

Power TA success: Your guide to switching RPO providers



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What could you accomplish if you had the best talent acquisition team in your industry?

The talent acquisition and retention challenges companies face today are unlike any we've ever seen. They've revealed huge opportunities for improvement and evolution, causing many chief human resource officers to ask whether their current Recruitment Process Outsourcing (RPO) providers deliver the best-in-class support that aligns with their company's current and future needs.

Using this guide will help human resources and talent acquisition leaders decide if it's time to change RPO providers and how to choose the right one for them.

Key topics include:

- Why it may be time for a new provider.
- How to evaluate competing companies.
- How to achieve a seamless transition.

When is it time for a change?

Top 5 considerations

In times of disruption, leaders must reevaluate whether their business partners can support a rapid and flexible response to meet fluctuating needs. Here are five key questions to help you determine if it's time to change RPO partners:

01. Can your current provider keep up with your evolving business strategy?

A partner that's more transactional than strategic isn't well-suited to advise on proactive and flexible strategies in a dynamic talent market. Consider whether your current provider can catch up if given clarity on your changing needs and expectations.

02. Is your RPO partner meeting key performance metrics?

The right partner will guide you in defining the best KPIs to measure success – and consistently meet set targets. Reflect on how well current performance metrics match your business needs and if your provider is meeting the mark.

03. Do you have the right RPO model for existing & future talent needs?

Some providers offer simplistic RPO models designed for cost reduction, speed, and efficiency. The most sophisticated partners build on that, offering advanced models that also enhance your agility and improve the hiring experience. Assess how well your needs and your current provider's capabilities align.

04. Can your RPO partner scale with changing business needs?

Some providers are more flexible than others, allowing them to quickly scale to suit your needs. This is especially beneficial for global organizations that must keep pace with regional trends. Evaluate whether your current provider can keep up or if you'd benefit from a larger, more agile partner.

05. Does your RPO partner embrace the new?

The best providers have cutting-edge technologies and services that find top talent when and where you want while creating a better hiring experience for all. Ask whether your current provider is an innovator in recruitment technology, artificial intelligence, employer branding, and recruitment marketing.

Misalignment between your needs and your RPO provider's capabilities impacts hiring metrics and the ability to make a meaningful business impact. Switching to a more sophisticated partner will advance your talent acquisition strategy, improving results across the board.

Enhanced RPO sophistication & results

The ever-changing market has human resources and talent acquisition leaders uncovering tremendous opportunities for improving their hiring approach. The right RPO providers will help you:



Better meet business objectives



Reduce costs & improve effectiveness



Leverage talent expertise in a scalable way



Keep pace with technology trends & emerging best practices



The evolution of RPO

Businesses across the globe are adapting to the new era of work – including the RPO industry. RPO providers that are embracing advancements in recruiting processes and technologies are helping unlock talent acquisition potential and enabling greater results for companies.

See if your business could benefit from a capabilities upgrade in Figure 1, which shows the key features of each RPO evolution.

