

# Managed Services Program Baker's Dozen Methodology 2011

The rankings culled from the 2011 Baker's Dozen managed services programs (MSP) and other services areas in *HRO Today* magazine are based on customer survey feedback data. The indices are the result of a multi-step process. The editorial staff of *HRO Today* identified the top MSP providers in the contingent labor market to be surveyed. Our survey and editorial team then contacted the providers and asked them to identify the contacts at customers they would wish to take part in the survey. In addition, using the *HRO Today* database we identify additional buyers to take part in the survey. Each survey respondent receives a survey instrument that asks questions about services provided, scope and scale of services, and the quality and satisfaction with the services.

The respondents provide their e-mail addresses for verification, but their responses are kept in strictest confidence. The information contained in the surveys, once collected, is loaded into the *HRO Today* database and analyzed to determine scores for each provider for whom we had a statistically significant sample. For this survey, *HRO Today* received sufficient information to index 15 providers based on feedback from 197 verified customers. The individual rankings are determined based on point assignments and weightings of questions and a predetermined algorithm that calculates the overall score based on breadth of service, size of programs offered, and quality of services. This algorithm does vary by HR outsourcing line of business but produces an overall index for each.

While other rating services in MSP stress areas such as "spend under management," *HRO Today* stresses "quality of service" as the most important dimension in overall ranking. This is consistent across all of our Baker's Dozen Customer Satisfaction Surveys.

The rankings and the weightings are determined statistically, and all the feedback is from customers. The ratings system is brought to you by *HRO Today* but is not the opinion of *HRO Today* or its staff. We only provide a methodology, and we do not claim that our methodology is the only ratings program available. We can, however, vouch for its validity.

## 1. Staff Management | SMX

**Web site:** [www.staffmanagement.com](http://www.staffmanagement.com)

Founded in 1988, Staff Management provides global Managed Service Provider (MSP), managed and outsourced services, contingent workforce management and temporary staffing programs for some of the world's most recognizable companies. Staff Management solutions deliver best talent, drive compliance, yield tangible

savings and build sustainable value. Staff Management is the leading MSP with deep domain expertise supporting clients in the manufacturing and distribution segment, is ranked amongst the largest staffing firms in the U.S. by the Staffing Industry Analysts (SIA) and is a 2010 Stevie for Women in Business Award Winner.

**Clients:** N/A

**Services:**

- Managed Service Provider (MSP)

- Proprietary & leading 3rd party VMS technologies
- Managed and outsourced services
- Contingent workforce management
- Temporary, temp-to-hire and direct hire staffing
- Master, hybrid & neutral models
- On- & off-site support
- End-to-end supplier management
- Diversity supplier program
- Full service SOW management
- End-user, supplier & workforce training
- Precision recruitment, sourcing & media buying
- Contingent workforce scheduling,

performance & audit management

- Consolidated invoicing
- Enterprise wide reporting & analytics
- Rate intelligence & workforce planning
- Risk & compliance management
- Employment eligibility verification
- Worker classification support payrolling
- Service Level Agreement attainment & administration

#### Most important metrics:

- Hard and soft cost savings
- Order fulfillment
- On-time fulfillment
- Turnover/attrition
- Overtime
- Quality of worker/hire
- Supplier performance
- Hiring manager & supplier satisfaction
- Contract & audit compliance
- Diverse supplier spend
- Invoice/payroll accuracy
- Safety record

## 2. Advantage xPO

**Web site:** [www.advantagexpo.com](http://www.advantagexpo.com)

Advantage xPO delivers talent acquisition and workforce management solutions to leading companies around the globe. We manage global Master Service Provider (MSP) programs for clients in the Financial Services, Business Services and Telecommunications sectors. Advantage xPO's solutions are customized to our clients' unique objectives and drive results that yield the greatest return on their talent investments.

**Clients:** N/A

#### Services:

- Delivers Contingent Workforce Management solutions in Workforce Planning, Master Services Provider (MSP), Payroll and Compliance, and Independent Contractor Management
- Deploys dedicated, on-site teams of professionals responsible for securing and managing your contingent, short-term and project-based staffing needs, while mitigating co-employment and worker classification risks
- Designs programs to establish our client as an "employer of choice" by assessing and promoting the client's brand from a candidate's perspective, differentiating the client from other companies in their primary hiring locations, and increasing brand visibility and attractiveness to prospective contractors. We protect the client brand through aggressive management of supplier sourcing efforts and contract worker performance, and enhance the contractor work experience, reinforcing the client as a desirable place to work.
- Manages the requisition, procurement, fulfillment, assignment, on-boarding/off-boarding processes, performance management, client invoicing, and auditing to ensure supplier and contractor rate compliance
- Oversees all supplier relationships, including selection and on-boarding of suppliers across multiple geographic locations
- As a technology-agnostic provider, seamlessly integrates with any Vendor Management System

(VMS) technology to support our clients' processes; we either provide our own software solution or leverage one of our VMS provider partnerships.

