

The 2012 Baker's Dozen Customer Satisfaction Ratings: Recruitment Process Outsourcing

HRO Today's Baker's Dozen rankings are based solely on feedback from buyers of the rated services; the ratings are not based on the opinion of the HRO Today staff. We collect feedback annually through an online survey, which we distribute both directly to buyers through our own mailing lists and indirectly by sending service providers the link to send to their clients.

Once collected, response data are loaded into the *HRO Today* database for analysis to score each provider that has a statistically significant sample. For this survey, we required 13 responses from 10 companies, and we received feedback from more than 900 verified customers.

In order to determine an overall ranking, we analyze results across three subcategories: service breadth, deal sizes, and quality. Using a predetermined algorithm that weighs questions and categories based on importance, we calculate scores in all three subcategories as well as an overall score. The rankings are based on those scores. The numbers presented in the tables on page 34 represent those calculated scores; we include them to demonstrate the relative differences among the ranked service providers.

While we do not claim that our methodology is the only viable ratings program available, we do vouch for its statistical validity. We hope this ranking provides you some insight into your next RFP process.

**Note: The RightThing—a large provider that is now a division of ADP and that has appeared on the Baker's Dozen in previous years—did not provide a sufficient response sample to qualify for this year's list.*

1. PeopleScout

Website: www.peoplescout.com

PeopleScout is a leading provider of RPO services aimed at helping companies with their exempt and non-exempt hiring needs. PeopleScout has helped their clients make 220,000 hires annually. The firm's suite of services includes RPO, employment branding, onboarding, and employee retention. Industries served include airline, financial services, telecommunications, retail, utilities, pharmaceutical, manufacturing, and transportation.

PeopleScout has managed the recruitment efforts of companies on six continents and in more than 69 countries and has helped more than 40 Fortune 1000 companies.

Clients: N/A

Services:

- Proprietary ATS technology
- Employment brand development
- Advertising
- Sourcing
- Screening
- Interview scheduling
- On-site assistance
- Offer administration
- Onboarding coordination
- Requisition management
- Pre-employment verifications
- Workforce planning
- Employee retention services
- Contract recruiter services
- Contingent staffing
- Payrolling services
- Managed service provider services

Most important metrics:

- Time to fill

- Fill rate
- Candidate quality
- Candidate diversity
- 90-day attrition

2. Kenexa

Website: www.kenexa.com

Kenexa is in the business of improving companies and enriching lives because to us, business is personal. Our unique combination of content, technology, and services provides the insight and expertise to deliver products and solutions across the entire employee lifecycle. Where other companies focus on just one piece, we focus on bringing all of the pieces together to create the best picture for your company's success. With every person we recruit, every assessment

we administer, every technology solution we deliver, every survey we conduct, every leader we develop and every compensation strategy we support, lives are impacted by our craft.

Clients: N/A

Services:

- Recruitment solutions (RPO)
- Employment branding
- Employee assessments
- Talent management
- Compensation solutions
- Engagement surveys
- Leadership solutions
- Learning management
- Onboarding
- Performance management

Most important metrics:

- Quality of candidates
- Performance and engagement rates

3. Adecco RPO

Website: www.adecco-rpo.com

Adecco RPO, a member of Adecco Solutions, is a leader in the recruitment process outsourcing space in terms of scale, size, flexibility, customer service, and customer satisfaction. While finding talent is a big part of what we do, we are experts in managing the entire hiring process or augmenting it with additional resources for activities like sourcing, screening and assessment, market expansion, recruitment administration, cyclical and part-time hiring, on boarding, and offer management. We also specialize in university and campus recruitment programs supporting

59 countries. Adecco RPO delivers industry-vertical workforce solutions for the following sectors: financial services, pharmaceutical, healthcare, life sciences, information technology, energy, manufacturing, telecommunications, business services, retail, government, defense contractors, logistics and transport, and others.

Clients: N/A

Services:

- Research and sourcing
- Workforce analytics and supply and demand planning
- Talent acquisition process design, redesign, and optimization
- Culture and values assessments
- Employer branding and messaging
- Innovative passive candidate sourcing
- Recruitment technology and systems modernization
- Management information, business analytics, and reporting dashboards
- Specialized executive search capabilities
- University and campus recruitment

Most important metrics:

- Quality of hire
- Interview to hire
- Time to start
- Cost per hire
- Turnover/retention

4. Alexander Mann Solutions (AMS)

Website: www.alexandermannsolutions.com

Alexander Mann Solutions (AMS) builds world-class talent and resourcing capability for leading organizations across the globe, based on the shared belief that people are the foundation for

success. As a trusted advisor, we deliver a range of measurable solutions through integrated outsourcing and consultancy services. Listening to our clients, these services have been blended over the years to deliver significant financial, performance and competitive benefits for many of the world's leading brands. Our global clients cover several industry sectors, including defense, engineering and energy, financial services, professional services, information technology and telecommunications, investment banking, public sector and utilities, and pharmaceutical and healthcare. We are active in more than 60 countries globally, and employ more than 1,800 people.