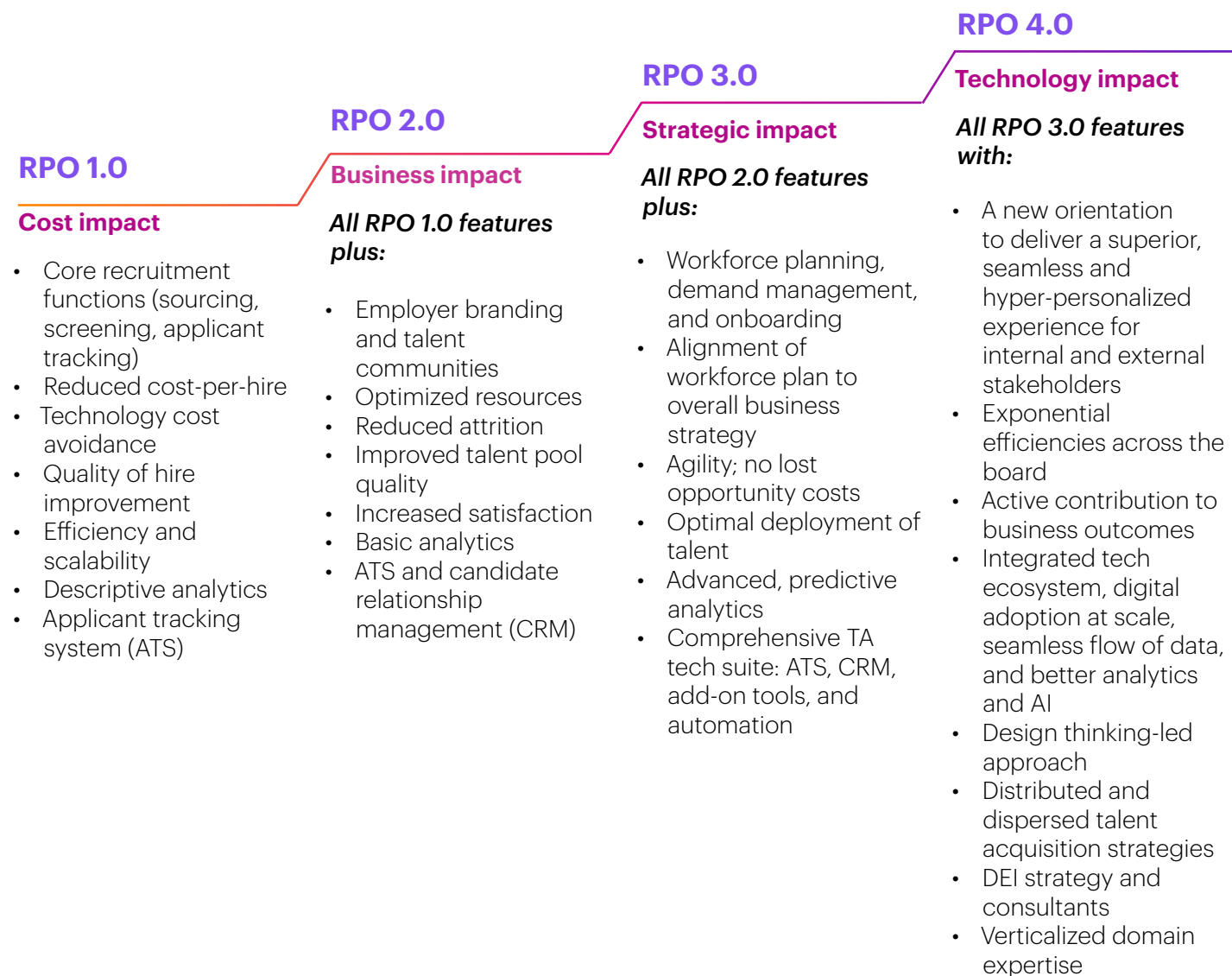


Figure 1: Evolution of RPO

Building the business case

If you're considering a change in RPO providers, you must build a business case to support the change. Here's how to start:

Evaluate your current state: Ask questions about your existing provider's recruiting capabilities, costs, and results. The insights will help you assess other options to determine which gives you a competitive edge.

Set your requirements: There's no one-size-fits-all solution. Consider which talent acquisition model best supports your company's unique hiring needs:

Enterprise RPO supports the end-to-end recruitment process from sourcing to onboarding, delivering exceptional business results. Through it, you'll gain the people, processes and technology to accomplish all aspects of recruitment so your organization can focus on its business products or services.

Hybrid / Co-Sourcing takes on the talent acquisition needs of a specific geography, business unit, or group of critical positions. You may use multiple providers – assigned by role, location, or any other factor – to accomplish hiring goals. You may also elect to retain certain TA functions in-house.

Project RPO helps organizations meet their talent acquisition needs during mergers and acquisitions, expansions, or other change initiatives. It's also beneficial during timely or unexpected growth periods. Typically, this arrangement covers a specific number of hires in a designated timeframe.