#### Most important metrics:

Our success is measured by our performance against client-specific Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) that create cost-saving opportunities and continuous process and service improvements. Advantage xPO provides our MSP clients with data analysis and recommendations on ways to best manage, leverage and balance opportunities while driving efficiencies. MSP clients have indicated that key performance metrics are those that are tied to:

- Candidate quality
- Rate card compliance
- Fill rate
- Time-to-fill
- Time-to-contribution
- Assignment completion/longevity
- Identifying and mitigating risk
- Invoice timeliness/accuracy
- Hiring manager satisfaction
- Percentage of successful assignments completed to total positions filled
- Percentage of positions filled to number of candidates submitted.
- Adherence to on-boarding compliance requirements
- Ongoing financial impact, such as year-over-year cost savings and cost avoidance initiatives (resulting

from no-fee hires)

- Client satisfaction with talent across all MSP programs
- Client satisfaction with account management team

We measure client-satisfaction through regular client status calls as well as quarterly end-user feedback surveys of Hiring Managers, Associates and Staffing Partners, and report findings during quarterly/annual business review meetings. Additionally, we benchmark our performance against industry best practices.

### 3. Allegis Group Services

**Web site:** [www.allegisgroupservices.com](http://www.allegisgroupservices.com)

Allegis Group Services provides three distinct service offerings—managed services provider (MSP), recruitment process outsourcing (RPO), and human capital consulting—that can be delivered individually or in combination to meet any workforce management need that a company may require. Each service is comprehensive and fully customizable to align with your goals for a world-class workforce that is built to lead your company into a successful future.

**Clients:** AOL, General Motors, Microsoft, Visa, Royal Bank of Canada, Reed Elsevier, and WellPoint

**Services:**

- Active cost management

- Quality and fulfillment
- Process optimization and automation
- Reporting analytics and performance management
- Compliance and risk management

**Most important metrics:**

- First time quality
- Failure to start
- Turnover
- Supplier compliance
- Bill rate management
- Speed (supplier cycle time)
- Submittal ratio

### 4. Guidant Group

**Web site:** [www.guidantgroup.com](http://www.guidantgroup.com)

Guidant Group is a management services provider (MSP) dedicated to eliminating inefficiency in sourcing and managing contingent labor. We service a broad client base in all major industries. Guidant Group excels in providing both hard and soft cost savings through spend containment and visibility, improvement in management control, and process efficiency. Guidant Group is a third-party manager of contract staffing, not a staffing provider. We bring value by managing and administering our clients' contingent workforce. Guidant Group coordinates hiring logistics, performs quality monitoring of worker and suppliers, and provides real-time information about the process under a single, enterprise program to obtain the right resources, at the right time, and at the best

rate. Our core competency is centered on process excellence.

**Clients:** FPL, Duke, Pitney Bowes, and University of Southern California

**Services:** Guidant Group provides managed services to administer clients' contingent workers, 1099s, independent contractors, and projectbased work. We accomplish this with a blend of high-touch, process excellence and the application of best-of-breed vendor management software.

Guidant Group is also able to offer consulting to help organizations understand the current state of managing the non-FTE workforce, offer a gap analysis against best practices, and implement the solutions that will move the organization to best practices.

**Most important metrics:**

- Cost savings
- Customer satisfaction
- Percentage of assignments completed successfully
- Time to fill
- Vendor satisfaction

### 5. Yoh

**Web site:** [www.yoh.com](http://www.yoh.com)

For over 70 years, Yoh has provided the talent needed for the jobs and projects critical to our clients' success, by providing comprehensive workforce solutions that focus on Aerospace and Defense, Engineering, Federal

Services, Health Care, Life Sciences, Information Technology and Telecommunications. Yoh fulfills immediate resource needs and delivers enterprise workforce solutions, including Managed Services, Recruitment Process Outsourcing, Vendor Management Systems, Independent Contractor Compliance, and Payroll Services.

Yoh is a part of Yoh Services LLC, a Day & Zimmermann Company.