Clients: Atos, Aviva, BAE Systems, Barclays, Capgemini, Citi, Cobham, Covidien, Credit Suisse, Deloitte, Deutsche Bank, Freshfields, GE Capital, Geoservices, Inpex, Microsoft, Novartis, Origin Energy, Rolls Royce, Royal and Sun Alliance, Santander, Vodafone, and Zurich

Services:

- Permanent recruitment process outsourcing solutions: automation, branding and sourcing, assessment and selection, scale, and wage arbitrage.
- Contingent workforce sourcing and management
- Resourcing augmentation
- Source cloud
- Resourcing communications
- Assessment and selection consulting: Chemistry @ AMS
- Operations and technology consulting
- Business intelligence

- Strategic workforce planning
- Outplacement and career transitions
- Emerging talent
- Talent management
- Talent acquisition and executive resourcing

Most important metrics:

- Efficiency
- Effectiveness

5. Randstad Sourceright

Website: www.randstadsourceright.com

Randstad Sourceright is a global talent leader, providing solutions and expertise that help companies position for growth, execute on strategy, and improve business agility. Our experience encompasses all facets of talent, including traditional employees and the contingent, free-agent workforce. Key offerings include blended workforce solutions, recruitment process outsourcing (RPO), managed services provider (MSP) programs, and contingent workforce services (CWS). As part of the Randstad Holding nv family of companies, the second largest HR solutions company in the world with revenues of \$22.5 billion, our global footprint includes 4,700 offices in more than 40 countries. Randstad Sourceright has more than 1,400 RPO resources located on-site within our client accounts as well as off-site with our virtual recruiting team.

Clients: Honeywell, Microsoft, MetLife, Triumph Aerostructures, and Grainger

Services:

- Blended workforce solutions provide comprehensive management of talent acquisition, drawing on integrated delivery and management of RPO, MSP, and contingent workforce services.
- Recruitment process outsourcing (RPO) provides a global solution to optimize candidate quality, control costs, and deliver measurable results in performance and business impact.
- Managed services provider (MSP) solutions improve management of the contingent and free-agent workforce and suppliers, increasing quality, reducing costs, and supporting core business goals.
- Contingent workforce services enhance the engagement of free agent talent by improving access, containing costs and mitigating compliance risks.

Most important metrics:

- Time to fill
- Responsiveness
- Customer satisfaction
- Candidate quality
- Candidate satisfaction
- Diversity of candidate slate
- Offer letter accuracy/timeliness
- Invoicing accuracy/timeliness
- Data accuracy

6. Allegis Talent2

Website: www.allegistalent2.com

Allegis Group Services and Talent2 have a strategic partnership to better serve the needs of our current and future clients. This alliance gives us the global capability to provide value-add solutions by combining the expertise and local geographic

coverage of our two entities.

Together we have 9,500 recruiters in 350 locations managing 180,000 hires per year. With Allegis's significant capability and structure in the Americas and India, Talent2's extensive expertise and presence in the Asia Pacific region, and our combined footprint across Europe, Middle East and Africa, this alliance provides us with a comprehensive global RPO capability.

Clients: American Express, Microsoft, UBS, Unisys, Wipro, Credit Suisse, CA Technologies, Bank of America Merrill Lynch, Standard Chartered Bank, Johnson & Johnson, Crown Macau, Visa, and WorldPay

Services:

- RPO solutions
- MSP solutions
- Employer marketing
- Consulting diagnostic services

Most important metrics: N/A

7. Pinstripe

Website: www.pinstripe.com

Pinstripe is the nation's leading pure-play recruitment process outsourcing (RPO) provider, delivering customized solutions that help clients align talent strategies to business objectives. Consistent with Pinstripe's brand promise "We Become You," dedicated recruitment teams act as an extension of the human resources function, providing a tailored candidate experience reflective of the client's brand, values, and

culture. Pinstripe serves clients in the technology, financial services, healthcare, medical technology and advanced manufacturing industries at a single location or throughout the globe.