Contingent Workforce provides a total workforce and talent market view to find you the right people, regardless of talent type or candidate source. You'll gain talent communities of gig, temporary and retained workers with the provider's expertise and market insights to recruit and manage the hiring process through direct sourcing in a single system.

Assess the true cost of talent acquisition:

Calculating your current spend means looking at both hard and soft costs. Look at costs related to sourcing, addressing talent gaps, and enhancing the hiring process, and how a more sophisticated partner could reduce these costs.

Uncover opportunities for other bottom-line impacts: Support from the right RPO partner for your company can deliver value that ripples across the business, such as:

HR impacts: Transforming your approach and improving talent acquisition results to enhance the value of HR as a strategic business partner.

Workforce impacts: Delivering higher-quality and better-fit talent that'll help you achieve increased productivity and stronger business performance.

Strategic impacts: Attracting talent that better aligns with your strategy and helps achieve business goals.

Understand stakeholder priorities:

Successfully changing business partners requires buy-in and support from many of your company's stakeholders. Make a shining business case by answering their top questions:

C-suite: Do we have the talent and industry and market insight to achieve our strategic objectives today and in the future?

Business managers: How do I find, hire and keep the best talent?

HR: Are we meeting the needs of the business?

Procurement: How do we get the greatest value at the lowest cost?

Start your analysis and begin to **build your business case 9-12 months before your current RPO contract renewal period.** This gives you time for:

- In-depth analysis of existing and future needs
- Internal decision timelines (e.g., stakeholder assessments and approvals)
- An RFP process, if necessary
- Contract negotiation and refinement
- A seamless transition and implementation of the new solution

Humans naturally dislike change. Prepare to address weary stakeholders' concerns and help them see the positive aspects of your new RPO relationship, including:

- Streamlined processes
- Enhanced technologies
- Reduced workloads
- Improved candidate and hiring manager experience



Evaluating potential RPO partners

Decide which provider is best for your needs using the checklist below. It'll help you understand the relative strengths, weaknesses, and differentiators of potential partners, taking into consideration:

RPO evolution

stage: Evaluate how sophisticated each provider's offering is versus your requirements – from RPO stages 1.0 to 4.0 in Figure 1.

Innovation: Assess how providers differentiate their offerings with innovative services and technologies.

Culture: Rate which provider is the best cultural fit for your organization.

Industry experience & expertise: Evaluate providers' experience in your industry and with the type of positions you need to fill.

RPO focus & investment

investment: Determine if RPO is the provider's primary service offering or a small part of their portfolio.

Billing structure: Check whether the billing structure is a standard pay-by-requisition format or a more results-driven approach based on custom service level agreements.

RPO industry analysts

[HRO Today Baker's Dozen Rankings](#)

[Everest Group RPO Provider Profiles](#)

[Nelson Hall RPO Provider Profiles](#)



Equipped to deliver exceptional results

The RPO partner you select should be well-equipped to design and execute a tailored talent acquisition and recruitment process that delivers exceptional business results. The best partners provide:

Integration with your team:

Embedding talent experts within your organization helps protect and promote your employer brand. Ideal RPO providers seamlessly integrate with your team to deliver high-quality candidates at the speed and scale you need.

A personalized approach:

Each organization has unique talent challenges. The right partner works with you to assess the current situation, uncover core issues, and build the best solution for your needs and goals.

Innovative technology:

Keeping up with the latest and greatest technology is easier with a partner that thinks differently. They'll bring unmatched expertise in the newest recruiting technology along with a high-touch approach.

A global solution:

Fuel your competitive advantage with region-specific solutions. A partner with a worldwide footprint will help you understand regional nuances – from the language candidates speak to legislation affecting recruitment.



The right RPO partner can create glowing talent acquisition results:

The partnership between **Tufts Medical Center and Cielo:**
Decreased average time-to-fill by 38 days year-over-year, allowing hiring managers more time to focus on other mission-critical work.