**Clients:**

- Varian
- Harris
- BI
- AZ

**Services:**

Staffing Services

- Contingent
- Contract-to-Hire
- Direct

Managed & Outsourced Solutions

- Managed Services Provider (MSP)
- Payroll Services
- Recruitment Process Outsourcing (RPO)
- Independent Contractor Compliance
- Statement of Work (SOW)
- Vendor Management System (VMS)

Federal Services

- Information Technology
- Cyber Security
- Intelligence
- Security Management
- Program Management

## 6. SourceRight Solutions

**Web site:** [www.sourcerightsolutions.com](http://www.sourcerightsolutions.com)

SourceRight Solutions manages outsourced talent acquisition functions whether for full-time, contingent, or contract staff. Building upon our 60-year heritage in recruitment and staffing innovations, our solutions provide the workforce insight needed to drive strategic talent decisions by leveraging embedded technologies, a scalable global service model, and the best recruitment talent in the industry today.

SourceRight Solutions specializes in improving and managing workforce-related processes through a comprehensive spectrum of offerings that can be deployed singularly or in combination, and include employment process management, recruitment process outsourcing, professional contingent workforce services, and managed service provider programs.

**Clients:** Time Warner Cable, Siemens Corporation, and Vought Aircraft Industries, Inc.

**Services:**

Employment process management, an integrated approach to managing flexible, alternative workforce strategies that implement the processes and best practices required to procure full-time and variable talent; vendor-neutral program, technologies underpin a dedicated program team to deliver operational excellence in talent procurement, and hybrid program, synthesizes vendor-neutral procurement

efficiencies with a sole-supplier/sub-vendor delivery model.

**Most important metrics:**

- MSP program cost savings
- Delivering complete visibility on all temporary talent spend
- Tracking performance goals on MWBE spend
- Talent quality levels and time to fill ratios
- Rate card and other government/corporate compliance standards
- Vendor quality performance requirements
- Ongoing client, hiring manager, and temporary talent satisfaction levels

## 7. hyphen

**Web site:** [www.hyphen.com](http://www.hyphen.com)

hyphen RPO, is an industry leading recruitment solutions provider, creating strategic advantage for its clients through a portfolio of services including Recruitment Process Outsourcing and Managed Services.

Customers range from small- and medium-sized enterprises through to global organizations, and operate across financial services, telecommunications, IT services, defense, utilities and the public sector.

**Clients:**

- Aviva
- Nokia (hyphen won 'Best embedded recruitment team' at Recruiter Awards 2011)
- Everything Everywhere

- Virgin Media
- Novartis (to name a few)

### Recruitment Outsourcing

- Outsourcing of recruitment across volume permanent and contract (RPO & MSP).
- Focus on reducing time to hire, improving candidate quality and optimizing direct hiring over high cost agency channels.
- Management of leading edge technology.
- Supply chain management.
- Recruitment communications and administration.
- Development and implementation of our employed consultant model resulting in high retention and substantial cost savings across 20-plus clients.
- Graduate programs.

### Services:

#### Consulting Services

- Our diverse range of consulting services are designed to complement all outsourced solutions; these can be used as stand alone offerings or can alternatively be integrated into any of our solutions.
- Recruitment lifecycle audits (both diagnosis and analysis), interview training, assessments and recruitment technology reviews.

**Most important metrics:** N/A

## 8. CDI Corp, Talent Management Division

**Web site:** [www.cdi-tm.com](http://www.cdi-tm.com)

Publicly traded, CDI has

approximately 10,400 employees throughout its more than 1,000 offices worldwide. In 2008, the company saw \$1.12 billion in revenue.

**Clients:** Siemens, Teradyne, and URS

### Services:

- Professional staffing services (engineering, IT, design/drafting, mfg/LI)
- Vendor management services
- Payrolling services
- Project design and engineering services
- Direct hire services
- Outplacement services
- Documented cost savings programs
- 1099 compliance services
- Exempt/non-exempt employee classification services
- Job classification and job requisition services
- Supplier market rationalization services
- Web-enabled ad-hoc reporting

## 9. Kelly OCG

**Web site:** [www.kellyocg.com](http://www.kellyocg.com)

Kelly's Outsourcing and Consulting Group (KellyOCG) manages nearly \$3B in spend with a global footprint and expertise that began 16 years ago. KellyOCG, through our talent supply chain expertise, ensures that our clients are ahead of the curve in the war for talent and have the highest caliber of talent available within the market. True differentiators are our thought leadership and our in-depth understanding of the labor industry which allows us to provide increasingly complex solutions that adjust based on

the market, economic, and client factors. Our industry leading consultation goes beyond traditional MSP offerings by looking at the supply and demand factors by geography to assess the true state of the markets in which our clients' operate. This allows us to assess and recommend the optimal supply chain strategy to successfully deliver the workforce our clients' require to be competitive within their industry.