Clients: Agilent Technologies, Citi, The Children's Hospital of Philadelphia, Cone Health System, Johns Manville, Merrill Lynch, Phoebe Putney Health System, Princeton Healthcare System, Rayonier, Reynolds American International, SSM – St. Louis, and VWR

Services:

- Workforce planning
- Requisition management
- Sourcing
- Screening
- Recruiting
- Selection
- Logistics and administration
- Offer process
- Onboarding
- Process reengineering
- Strategic advisory services
- Recruitment marketing services
- Social media services
- HR technology services
- Training
- Off-boarding
- Talent management

Most important metrics:

- Quality of hire
- Stakeholder satisfaction
- Diversity
- Cycle time
- Candidate acceptance ratio
- Interview to offer ratio
- Timeliness, availability, and accuracy of data
- Recruiting efficiency ratio

8. Advantage xPO

Website: www.AdvantagexPO.com

Advantage xPO® is a division of Advantage Resourcing® and part of the 4th largest staffing firm in the world. Advantage xPO delivers best-in-class global solutions in recruitment process outsourcing (RPO) and managed service programs (MSP) to clients across a variety of industries and is a trusted partner to leading organizations seeking world-class strategic workforce solutions.

Clients: N/A

Services:

- Recruitment process outsourcing: full-cycle RPO, partial-cycle RPO, and project-based/volume hires.
- Managed service programs: solution consulting, program and supplier management, and independent contractor/1099 compliance.
- Strategic workforce planning: talent strategy partner, market research and competitor intel, and talent composition recommendations (temp vs. perm).
- Business process outsourcing: transfer of non-core functional work, complete oversight of recruitment administration activities managed by SLAs, and manufacturing and distribution process outsourcing.

Most important metrics:

- Time to fill
- Fill rate
- Hiring manager satisfaction
- Attrition/retention rates
- Candidate satisfaction

9. Futurestep A Korn/Ferry Company

Website: www.futurestep.com

Futurestep is a leading global provider of high-impact recruitment solutions, helping clients discover, deliver, and measure the talent that drives business success. Services offered include RPO and project recruitment, retained search and consulting. Key strengths include proven expertise, proprietary competency models, innovative sourcing strategies, a focus on client business priorities, and a unique approach to measure and optimize the business impact of solutions provided. With 39 offices across 20 countries, the company's world-class global recruitment process leverages best-in-class technology, including tools designed by parent company Korn/Ferry, and the company's footprint extends across all regions, delivering scalability, critical sourcing capability and a global technology infrastructure for clients around the world.

Clients: AAPT (division of Telecom New Zealand), AGL Energy Ltd, Apple, Caltex Australia, Catholic Health Initiatives, Corporate Express, Cummins Inc. , Digital Reality Trust, Fonterra, Foster's Group, Hilton Hotels Corporation, Ingenico, Itron, Jewish Health & St. Mary's Health Hospitals, Jones Lang Lasalle, L'Oreal, Microsoft, Nestle, Neuherth, Newedge Group, Nike, One Steel, Panalpina World Transport Holidays, Rio Tinto, Roche, SAP, Sara Lee, Security Exchange Commission (S.E.C.), Staples, Takeda Pharmaceutical,

Thrombogenics, Tyco, Treasury Wine Estates, and XL Global Service

Services:

- Recruitment process outsourcing solutions improve talent operations and deliver business impact for today's large, complex and global organizations.
- Project recruitment solutions offer proven approach for managing multiple hires within a specific timeframe, using the principles of an outsourced model.
- Retained search provides invaluable experience and understanding in six key industry verticals.
- Consulting services help with the wider aspects of the employee lifecycle including recruitment diagnostic, workforce planning, talent communications and employer brand, assessment and selection, and technology services.

Most important metrics:

- Quality of hire
- Cost per hire
- Time to fill
- Diversity metrics
- Sourcing metrics

10. Hudson RPO (division of Hudson)

Website: www.hudsonrpo.com

Hudson is a global talent solutions company with offices in 25 countries worldwide. Core business lines include leadership and specialist recruitment, recruitment process outsourcing (RPO), talent management, and professional contracting. Hudson RPO manages the people, processes, and technology associated with

recruitment of permanent or contingent talent on a fully outsourced, hybrid, or project basis.

A global force in talent solutions, Hudson RPO designs, implements, and manages custom recruitment process outsourcing programs for mid- to large-cap multinational companies.