The partnership between **McKesson and Cielo:**
Decreased time-to-offer to under 36 days and delivered a 90% offer acceptance rate, proving the success of sourcing tactics, skills assessments, and a speedy offer process.

The partnership between **Grifols and Cielo:**
Reduced attrition by 11%, impacting productivity and profitability.

The partnership between **Froedtert and Cielo:**
Delivered \$3 million in savings in the first year.

“Having a bold talent acquisition strategy is key to our success. We are grateful for the dynamic partnership we have with Cielo.”

Tufts Medical Center,
Vice President, Chief Human Resources Officer

Leading an effective transition

Once you choose the perfect RPO partner for your business, it's time to plan the transition. Proper planning will help you guide a successful conversion that delivers improved TA results.

Your RPO transition checklist

This step-by-step list will help you prepare both your incumbent and new RPO partners, along with internal stakeholders, to transition with ease:

- Develop and communicate a clear message about what's driving the change and how it impacts all parties.
- Define clearly the expectations of the incumbent provider, the new provider, and your internal teams.
- Understand your current RPO contract (e.g., termination clauses, do not hire).
- Inform the incumbent provider of the transition.
- Create an interim recruiting contingency plan.
- Host a transition meeting with all parties.
- Catalog all "knowledge transfer" from the incumbent to the new provider.
- Take or transfer ownership of databases and third-party tools/partnerships.
- Incentivize the incumbent provider to continue performing.
- Assess progress regularly and adjust your plan as necessary.

Worried about overlap with existing requisitions?

Develop an interim recruiting contingency plan for a **30- to 45-day overlap**. **Assign an objective and measurable method** to transition existing requisitions, including the likelihood of completion. **Throughout the transition, foster dialog between your team, the incumbent, and the new provider. Create checkpoints to ensure candidates and new hires continue flowing** through the hiring and onboarding process.



Your internal change plan

An intentional, well-thought-out internal change management plan will ensure a smooth transition for stakeholders. Consider including the following elements in your internal change plan:

Voice-of-the-customer sessions with key stakeholders to gather data and gauge their buy-in to the change.