KellyOCG's evolutionary approach leverages the principles of supply chain management to enhance all aspects of the use of a contingent workforce which is critical to driving business success for our clients. This includes at the core providing access to talent through supply and demand analytics, as well as cost compliance, and risk management. Throughout program design and management, our vision is to identify and integrate our client's goals and objectives for each category managed with a focus on finding the right talent, at the right time and at the most competitive price. Experience tells us that often each category has nuances that must be addressed and supported by the program, which vary by geographic region or skill area. We have found that identifying and supporting how the program allows our clients to deliver products and services on time and on budget provides clear value and drives proactive strategies.

KellyOCG understands how to manage the variability found in the supply and demand of talent and provides direction to our clients on program design, continuous improvement and cultural alignment to maximize the effectiveness

and efficiency within their supply chain. We are at the forefront of the industry, delivering meaningful analytics to ensure our clients are driving business decisions based on accurate information; past, current, and future through advanced trending techniques.

**Services:**

Managed Service Provider (MSP)-Program Design, Implementation, on-going management and enhancements  
Local, Regional and Global solutions  
End to end supply chain management  
Cost Management and data analysis  
Talent Supply and Demand Analytics  
Independent Contractor / 1099 validation and management  
Payrolling  
Statement of Work (SOW) process management  
Technology Management

**Most important metrics:**

Customer Engagement  
Supplier Engagement  
Cost Savings  
Market Rate Analysis / Rate Card  
Compliance  
Cycle Time – in total and by key activity  
Quality  
Diversity Spend

## 10. Agile•1

**Web site:** [www.agile-1.com](http://www.agile-1.com)

Built on experience working with Fortune 1000 clients and committed relationships with highly respected, global workforce partners, Agile•1 is a proven leader in delivering total workforce solutions

through innovative services and technology.

Agile•1 provides workforce solutions and award winning service that streamline talent procurement and management, mitigate risk, and address key business goals and objectives.

By empowering people to spend more time focusing on their core competencies, Agile•1 maximizes the value that each new-hire brings to an organization.

**Clients:** N/A

**Services:**

- Managed Service Programs (MSP)
- Recruitment Process Outsourcing (RPO)
- Blended MSP/RPO Solutions
- ICC Solutions
- SOW Solutions
- Payrolling Solutions
- Workforce Technology Solutions  
VMS & ATS (Acceleration)
- Workforce Consulting
- Alumni Solutions

**Most important metrics:**

- Quality
- Cost Savings & Avoidance
- Diversity Spend
- Requisition Activity
- Supplier Performance
  
- Program Performance
- Order Fulfillment
- On-Time Fulfillment
- Headcount
- Overtime
- Hiring Manager Satisfaction  
(Voice of the Customer)

- Spend Trends / Analysis
- Rate Card Compliance
- Assignment Longevity / Tenure
- Cycle Times
- Turnover / Attrition
- Contractor Type – ICC, SOW, W2 / Payroll
- Aging – Job Posting / Work Order

## 11. TAPFIN Process Solutions

**Web site:** <http://www.tapfin.com>

TAPFIN, a Manpower company, is a leading managed service provider (MSP), offering innovative, scalable and cost-effective integrated workforce management solutions to clients throughout the world. TAPFIN solutions for both contingent and project-based spend program drive client process, performance and productivity improvements throughout while mitigating risks and reducing overall costs. The company's suite of solutions compliments Manpower's global footprint to provide unmatched global expertise with local, in-market knowledge. Solutions offered include contingent labor management, services procurement management, recruitment services management and Integrated Resource Fulfillment. Globally, the company manages more than \$3 billion in workforce spend across a variety of sectors.

