

HUMAN RESOURCES OUTSOURCING TODAY

HRO TODAY

Where Business Leaders Make HR Decisions™

Special Focus on

spherion®

New Leadership Spearheads Spherion's
Recruitment Process Outsourcing (RPO) Offerings





Spherion delivers results for high-volume, hard-to-fill positions

Results at a Glance

Problem:

- Needed a cost-effective, scalable & efficient way to hire inbound operators
- Positions were challenging to fill, due to strict applicant requirements & variable rotating shift schedules
- Desired to improve the quality of their workforce while achieving a better fill rate for scheduled training classes

Solution:

- Developed an RPO solution that included the entire hiring process, from receipt of request through on-boarding
- Dedicated team that included an operations manager & a scalable recruiting team, supplemented by virtual recruiters
- Targeted sourcing strategies for each site
- Utilized client's procedures, vendors & applicant tracking system

Results:

- Filled 2,200+ positions
- Reduced turnover from 170% to 11% in two years
- Exceeded all service-level agreements, including client satisfaction & data integrity
- Improved the client's fill rate by 16%
- Named a 'Gold Partner' for service excellence

Client Profile

The nation's largest voice and data provider with 58 million customers, this client offers a comprehensive and innovative package of voice and data services to both residential and small business customers.

Business Problem

The client needed a cost-effective, scalable and efficient way of hiring inbound operators. Positions were challenging to fill due to strict applicant requirements and variable rotating shift schedules.

The solution needed to include a mechanism for improving the quality of the client's workforce while achieving a better fill rate for scheduled training classes. In addition to these goals, the client hoped to reduce the cost of its existing recruiting program.

The Spherion Solution

Starting with a single site, Spherion® took over the sourcing and recruiting functions. Based on the program's initial success, Spherion was awarded additional locations, and now services 14 locations.

Spherion developed a recruitment process outsourcing (RPO) solution that included the entire hiring process, from receipt of request through on-boarding. The solution consisted of a dedicated team of resources that included an operations manager and a scalable recruiting team, supplemented by virtual recruiters. By developing targeted sourcing strategies for each site, Spherion was able to create a flexible candidate pipeline.

Spherion also conducted studies on geographic markets including demography and competitive analysis, providing key information to the client's decision-making process.

Value Delivered

Spherion processed more than 41,000 candidates to fill 2,200+ positions. By providing attrition analysis to identify reasons for turnover in each site, Spherion reduced turnover from 170% to 11% in two years. Furthermore, Spherion exceeded all service-level agreements, including client satisfaction and data integrity. These accomplishments helped improve the client's fill rate by 16%. In 2005, the client named Spherion a 'Gold Partner' for service excellence.

For more information about Spherion, visit us at www.spherion.com.



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Spherion helps ramp-up new business venture by providing quality resources

Results at a Glance

Problem:

- Quick ramp-up, including the hiring of 875 contact center positions
- Existing call centers had a turnover rate of approximately 45%

Solution:

- An end-to-end RPO solution that included a recruiting manager, with a senior recruiter and an employment specialist working on-site
- Implementation of an applicant tracking system & customized reporting

Results:

- Reduced turnover from 45% to 25%
- Achieved a 100% fill rate
- 97% of the candidates submitted were selected for an interview

Client Profile

As the world's largest home improvement retailer, the company operates more than 1,800 warehouse-style stores located throughout the United States, Canada and Mexico.

Business Problem

The client was opening a new contact center that required a quick ramp-up to meet an operational deadline. This produced a need for the client to hire 875 contact center positions, including inside sales associates. Their established call centers had a turnover rate of approximately 45%.

The Spherion Solution

Beginning six weeks prior to the facility opening, Spherion® implemented an end-to-end recruitment process outsourcing (RPO) solution, including the entire hiring process – from receipt of request through on-boarding. The solution included a dedicated team led by a recruiting manager. A senior recruiter and an employment specialist worked on-site to handle face-to-face interviews and on-boarding with sourcing, screening and scheduling handled by off-site recruiters.

The solution also included the implementation of an applicant tracking system and customized reporting, such as pipeline, sourcing and turnover reports.