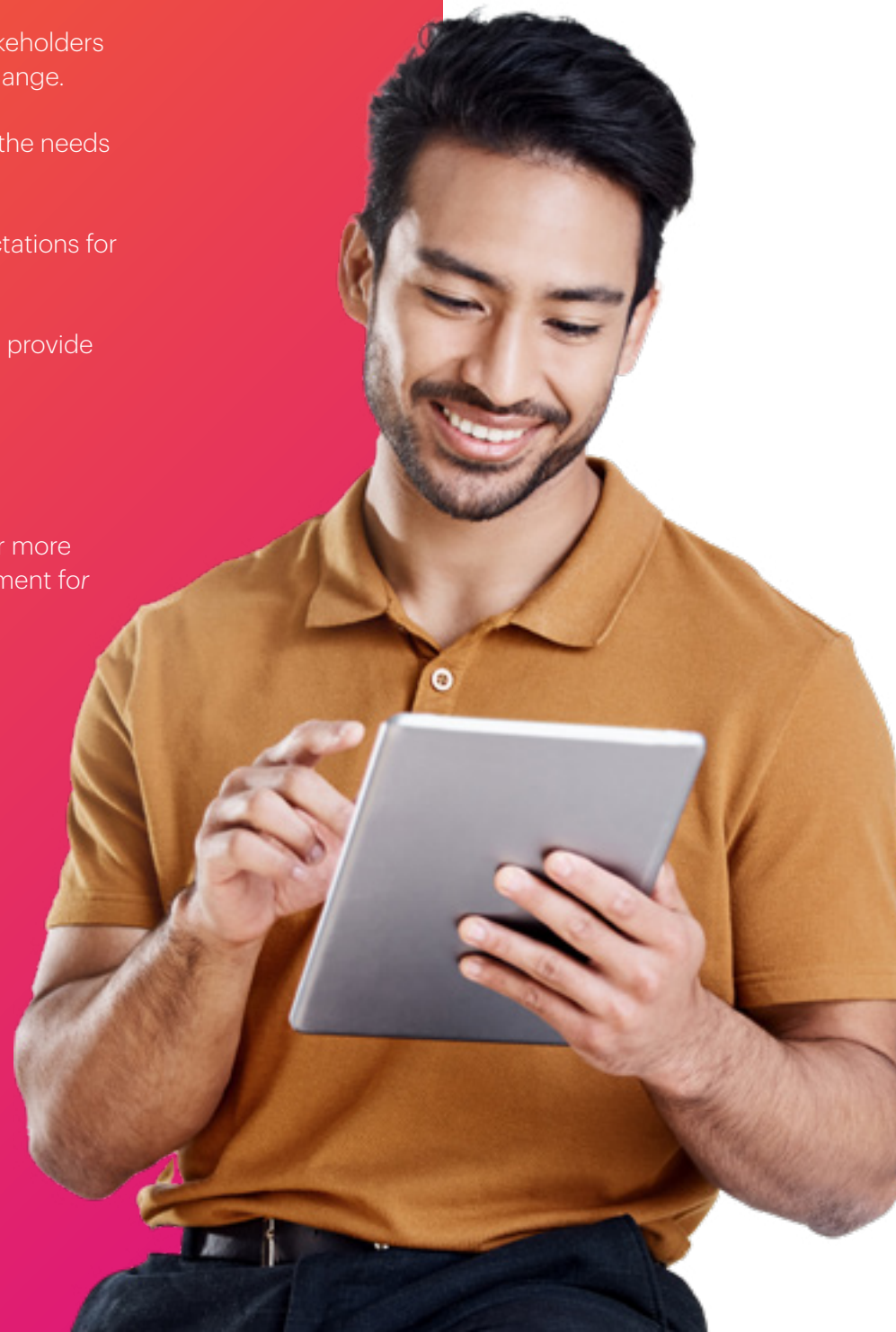
Customized communications that align with the needs and concerns of each stakeholder group.

A change roadmap with clearly defined expectations for the next 30, 60, and 90 days.

Outlets for stakeholders to ask questions and provide feedback, managed by one contact.

Regular reports on progress, milestones, and successes.

Check out Cielo's **"Power of change"** series for more valuable insight into effective change management for your organization.



One TA partner, end-to-end RPO & talent solutions

Cielo is the world's leading Talent Acquisition Partner. We deliver better talent experiences for all through Recruitment Process Outsourcing, Executive Search, Contingent Workforce Solutions, and Consulting services. With end-to-end RPO and talent solutions, our clients have a single source to curate options for their specific requirements. As their needs evolve, the services that support them do too.

We configure our teams, processes and tech to match the distinctive dynamics of our clients' industries. They save the time, cost and risk of custom development while benefitting from new insights and past learnings proven to work in their industry. This accelerates their TA strategy, making them faster to market with the right processes and tools to secure great talent – and elevate them above the competition.

cielotalent.com

[1] "Recruitment Process Outsourcing (RPO) 4.0: Heralding a New Era," Everest Group Research, May 20, 2021, <https://www2.everestgrp.com/reportaction/EGR-2021-26-V-4320/Marketing>

[2] "Transformative RPO for the New Era of Work," NelsonHall, December 22, 2021, <https://research.nelson-hall.com/sourcing-expertise/hr-services/rpo-total-talent-acquisition/?avpage-views=article&id=81750&fv=1>

[3] "Transformative RPO for the New Era of Work," NelsonHall, December 22, 2021, <https://research.nelson-hall.com/sourcing-expertise/hr-services/rpo-total-talent-acquisition/?avpage-views=article&id=81750&fv=1>

[4] "Recruitment Process Outsourcing (RPO) 4.0: Heralding a New Era," Everest Group Research, May 20, 2021, <https://www2.everestgrp.com/reportaction/EGR-2021-26-V-4320/Marketing>