**Clients:** N/A

**Services:**

Contingent Labor Management



- Strategy and oversight of contingent labor programs
  - Supplier strategy and performance management
  - VMS technology assessment
  - Robust analytics and reporting
- SOW/Project Spend Management
- Design and operations of Services Procurement Management (SPM) programs
  - Full lifecycle management (Request for proposal through payment)
  - Technology evaluation
  - Robust analytics and reporting

#### Recruitment Process Management (RPM)

- Strategy and management of recruitment
- Recruitment vendor management
- Resource sourcing strategies
- Robust analytics and reporting

#### Integrated Resource Fulfillment

- Analysis of current workforce infrastructure (full time, contractors and vendors)
- Forecasting and workforce planning optimization

#### Cross Service Line Product Offerings

- Contractor payrolling services
- Supplier optimization and sunset management
- Organizational and process consulting

#### Most important metrics:

- Cost Savings Metrics (actual % saved via VMS/MSP program)
- Supplier Performance Management
- Hiring Manager and Supplier Program Satisfaction
- Compliance Management

## 12. WorkforceLogic

**Website:** [www.workforcelogic.com](http://www.workforcelogic.com)

Recently awarded MSP *Top Overall Performer* by buyers and suppliers and *Top VMS Performer* by suppliers, WorkforceLogic delivers workforce management and risk mitigation solutions that give businesses of all sizes improved control over their contingent workforce programs. Each client's budget and specific business goals remain the focus in the development and execution of a creative workforce strategy designed specifically for each customer. WorkforceLogic has the experience, talent and track record to provide a variety of critical products and services, including reporting and analytics, VMS, MSP, compliance, and payroll.

**Clients:** NetApp, Cox Communications, Facebook, Yahoo!, Google, Clorox, BNP Paribas

#### Services:

- MSP – Encompasses statement of work management, risk mitigation, supplier evaluation and management, process facilitation, candidate screening and background checks, security system integration, and rate analysis.
- VMS – Automates all contingent workforce management processes, including reporting and analytic tools delivering strategic business intelligence. For all labor types and companies of any size or structure, this VMS is implemented and proven in over 60 companies worldwide.

- Compliance and Risk Mitigation– Over 30,000 evaluations completed without a single recommendation ever overturned in an audit. Analysis includes vendor qualification and management, independent contractor compliance, and I-9 verification.
- Payroll – Includes employer-of-record services, flexible client programs, in-depth reporting, benefit coverage, insurance, prepaid legal services, mortgage and banking services, direct deposit, and expense reimbursement.

#### Most important metrics:

- Financial stability of our company
- Experience of our employees (customer service, implementation team, strategic planning)
- Ability to customize the solution to meet their specific requirements
- How well we integrate current compliance rules into the workforce management solution
- Ability to reduce cost per contingent worker

## 13. Volt Consulting

**Web site:** [www.voltmsp.com](http://www.voltmsp.com)

Managed Service Programs is a business unit of Volt Information Sciences, Inc., providing services and solutions to streamline and manage procurement of temporary staffing, project services, consultants, and other human capital. Volt Consulting MSP improves efficiencies throughout the entire procurement lifecycle,

Provider	Breadth of Service	Size of Deals	Quality of Service	Overall Score
Staff Management	15.08	6.67	176.83	401.66
Advantage xPO	14.08	4.58	177.50	399.90
Allegis	12.67	4.11	178.78	399.84
Guidant Group/Comensura	6.90	4.43	177.73	388.07
Yoh	7.17	4.33	173.33	379.22
SourceRight Solutions	8.09	4.27	167.27	368.02
Adecco/Hyphen	8.20	3.70	166.80	366.81
CDI	5.40	3.80	168.80	366.32
Kelly OCG	8.77	3.38	165.69	365.23
Agile 1	12.21	4.64	160.79	361.66
Manpower/Tapfin	9.15	4.23	161.23	357.11
Workforce Logic	9.82	3.91	159.00	353.33
Volt	9.29	5.14	155.29	345.49

including supplier management, sourcing, spend management, invoicing, reconciliation, and payment for enterprise clients. Volt Consulting MSP offers sophisticated human capital supply chain management outsourcing services, liberating clients' human resources and procurement professionals from the intensive tasks surrounding contingent workforce management, so they can focus on core business processes.

**Clients:** N/A

**Services:**

*Business intelligence:* industry leading analytics to help clients make truly informed business decisions. *Program management:* expertise of dedicated on-site and off-site resources who help drive program growth and success.

*Implementation:* seasoned veterans trained in project management institute methodologies to ensure programs launch without a hitch.

*Business process improvement:* regular program assessments

through our dedicated business process improvement (BPI) group and find opportunities for boosting efficiencies.

*Supplier management:* assessment, onboarding, and mentoring of clients' supplier base, improving the quality of workers, and reducing time-to-hire. *Billing:* provides accuracy, security, and support all while lowering AP/AR costs

**Most important metrics:**

- Savings
- Fill time
- Qualified candidates