Clients: N/A

Services:

- Recruitment process outsourcing (RPO): recruitment demand forecasting, sourcing, talent pooling and pipelining, internal recruitment, response management and screening, interviewing and selection, psychometric testing and behavioural assessment, job offer and placement, recruitment administration, vendor management, and onboarding.
- Recruitment projects: defined, catalyst-driven recruitment engagements and typically functional role types that can operate as a stand-alone team or extension of the existing infrastructure.
- Contingent workforce solutions: neutral vendor management to select and manage contingent labor providers and direct sourcing of contingent workers
- Consulting services: review of recruitment models, processes, technology, and metrics and customized recommendations for improved efficiencies, effectiveness, and cost saving.

Most important metrics:

- Hiring manager satisfaction
- Candidate satisfaction
- Vendor satisfaction
- Direct fill rate percentage
- Retention within warranty
- Retention within first year
- Quality of hire
- Source of hire
- Cost per hire
- Time to fill
- Time to shortlist
- Ratio of shortlisted to interviewed candidates
- Ratio of interviewed to placed candidates

11. Kelly Outsourcing & Consulting Company (KellyOCG)

Website: www.kellyocg.com

Kelly's Outsourcing & Consulting Group (KellyOCG), recruitment process outsourcing (RPO) practice is a global leader in managing enterprise-wide talent acquisition process, sourcing and recruitment solutions. Since 1995, we have delivered best-in-class talent acquisition processes and services with a proven record of success through our experience in advanced sourcing techniques, LEAN methodologies and recruitment process design and management. One hundred percent of our global business capabilities are dedicated to RPO, across 43 sites nationwide and in 27 countries to provide recruitment solutions for clients ranging from 75 to 7,500 annual hires.

Clients: N/A

Services:

- Recruitment process outsourcing (RPO)
- Requisition development with hiring management
- Sourcing
- Screening
- Interview scheduling
- Requisition management
- Management of offer processes
- Management of onboarding processes
- Reporting and metrics for recruiting and talent acquisition
- Workforce planning support
- Employment brand development consulting and management
- Employment advertising budget coordination and strategy
- Advertisement creation and placement
- LEAN consulting
- Total workforce solutions
- Direct hire
- Talent resourcing
- Executive search

Most important metrics:

- Time to offer/hire
- Fill rate
- Cost per hire
- Candidate quality
- Applicant diversity
- Source of hire

12. Wilson Human Capital Group (dba WilsonHCG)

Website: www.wilsonhcg.com

WilsonHCG is a full-service recruitment process optimization provider offering human capital consulting, customized recruitment process outsourcing (RPO), and talent acquisition software. We offer our clients everything from project-based services to complete end-to-end outsourcing.

Services:

- Human capital consulting
- Market research and talent mapping
- Employment branding and marketing
- Enterprise RPO
- On-demand RPO
- Sourcing and pipeline development RPO
- College recruitment
- Diversity recruitment
- Military recruitment
- Talent acquisition software

Most important metrics:

- Candidate quality
- Customer satisfaction
- Hiring manager satisfaction
- Candidate satisfaction
- Time to fill
- Cost per hire
- Diversity slate of candidate pool
- Submit to interview
- First-year turnover rate

13. Aon Hewitt

Website: www.aonhewitt.com

Aon Hewitt is transforming the way companies acquire talent. Our strategic talent acquisition solutions integrate the most innovative recruitment technologies and processes to quickly and more effectively deliver engaged, performance-ready employees to empower better business results. From workforce planning to new hire engagement, Aon Hewitt's end-to-end RPO solutions drive more than 74,000 hires annually. Our comprehensive talent acquisition solutions leverage innovative technology, process excellence and extensive sourcing and

assessment expertise, including our proprietary SourceSprint™ talent relationship management technology, mobile-enabled assessment solutions and our digital interview platform. With more than 30 years of experience and a team of industrial/organizational psychologists ensuring reliability, Aon Hewitt assesses 10 million candidates annually leading to 250,000 client hires.

Clients: Bank of Montréal Financial Group, Marriott International, Lockheed Martin/Transportation Security Administration, Verizon, and CVS Caremark

Services:

- Workforce planning
- Applicant tracking system implementation
- Social and mobile talent sourcing
- Branding and social media
- CRM and dynamic talent communities
- Assessment and selection
- Digital interviewing
- Advanced interview management and scheduling
- Individualized candidate care
- Offer management and pre-hire certification
- Onboarding management
- Alumni network management

Most important metrics:

- Time to source
- Time to fill
- Diversity
- New hire quality
- Hiring manager satisfaction
- New hire satisfaction