigration is low and was nearly non-existent in 2020
- 14% of workforce have not returned due to government assistance
- Opioid epidemic has taken approximately 800,000 prime-age men out of the labor force
- More people are moving toward freelancing — 43% are quitting their jobs to become entrepreneurs
- The declining global birthrate will reduce the working population from 79% to 60% by 2100

When taking a look at the labor force participation, [some industries are affected more than others](#). RPO solutions can help companies attract and hire the workers they need in [various sectors](#).

In order to fill the funnel with enough candidates and hire the best talent, businesses need the support of an experienced recruiting partner.



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Industry spotlights



Advanced Manufacturing

There's a critical shortage of [manufacturing workers](#).

An RPO partner can help you manage your workforce by creating a comprehensive hiring program and providing assistance with candidate sourcing, invoicing, and contract management.

A tailored solution can:

- Strategically deploy experienced recruiting teams
- Develop a flexible, scalable model
- Engage a dedicated sourcing/data mining team
- Leverage proven recruiting and screening functions
- Provide insightful data analytics



Aerospace

The need for aerospace talent requires experienced recruiters who can attract and hire qualified candidates. A strong RPO partner can help:

- Strategize and streamline operations
- Improve efficiency
- Develop more effective recruitment and workforce plans
- Provide insightful data analytics



Energy and Utilities

The demand for [clean and renewable energy sources](#) has expanded labor demands in this space. Industry leaders are seeking RPO solutions to address their recruiting strategies and the following industry trends:

- Slowing of long-term oil demand
- Declining carbon emissions due to reduction in coal
- Surging electricity consumption
- Rise in renewable energy sources including wind and solar
- Increased electrification of transport and plastics recycling



Finance and Insurance

The demand for [financial services](#) professionals is growing, forcing banks and other financial institutions to increase their retail banking and customer service workforce. Industry trends will pressure them to:

- Put greater emphasis on digital transactions and expanding technology staffing
- Cross-train employees for in-demand departments
- Proactively monitor for criminal cyber activity
- Promote diversity and inclusion in talent acquisition

The Road to Success

The difficult labor market is affecting all businesses. Time is of the essence for companies to find a solution, especially as high vacancy rates cause a domino effect of overburdened employees, disengagement, and turnover. RPO is an effective way to stretch recruiting bandwidth, develop best-in-class processes, and improve the candidate experience and employer brand.

As with any major change, choosing to partner with an RPO can create some uncertainty. While no journey is the same, a great RPO partner will help its clients set up an engagement for success and navigate a path through today's complex and competitive labor market.

"If your company needs to accelerate recruiting and hiring efforts, partnering with a dedicated RPO provider can bring value and generate proven results for your organization."

—Lynne Marie Finn, Broadleaf CEO



Our industry experts bring you accelerated results.

Broadleaf delivers total talent management services to a wide range of industries across North America. Founded in 1965, our team of experts specializes in managed service programs (MSP), recruitment process outsourcing (RPO), independent contractor compliance (ICC), statement of work (SOW) and procurement management, and employer of record/ payroll services (EOR).



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