Value Delivered

The top-quality talent provided to the client created significant efficiencies in the interviewing process and in the operation of the new facility. Spherion achieved a 100% fill rate for each "start class." By providing quality resources percentage, Spherion was able to achieve a 97% submittal to interview ratio, and also reduced turnover by 20 percentage points - from 45% to 25%.

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In an Evolving Market, Spherion Continues to be a Leader in RPO

Rebecca Callahan brings her solutions orientation to Spherion's RPO Division.



Spherion's new senior vice president of RPO is all about solutions. It's part of her genetic—and career—make-up. Now celebrating her fifth anniversary with the recruitment and staffing giant, Rebecca Callahan until recently headed up its enterprise sales efforts across the board. She was a driving force behind the acquisition of 80 percent of its RPO clients, and directly involved in the development

of the acquisition strategy. In her new role as head of Spherion's RPO Division, she'll be responsible for leading the strategic development and execution of business growth to drive Spherion's capabilities and leadership in RPO.

Prior to joining Spherion, Callahan had extensive sales and business operations experience in the software services industry. She said, "My software services background was attractive to Spherion because I come from a solutions-oriented sales environment. It might appear to be a mismatch at first, considering some of the things I helped other companies do in supporting their sales efforts." However, among the multiple business lines she supported as the senior vice president of sales, RPO was a fitting transition given her previous experience in strategy development and integration.

"It played to significant advantage for both me and the organization. We created a niche, packaging our offerings to focus on solutions for the client," she said. Rising through the ranks in recruitment and staffing turned out to be an offshoot of her natural abilities, albeit an unexpected one.

Callahan is bullish on RPO, but she acknowledged companies and recruiters have their work cut out for them. "Even in a softening economy, it's a candidate-driven market," she said, citing the impending retirement of the Baby Boomers and worker shortfalls. "There are a lot of factors from a demographic perspective that challenge all HR professionals."

Callahan believes employers will seek new ways to compete for the strongest talent while streamlining the recruitment process to reduce hiring costs and improve organizational efficiency. This is where an RPO partner can help by sourcing higher qualified candidates and allowing executives to focus more on strategic organizational issues rather than transac-

tional and administrative functions. But the pressure is on to help organizations see the return on recruiting investments.

A new Emerging Workforce Study conducted by Spherion with Harris Interactive indicates workers want stability and loyalty, and they are not very satisfied with their current jobs, growth and earnings potential, or levels of compensation. And they are confident in their ability to get another job.

The shifts result in an interesting turnover in opportunities for HR departments and outsourcing partners. HR pros are looking at past outsourced arrangement to see how they can improve based on where the market is going. Callahan said she expects to see growth among niche providers recruiting for particular skill sets, as well as a lot of traditional staffing players entering the outsourcing market.

"They will leverage what they are good at in recruiting, taking advantage of the low-hanging fruit, and becoming more strategic and leveraging the relationships they have," she said.

But Spherion, as a dominant RPO player, will continue to offer a quality service. As smaller players enter the market, they will have difficulty scaling and trading on the level of quality of a company such as Spherion, she said.

That dominant position lets Spherion face challenges from a position of strength and leadership. By leveraging the expertise of its recruiting engine to attract different workers and coach HR professionals about the trends and changes in the industry, Spherion is well positioned to stay on top.

"Companies recognize there are key differences in recruiting domestically and in other parts of the world, and they will rely on us to bring in the right partners to get things done," she noted. Spherion is exploring the idea of growing to handle staffing and recruiting on a truly global basis.

For now, Callahan said buyers are attracted to stand-alone RPO solutions rather than HRO bundles that include recruitment. She cited TPI data that showed 67 percent of HR departments in large organizations surveyed outsourced RPO by itself, while 33 percent were outsourcing multiple processes that included RPO. The reason? "You'll see a return on investment on that [RPO] tower faster," she said.

Even as larger HRO providers start talking to more customers about RPO, they will want to partner with standalone partners to make sure clients get the services they want. That means the focus at Spherion will stay on core staffing and recruiting activities, given the brewing war for talent. And as HR departments look to their providers for more strategic value, the solutions-oriented mindset that got Callahan where she is today will be put to very good use. **HRO**

